

Community Consultation and Post-Harvest Handling Agribusiness Project Sustainability in Rwanda

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Abstract- The main objective of the study was to assess the effects of community consultation in project sustainability in Rwanda. Community consultation involves a proactive process in which the beneficiaries influenced the development and management of development projects, rather than receiving a share benefit. Community consultation creates an enabling environment for sustainability by allowing users to select the level of services for which they are willing to pay, to guide key investment and management decision and commit resources in support of these choices. This study was to assess the effects of community consultation in project sustainability in Rwanda. The research used descriptive research design by considering both quantitative and qualitative. The targeted population was 155,518 targeted beneficiaries of PASP project, cooperative managers (35) under the support of PASP, Cooperative support officers (68) from Rwanda Youth in Agribusiness Forum (RYAF) who are under the support of PASP grant also PASP field staff (12) from which a sample size of 416 respondents was selected. The research used structured questionnaires to collect data from the targeted beneficiaries and other related stakeholders of PASP project. Both Primary and secondary data were collected by using open ended questionnaire for primary data. Results show that community consultation influences the Project Sustainability of Post-harvest agriculture Project. This means that during the period of project implementation; Post-Harvest and Agri-Business Support Project accommodated its beneficiaries suggestions at 85.8% and this contributed to the performance of Post-Harvest and Agri-Business Support Project. The PASP Project has been successfully achieved its goal. The results shown in chapter four, shows that the majority of beneficiaries have been participated on community consultation and community awareness. PASP Project stakeholders and government should continue and improve on working closely with beneficiaries because, working together with beneficiaries have a significant impact in project sustainability.

Index Terms- Community, Project, community Participation, community consultation and Sustainability:

Research area: Community consultation and Project sustainability

I. INTRODUCTION

Many projects have been identified and developed for the benefits of the community, but after their completion period they collapse. Sustainability of community projects, and of the benefits they deliver, has been a major concern of the sector. In Rwanda, Project sustainability has always been a serious issue and there is no much documented knowledge on community consultation and Post-harvest handling Agriculture project sustainability that community members to participate in development in the community driven development approach specifically in Rwandan context. Passive consultation of project beneficiaries allows the community members to assume a full role of looking for solutions to their own problems before project development and implementation.

Many projects have been developed and implemented without necessarily the community consultation and having no full control over decision making and sources. Their tasks are reduced to teaching the community members appropriate ways to look for solutions to their own problems.

Community consultation in a very sustainable project has the following factors or determinants; Geographical factors which may include natural resources, environments, climate Cultural beliefs and norms, Shared commitment, People centered, Clarity objectives, Effective governance, Leadership, Flexibility and responsiveness, Consistency of purpose, Maintaining members. All these factors may be considered during community consultation in order to mitigate their negative impact on the sustainability of agriculture project.

II. LITERATURE REVIEW

Decision making theory

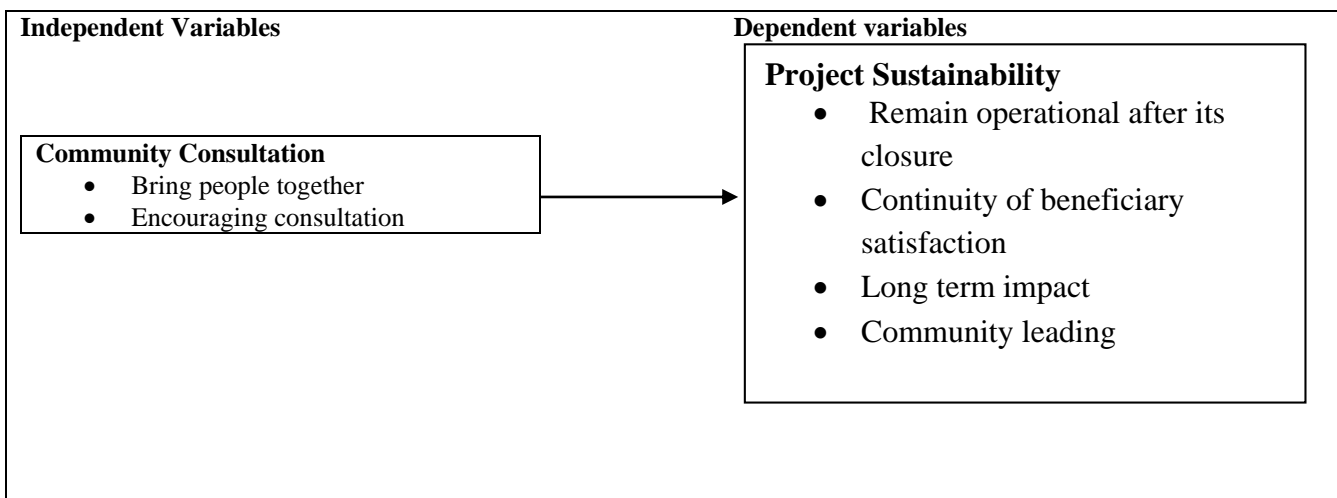
Decision making theory is the study of the reasoning underlying an [agent's](#) choices. Decision making theory can be broken into two branches: [normative](#) decision theory, which gives advice on how to make the [best decisions](#), given a set of uncertain beliefs and a set of [values](#); and [descriptive](#) decision theory, which analyzes how existing, possibly irrational agents actually make decisions. Decision theory in economics, psychology, philosophy, mathematics, and statistics is concerned with identifying the values, uncertainties and other issues relevant in a given decision,

its rationality, and the resulting optimal decision. As (Pinnington, 2014) stated “Normative and descriptive decision theory most of decision theory is normative or prescriptive”. It is concerned with identifying the best decision to take, assuming an ideal decision maker who is fully informed able to compute with perfect with accuracy and fully rational.

III. CONTINGENCY THEORY

The contingency theory is that best practices depend on the contingencies of the situation. Contingency theory is often called the “it all depends” theory because when you ask a contingency theorist for an answer the typical response is that it all depends. While this may sound simplistic, assessing the contingencies on which decisions depend can be a very complex. Contingency theorists try to identify and measure the conditions under which things will likely occur. Since human service practice varies substantially. The term contingency as used in contingency theory is similar to its use in direct practice. A contingency is a relationship between two phenomena. If one phenomenon exists, then a conclusion can be drawn about another phenomenon. For example, if a job is highly structured, then a person with a freewheeling disposition will have problems with the job. Contingencies can sometimes be considered conditions. Contingency theory attempts to relate research on many management variables for example research on professionalism and centralized decision making or worker education and task complexity. According to Kumar, (2010), has been analyzed a situation and determine what variables influence the decision which you are concerned.

Conceptual Frame work



IV. STATEMENT OF THE PROBLEM (THE STUDY PROBLEM)

Rwanda hosts a large number of local and international Non-Governmental organizations which engage in local activities of uplifting the lives of the community where many projects have been identified and developed for the benefits of the community,

Goal and system based theory of performance

The goal based approach is a traditional model that relies on visualizing the project as a rational set of arrangements oriented towards the achievement of project goals. Thus performance is measured in terms of accomplishments of outcomes. The focused is exclusively on the ends achievement of goals, objectives and targets. The goal approach directs the project owners to focus their attention on the financial measures. Financial measures are objective, simplified and easy to understand and compute. As a result, goal approach is the most commonly used method due to its focus, understandability and simplicity. Information is effortlessly accessible by the project managers for assessment process. However, (Harvey, 2012) projects have diverse and occasionally contradictory goals, making of cross project difficult. Sustainability is the capacity of the project or programs to continuously respond to the community issues. A sustained program or project maintains a focus with its original goals and objectives. This includes; the individuals, families and communities it was originally intended to serve, programs can vary in intensity and frequency, actual program or project activities can change. Sustainability has several factors which include: Leadership competence, understanding the community, strategic finding, staff involvement and integration, effective collaboration, demonstrating program results and program responsivity. Community consultation is of more importance due to the following; It may improve coordination and integration of project’s activities, It may lead to the reduced complexity in the community, There is better communication and consultation, May lead to effective project implementation, There is the development of efficient process for plan making and review.

but after their completion period they collapsed without justifiable reasons. Project sustainability has always been a serious issue

in Rwanda and there is no much documented knowledge on community consultation in the development of their society in Rwandan context. The intended community on the other hand has little community consultation in project sustainability activities

and the projects ended up collapsing after closure. Therefore, the study was to assess the effects of community consultation in project sustainability in Rwanda after the implementation and closure of PASP project designed for reducing post-harvest losses during harvesting period. In this context, that there is a gap which formed a statement of the problem and necessitated need for this study.

V. METHODOLOGY

This chapter provided the roadmap in the determination of the research design, location of the study, target population, sample selection, research instruments, data collection techniques, pilot study, data analysis, validity and reliability of the instruments of data collection that aided the study as well as the data analysis techniques and how eventually data was presented. Also, it provided guidelines to the methods that the researcher used in data analysis and presentation, and discussion of the findings of the study.

The research used descriptive analytical methodology, which consists of quantitative and qualitative approaches and this methodology involved collections of quantitative information.

A questionnaire with high reliability was received similar answers if it is done again and again or by other researchers (Bryman and Bell, 2010).

Questionnaire was used by the researcher to collect the data and five-point scales were used to measure responses ranged from strongly agree(5), agree (4), unsatisfactory(3), disagree (2) and strongly disagree (1). Research structured questionnaires were used to collect quantitative data.

Under this study, the research used a descriptive research design in the collection of data on the effects of motivating factors of community consultation in project sustainability in Rwanda.

The study was carried out in Nyagatare, Gatsibo, Kayonza, Ngoma, Kirehe Kamonyi, Muhanga, Ruhango, Nyanza Musanze, Nyabihu and Rubavu Districts from which PASP project is operating.

The target population was the beneficiary of PASP project who are the residents of PASP intervention Districts who have benefited from PASP grant under post-harvest infrastructures out of the targeted beneficiaries from which sample size was selected. Therefore, the sample size was derived from population of **155,518** targeted beneficiaries of PASP project, cooperative managers (35) under the support of PASP, Cooperative support

officers (68) from Rwanda Youth in Agribusiness Forum (RYAF) who are under the support of PASP grant also PASP field staff (12) was contacted during this research study.

During this research study, stratified random sampling method was used to select relevant respondents from the PASP beneficiaries in the Districts of intervention.

The total sample of participants came up with a sample of 399 respondents from beneficiaries and 17 employees and this gives a total of 416 respondents. Therefore, the sample size is the selecting of a group or subgroup that is representative of the whole and the result that may be obtained from the representative sample can then be applied to the whole set.

Data was collected by using primary data method for data collection. Where the researcher used mixed methods both qualitative and quantitative methods for data collection.

The research findings were analyzed by using the Statistical Package of Social Sciences (SPSS). The regressive analysis was used to test the research data.

VI. RESULTS AND FINDINGS

The findings have been presented in form of tables and percentages and they were presented and analyzed using frequency tables and also percentages were used to assess the beneficiary consultation and agricultural projects performance in Rwanda.

The Table 4.4 below shows that the level of education of respondents, the majority of respondents have secondary level of education 148 (35.6%), followed by those who have University level, equal to 137 (32.9%) and those who have primary level are 131(31.5%). This means that PASP- IFAD-funded project deal with different people of academic back ground in order to promote community consultation in project sustainability. This indicates that every respondent involved in this study has the ability to read and write which is favorable to the research since every respondent completed the questionnaire on his/her own. Hazernberg, (2012), associated the education level of staff with findings that, those who can read and write are more successful because education provides them knowledge and modern managerial skills, making them more conscious of the reality of the life style of the world and thus in a position to use their learning capabilities to enhance project activities.

Table 4.4: Level of education

	Frequency	Percentage
Primary school	131	31.5
Secondary	148	35.6
University	137	32.9
Total	416	100.0

Source: Primary Data, 2019

Descriptive analysis

The table below shows different agreements of respondents on statements related to the influence of Community Consultation in project sustainability.

The Findings in the Table 4.5 indicated that most of respondents agreed that Community Consultation influence the Project Sustainability of PASP Project. This means that during the

period of project implementation; Post-Harvest and Agri-Business Support Project accommodated its beneficiaries suggestions at 85.8% and this accommodation of beneficiaries' suggestions contributed to the performance of Post-Harvest and Agri-Business Support Project.

Table 4.5: The influence of Community Consultation in promoting community consultation in project sustainability.

Statements	SA	A	UN	D	SD
1. Consultation of community during project implementation influence the PASP Project Sustainability	(29.6%)	(56.2%)	(1.4%)	(12.7%)	-
2. During the closure of project life, the community consultation may influence the PASP project sustainability	(47.8%)	(43.0%)	(9.1%)	-	-
3. The activity of PASP influence the level of beneficiaries satisfaction	(94%)	(6%)	-	-	-
4. Encouraging community to be part of project implementation may influence the PASP project sustainability	(50.5%)	(27.4%)	(15.4%)	(6.7%)	-

Source: Primary Data, 2019

ANOVA results further show that community Consultation, community Awareness, community development interest and community involvement in planning and evaluation explains project sustainability funded by IFAD-project. The table above 4.10 shows the sig value (0.000) less than the level significance (0.05). The F-statistics (F=214.145) is far greater than the P-value (0.000) hence a further confirmation that aspects of community consultation, Community awareness, community development

interest and community involvement in planning and evaluation significantly influenced the project sustainability of Post-Harvest and Agribusiness Support Project. Further, Tables 4.10 indicates that the residual value (2.202) is less than the regression value (21.930) which means that all independent variables contributed to the sustainability of PASP project.

Table 10 : ANOVA Test

Model	Sum of Squares	df	Mean Square	F	Sig.		
1	Regression		21.930	4	5.483	214.145	.000 ^a
	Residual		2.202	394	.026		
	Total		24.132	398			

a. Predictors: (Constant), Community Consultation, Community Awareness, Community Development interest and Community involvement in planning and evaluation

b. Dependent Variable: project sustainability

Using linear regression analysis from SPSS data bases, shows that all sub-variables were significant with (sig=0.000 and 0.01). This means that all variables influence the project sustainability of PASP-funded project. $Y=0.671+0.648x1+0.783x2+.0545x3+0.545+\epsilon$

This therefore reveals that, given a unit increase in the community Consultation would positively change by 0.648 times. Also, a unit increase of community awareness would result to 0.783 times increases in the PASP sustainability. Table 4.11: Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	.671	.145		4.618	.000
Community Consultation	.648	.085	.505	5.264	.000
Community awareness	.783	.084	.329	3.361	.000
Community development interest	.545	.069	.057	.653	.001
Community involvement in planning and evaluation	.545	.069	.057	.653	.001

a. Dependent Variable: Project sustainability

VII. DISCUSSIONS

95.2% of respondents appreciated the involvement of PASP (beneficiaries) about project consultation in matters related to project sustainability. The results reflects that the community consultation contributes to the project sustainability in Rwanda and the project brought many changes in the lives of the community during the project implementation and these changes should be kept documented and improving so that the community could continue develop themselves and the country in general.

VIII. CONCLUSIONS AND RECOMMENDATIONS

Conclusion

From the finding of the study, it was observed that, in order for every project to be successful with sustainability, there should be a need for community consultation by bringing the beneficiaries together and encouraging their consultation.

Recommendations

PASP project involve community consultation in project planning which may influence the project sustainability. . The following are the key recommendations.

PASP Project should consult its beneficiaries during project implementation activities by encouraging their involvement and ownership. This will ensure its sustainability. Project beneficiaries should be involved in project activities review and sharing the feedback of the ongoing and ended project's activities, because poor sharing of feedback between project team and beneficiaries (entire community) can affect negatively the project sustainability. Beneficiaries should keep the sense of project ownership developed since the beginning even after the closing of the project so that they could continue benefit from it to satisfy their needs. PASP project should organize trainings for beneficiaries of project in partnership with Districts which would help in providing advisory services on the good management and maintenance of the project implementation so that these can remain productive even beyond the closure of the existing project for their business plans to remain operational.

Community based organizations must be consulted and involved in every engagement initiative.

Community consultation should be considered to the interest of entire community.

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