



Long Range Planning And Sustainability Of Projects In Greater Kabale Uganda

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ABSTRACT

This study was set to examine the effect of long-range planning and sustainability of projects in greater Kabale district a case of Projects Implemented by The International Fertilizer Development Center (IFDC). The study followed a cross sectional survey design. Data from 163 respondents was collected and analyzed quantitatively complemented with qualitative analysis. Since descriptive analysis entailed description of a single variable and its attributes, frequency tables were used to present the data. At the bivariate level, a Pearson correlation matrix was conducted to ascertain the relationships between the predictor variables and the dependent variable. A linear regression model was used to fit the data. Research findings from the regression model show that long range planning affects sustainability of projects among the projects implemented by IFDC in greater Kabale District with ($R=762$), The results and discussion above make it abundantly evident that IFDC in greater Kabale District long range planning restrictions are a strong predictor of sustainability of projects in greater Kabale District. This highlights how crucial it is for IFDC to always involve projects stakeholders in long range planning if projects are to be sustainable. In order to ensure sustainability of projects implemented by IFDC in greater Kabale District the study recommended that, all projects beneficiaries should get involved in all activities of the organization from conception stage to project termination. This is when IFDC projects will be sustainable after donor exit.

Keywords. Long range planning, Sustainability and Business enterprises, Kabale Uganda

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1. INTRODUCTION

Development projects' sustainability is a major worry, especially in areas like Greater Kabale, Uganda (Snihur, & Bocken, 2022). A number of agricultural initiatives have been carried out by the International Fertilizer Development Centre (IFDC) with the goal of raising livelihoods and production. However, a number of obstacles hinder these programs' long-term viability. The restricted availability of vital resources including high-quality seeds, fertilizer, and financial services is one of the main problems. Due to high prices or limited availability, farmers frequently find it difficult to get these inputs, which might compromise the efficacy and sustainability of agricultural techniques implemented by IFDC initiatives. Project sustainability is seriously hampered by inadequate infrastructure, such as

inadequate storage facilities and bad road networks (Agaba et al 2023). Farmers are less able to sell their produce at competitive rates and reinvest in their farming operations as a result of these restrictions on market accessibility and commodities transportation. In Greater Kabale, climate change consequences including unpredictable rainfall patterns and protracted droughts have a negative impact on agricultural productivity. Due to their impact on crop yields and increased susceptibility to food insecurity, these environmental issues have the potential to impede the work of IFDC projects.

Sustainability concerns also stem from socioeconomic factors like poverty, land tenure issues, and low levels of education among farmers (Agaba & Turyasingura, 2023). Due to their low incomes, many smallholder farmers are unable to get financial facilities or have secure land rights, which limits their capacity to expand their businesses or implement new technology. Local communities must actively participate in sustainable development; nonetheless, there may be times when community involvement is inadequate throughout the project planning and execution stages. The goals of the project may not align with local interests or needs as a result of this lack of participation. When foreign finance or technical assistance dwindles over time, projects that depend significantly on it may encounter challenges. Communities may find it difficult to sustain development once donor engagement ceases if proper capacity-building measures or self-reliance methods are not incorporated into project design from the beginning. In certain contexts, such as the Greater Kabale region itself, effective monitoring and evaluation (M&E) systems may not always be implemented to the fullest extent due to methodological flaws or resource limitations. This could result in assessments of the impact and overall success rates of interventions carried out there thus far that are potentially inaccurate (Jackson, 2020). In order to ensure that initiatives led by organisations like IFDC have long-lasting positive effects in places like Greater Kabale, Uganda, and into the future, it is necessary to address these complex issues through comprehensive approaches that involve collaboration between stakeholders, including government agencies, non-governmental organisations, private sector actors, and beneficiaries themselves. Worldwide, long-term planning is essential to guaranteeing the sustainability of projects (Waiganjo et al., 2021).

However, it appears that many firms are not using long-range planning during project implementation for product sustainability (Turyasingura & Agaba, 2023). Here are some benefits of long-term planning: Establishing a strategic vision and goals, including sustainability into project design, building institutional capacity, managing risk, and being flexible are all important. Building consensus and involving stakeholders. Frameworks for monitoring and evaluation as well as sustainable financing methods: Developing financial models that sustain ongoing project activity is a crucial part of long-term planning for sustainability. For example, adopting payment for ecosystem services models or changing tariffs to encourage sustainable land management can provide the resources needed following early funding periods.

The International Fertilizer Development Center (IFDC) is actively involved in several projects within the Greater Kabale District, focusing on enhancing agricultural productivity and sustainability. These projects are designed to support farmers, improve agribusiness chains, and empower communities through various interventions. These projects include Building Resilience and Inclusive Growth of Highland Farming Systems for Rural Transformation (BRIGHT). The BRIGHT project is a collaborative effort involving multiple partners such as Agriterro, the Uganda Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), the National Agricultural Research Organization (NARO), district local governments, and private sector partners. The primary aim of this project is to strengthen the capacity of savings and credit cooperatives (SACCOs) by linking them to financial institutions and input dealers while facilitating access to markets. Nyabyumba Farmers' Cooperative Society: This cooperative has benefited significantly from BRIGHT interventions. Initially established with 60 members in 2004, it now boasts 2,958 members. The cooperative provides various services including agricultural loans, school fee loans, youth agronomy capacity development loans, and emergency loans. BRIGHT has also helped the cooperative develop business and marketing plans and implement an electronic operations system. Seed Production and Marketing: Through BRIGHT's support, Nyabyumba SACCO has improved seed production practices by engaging seed breeders within the cooperative for collective marketing. This initiative ensures that members receive high-quality seeds

for better yields. Governance and Expansion: The project emphasizes governance health checks which have been instrumental in training cooperative leaders. This has led to plans for value addition activities such as producing crisps from ware potatoes. The second project is Resilient and Efficient Agribusiness Chains (REACH). The REACH project focuses on creating potato value chains that benefit all stakeholders from farmers to processors and consumers. It aims to train farmers in good agronomic practices while promoting farming as a business. Training Programs: Over 11,312 potato farmers from 885 farmer groups have been trained under this initiative with a special emphasis on women's economic empowerment due to their significant contribution to agricultural labor. Support for Women Farmers: The project addresses cultural challenges faced by women in agribusiness by providing them with training opportunities that enhance their skills in seed potato production. Partnerships with Local Enterprises: About 30% of farmer groups in western Uganda are now able to sell produce directly to MSMEs thanks to REACH's facilitation of links between these groups and MSMEs. However, there is still a problem that needs to be resolved regarding these projects' sustainability in the greater Kabale.

2. METHODS

2.1. Research Design

According to Bryman (2011), a study design is a predetermined framework for data collecting and analysis. It is a comprehensive strategy outlining the protocols and techniques for gathering and evaluating data (Klymenko, et al, 2022): Turyasingura et al., 2022, Turyasingura,2023). This study used quantitative and qualitative methods in a cross-sectional survey research design. The use of quantitative methods aids in characterizing the existing state of affairs and exploring causal linkages among the variables under investigation (Linden, 2021). Conversely, a qualitative method aids in gaining understanding and delving into the richness, depth, and complexity of the topic being studied. Because it exposes participants to real-life scenarios and demystifies complicated ideas, the case study method was chosen. (turyasingura et, 2022). While the qualitative technique gave the researcher detailed explanations of project budgetary restrictions on project success using a case of the International Fertilizer Development Center (IFDC), the quantitative approach aimed to quantify and establish the links.

2.2. Study Population

The study population comprised of 163 staff of International Fertilizer Development Center in different departments such as Administration, and, beneficiaries as shown below;

Table 2.1: Target Population in Kabale Municipal Council

Sector/Department	Actual sample size	Data collection methods
Administration	26	Interviews
Project beneficiaries	137	Questionnaire
Total	163	

Source International Fertilizer Development Center, 2024

2.3. Quality Control

2.3.1 Validity

Validity is the extent to which the findings of data analysis are consistent with the phenomenon being studied. The researcher designed the study methodology by consulting with a number of organizations and project sustainability specialists (Gregurec et al., 2021). By pre-testing the research tool, issues like unclear or confusing questions, questions with too few spaces for replies, questions that are packed, or questions with the incorrect number can be found and eliminated. The content validity index (CVI) was calculated by dividing the percentage of valid items from each judge by the total number of items, following consultation with the four microfinance experts and the evaluation of the items for each instrument by four judges.

Thus, $CVI = \frac{\text{Number of items rated relevant by expert}}{\text{Total number of items in the instrument}}$

Summary of the reliability statistics

Judge 1. = 38/40=0.95

Judge 2. =36/40= 0.9

Judge 3. = 37/40= 0.93

Judge 4. = 33/40=0.83

Therefore $0.95+0.9+0.93+0.83=3.61/4=0.90$

These results implied that the research instruments used to gather information on long-term planning and project sustainability in the IFDC case were valid. Oleng (2021) states that for instruments to be accepted as legitimate, the average content validity index (CVI) number of certified valid items divided by the total number of items must be at least 0.7. Since the CVI score was higher than 90%, the instruments were valid. Turyasingura and Agaba, (2022)

2.3.2. Reliability

When the same populations of people are examined repeatedly under the same conditions, reliability studies examine how consistently the measuring instruments provide results. Wang, et al 2022). The validity of the research instruments is also tested in a pilot study using participants who were specifically and simply selected at random from the target area. The questionnaire's question design, phrasing, completeness, and clarity were among the attributes that the respondents were asked to evaluate. The reliability of the instruments was further demonstrated using the Cronbach's Alpha coefficient. (Turyasingura *et al* 2021, Rugasira et, al, 2022). On a Statistic Package for Social Scientists (SPSS) scale, the results are 0.76, indicating that the tools are more accurate and practical.

Table 2.2: Reliability statistics

Variable	Cronbach's alpha	Number of items
Goal-oriented,	0.90	25
Creative thinking	0.98	25
Strategic thinking	0.85	25

Project sustainability	0.97	25
Total	3.698	
Average	3.7/4=0.92	

Source: Field Data 2024

Therefore, it can be concluded that there is a high level of confidence in the overall scale's dependability if there is a significant degree of correlation between the individual components. Cronbach's alpha provides the following criteria: "> 0.5 - Poor, > 0.6 - Questionable, > 0.7 - Acceptable, > 0.8 - Excellent, and > 0.5 - Unacceptable" (5).

2.3.3. Data Management and processing

The descriptive, bivariate, and multivariate data analysis procedures were finished. Tables were produced as a result of the descriptive analysis. In a bivariate study, the Pearson rank correlation was employed to calculate the relationships between categorical factors and independent variables as well as those between the dependent variable. Once more, cross tabulations were employed to illustrate the relationships between the variables.

2.3.4. Multivariate analysis

At this stage of the model's development, only independent variables that had shown a substantial connection with the dependent variable were added. In other words, only significant bivariate stage components were regressed at the multivariate level. The multivariate model is shown in the following equation: $LRP = \beta_0 + \beta_1 GO + \beta_2 CT + \beta_3 ST + \varepsilon$

Where, $SP = \beta_0 + \beta_1 GO + \beta_2 CT + \beta_3 ST + e$

Where

LRP = Long Range Planning

GO = Goal Oriented

CT = Creative Thinking

ST = Strategic Thinking

ε = Error term

β_1 , β_2 , and β_3 are the partial coefficients which explain how each of the independent variables

(goal oriented, creative thinking, strategic thinking on sustainability of projects).

3. RESULTS

3.1. Descriptive statistics for long range planning and sustainability of projects in greater Kabale -Uganda. a case of projects implemented by the international fertilizer development center. The study's initial goal was to determine the effect of long-range planning and sustainability of projects in greater Kabale -Uganda. a case of projects implemented by the international fertilizer development center. The information needed for this was gathered from secondary sources (documented work) and primary sources (personnel). A questionnaire with five scales—strongly Agree (SA), Agree (A), Undecided (UD), Disagree (D), and Strongly Disagree (SD)—was used for this. The table below provides a summary of the responses.

Table 3.1. Showing Descriptive statistics for long range planning and sustainability

Response	Agree		Undecided		Disagree	
	F	%	F	%	F	%
Goal oriented is essential in planning	138	84.7	10	6.1	15	9.2
Creative thinking is vital for if planning is ton have impact on sustainability of projects	163	100	00	00	00	00
Strategic thinking aids planning for project sustainability	163	00	00	00	00	00
Project sustainability is based on strategic planning	158	96.9	05	3.1	00	00
Stakeholder involvement promotes project sustainability	145	88.9	00	00	18	11.1
Participatory decision making promotes project sustainability	163	100	00	00	00	00

Table above, indicates analyses on the six statements that were subjected to the respondents and intended to measure long range planning on sustainability of projects in greater Kabale District. creative thinking is vital for if planning is ton have impact on sustainability of projects, all respondents with 100% agreed during data collection. Respondents were asked whether the goal oriented is essential in planning 84.7% of the agreed compared to 9.2% of the respondents who disagreed leaving 6.1% undecided. Respondents were also asked whether Strategic thinking aids planning for project sustainability, all respondents with 100% of respondents agreed with the statement during data collection. Once more respondents were project sustainability is based on strategic planning, 96.9% of respondents agreed compared to 3.1% of the respondents who were undecided during data collection. Respondents were asked whether Stakeholder involvement promotes project sustainability 88.9% of the respondents agreed with the statement during data collection compared to 11.1% of the respondents who were undecided. Lastly respondents were asked if participatory decision making promotes project sustainability, 100% of the respondents agreed with the statement during data collection. This indicates that, long term planning affects sustainability of projects in greater Kabale District. In the case of IFDC, the survey participants were presented with nine statements to ascertain whether long-term planning has an impact on the sustainability of projects in the wider Kabale District. Given the descriptive statistics and the type of responses, it can

be inferred that project financial controls exist because every respondent agreed with the statements used to measure them. The qualitative data obtained from key informant interviews was analysed qualitatively after the quantitative data was analysed. The long-range planning's qualitative outcomes are shown below.

Responses from respondent

“Although IFDC has undoubtedly helped us with a number of projects, we have not taken part in planning, which has an impact on the sustainability of our initiatives. They include initiatives in which we have not been involved in the planning process and where the choices made have not worked out. Many of the projects they have financed are not sustainable after they are finished.

Hypothesis testing

To be able to generalize the results from the population samples, the study tested the assumptions that were put out. Inferential statistics were used to do this. To determine whether the independent and dependent variables were related, how strong and which way the links were, to create a relationship model, and to test the two hypotheses, correlation and regression analyses were performed. *The Pearson's product moment correlation coefficient was thus employed to ascertain the strength of the association, as indicated in the table below, in order to confirm the alternative hypothesis that long-range planning has no bearing on the sustainability of projects:*

Table 3.2. Correlation analysis for long range planning

		Sustainability of projects	Long range planning
Sustainability of project	Pearson	1	.762**
	of Correlation		.000
	Sig. (2-tailed)		
	N	163	163
Long range planning	Pearson	.762**	
	Correlation	.000	
	Sig. (2-tailed)		
	N	163	163

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data 2024

The correlation coefficient is displayed in the above table at. Long range planning has a positive connection ($r = 0.762$) with sustainability of projects in greater Kabale District. Therefore, a regression analysis was performed to ascertain the degree to which long range planning restrictions influence sustainability of projects in greater Kabale District, or, put another way, the extent to which the variance in the independent variable would impact the dependent variable.

Table 3.3. Showing the model summary of long range planning .

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.762 ^a	.925	.924	.15216

a. Predictors: (Constant), long range planning

The coefficient of determination .762 suggests that long-range planning affects a project's sustainability. Consequently, a noteworthy positive significance. This implies that the more long-range planning there is, the more sustainable the Kabale District project will be. As a result, long-range planning accounts for 92.4% of sustainability of projects .

Table 3.4. Showing Regression output summary on, long range planning and sustainability of project.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.385	.134		2.882	.005
Long range planning	.921	.030	.762	30.953	.000

a. Dependent Variable: sustainability of projects

The result again revealed a regression coefficient of .762 at 0.01 significance level hence a positive significant. Results further confirms that, long range planning has an influence on sustainability of projects with a Beta value of 0.962 at 95% level of confidence. Therefore, the researcher holds alternative hypothesis which states that “long range planning has a significant effect on sustainability of projects a case of IFDC in Kabale.

4. CONCLUSION

Long-range planning at IFDC in the broader Kabale Districts has a favourable impact on project sustainability, according to the study's initial goal. founded on descriptive statistics and qualitative analysis. The respondents agreed on the six long-range planning questionnaire components with an

average rate of 90% and $r=762^{**}$. This was further corroborated by the primary informants' qualitative findings, which showed that long-range planning affects the sustainability of the project at IFDC in the wider Kabale District.

The results and discussion above make it abundantly evident that IFDC in greater Kabale District long range planning restrictions are a strong predictor of sustainability of projects in greater Kabale District. This highlights how crucial it is for IFDC to always involve projects stakeholders in long range planning if projects are to be sustainable.

5. RECOMMENDATION

In order to ensure sustainability of projects implemented by IFDC in greater Kabale District the study recommended that, all projects beneficiaries should get involved in all activities of the organization from conception stage to project termination. This is when IFDC projects will be sustainable after donor exit.

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