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Contribution of Management by Objectives on Project Success. Case of Farmer Finance Project Implemented by One-Acre Fund in Bugesera District of Rwanda

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Abstract: *The main objective of this study is to explore contribution of management by objectives on project success. A Case study of farmer finance project implemented by One Acre Fund in Bugesera District of Rwanda. One Acre Fund works in all districts of Rwanda; the approximate number of Field Officer, Sector Supervisor, Field director representing the organization at various levels is 1,937 of population size. To determine the sample size, this study used Solvin's formula. The study used purposive sampling to select 332 participants. Data collection methods included a documentary review, survey and questionnaire. Quantitative data was analyzed by coding and entering it into statistical software such as the Statistical Package for Social Sciences to produce figures and tables. The findings show that clear objectives, although measurable and achievable with a mean score of 4.84, had an insignificant negative relationship with project success (β_1=0.076, p>0.05). Resource allocation, with a mean score of 4.59, exhibited a highly significant positive relationship with project success (β_2=0.623, p<0.05). Monitoring & Evaluation, with a mean score of 4.82, also demonstrated a significant positive relationship (β_3=0.509, p<0.05). However, leadership involvement, with a mean score of 4.65, showed an insignificant negative relationship with project success (β_4=- 0.061, p>0.05). These findings suggest that while resource allocation and M&E play critical roles in project success, leadership involvement and clear objectives may require further refinement. The study recommends integrating clear objectives with dynamic management practices, optimizing resource allocation, enhancing M&E tools and staff capacity, and reassessing leadership involvement to better align with project goals.*

Keywords: *Management by Objectives, Leadership involvement, Project Success and Farmer Finance Project*

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1. Introduction

In Africa, smallholder farmers, approximately 33 million individuals cultivate staple crops such as maize, wheat, rice, cassava, and sorghum on land measuring less than one hectare while playing a vital role in environmental sustainability through practices such as agroforestry and crop diversification. It is essential to prioritize purposive and economic rationality as primary management objectives in agricultural sector planning projects across the continent. Continuous efforts must demonstrate the importance of data-driven decision-making, especially considering that enhanced access to food and improved nutrition hinge on better living conditions for producers, effective risk management, and robust social safety nets in Africa (Gassner & Harris, 2019).

One Acre Fund works directly with farmers and engages with relevant stakeholders in partnerships to fulfill its mission. Bugesera District, located in the Eastern

Province of Rwanda, is characterized by a high population density and predominantly agricultural economy. Project finance is becoming increasingly essential in the agricultural sector, facilitating the mobilization of resources for large-scale ventures in crop cultivation, livestock rearing, and food production (One Acre Fund, 2018).

The Farmer Finance Project at One Acre Fund is a program designed to provide financial services and support to smallholder farmers in rural areas. This project aims to improve farmers' access to credit, savings, insurance, and other financial tools that can help them increase their productivity and income. Through this project, One Acre Fund seeks to empower farmers to invest in their farms, improve their livelihoods, and ultimately work towards lifting themselves out of poverty. The Farmer Finance Project aims to provide financial services to smallholder farmers in Bugesera District, enabling them to access credit for agricultural inputs, improve their farming practices, and ultimately increase their productivity and income. (One Acre Fund, 2018).

Efficient project management is essential for the achievement of development initiatives, particularly in the agricultural sector, where resources are scarce and stakeholders encounter various challenges. Despite the widespread adoption of management by objectives (MBO) as a framework for aligning goals and enhancing efficiency, many projects still struggle to achieve their intended outcomes. This raises concerns about whether key elements of MBO, such as clear objectives, resource allocation, monitoring and evaluation, and leadership involvement, are adequately applied to drive project success.

In the case of the Farmer Finance Project implemented by One Acre Fund in Bugesera District, Rwanda, the importance of effective leadership involvement in guiding teams, allocating resources, and ensuring continuous monitoring cannot be overstated. However, gaps remain in understanding how leadership involvement interacts with other aspects of MBO to influence project success. This lack of clarity poses challenges for improving project outcomes, as weak leadership engagement could lead to misaligned priorities, inadequate resource utilization, and failure to meet objectives.

Given the significant role of agriculture in the livelihoods of rural communities in Rwanda, addressing these challenges is crucial for enhancing project results and ensuring long-term sustainability. This research aims to examine the influence of Management by Objectives (MBO) on the success of the Farmer Finance Project in Bugesera District, with a specific focus on clear objectives, resource allocation, monitoring and evaluation, and leadership involvement. The findings are expected to offer practical recommendations for enhancing project management practices in the agricultural sector.

The general objective of this research is to assess the contribution of management (MBO) by objectives on success of farmer finance project implemented by One Acre Fund in Bugesera district of Rwanda.

The following specific objectives have been considered to achieve the main objective,

1. To evaluate the influence of clear objectives on the farmer finance project success.
2. To find the impact of Resources allocation on the farmer finance project success.
3. To examine the effect of Monitoring and evaluation on the farmer finance project success.
4. To evaluate the influence of leadership involvement on the success of farmer finance project success.

Hypotheses:

1. H_{1a}: Clear objectives influence the Success of farmer finance project.
2. H_{1b}: Resource allocation influences the Success of farmer finance project.
3. H_{1c}: Monitoring and Evaluation influence the farmer finance Project success.
4. H_{1d}: Leadership involvement influences the success of farmer finance Project.

2. Literature Review

2.1 Theoretical Review

This framework is a comprehensive review established that guides the development of arguments in this research. It describes the theory that provides an explanation for the research problem being studied, addressing any gaps identified in the literature review.

2.1.1 Goal-setting Theory

It was introduced by Locke Edwin and Latham Gary (1968), suggesting that setting clear goals can significantly enhance performance. This theory argues that goals act as a guide, directing individuals and teams towards achieving their objectives. It emphasizes the benefits of goals being SMART to maximize their effectiveness. Specific goals offer clarity and direction, while challenging goals inspire individuals to put in more effort and persist through difficulties. The theory also highlights the need for feedback on progress, as it enables individuals to modify their efforts and strategies to stay on course. A range of studies in fields like education, business, and sports have confirmed the positive impact of goal setting. In summary, the goal-setting theory offers valuable insights into how setting and striving for clear, challenging goals can boost performance and motivation (Locke & Latham, 2019).

Within the framework of this research, the use of Management by Objectives (MBO) aligns with this theory, as MBO emphasizes setting clear, specific, and measurable objectives that employees can work towards. By implementing MBO in the Farmer Finance Project, Researcher essentially applied the principles of goal setting theory to enhance project performance and success.

2.1.2 Resource-based View

Resource-based View was introduced by Penrose in 2009. It is centered on the effective management of a company's resources, its strategy for diversification, and potential for growth. Penrose's work was groundbreaking in proposing that a firm should be seen as an integrated set of resources, aimed at understanding how it can meet its goals and strategic objectives (Penrose, 2009).

The Resource- Based View of the organization consists of several ideas that emphasize the concepts of resource diversity and immovability across organizations. According to this view, firm is regarded as a gathering of resources, abilities and practices that play a role in value creation and are difficult for rivals to duplicate due to protective measures. In this framework, resources include all resources, abilities, procedures, attributes, evidence, and information possessed by the firm, enabling them to create and execute plans that enhance its effectiveness (Miller, 2019).

In the context of the present research on the Farmer Finance Project, the RBV theory suggests that the project's success can be influenced by effective allocation and utilization of resources. By applying the RBV theory, the researchers analyzed how the project's resource allocation strategies contributed to its overall success. This theory helped to understand how the project's resources, if effectively managed and utilized, can create a competitive advantage and lead to project success.

2.1.3 Contingency Theory

Contingency Theory of Leadership, introduced by Fred Fiedler (1958), emerged from a study on the effectiveness of leaders in group settings. Fiedler suggested that a leader’s efficiency depends on both the situation’s control and leadership style adopted. The theory emphasizes the relationship between leadership performance and various leadership style indicators, particularly the Least Preferred Coworker (LPC) scale, which evaluates a leader's style. According to Fiedler’s theory, a leader’s effectiveness is shaped by two key factors: The leader's approach to management and the favorability of the situation (Fiedler, 1958).

In the context of this research on the Farmer Finance Project, Contingency theory implies that the project's success is contingent upon various factors such as the clarity of its objectives, the efficiency of its resource allocation, the efficiency of its monitoring and evaluation processes, along with the alignment of its objectives to the broader organizational goals, are crucial factors. Using Contingency Theory, researcher examined how the project’s management practices and strategies adjust to the unique conditions and needs of the agricultural sector in Rwanda, thereby impacting its success.

2.1.4 Agency theory

It was introduced by Economists Michael C. Jensen and William H. Meckling made a significant contribution in 1976 paper called Theory of the Firm: Managerial Behavior, Agency Costs, and Ownership Structure established foundation for theory. In this work, they examined the potential conflicts of interest between principals, such as shareholders, and agents, such as corporate executives, within organizations. This concept helps to understand and address disputes that arise in the correlation between corporate principals and its agents. This scenario, shareholders are considered the principals, while company executives serve as their agents (Michael, 1976).

In the context of this study, agency theory helped to explore how the monitoring mechanisms between the organization and its agents impacts project success. For example, researcher investigated how the organization's objectives are communicated to field officers and how these officers' actions and decisions are influenced by the incentives and structures put in place by the organization. Comprehending these dynamics can offer valuable understanding on how to improve the effectiveness of the project's implementation and increase its chances of success.

2.2 Empirical Review

Njangiru and Rugiri (2018) explored the effect of resource allocation on achievement of water projects funded by Nyeri County, Kenya, through the Constituency Development Fund (CDF). The study highlighted human capital and capital as crucial elements in resource allocation. The research focused on 86 water projects in Nyeri which received CDF funding, from which 60 project managers were selected using a stratified random sampling. Regression and correlation analyses, along with bivariate and multivariate techniques, were used to draw conclusions. The regression analysis results showed that availability of resources significantly predicted success of project, while the Pearson relationship indicated a positive correlation between resource obtainability and project success.

Nair and Kumari (2020) conducted a study analyzing the impact of resource allocation by project managers on the success of software projects. In the software industry, delivering successful projects is a top priority, and the development of high-quality software is influenced by multiple factors such as budget, timeline, and resource constraints. Project managers play a crucial role in estimating and distributing these resources, directly affecting project success. The study involved an empirical analysis of multiple projects within a CMMI Level 5 software company specializing in both product and service development. Findings revealed a significant effect of resource-related factors on software project success and overall company performance. Additionally, the research highlighted the critical role of project managers in optimizing resource allocation to enhance software development outcomes. This study further emphasized the importance of efficient project management by assessing how well project managers allocate resources such as time, cost, and personnel. Understanding the effectiveness of resource distribution helps determine the required quality standards and workforce needed for successful project execution. Ultimately, the study underscores that effective project management heavily depends on the project manager’s ability to allocate resources efficiently.

Research by Claude and Didace (2020) examined the influence of project monitoring and evaluation (M&E) on the achievement of local government road projects, specifically focusing on Cricket road project construction in the Gahanga Sector in Rwanda. The research targeted a population of 827 individuals, with a sample population size of 90 chosen using probability population sampling and the systematic sampling method. Explanatory research was employed on investigating correlation between variables. Data was obtained through questionnaires while analyzed in SPSS version 22. Statistics showed that technics during M&E did not have a significant impact on success project, implying that methodical expertise alone may not be sufficient to ensure the success of a project. Additionally, the M&E budget was found not to significantly affect the timely completion of the project, underscoring the need for proper allocation of funds for M&E tasks as per the project’s design and implementation plan. The regression analysis further indicated that stakeholder involvement in M&E played a crucial role in gathering feedback, which enabled project management to align project outcomes with stakeholders' expectations, ultimately supporting the on-time completion of the project.

A study by Angela (2017) explored the connection between Monitoring and Evaluation (M&E) approaches and success of funded NGO projects in Kenya, as well as prevalence of M&E practices among these projects. The research focused on NGOs based in Nairobi, using explored the connection between Monitoring and Evaluation (M&E) approaches and the success of funded NGO projects in Kenya, employed to analyze the data, along with inferential statistics when applicable. The results highlighted a positive correlation between M&E activities and the success project, exploring how different aspects of M&E influenced the achievements of donor funded projects. The research concluded that M&E practices were primarily driven by regulatory compliance and the desire to prevent aid suspension. It recommended that NGOs in Kenya improve their M&E systems to better incorporate them into programming, strategic planning, budgeting, and performance management. Data was collected from experts in the Ghanaian building business through designed forms, which were created based on review of existing literature informed by preliminary interviews. The study employed least squares-structural equation modeling to analyze relationship between M&E approaches and success of project. The results indicated a positive relationship between M&E approaches and success of project.

A study by Müller and Turner (2010) found that transformational leadership not only boosts team morale but also aligns team efforts with project objectives, leading to higher success rates. Conversely, transactional leadership, which focuses on task execution and reward systems, has shown mixed results depending on the project context. The study suggests that agricultural projects, with their reliance on adaptability and stakeholder engagement, benefit more from transformational leadership approaches.

Yang *et al.* (2011) found that projects led by participative leaders were more likely to meet their objectives due to enhanced communication and a stronger sense of ownership among team members. This is especially relevant in agricultural settings, where field teams work in complex environments requiring collaborative decision-making. Agricultural projects present unique challenges that necessitate strong leadership involvement. Smallholder farmers often face resource constraints, lack of access to credit, and unpredictable environmental conditions. Leadership involvement in such projects is crucial for addressing these challenges and ensuring project relevance and impact.

3. Methodology

This section provided information on the design of research, population target, sampling population approach, data gathering methods and data investigation techniques.

3.1 Research Design

Design of research examined influence of Management by Objectives (MBO) on the Farmer Finance Project success in Bugesera District, Rwanda, utilizes a mixture of quantitative and qualitative data gathering methods through a mixed methods approach.

3.2 Study Population

The population includes managers and Field Officer members working within Farmer finance project with an estimated population of 1,937 Field Officer, Sector supervisor and Field directors representing the project at various levels.

3.3 Sampling Techniques and Procedure

Purposive sampling was used to select participants with direct experience, ensuring relevance to the research objectives. Solvin's formula utilized to select sample size, after using purposive sampling, which is appropriate for this study, The 150 Field Officer, 145 Sector Supervisor, and 37 Field Directors are deemed to be in a favorable position to offer valuable insights regarding the contribution of management by objectives on Project Success. Case study of farmer finance project implemented by One Acre Fund in Bugesera district of Rwanda.

3.4 Data Collection Instrument

Documentary was used to gather secondary data through documentary analysis. Relevant documents are reviewed and categorized as manuscripts before being organized digitally. This process is essential for analyzing key literature and incorporating global perspectives to create a comparative evaluation framework.

Questionnaire designed to gather information from managers and Field Officer Members working within the One Acre Fund's Farmer Finance Project. The questionnaire included questions about their perceptions and experiences with management by objectives, such as goal setting, resource allocation, monitoring, and evaluation. It also inquired about their views on the effectiveness of these practices in achieving project success. Additionally, the questionnaire gathered demographic information to better understand how different factors may influence their perspectives and experiences.

3.5 Data Analysis

Descriptive and inferential statistics were analyzed where descriptive statistics calculated mean and standard deviation based on respondents' responses, along with correlation and regression analysis.

The study utilized the following model $Y= \alpha+\beta_1X_1+ \beta_2X_2+ \beta_3X_3 + \beta_4X_4 +ę$

Where: Y = Project Success.

β= Beta Coefficient X_1= Clear objectives X_2= Resource allocation

X_3= Monitoring and Evaluation

X_4= Leadership involvement and α= Constant Term

3.6 Ethical Consideration

Participants' anonymity was protected to preserve free speech. This was achieved by collecting informed consent and maintaining open communication with those affected by the study. Participants were asked to show respect in their interactions, ensuring equal representation regardless of sexual orientation, religious beliefs, or racial backgrounds. All data collected was kept secure and confidential, used only for the stated objectives and not disclosed to unauthorized individuals or entities. Personal identifying information, such as names, was not solicited in the questionnaire to further ensure respondents' privacy.

4. Results and Discussion

This session analyzes and interprets the study results. It presents findings on the impact of clear objectives, resource allocation, monitoring and evaluation, and leadership involvement on project success in the agricultural sector, using case of Farmer Finance Project. 332 questionnaires were scattered to participants in the farmer finance project to gather their insights on how management by objectives impacts project success in the agricultural sector. All questionnaires were completed and returned.

Table 1: Correlation analysis

		Clear objective s	Resource allocation	Monitoring and Evaluation	Leadership Involvement	Project success
Clear objectives	Pearson Correlation	1	.725**	.394**	.197**	.561**
	Significance (1-tailed)	.000	.000	.000	.000	.000
	N	332	332	332	332	332
Resource allocation	Pearson Correlation	.725**	1	.281**	.249**	.665**
	Significance (1-tailed)	.000		.000	.000	.000
	N	332	332	332	332	332
Monitoring and evaluation	Pearson Correlation	.394**	.281**	1	.805**	.656**
	Significance (1-tailed)	.000	.000		.000	.000
	N	332	332	332	332	332
Leadership involvements	Pearson Correlation	.197**	.249**	.805**	1	.527**
	Significance (1-tailed)	.000	.000	.000	.000	.000
	N	332	332	332	332	332
Project success	Pearson Correlation	.561**	.665**	.656**	.527**	1
	Significance (1-tailed)	.000	.000	.000	.000	.000
	N	332	332	332	332	332

**. The Correlation is significant at 0.05 level (one-tailed).

Source: Research findings (2025)

The table above illustrates the relationships between the variables: project success, clear objectives, resource allocation, monitoring and evaluation, and leadership involvement. Pearson correlation analysis was employed to examine the strength and direction on these associations. A positive correlation signifies a direct connection between the variables while negative value points to reverse relationship. The significance of these correlations was tested using a p-value threshold of 0.05, where relationships with p-values under 0.05 are regarded as statistically important and those above are not. According to the table, clear objectives show a highly significant positive correlation with project success in the One Acre Fund's Farmer Finance Project in Rwanda (r = 0.561, p = 0.000). Resource allocation also demonstrates a strong, highly positive influence on project success (r = 0.665, p = 0.000). Monitoring and evaluation exhibit a similarly strong, highly significant positive correlation with project success (r = 0.656, p = 0.000). Lastly, leadership involvement reveals a highly significant positive relationship with project success (r = 0.527, p = 0.000)

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.826[a]	0.683	.679	.259

a. Predictors: (Constant), Clear objectives, resource allocation, monitoring and evaluation, Leadership involvements

b. Dependent variable: project success

Source: Research findings (2025)

The table above provides a summary of the regression model and key statistics. R value 0.826 demonstrates strong positive linear relationship between independent and the dependent variable. R-squared value shows that 68.3% discrepancy in dependent variable is defined by the independent variables, suggesting model fits well. Adjusted R-squared value 0.679 indicates that 67.9% of variance is described while considering number of independent variables and model complexity. Standard error of 0.259 reflects that actual value of the dependent variable deviate by an average of 0.259 units from the predicted values. Overall, the model demonstrates a strong positive relationship and good fit for data.

Table 3: ANOVA

Model		Sum of Squares	df	Mean Square	F	Significance.
	Regression	47.494	4	11.873	175.899	.000[a]
1	Residual	22.073	327	.068		
	Total	69.567	331			

a. Predictors: (Constant): Clear Objectives, Resources Allocation, Monitoring and Evaluation, and Leadership Involvement

b. Dependent variable: Project Success

Source: Research findings (2025)

The table above shows the ANOVA results. As observed, the regression sum has p-value 0.000 which is below the 0.05 threshold. This shows that the model is dependable for prediction. Therefore, at a 95% confidence level, the correlation between management by objective and project success are statistically significant.

Table 4: Regression coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.011	.218		.050	.961
Clear objective	-.076	.065	-.059	-1.127	.244
Resource allocation	.623	.052	-.562	11.940	.000
Monitoring and evaluation	.509	.053	.568	9.631	.000
Leadership Involvement	-.061	.058	-.059	-1.050	.295

a. Dependent Variable: Project success

Source: Research findings (2025)

The research findings yielded the following values: β0 = 0.011, β1 = - 0.076, β2 = 0.623, β3 = 0.509 and β4 = - 0.061. Based on these, the regression model is expressed as: Y = 0.011 – 0.076X1 + 0.623X2 + 0.509X3 – 0.061X4. Therefore, Project Success is influenced by 0.011 – 0.076 (Clear objective) + 0.623 (Resource Allocation) + 0.509 (Monitoring and Evaluation) – 0.061 (Leadership Involvement)

At a 5% Significance level, two variables, Resource Allocation and Monitoring and Evaluation, were found to a positive significant impact on Project Success, as indicated with their p-values being below 5%. Conversely, Clear Objective and Leadership Involvements showed negative effects on Project Success, but these were not statistically significant, with p-values above 5%. In detail, Clear Objective had a regression coefficient – 0.076, t-value -1.127, and p-value 0.244, while Leadership Involvement had a regression coefficient – 0.061, t-value – 1.050, and p-value 0.295, indicating a negative but non significance influence on Project Success. Resource Allocation, with regression coefficient of 0.623, t-value 11.940, and p-value of 0.000 and monitoring and Evaluation, with a regression coefficient of 0.509, t-value 9.631, and p-value 0.000, demonstrated significant positive impacts.

The findings show that a one-unit rise in clear objectives would result in 0.076 decrease in project success, while a one-unit rise in resource allocation would lead to 0.623 rise project success. Additionally, a one-unit rise monitoring and evaluation would cause a 0.509 rise in project success, and a one-unit increase in leadership involvement would result in a 0.061 decrease in project success. Overall, resource allocation and monitoring and evaluation emerge as the most significant factors in improving project success.

Table 5: Hypothesis Summary Results

Hypotheses	P Value	Conclusion
H1a: There is significant influence of clear objective on the Success of Farmer finance Project.	**P>0.05**	**Rejected**
H1b: There is significant influence of resource allocation on the Success of farmer finance project.	**P<0.05**	**Accepted**
H1c: There is significant influence of monitoring and evaluation on the success of farmer finance project.	**P<0.05**	**Accepted**
H1d: There is significant influence of Leadership involvement on the success of farmer finance Project.	**P>0.05**	**Rejected**

Table 5 indicate the hypotheses which guided this study: for the first hypothesis: There is no significant influence of clear objective on the success of farmer finance project, For the second hypothesis: There is significant influence of resource allocation on the Success of farmer finance Project, For the third hypothesis: There is significant influence of monitoring and evaluation on the Success of farmer finance Project, For the fourth hypothesis: There is no significant influence of leadership involvement on the success of farmer finance Project.

The significance values from the model summary provide compelling evidence to support the formulated hypotheses. Resource allocation and monitoring and evaluation influence the project success, case of farmer finance project implemented by One Acre Fund in Bugesera district of Rwanda while clear objective and leadership involvement have no influence on project success, case of farmer finance project implemented by One Acre Fund in Bugesera district of Rwanda.

5. Conclusion and Recommendations

5.1 Conclusion

This research aimed to analyze influence of clear objectives, resource allocation, Monitoring and evaluation and Leadership involvements on project success in the agricultural sector, using farmer finance project implemented by One Acre Fund in Rwanda as a case study. The findings from the analysis provide an understanding of the relationships between these managements by objectives approach and project success outcomes.

Summary based on the findings by demonstration on clear objective was found to have an insignificant negative relationship with project success. The objectives of the project are measurable and achievable within the specified timeframe, the overall influence on project success was not statistically significant and suggesting that clear objective alone may not be a key driver of project success in this context.

Resource allocation exhibited a highly significant positive relationship with project success. Respondents indicated Resources are identified and allocated based on project needs and priorities, contributing to project success.

Monitoring and evaluation also demonstrated significant positive impact on the project success. M&E activities are utilized in decision-making for the Farmer Finance Project. This underscores the critical role of continuously monitoring and assessing project progress as a mechanism to achieve project goals.

Leadership involvements, however, showed an insignificant negative relationship with project success. Despite leadership involvement contributed to the success of the Farmer Finance Project, the overall impact on project success was minimal. This indicates that further refinement or a different approach to Leadership involvements development may be necessary to realize project success.

5.2. Recommendations

This study has come up with the following recommendations:

1. One Acre Fund should integrate clear objectives with more dynamic approaches, such as stakeholder engagement and adaptive management practices, to align objectives with the evolving needs of the project and its beneficiaries.
2. One Acre Fund should continue to prioritize and refine its resource allocation processes. This includes regularly assessing project needs, ensuring timely delivery of resources, and optimizing their utilization to address emerging challenges.
3. One Acre Fund should invest in advanced M&E tools and capacity-building for staff to ensure robust data collection, analysis, and reporting.
4. One Acre Fund should align its Leadership involvements more closely with project-level objectives and beneficiary needs.
5. One Acre Fund should adopt a more comprehensive MBO framework by fostering

collaboration across different levels of the organization.

5.3. Area for Further Research

Future research could investigate the impact of other management approaches, such as agile project management, participatory planning, or adaptive management, on project success in the agricultural sector.

Further research could also explore how integrating technology, such as data analytics, mobile applications, or artificial intelligence, into MBO processes influences project outcomes.

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