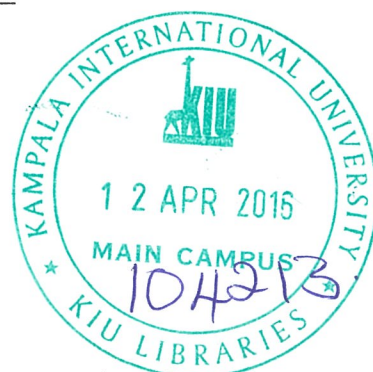# MANAGEMENT SKILLS AND SUSTAINABILITY OF COMMUNITY BASED INCOME GENERATING PROJECTS IN NGAI SUB-COUNTY, NORTHERN UGANDA

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A Thesis Report

Presented to the

College of Higher Degrees and Research

Kampala International University

Kampala, Uganda

_____

In Partial Fulfillment of the Requirements for the Degree

Of Master of Public Administration and Management

_____

By

Anyaro Gloria

MPA/32409/102/DU

September, 2012

# DECLARATION A

This Thesis report is my original work and has not been presented for a Degree or any other academic award in any University or Institution of Learning.

ANYARO GLORIA Anyan

Name and Signature of Candidate

13th /10 / 2012

Date

## DECLARATION B

I confirm that the work reported in this thesis was carried out by the candidate under my supervision.

Dr. Tom. Muleu,
_____

Name and Signature of Supervisor

13/10/2012
_____

Date

## APPROVAL SHEET

This thesis entitled "Management Skills and Sustainability of Community Income Generating Projects in Ngai Sub-County, Northern Uganda" was prepared and submitted by Ms. Anyaro Gloria; Reg No. MPA/32409/102/DU in partial fulfillment of the requirements for the degree of Master of Public Administration and Management has been examined and approved by the panel on oral examination.

_____

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_____

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Name and Signature of Supervisor

Name and Signature of Panelist

*Pr. Rwababahizi Emmanuel Festus*

_____

Name and Signature of Panelist

Name and Signature of Panelist

Date of Comprehensive Examination     _____

Grade:     _____

_____

Name and Signature of Director

CHDR     _____

Name and Signature of DVC, CHDR

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# ABSTRACT

This study investigated Management Skills and Sustainability of Community Income Generating Projects in Ngai Sub-County, Northern Uganda. The study was based on the following objectives: to identify the demographic characteristics of the respondents in terms of: gender, age, educational level, and work experience; to determine the level of management skills among community based organizations in Ngai Sub County, Oyam district; to examine the level of sustainability among various community income generating projects; to determine if there is any significant difference in the level of management skills and the level of sustainability among different community income generating  projects; to establish whether there is any significant relationship between management skills and sustainability of community based  income generating projects in Ngai sub county, Oyam District. The study employed descriptive survey design. Data was collected in a period of one month in 2012 using devised questionnaires and review of secondary data techniques. Data was analyzed using frequency counts for the profile of the respondents; mean for the level of management skills and the level of sustainability of community based income generating projects. T-test was used to determine if there was a significant difference between the variables under study and Coefficient of correlation; and regression analysis were used to establish whether there was a significant relation between the variables under study. The findings revealed that the male respondents were dominant. Respondents within the age group of 20-39 years were also dominant. Majority of the respondents had certificate qualifications with work experience of 1-2 years. The finding also revealed that the level of management skills was moderate whereas the level of sustainability of community based income generating projects was reported to be very low. There was a significant difference between the level of management skills and the level of sustainability of community based income generating projects. It however revealed that there was a significant relationship between the level of management skills and the level of sustainability. The study recommended that gender balance be incorporated to ensure sustainability of these projects and that the management team be trained on project management skills. It was also recommended that the communities be involved in the projects right from the stage of initiation.

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# LIST OF ABBREVIATIONS AND ACRONYMS

| | |
|---|---|
| IFAD | International Fund for Agricultural Development |
| IUCN | Union of Conservation Scientists |
| NUSAF | Northern Uganda Social Action Fund |
| UNEP | United Nations Environment Programme |
| UNGA | United Nations General Assembly |
| WCED | World Commission on Environment and Development |
| WWF | World Wide Fund for Nature |

# CHAPTER ONE

# THE PROBLEM AND ITS SCOPE

## Background of the study

In 1963, George Wood the President of World Bank shifted from economic growth which was the central focus of World Bank lending to issues of poverty alleviation especially in the areas of water and sanitation, Health, Agriculture and education among others. World Bank started using per capita as the criteria for lending rather than credit worthiness thus many African countries were in a position to access loans from World Bank. In 1973 World Bank started a large rural development scheme as the main vehicle for directly alleviating poverty. This led to the development of many community based projects. Community based projects have their origin in the cooperative movement and Gandihian notion of village self reliance and small scale development.

Community based projects are projects that actively include beneficiaries in the design and management of the projects. Community has direct control over key project decisions including management of investment funds. Dongier et al (2001) stated that community based projects are a means of reversing power relations and creating a voice for the poor people .they argued that it helps the ordinary citizens to have control over development assistance making government more responsive to its citizen thereby improving service delivery within the country. It is also argued that community based projects strengthens capabilities of the citizens to undertake self initiated development activities which makes allocation of development funds more responsive to the need of the poor. Successful community based projects are believed to be characterized by:

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proper planning process, key leadership roles, equitable budget sharing based on the work performed, community involvement in data analysis, evaluation of results, and community involvement in the dissemination of results.

In the African context, many community based projects were initiated with very limited community involvement in their design and implementation. The donors usually designed the projects with the intent of transforming the livelihoods of the community through initiation of community income generating projects but without involving the community in question from the very start of it. This strategy led to the fall of many projects when they were eventually left to the community to manage them. This was attributed to the fact that those left with the mandate to manage such projects had no management skills whatsoever to ensure continuity of the projects. Management skills are skills regarding the technique, practice or science of managing accompany, organization, business etc. Management skills include skills like leadership, communication and organizational skills among others which are crucial for the sustainability of community .based income generating projects.

Sustainability concept was first employed in relation to natural resources and how they should be used. Many theorists feel that natural resources are finite and cannot support the world's projected population at current levels of resource utilization and growth. As knowledge and human capability have increased over time, resources have actually increased (Taylor, 1993). Sustainability then involves sustaining free markets and human knowledge capacities. Sustainability has been viewed as "a broad set of concepts which should serve to guide research in all of

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its facets". It has been defined as "the ability to maintain a given flow over time from the base upon which that flow depends," and as "primarily an issue of intergenerational equity" (Norgaard, 1992). It involves calculation of the balance between present and future use of resources, as well as debate over the valuation of resources in relation to different uses. Within the development community, the notion of sustainability came to be applied to financial resources, including project funds, indicating that projects and donor support are not limitless and must be used efficiently in ways that local actors support so that benefit flows are sustained (Randal, 1986).

Sustainable development involves decisions about what benefits need to be sustained over what time frames with what resources. As change is unpredictable and hard to understand even in our own society, development planning theory shifts toward integrative/multilevel analysis of patterns of change, and away from models that limit thinking to one trajectory of change or one mode of problem solving. As sustainable development integrates beneficiaries into the planning process, decision and action become more flexible and mobile.

A sustainability management framework ensures that the project is managed to include environmentally sustainable practices in the design, construction and operational phase of the project. The framework takes into account the social and economic aspects of the project performance and provides management with a tool to measure, drive and reward outstanding behavior of the project. Best practice can be established and can be best supported by committed management and a sustainability champion or manager of the project (Griffiths, 2005).

Sustainability in project management requires management skills since it focuses on: the type of project, project management process and Project Management cycle which involves initiation, planning, implementation, monitoring and evaluation and closer (Adil (2000). According to IFAD in its independent evaluation of 2007, 50% of the projects in Asia and Pacific Areas that it funded were rated as being moderately satisfactory for sustainability and 33% remained unsatisfactory for sustainability. This caused alarms because a lot of finance, time and efforts were injected into these community based projects. In Africa, the World Bank internal unity for evaluation, reported that community based projects had performed better yet only one in the five communities based projects were likely to be sustainable.

In Uganda for instance, the Auditor general's report of 2010, revealed that 13 out of 29 districts implementing NUSAF projects in north and eastern Uganda that were audited, revealed that out of 1048 vulnerable group sub projects that were initiated, 64% of the sub project operated for an average of 8 months and later closed. This was attributed to project mismanagement which affected the ability of the members to sustain the projects. The researcher therefore sought to establish the factors affecting the successful sustainability of these projects with special interest on the level of management skills of the communities responsible for managing these projects.

## Statement of the Problem

The collapse of community based projects has generated a number of concerns among different stakeholders around the world. A case scenario of Yumbe district, gives a vivid picture of the overall situation

within this context. Gborogborocu borehole in the district in question was drilled as one of the community based projects. When the borehole broke down, the community was not interested in repairing it, an indication that the bore hole was not sustainable to them. The similar incident was reported in palisa district where kajoko youth group that initially chose animal traction as a form of project for income generation changed to heifer rearing without consultation with other members and had no record of such change.

This is alarming because community based projects especially the vulnerable group support sub projects under NUSAF were expected to be operational in order for the vulnerable group to develop, manage and ensure sustainability of the sub projects. This is also true of other community based projects other than the NUSAF initiated project.

The collapse of these community based projects is likely to result into undesirable consequences like: poor health, unemployment and wastage of fund. While there are many factors that can explain the reason for the collapse of these community based projects such as; political insecurity, attitude of the community, poor resource utilization; the researcher assumes management skills are more responsible for the failures of these projects. It is against this background that the researcher sought to establish the level of management skills among the communities who are mandated to ensure sustainability of these projects in Ngai Sub County, Oyam district.

## Purpose of the study

1. To test the hypothesis of no significant relationship between the level of management skills and the level of sustainability of the community based projects in Ngai Sub County, Oyam district.

2. To validate the theory of Simon (1976) where the study was based.

3. To generate new information from the finding of the study.

4. To bridge the gaps from the existing literature.

## General objective

The study correlated the level of management skills and the level of sustainability of community based projects in Nagi Sub County, Oyam district.

**Specific Objectives:** To be sought further in this study was as follows:

1. To identify the demographic characteristics of the respondents in terms of: gender, age, educational level, and work experience.
2. To determine the level of management skills among community based organizations in Ngai Sub County, Oyam district.
3. To examine the level of sustainability among various community based projects.
4. To determine if there is any significant difference in the level of management skills and the level of sustainability among different community based projects.

5. To establish whether there is any significant relationship between management skills and sustainability of community based projects in Ngai sub county, Oyam District.

## Research Questions

1. What are the demographic characteristics of the respondents in terms of: gender, age, educational level, and work experience?
2. What is the level of management skills among community based organizations in Ngai Sub County, Oyam district?
3. What is the level of sustainability among various community based projects?
4. Is there any significant difference in the level of management skills and the level of sustainability among different community based projects?
5. Is there any significant relationship between management skills and sustainability of community based projects in Ngai Sub County, Oyam District?

## Null Hypothesis

There is no significant difference in the level of management skills and the level of sustainability among community based projects in Ngai Sub County, Oyam district.

There is no significant relationship between the level of management skills and sustainability of community based projects in Ngai Sub County, Oyam district.

**Scope of the Study**

*Geographical scope*

The study will be conducted in Ngai Sub-County, Oyam district.

*Content scope*

In this study, management skills was limited to leadership skills, organizational skills and communication skills while sustainability was limited to sustainable financial base, project continuity and community involvement and commitment.

*Theoretical Scope*

This study was guided by the Decision Theory of Simon (1976).

*Time scope*

The study was conducted within a period of five months in 2012.

**Significance of the Study**

The study will enrich the policy makers with empirical primary information required to guide **policy** and programs intended for the community transformation through project.

**Private business** entity will benefit from this study since it will help them in ensuring there's continuity in their business.

The **local community groups** and **community members** will also benefit from this study since it will help them in managing their individual and community projects.

The civil society can use this study to help them design interventions within the community.

The **future researchers** will utilize the findings of this study to embark on a related study.

## Operational Definitions of Key Terms

For the purpose of this study, the following terms are defined as they are used in the study:

**Leadership Skills** is the ability of the leader to guide the team towards attainment of organizational goals and objectives.

**Communication Skills** is the ability to communicate all the necessary and relevant information to the group members effectively.

**Organizational Skills** ability of the leaders to schedule work, prioritize activities and set goals and objectives.

**Sustained Financial Base** is the ability of the group to obtain financial resources needed for effective running of the project.

**Project Continuity** is the ability of the project to continue realizing benefits for a longer period of time without active NGO or government involvement in it.

**Community Involvement and Commitment** is when the community is left to own to the projects and participate in it effectively.

# CHAPTER TWO

## REVIEW OF RELATED LITERATURE

### Introduction

This section reviews literature concerning the study parameters. The first section of the review looked at literature related to management skill and sustainability of community based projects. The second section looked at the theoretical perspective of the study and the last section looked at the related studies conducted in respect to this study.

### Concepts, ideas, opinion from authors' experts

### Management skills

Management in all business and organizational activities is the act of getting people together to accomplish desired goals and objectives using available resources efficiently and effectively. Management comprises planning, organizing, staffing, leading or directing, and controlling an organization (a group of one or more people or entities) or effort for the purpose of accomplishing a goal (Kleiman and Lawrence, 2010).

Management according to Drucker (2005) is the organization and coordination of the activities of an enterprise in accordance with certain policies and in achievement of clearly defined objectives. Management is often included as a factor of production along with machines, materials

and money. According to the management guru Peter Drucker (2005), the basic task of a management is twofold: marketing and innovation.

At first, one views management functionally, such as measuring quantity, adjusting plans, meeting goals. This applies even in situations planning does not take place. From this perspective, Henri (1925) considers management to consist of six functions: forecasting, planning, organizing, commanding, coordinating and controlling. He was one of the most influential contributors to modern concepts of management.

Another way of thinking, Follett (1868–1933), defined management as "the art of getting things done through people". She described management as philosophy. Some people, however, find this definition useful but far too narrow. The phrase "management is what managers do" occurs widely, suggesting the difficulty of defining management, the shifting nature of definitions and the connection of managerial practices with the existence of a managerial cadre or class.

One habit of thought regards management as equivalent to "business administration" and thus excludes management in places outside commerce, as for example in charities and in the public sector. More realistically, however, every organization must manage its work, people, processes, technology, etc. to maximize effectiveness. Nonetheless, many people refer to university departments which teach management as "business schools." Some institutions (such as the Harvard Business School) use that name while others (such as the Yale School of Management) employ the more inclusive term "management."

Management skills therefore are skills required to perform a job. They are skills regarding the technique, practice or science of managing an organization, company business etc. Managers within community based organization need to master management skills like leadership skills, communication skills and organizing skills, in order to ensure continuity of community based projects. According to (Barry, 1987) Management skills stand out as a major skill area that determines whether the project fails or succeeds.

**Leadership skills**

Leadership skill according to Blake (1964) is defined as the ability of the team leaders to see the forest through the trees. She added that leadership skill includes setting a good example, seeing a big picture, being enthusiastic, having a positive outlook, taking initiative and having a vision related to goal clarity.

According to Heifetz (1994). Leadership is seen as a process or the use of non cohesive influence to shape the groups or organization's goal, motivate behavior towards the achievement of those goals and help define group or organization culture.

Leslie (1995) asserts that leadership skill is the ability to influence people to willingly follow one's guidance or adhere to one's decision. She believes that leadership skill involves creating a vision for the future and strategizing more to that vision.

## Communication skills

Communication is very fundamental for effective management performance because managing involves getting work done through people even for community based projects. Without effective communication the project cannot go on. Communication is not something that you do to people but you do with people (Hellrieg et al.., 2000). According to Barnlund (2008) Communication is a process of transmitting information from one person to another and effective communication is the processes of sending a message in such a way that the message received is as closed in meaning as possible to the message intended.

Management function requires Communication skills like being persuasive and being able to sell one's ideas. Its estimated that between 50% to 90% of managers' time is occupied by communication. Leslie (1995) for example points out that an objective set in planning process must be communicated to all employees within the organization when assigning job duties and responsibility and carrying out appraisal.

Leaders within community based project have to be able to listen and persuade and apply communication skill if they are to perform the basic management functions. Being a good listener requires that individual must be prepared to listen not interrupt the speaker, concentrate on both word and the meaning being conveyed, be patient and provide a feedback to the subordinates.

Communication gaps can create structural problems and misunderstandings in the organization. Accurate, precise yet clear

communication is important in the organization and leads to its growth and sustainability

Managing the communication process involves recognizing the barriers to effective communication and understanding how to overcome them. According to (Barnlund (2008), barriers can be overcome by individuals and organizational skills.

## Organizational skills

Organizing involves deciding how best to group organizational activities and resources. Blake (1964)   asserts that organizational skills include: planning, goal setting abilities and analyzing the ability to prioritize, capture and stay on track and keeping project goals on check.

Good organizational skills makes community management team to be more effective at planning and subsequently allocation of resources which minimizes problems created when deadlines and schedules are unrealistic and ensures that projects continue to realize the intended benefits.

## Sustainability

The word sustainability is derived from the Latin *sustinere* (*tenere*, to hold; *sus*, up). Dictionaries provide more than ten meanings for *sustain*, the main ones being to "maintain", "support", or "endure" (Onions, Charles, 1964). However, since the 1980s *sustainability* has been used more in the sense of human sustainability on planet Earth and this has resulted in the most widely quoted definition of sustainability as a part of

the concept *sustainable development,* that of the Brundtland Commission of the United Nations on March 20, 1987: "sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (United Nations General Assembly (1987).

A universally accepted definition of sustainability remains elusive because it is often linked with other concepts such as "sustainable development" or "sustainable agriculture" (often placed in an anthropocentric context). On the one hand it needs to be factual and scientific, a clear statement of a specific "destination". The simple definition "sustainability is improving the quality of human life while living within the carrying capacity of supporting eco-systems", (IUCN/UNEP/WWF , 1991). Though vague, conveys the idea of sustainability having quantifiable limits. But sustainability is also a call to action, a task in progress or "journey" and therefore a political process, so some definitions set out common goals and values (Markus, Milne, Kearins, and Walton, 2006).

The concept of sustainability was first employed in relation to natural resources and how they should be used. Many theorists feel that natural resources are finite and cannot support the world projected population at current levels of resource utilization and growth (Taylor, 1993). Community based projects are always faced with limited resources which affect their continuity in the long run.

Sustainability can also be viewed from an economic perspective as the ability of the population to generate revenue to maintain itself in a market economy and produce a surplus to invest in security, research,

According to wash technical Report (1994) community based groups must be assisted by external facilitators to initiate a learning empowerment process that will enable them to define their own goals, options and assume responsibility for actions that will achieve agreed objectives.

## Theoretical Perspective

The study will be based on Decision Theory proposed by Simon (1976) which says individuals generally make decision by examining a limited set of possible alternatives rather than all available options. They do so by drawing on the rules and experience they have at hand.

Decisions can be complex admixtures of facts and values. Information about facts, especially empirically proven facts or facts derived from specialized experience, are more easily transmitted in the exercise of authority than are the expressions of values. Simon was primarily interested in seeking identification of the individual employee with the organizational goals and values. Following Lasswell (1935), he states that "a person identifies himself with a group when, in making a decision, he evaluates the several alternatives of choice in terms of their consequences for the specified group". A person may identify himself with any number of social, geographic, economic, racial, religious, familial, educational, gender, political, and sports groups. Indeed, the number and variety are unlimited.

Barnard (1938) pointed out that "the decisions that an individual makes as a member of an organization are quite distinct from his personal decisions". Personal choices may be determined whether an individual

joins a particular organization, and continue to be made in his or her extra–organizational private life. But, as a member of an organization, that individual makes decisions not in relationship to personal needs and results, but in an impersonal sense as part of the organizational intent, purpose, and effect. Organizational inducements, rewards, and sanctions are all designed to form, strengthen, and maintain this identification.

Community based organizations have leaders who normally make decisions on behalf of the organization, how decision is made Influences sustainability of the projects. Some team leaders' make decisions basing on the past experience thus decisions may not be in the best interest of the people and the project just because the decision may have worked for them in the past thereby limiting participation and affecting sustainability of the projects.

## Related Studies

Mukhriz (2012) study on graduate need of management skills to succeed in business found out that knowledge, information and business skills were the critical success factor of graduate participation in business.

Meyer, Allen, and Smith (1993), in their report "Commitment to Organizations and Occupations: Extension and Test of a Three Component Conceptualization t" found out that employees who accepted to participate in decision making had higher level of commitment to the organization than those who didn't.

Dunham and Castaneda (1994) their study"participatory management and supervision influence on employees levels of effective, continuance and Normative commitment" found out that supervisor that

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provided feedback about performance and allowed employees to participate in decision making made employees indicate wanting to remain in the organization.

Kleemer (2000) his study "Malawi rural piped water project" found out that half of the old schemes were performing badly.

Office of Auditors general Uganda (2010) "value for money Audit" in NUSAF project reported that 667 of vulnerable group support subproject operated for an average of eight months and later closed.

Care in Indonesia US Aid mission in Lesotho (1994) "measuring project sustainability in water supply and sanitation". Findings indicate both projects were continuing at a reduced but accepted level hence it was deemed successful in achieving sustainability

# CHAPTER THREE

# METHODOLOGY

## Introduction

This section explains the Research design and methodology that were used. They are presented under the following major sub headings: Research design, target population, sample size and sample procedure, Research instrument, validity and Reliability of instruments, Data gathering procedure, Data analysis, Ethical consideration, and Limitation of the study.

## Research design

This study employed the *descriptive survey* design specifically the *descriptive correlational* strategies. Descriptive studies are *non-experimental* researches that describe the characteristics of a particular individual, or of a group. It deals with the relationship between variables, testing of hypothesis and development of generalizations and use of theories that have universal validity. Descriptive correlational was used to determine the relationship between independent variable and the dependent variable. Other variables such as the demographic characteristics of the respondents were also described in the study.

## Research Population

The target population included a total of 240 respondents from the management team of 30 community based organizations. The management team was involved in this study because they are the implementers of the initiated projects.

### Sample Size

The minimum sample size was 150 respondents. It was determined using the Sloven's formula.

$$n = \frac{N}{1+N \, a^2}$$

Where n= sample size

N= target population

a= 0.05 coefficient of validity

*(Refer to appendix VI for details)*

### Sampling Procedure

Purposive sampling was utilized to select the respondents based on these inclusion criteria:

1. Male or female respondents from the different community based income generating groups.
2. Management team of the community based income generating projects.

From the list of qualified respondents chosen based on the inclusion criteria, the systematic random sampling was used to finally select the respondents with consideration to the computed minimum sample size.

## Research Instruments

The research tools that were utilized in this study included the following: face sheet to gather data on the respondents' demographic characteristics (gender, age, educational level, and work experience); researcher devised questionnaires was used to determine the level of management Skills among community based organizations in Ngai Sub County, Oyam District. The response modes on the questionnaire for management skill were as follows: strongly agree (4); agree (3); disagree (2); strongly disagree (1). The level of sustainability was also determined using the same response modes as of management skills.

### *Validity and Reliability of the Instruments*

Content validity was ensured by subjecting the researcher devised questionnaires on management skills and sustainability of community based projects to judgment by the content experts (who estimated the validity on the basis of their experience) such as professors (2), associate professors (2) and senior lecturers (2) in Public Administration and Management of Kampala International University.

The test-retest technique was used to determine the reliability (accuracy) of the researcher devised instruments to ten qualified respondents. These respondents were not included in the actual study. In this test- retest technique, the questionnaires were administered twice to the same subjects. The test was reliable and the trait being measured was stable, the results were consistent and essentially the same in both times.

## Data Gathering Procedures

### *Before the administration of the questionnaires*

1. An introduction letter was obtained from the College of Higher Degrees and Research for the researcher to solicit approval to conduct the study from respective management of the community based projects.

2. When approved, the researcher secured a list of the qualified respondents from the community based income generating groups and selected through systematic random sampling from this list to arrive at the minimum sample size.

3. The respondents were explained to about the study and were requested to sign the Informed Consent Form.

4. Reproduced more than enough questionnaires for distribution.

### *During the administration of the questionnaires*

1. The respondents were requested to answer completely and not to leave any part of the questionnaires unanswered.

2. The researcher emphasized retrieval of the questionnaires within five days from the date of distribution.

3. On retrieval, all returned questionnaires were checked if all were answered.

### *After the administration of the questionnaires*

The data gathered was collated, encoded into the computer and statistically treated using the Statistical Package for Social Sciences (SPSS).

## Data Analysis

The frequency and percentage distribution was used to determine the demographic characteristics of the respondents.

The mean and standard deviations were applied for the levels of management skills and the level of sustainability of community based projects. An item analysis illustrated the strengths and weaknesses based on the indicators in terms of mean and rank. From these strengths and weaknesses, the recommendations were derived.

The following mean ranges were used to arrive at the mean of the individual indicators and interpretation:

*A. For the level of management skills*

| Mean Range | Response Mode | Interpretation |
|---|---|---|
| 3.26-4.00 | Strongly Agree | Very satisfactory |
| 2.51-3.25 | Agree | Satisfactory |
| 1.76-2.50 | Disagree | Fair |
| 1.00-1.75 | Strongly Disagree | Poor |

*B. For the Level of Sustainability*

| Mean Range | Response Mode | Interpretation |
|---|---|---|
| 3.26-4.00 | Strongly Agree | Very satisfactory |
| 2.51-3.25 | Agree | Satisfactory |
| 1.76-2.50 | Disagree | Fair |
| 1.00-1.75 | Strongly Disagree | Poor |

The analysis of Variance (ANOVA) was utilized to test the difference between means for hypothesis one (Ho #1) at 0.05 level of significance.

A multiple correlation coefficient to test the hypothesis on correlation (Ho #2) at 0.05 level of significance using a t-test was employed. The regression analysis $R^2$ (coefficient of determination) was be computed to determine the influence of the independent variables on the dependent variable.

**Ethical Considerations**

To ensure confidentiality of the information provided by the respondents and to ascertain the practice of ethics in this study, the following activities were implemented by the researcher:

1. The respondents were coded instead of reflecting their names.
2. The researcher solicited permission through a written request to the concerned management of the community based projects included in the study.
3. Requested the respondents to sign in the *Informed Consent Form*

4. Acknowledged the authors quoted in this study through citations and referencing.

5. Presented the findings in a generalized manner.

**Limitations of the Study**

In view of the following threats to validity, the researcher claimed an allowable 5% margin of error at 0.05 level of significance. Measures were also indicated in order to minimize if not to eradicate the threats to the validity of the findings of this study.

1. *Extraneous variables* were beyond the researcher's control such as respondents' honesty, personal biases and uncontrolled setting of the study.

2. *Attrition/Mortality:* Not all questionnaires were returned. Out of the 200 questionnaires distributed, 150 were returned completely answered yielding a retrieval rate of 75%. Others were returned half way answered hence making them invalid. Some respondents withdrew from the study without giving the researcher any prior notification while others deliberately refused participation claiming they were too busy.

The retrieval rate was computed as below:

$$\% \text{ of retrieval} = \frac{150}{200} \times 100$$

$$= 75\%$$

# CHAPTER FOUR

## PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

**Demographic Characteristics of the Respondents**

The first objective of this study was to identify the demographic characteristics of the respondents in terms of age, gender, educational level and work experience. Table 1 gives the summary of the findings.

**Table 1A**

**Demographic Characteristics of the Respondents**

**n=150**

| Respondent's Profile | Frequency | Percentage (%) |
|---|---|---|
| **Gender** | | |
| Male | 93 | 62 |
| Female | 57 | 38 |
| **Age** | | |
| 20-39 yrs | 68 | 45 |
| 40-59 yrs | 51 | 34 |
| Above 60 yrs | 31 | 21 |

**Source:** Primary Data.

According to the findings on Table 1A, 93 respondents out of 150 were male representing 62% whereas 57 respondents out of 150 were female representing 38%. This means that the male respondents were

more in number compared to the female respondents. This could be because the managerial positions are still not entrusted to women mostly when it comes to community based projects.

The findings as indicated on Table 1A revealed that 68 out of 150 respondents representing 45% were within the age group of 20-39 years. 51 out of 150 respondents representing 34% were within the age group of 40-59 years whereas 31 out of 150 respondents representing 21% were within the age group of 60 years and above. This means that the respondents within the age group of 20-39 years were the highest in population. this could be attributed to the fact that the sponsors of these projects find it more easy to work with employees who are not either under age or over age for the job.

## Table 1B

## Demographic Characteristics of the Respondents

## n=150

| Respondents' Profile | Frequency | Percentage (%) |
|---|---|---|
| **Educational level** | | |
| Certificate | 137 | 91 |
| Diploma | 09 | 6 |
| Bachelors | 0 | 0 |
| Other Qualifications | 4 | 3 |
| **Work Experience** | | |
| Less than 1 yr | 14 | 9 |
| 1-2 yrs | 52 | 35 |
| 3-4 yrs | 48 | 32 |
| 5-6 yrs | 24 | 16 |
| Above 7 yrs | 12 | 8 |

**Source:** Primary Data

According to Table 1B, 137 respondents out of 150 representing 91% had certificates while 9 out of 150 respondents representing 6% had Diplomas. No respondent had bachelors and only 4 out of 150 representing 3% had other qualifications. This means that the majority of the respondents had certificate qualifications. This could be attributed to the low education level in rural areas and especially in the north since the study was also carried out in northern Uganda.

The findings from Table 1B revealed that 14 out of 150 respondents representing 9% had less than one year work experience while 52 out of 150 respondents representing 35% had 1-2 years work experience. 48 out of 150 respondents representing 32% had 3-4 years work experience whereas 24 out of 150 respondents representing 16% had 5-6 years work experience. Only 12 out of 150 respondents representing 8% had work experience above 7 years. This means that the majority of the respondents had work experience of 1-2 years. This could be because most of these projects are still new and probably the initiators wanted anybody who could work irrespective of whether they are experienced or not.

**Level of Management Skill**

The second objective of this study was to determine the level of management skills among community based organizations in Ngai Sub County, Oyam district. The findings were summarized in Tables 2A, 2B and 2C.

# Table 2`A

## Leadership Skills

## n=150

| Items | Mean | Interpretation | Rank |
|---|---|---|---|
| 1. People are encouraged to be innovative | 3.25 | Satisfactory | 1 |
| 2. People are made to know what is expected of them | 3.12 | Satisfactory | 2 |
| 3. Good examples like being a servant leader are provided for people to follow | 3.10 | Satisfactory | 3 |
| 4. Delegation is carried out when appropriate | 3.08 | Satisfactory | 4 |
| 5. Tasks are accomplished in an efficient way | 3.00 | Satisfactory | 5 |
| 6. When starting a new task other people who might be involved in the projects are informed | 3.00 | Satisfactory | 6 |
| 7. People are informed of the importance of task assign | 2.92 | Satisfactory | 7 |
| 8. People are encouraged to learn from mistakes | 2.90 | Satisfactory | 8 |
| 9. What to be done is seen and done on time without delays | 2.63 | Satisfactory | 9 |
| 10. Immediate feedback is provided on work done | 2.51 | Satisfactory | 10 |
| **Average** | **2.95** | **Satisfactory** | |

**Source:** Primary Data

The research findings in Table 2A revealed that the level of management skills under leadership perspective indicated an average mean of 2.95 and was interpreted as satisfactory. This means that the leadership skill of the management team of these community based projects is at a higher level. This could be attributed to the fact that the majority of the employees are within the age group of 20-30 years old as indicated in Table 1A. This could mean that these are a set of young people who love their jobs and would do anything to protect it.

The findings on Table 2A indicated that people are encouraged to be innovative. This item was represented by a mean of 3.25 and interpreted as satisfactory with a ranking at position one. This means that the employees agree that they are encouraged to be innovative and creative. This could be attributed to the fact that these projects intended to help fight poverty among the community members hence creativity in their jobs could guarantee a good management skill.

According to Table 2A, respondents satisfactorily agreed that people are made to know what is expected of them and that good examples like being a servant leader are provided for people to follow. They also satisfactorily agreed that delegation is carried out when appropriate and that tasks are accomplished in an efficient way. This means that the management team knows what they are doing and therefore cannot afford to make mistakes. This could be because most of them could have done some short management courses as was indicated in 1A that 91% of the respondents had certificates.

The findings indicated that the respondents satisfactorily agreed on the research items such as: informing other people when starting new projects, informing people of the importance of the task, encouraging people to learn from mistakes and providing immediate feedback without delays. This means that the team is cooperative and therefore encourages a lot of team work. This could be because these community based projects cannot be done single handedly by an individual but rather requires togetherness and oneness.

# Table 2B

## Organizational Skills

## n=150

| Items | Mean | Interpretation | Rank |
|---|---|---|---|
| 1. Priority of project is established by committing time to their completion | 3.11 | Satisfactory | 1 |
| 2. All the important elements of project to be under taken are reviewed | 2.86 | Satisfactory | 2 |
| 3. Deadlines are established guide work | 2.86 | Satisfactory | 3 |
| 4. Activities are organized into small doable activities | 2.64 | Satisfactory | 4 |
| 5. When working on complex project, realistic time commitment is made | 2.59 | Satisfactory | 5 |
| 6. All relevant information is reviewed before determining course of action | 2.59 | Satisfactory | 6 |
| 7. Activities are coordinated so that there is no interruptions | 2.55 | Satisfactory | 7 |
| 8. Long range goals and objectives are identified | 2.54 | Satisfactory | 8 |
| 9. Information is researched before starting new task | 2.52 | Satisfactory | 9 |
| 10. Procedures that will control possible interruptions are established | 2.51 | Satisfactory | 10 |
| **Average** | **2.67** | **Satisfactory** | |

**Source:** Primary Data.

The findings in Table 2B indicated an average mean of 2.67 and were interpreted as satisfactory. This means that management skills on organizational perspective are at its moderate level. This could be because

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there are lots of organizational strategies that are supposed to be learned by the managing team. It could also be because the team is not yet experienced enough to handle certain organizational pressures as was indicated in Table 1B where the majority 35% of the respondents had work experience of only 1-2 years.

According to Table 2B, the findings revealed that among the research items that were examined, priority of projects establishment and committing time to their completion was ranked at position one with a mean of 3.11 and was interpreted as satisfactory. This means that the managing team ones a project is established will look at it with utmost priority until it is over. This is attributed to the fact that the team is committed to their work and will stop at nothing before the project is successful.

Other research items such as reviewing the important elements of the projects, establishing deadlines to guide work, and organizing activities into small doable activities were ranked second, third and fourth each with a mean of 2.86, 2.86 and 2.64 respectively and were interpreted as satisfactory. This means that majority of the respondents agreed on the practice of the above items. This could be because the management teams have project management techniques to ensure that the projects are divided into phases and activities and the tasks are accomplished within a given time frame.

According to Table 2B, the findings revealed that majority of the respondents satisfactorily agreed that all relevant information are reviewed before determining course of action and that activities are

coordinated so that there is no interruption. They also satisfactorily agreed that long range goals and objectives are identified. This means that the skill of the management team is encouraging since they cannot opt to perform any task before considering the implications in terms of finance, sustainability and labour. This is attributed to the fact that a number of projects as reviewed in chapter two and chapter one on the statement of the problem have always failed because of failure to carry out enough review on them.

## Table 2C

## Communication Skills

## n=150

| Items | Mean | Interpretation | Rank |
|---|---|---|---|
| 1. All relevant information is communicated to group members | 2.71 | Satisfactory | 1 |
| 2. Upward communication is encouraged | 2.63 | Satisfactory | 2 |
| 3. Information is delivered in clear simple language | 2.53 | Satisfactory | 3 |
| 4. Dialogue between supervisors and subordinates is permitted | 2.53 | Satisfactory | 4 |
| 5. Systems are in place for managing information flow | 2.51 | Satisfactory | 5 |
| **Average** | **2.58** | **Satisfactory** | |

**Source:** Primary Data

According to Table 2C, the findings revealed that management skills under communication skills perspective are at satisfactory level. This was represented by an average mean of 2.58. This means that the level of communication skills among the management team is at a moderate level. This could be because the management team faces a problem of communication since most of them do not have good academic qualification.

Among the items examined in this study, majority of the respondents agreed that all relevant information is communicated to group members. This was indicated with a mean of 2.71 and was interpreted as satisfactory with a ranking at position one. This means that the management team considers communication as one of the most important aspects in the success and the coordination of the projects. This could be because poor communication can sometimes cause making irreversible mistakes that can affect the sustainability of the projects.

According to the findings in Table 2C, it revealed that upward communication is encouraged and that information is delivered in clear simple language. It also revealed that dialogue between supervisors and subordinates is permitted and that systems are in place for managing information flow. This means that majority of the respondents agreed on the truthfulness of the above items. This is attributed to the fact that managing team does not use authoritative methods to exercise their position but rather use friendly words that are motivative to their subordinates.

majority of the respondents disagreed on the truthfulness of most of the research items used. This could be because finance is always an issue when establishing a project. It could also be because most of these projects are financed by NGOs and receiving money to begin them is always so bureaucratic.

Among the items examined in this study, the findings revealed that diversification of investment, a strong ability to attract financial revenue from outside, sound financial resource management system, alternative revenue generating activities and adequate financial resources were all unsatisfactory. This means that majority of the respondents disagreed on the truthfulness of the above items. This could be because the bureaucratic nature of receiving funding for these projects does not guarantee their sustainability. It could also be because of over dependence on one particular source of funding or because the marketing team which is supposed to attract outside funding for the continuity of these projects are not in place and if in place are not active.

# Table 3B

## Project Continuity

## n=150

| Items | Mean | Interpretation | Rank |
|---|---|---|---|
| 1. Technology used in the project is appropriate | 2.88 | Satisfactory | 1 |
| 2. Management committee is functional | 2.73 | Satisfactory | 2 |
| 3. Group assets are well maintained | 2.65 | Satisfactory | 3 |
| 4. Organizations have long term commitment to project goals | 2.61 | Satisfactory | 4 |
| 5. Projects are motivated to verify all challenges | 2.59 | Satisfactory | 5 |
| **Average** | **2.69** | **Satisfactory** | |

**Source:** Primary Data

The findings revealed that project continuity in regard to sustainability is at a satisfactory level. This was interpreted by an average mean of 2.69. This means that the level of sustainability is moderate. This is attributed to the fact that a number of established projects can only have their continuity if factors such as continued funding, committed management team and a well established system is in place.

According to Table 3B, the findings revealed that majority of the respondents agreed that technology used in the project is appropriate and

that management committee is functional. It also revealed that group assets are well maintained and that organizations have long term commitment to project goals. This means that sustainability of the projects can greatly be guaranteed by the use of appropriate technologies. This is attributed to the fact that when the right technological approach is applied by a bunch of committed and active management committee, then the continuity of a project is justified otherwise the reverse is true.

## Table 3C

## Community Involvement and Commitment

## n=150

| Items | Mean | Interpretation | Rank |
|---|---|---|---|
| 1. Communities are confident of managing project activities effectively | 2.72 | Satisfactory | 1 |
| 2. Group has adequate communication channels | 2.64 | Satisfactory | 2 |
| 3. People covered by the project are utilizing the project | 2.60 | Satisfactory | 3 |
| 4. Community participation is encouraged in all aspects of the projects | 2.58 | Satisfactory | 4 |
| 5. Ownership of the projects are clearly defined | 2.53 | Satisfactory | 5 |
| 6. Community provide input to the project | 2.51 | Satisfactory | 6 |
| Average | 2.69 | Satisfactory | |

**Source:** Primary Data

According to Table 3C, the research findings revealed that community involvement and commitment with respect to the level of sustainability is high. It was represented by an average mean of 2.69 and was interpreted as satisfactory. This means that the community involve themselves quite to a greater extent to ensure the sustainability of these projects. This could be attributed to the fact that when these projects are being initiated in a particular area, it requires the participation of the local community in providing labour, relevant information pertaining the historical background of the area and management.

The research findings revealed that communities are confident of managing project activities effectively. This research item was ranked at position one with a mean of 2.72 with the interpretation of satisfactory. This means that majority of the respondents agreed on the truthfulness of the mentioned item. This is attributed to the fact that such projects are intended to benefit them economically. Hence its sustainability lies in their proper management.

The findings revealed that there are adequate communication channels and that people covered by the project are utilizing the project. These items were interpreted as satisfactory. This means that a majority of the respondents agreed on the truthfulness of the items. This could be attributed to the fact that the projects in place were implemented successfully and therefore the local community is benefiting from them.

Finally the findings revealed that ownership of the projects are clearly defined and that community provides input to the project. These items were also interpreted as satisfactory, an indication that majority of

the respondents agreed on them. This means that the initiators of the projects give the community a sense of ownership of the projects. This makes them feel that they are also part of the team hence prolong sustainability of these projects.

**Significant Difference Between the Level of Management Skills and the Level of Sustainability of Community Based Income Generating Projects.**

The fourth objective of this research study was to determine the significant difference between the level of management skill and the level of sustainability of community based projects.

**Table 4**

**Significant Difference Between the Level of Management Skills and the Level of Sustainability of Community Based Income Generating Projects.**

(Level of Significance = 0.05)

| Category | Computed z-value | Critical t-value | Interpretation of Difference | Decision on Ho |
|---|---|---|---|---|
| Management Skills Vs Sustainability | -0.484 | 3.115 | Significant Difference | Rejected |

According to Table 4, the t-value (3.115) is greater than the tabulated value (2.9510). This means that there is a significant difference between the level of management skills and the level of sustainability.

This is illustrated by a mean difference of 0.593 which is significantly quite large.

**Relationship Between the Level of Management Skills and the Level of Sustainability of Community Based Projects.**

The fifth objective of the study was to establish the relationship Between the Level of Management Skills and the Level of Sustainability of Community Based Projects.

**Table 5**

**Relationship Between Management Skills and Sustainability**

| Variables correlated | Computed r- value | P-value | Interpretation of Correlation | Decision on Ho |
|---|---|---|---|---|
| | | | | |
| Management Skills Vs Sustainability | 0.48 | 0.000 | Significant Relationship | Rejected |

The computed result as revealed in Table 5 shows a perfect relationship between management skills and sustainability. The researcher's r value shows a closer relationship between the two variables. This could mean that when the level of management skill drops, then the level of sustainability will also drop and the reverse is true. Decision on the null hypothesis is then rejected and an alternative hypothesis is upheld.

## Table 6

### Regression Analysis Between the Dependent and Independent Variables

| Variables Regressed | Computed F-Value | $R^2$ | Interpretation | Decision on Ho |
|---|---|---|---|---|
| Management Skills Vs Sustainability | 3.197 | 0.186 | Significant Relationship | Rejected |

The above results show that the F value rejects the null hypothesis and thus alternative hypothesis is accepted. This is because the calculated F value is greater than the table value.

# CHAPTER FIVE
## SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

**Summary of Findings**

This study was guided by 5 objectives: to identify the demographic characteristics of the respondents in terms of: gender, age, educational level, and work experience; to determine the level of management skills among community based organizations in Ngai Sub County, Oyam district; to examine the level of sustainability among various community based income generating projects; to determine if there is any significant difference in the level of management skills and the level of sustainability among different community based income generating projects; to establish whether there is any significant relationship between management skills and sustainability of community based income generating projects in Ngai sub county, Oyam District.

The first objective was to determine the demographic characteristics of the respondents in terms of gender, age, educational level and work experience. The findings revealed that under the gender category of the profile, the male respondents dominated by 62%, age category were dominated by respondents within the age bracket of 20-39 years and were represented by 45%. Respondents with certificates dominated in the education level category with 91% while those with 1- 2 years experience dominated the work experience category with 35% representation.

The second objective was to determine the level of management skills among community based organizations in Ngai Sub County, Oyam district. The findings revealed that there was a moderate level of management skill. This was represented by an average mean of 2.9510 and was interpreted as satisfactory according to the mean range of 2.51-3.25.

The third objective was to examine the level of sustainability among various community based projects. The research findings revealed that there was a low level of sustainability and was represented by an average mean of 2.3580 and was interpreted as Fair. This was because the results lie within the mean range of 1.78-2.50.

The fourth objective of the study was to determine if there is any significant difference in the level of management skills and the level of sustainability among different community based projects. The findings revealed that there was a significant difference since the critical value was greater than the tabulated value. It therefore rejected the null hypothesis and upheld an alternative hypothesis.

The fifth objective was to establish whether there is any significant relationship between management skills and sustainability of community based projects in Ngai sub county, Oyam District. The research findings revealed that there was a significant relationship between the two variables with a p.value (0.000) and r.value at (0.48). This meant that the two variables closely associated with each other.

## Conclusions

The level of education in the research area is still very low

The level of management skill is still not at its expected place.

The level of sustainability is still very low.

There is a difference between management skill and sustainability of community based income generating projects.

There is relationship between management skill and sustainability of community based income generating projects.

## Recommendations

There is a great need to incorporate gender in the development of the community development project to strengthen their sustainability. The gender aspect was very much at the core of the implementation stage despite being on the agenda.

The management team should be trained on project management and encouraged to take short courses to hence their management skills.

The community should be seen to have a bigger role to play when starting up a project as this gives them the confidence that they own the project. The project should be made community oriented. The community should be seen at play as the role of the organization should only be that of a facilitator, enabler, guide, etc. Community development is the involvement of all the community rather than special groups. It is therefore recommended that if the project is to be made sustainable the community should be in the fore front of every activity.

When doing the social mapping of the area when starting up the project it is important that the community people and their leaders are involved as this will give them the opportunity to identify critical problems of the area.

It is recommended that as much as the organization is the implementing partner, it should not have as much powers as the community in implementing the project. The role of the organization should be that of the facilitators and should be involved at technical levels. This will build the capacity within the community for sustainability.

It is important to involve the community in all project phases as this will build their capacity to continue running the project when it is phased out by the sponsors because participation in all the planning process of the project by the community will make them feel to be part and parcel of the project and they will perceive to be the owners of the project.

There should be a diversification of financial base and not to depend only on NGOs and the government. The community should have other sources of finance to guarantee a stable financial base, for example investing in other smaller activities that can generate money for the bigger projects.

Communication should be clearly made by the managers to their subordinates. This can be done through written memos, advertisement, notice, flyers, brochures etc. This will facilitate proper understanding of what is happening or what is supposed to be done in the organization.

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# APPENDIX I A

# TRANSMITTAL LETTER

**KAMPALA INTERNATIONAL UNIVERSITY**

Ggaba Road - Kansanga
P.O. Box 20000, Kampala, Uganda
Tel: +256 - 414 - 266813 / +256 - 772 - 322563
Fax: +256 - 414 - 501 974
E-mail: admin@kiu.ac.ug
Website: www.kiu.ac.ug

**OFFICE OF THE HEAD OF DEPARTMENT, ECONOMICS AND
MANAGEMENT SCIENCES
COLLEGE OF HIGHER DEGREES AND RESEARCH (CHDR)**

Date:  June 20, 2012

**RE:  REQUEST FOR ANYARO GLORIA MPA/32409/102/DU
TO CONDUCT RESEARCH IN YOUR ORGANIZATION**

The above mentioned is a bonafide student of Kampala International University pursuing Masters of Arts in Public Administration and Management.
she is currently conducting a research entitled" **Management Skills and Sustainability of Community base Income Ganerating Projects in Ngai Sub-County Northern Uganda."**

Your organization has been identified as a valuable source of information pertaining to her research project. The purpose of this letter is to request you to avail her with the pertinent information she may need.

Any information shared with her from your organization shall be treated with utmost confidentiality.

Any assistance rendered to her will be highly appreciated.

Yours truly,

Mr.Malinga Ramadhan
**Head of Department,
Economics and Management Sciences,(CHDR)**

**NOTED BY:**
Dr. Sofia Sol T. Gaite
Principal-CHDR

**APPENDIX I B**

**TRANSMITTAL LETTER FOR THE RESPONDENTS**

_____

Dear Sir/ Madam,

Greetings!

I am a master's degree candidate in Public Administration and Management of Kampala International University. Part of the requirements for the award is a dissertation. My study is entitled, **Management Skills And Sustainability Of Community Income Generating Projects In Ngai Sub-County, Northern Uganda.**

Within this context, may I request you to participate in this study by answering the questionnaires. Kindly do not leave any option unanswered. Any data you will provide shall be for academic purposes only and no information of such kind shall be disclosed to others.

May I retrieve the questionnaire within five days (5)?

Thank you very much in advance.

Yours faithfully,

Ms. Anyaro Gloria

# APPENDIX II

# CLEARANCE FROM ETHICS COMMITTEE

Date_____

**Candidate's Data**

Name_____

Reg.# _____

Course _____

Title of Study _____

_____

**Ethical Review Checklist**

**The study reviewed considered the following:**

___ Physical Safety of Human Subjects

___ Psychological Safety

___ Emotional Security

___ Privacy

___ Written Request for Author of Standardized Instrument

___ Coding of Questionnaires/Anonymity/Confidentiality

___ Permission to Conduct the Study

___ Informed Consent

___ Citations/Authors Recognized

**Results of Ethical Review**

___ Approved

___ Conditional (to provide the Ethics Committee with corrections)

___ Disapproved/ Resubmit Proposal

**Ethics Committee (Name and Signature)**

Chairperson _____

Members _____

# APPENDIX III

## INFORMED CONSENT

I am giving my consent to be part of the research study of Ms. Anyaro Gloria that will focus on Management Skills And Sustainability Of Community Income Generating Projects In Ngai Sub-County, Northern Uganda

I shall be assured of privacy, anonymity and confidentiality and that I will be given the option to refuse participation and right to withdraw my participation anytime.

I have been informed that the research is voluntary and that the results will be given to me if I ask for it.

Initials:_____

Date_____

# APPENDIX IV A

## FACE SHEET: DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS

**Gender** (please tick)

_____(1) Male

_____(2) Female

**Age**

_____(1) 20-39 years

_____(2) 40-59 years

_____(3) 60 and above

**Educational Level**

_____(1) Certificate

_____(2) Diploma

_____(3) Bachelors

**Working Experience**

_____(1) Less than/Below one year

_____(2) 1-2 years

_____(3) 3-4 years

_____(4) 5-6 years

_____(5) 7 years and above

## APPENDIX IV B

## QUESTIONNAIRE TO DETERMINETHE LEVEL OF MANAGEMENT SKILLS

**Direction:** On the space provided before each option, indicate your best choice by using the rating system below

| Response Mode | Rating | Description |
|---|---|---|
| Strongly Agree | (4) | you agree with no doubt at all |
| Agree | (3) | you agree with some doubt |
| Disagree | (2) | you disagree with some doubt |
| Strongly Disagree | (1) | you disagree with no doubt at all |

## Section A
## Leadership Skills

____ 1. When starting a new task other people who might be involved in the projects are informed

____ 2. People are made to know what is expected of them

____ 3. Good examples like being a servant leader are provided for people to follow

____4. Tasks are accomplished in an efficient way

____ 5. Delegation is carried out when appropriate

____6. People are encouraged to learn from mistakes

____ 7. People are informed of the importance of task assign

____ 8. What to be done is seen and done on time without delays

____ 9. Immediate feedback is provided on work done

____10. People are encouraged to be innovative

## Organizational Skills

____1. All the important elements of project to be under taken are reviewed

____2. Long range goals and objectives are identified

____3. Priority of project is established by committing time to their completion

____4. Deadlines are established guide work

____5. All relevant information is reviewed before determining course of action

____6. Procedures that will control possible interruptions are established

____7. Activities are organized into small doable activities

____8. Activities are coordinated so that there is no interruptions

____9. When working on complex project, realistic time commitment is made

____10. Information is researched before starting new task

## Communication Skills

___1. Systems are in place for managing information flow

___2. Information is delivered in clear simple language

___3. Upward communication is encouraged

___4. All relevant information is communicated to group members

___5. Dialogue between supervisors and subordinates is permitted

## Section B

## Sustainability

## Sustain Financial Base

___1. The organization has adequate financial resources

___2. Alternative revenue generating activities are in place

___3. The group has a strong ability to attract financial revenue from outside

___4. Sound financial resource management system in place

___5. There is diversification of investment

## Project Continuity

___1. Technology used in the project is appropriate

___2. Projects are motivated to verify all challenges

\_\_\_3. Management committee is functional

\_\_\_4. Group assets are well maintained

\_\_\_5. Organizations have long term commitment to project goals

**Community Involvement and Commitment**

\_\_\_1. Group has adequate communication channels

\_\_\_2. Ownership of the projects are clearly defined

\_\_\_3. People covered by the project are utilizing the project

\_\_\_4. Communities are confident of managing project activities effectively

\_\_\_5. Community provide input to the project

\_\_\_6. Community participation is encouraged in all aspects of the projects


**THE END**

**THANK YOU FOR YOUR TIME AND PARTICIPATION**

# APPENDIX VI

## SAMPLE SIZE COMPUTATION

$$n = \frac{N}{1+N\ a^2}$$

$$n = \frac{240}{1+240(0.05)^2}$$

$$n = \frac{240}{1+240(0.0025)}$$

$$n = \frac{240}{1.6}$$

$$n = 150$$

# APPENDIX VII

## RELIABILITY AND VALIDITY

The questionnaire's validity was determined by getting the relevant items according to the experts divided by the total number of items; that is;

Content Validity of Index (CVI) = $\dfrac{30}{41}$ = 0.73

Reliability was tested at 0.05 significance coefficient.

## APPENDIX VIII

## RESEARCHER'S CURRICULUM VITAE

The researcher, Ms Anyaro Gloria, a Ugandan by nationality is a Master's degree candidate of Public Administration and Management of Kampala International University. With a work experience of over six years, she has seen it all, a qualification that has handed her a Project Officer position she currently holds at Samaritan purse International Relief in Lira district.

| Personal Profile | |
|---|---|
| Name | Anyaro Gloria |
| Gender | Female |
| Date of Birth | 29/06/1983 |
| Nationality | Ugandan |
| Marital Status | Married |
| Home Address | P.O Box 450 Lira |
| Telephone | +256772835761 |

## Educational background

| Period | Institution | Award |
|---|---|---|
| 2010-2012 | Kampala International University | Candidate Masters of Public Administration and Management |
| 2002-2005 | Makerere University | BA Social Sciences |
| 2000-2001 | Tororo Girls' School | A' Level |
| 1996-1999 | Our Lady of Good Counsel, Gayaza | O' Level |
| 1989-1995 | Ambalal P/S | PLE |

## Working experience

| Year | Institution | Position |
|---|---|---|
| 2010-2012 | Samaritan purse International Relief | Project Officer |
| 2008-2009 | Samaritan purse International Relief | Field Monitor |
| 2006-2007 | Samaritan purse International Relief | Protection Officer |