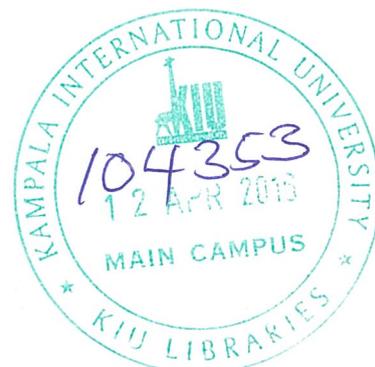


**COMMUNITY PARTICIPATION AND DEVELOPMENT  
PROJECTS: CASE STUDY OF HUYE  
DISTRICT, RWANDA**

**BY  
SEBASTIEN MUGWANEZA  
MPP/39465/123/DF**

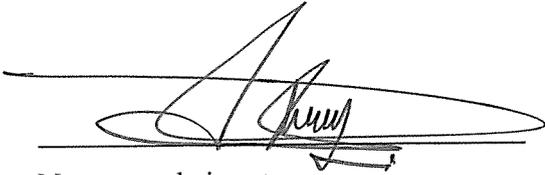
**A THESIS SUBMITTED IN PARTIAL FULFILLMENT  
OF THE REQUIREMENTS FOR THE AWARD OF  
MASTER'S DEGREE OF ARTS IN PROJECT  
PLANNING AND MANAGEMENT OF  
KAMPALA INTERNATIONAL  
UNIVERSITY**

**NOVEMBER, 2014**

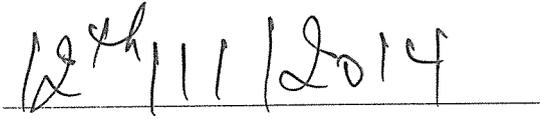


## DECLARATION A

I, **SEBASTIEN MUGWANEZA**, hereby declare that this work is a result of my own effort and has never been submitted for award of a degree in any other university or institution of higher learning.

A handwritten signature in black ink, appearing to read 'S. Mugwaneza', is written over a horizontal line. The signature is stylized with a large initial 'S' and a long horizontal stroke.

Names and signature

A handwritten date '12th/11/2014' is written in black ink over a horizontal line. The date is written in a clear, legible cursive style.

Date

## **DECLARATION B**

This work has been done by the candidate under Dr. MWESIGYE EDGAR KATESHUMBWA as a university supervisor.

---

Names and Signature of Supervisor

---

Date

## **DEDICATIONS**

I dedicate this thesis to the Almighty God, my family, to Kabengera Alphonsine and Rutagambwa Theogene.

## ACKNOWLEDGEMENTS

My first and foremost thanks and honor go to almighty God who created me and gave me the opportunity to be educated through acquiring knowledge, gave me courage and hope for preparing this thesis. Secondly, I would like to express my heartfelt gratitude to Dr. Mwesigye Edgar Kateshumbwa, my supervisor for his invaluable advices and intellectual guidance throughout my thesis writing. Without his kind support this dissertation would have been a dream. My heartfelt gratitude goes also to the DVC of CHDR for her/his professional guidance and intellectual support to complete this research. Also, my heartfelt gratitude goes to members of the panel; Chairperson and HOD Dr. Rosean Mwaniki.

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I can not forget all my classmates including: Louis Pasteur Kabayiza, Grace Nyirahirwa, Sharmak Farah Yusuf and class co-ordinator Abdulaziz Muse Adan.

Thanks to all people whom I might have forgotten.

**Sebastien MUGWANEZA**

## LISTS OF ACRONYMS

CBM	:	Community Based Management
CHDR	:	College of Higher Degree and Research
EIA	:	Environmental Impact Assessment
IEC	:	Information, Educational and Communication
MINAGRI	:	Ministry of Agriculture
MPP	:	Masters in Project planning
NGO	:	Non-Governmental Organization
PIM	:	Participation Impact Monitoring
RoR	:	Republic of Rwanda
SPSS	:	Statistic Package of Social Sciences
UNDP	:	United Nations Development Programme
WB	:	World Bank

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## ABSTRACT

Community participation in development project is a concept that is frequently mentioned in community development. Practitioners in development believe that in order for projects to success, they need to actively take a part in designing, planning, implementing and shaping the projects that affect them. The government of Rwanda always executes different projects to ensure the promotion of community well-being. The study dealt with community participation in development project in Rwanda, a case study of Huye District. The research aimed at investigating the level of Community participation in Land Consolidation in the district; to determine level of land consolidation success in Huye district; and propose strategies through which the community can be brought to participate more in development projects in order to be more beneficial and successful. The research was carried out in 14 sectors that composed Huye District where the sample population were 56 respondents including 14 agronomists of sectors and 42 representatives of agriculture cooperatives. This research used an ex-post facto research design and quantitative method was used in this study. Questionnaires were analyzed in SPSS programs by using charts and tables of frequencies and percentages. The results of the study showed that level of community participation in Land Consolidation was low in land consolidation project. As revealed by the majority of respondents agreed. The rate of responses were under 50%. This rate explained why community was not well empowered and integrated in decision-making of land consolidation. This research found out that the poor community participation affected also the success of land consolidation where agronomists of the districts approved that the project was successful to reduce the problem of land fragmentation, to improve land management, enhancing and protect environment. Unfortunately, the project failed to improve rural land productivity to provide sufficient crops of subsistence to the community which appeared as the main source of income, to reduce hunger and fight against malnutrition in rural. The thesis demonstrated that lack of community participation in land consolidation figured among problems that affect negatively the performance of the project and the researcher at the end suggested possible strategies through which the community would be brought to participate more in development projects in order to be more beneficial and successful.

## CHAPTER ONE

### 1.1 Introduction

Community participation is a concept that is frequently mentioned in community development. Practitioners in development believe that in order for projects to succeed, communities need to actively take part in designing, implementing and shaping the projects that affect them (Gaventa, 2001).

### 1.2 Historical perspective

The concept of community participation in development projects gained prominence in development discourse in the seventies and since then literature on the subject has grown dramatically and the incorporation of the locals in development project[ts has become a common phenomenon that almost every organization talks about (Kakumba, 2008).

During the last decades, African countries and many others in the developing world have seen an unprecedented surge in programmes and projects aimed at providing solutions to development that have been rocking them (Stone, 1999). The chief reason behind this bottleneck has been the failure of these programs to include analyses of social and cultural phenomena, which influence the relationship between people and development projects (Awori, 2003).

The government and foreign experts did not understand the real needs of the communities since they did not stay among the people or make an effort to involve them in the choice of development programs. As a result, most of the efforts by both governments and development agencies failed to have any lasting impact on the real life situation of the people. In most cases, the development programs that the people were expected to take over in the

implementation phase collapsed; communities did own programs and projects that we imposed on them and did not feel responsible for their failure or success (UNDP, 1998). Approaches to development were heavily influenced by the models of 'dependency' and 'intervention' based on rescue solutions in times of crises and emergencies (Fung & Wright, 2001). Development efforts were often prescriptive and dictated to the people what organizations thought the people's problem was, and how to solve it. Put differently, the United Nations development Projects (UNDP, 1998) has written that, governments prescribed to the people the 'song' that they wanted them to 'dance' to, rather than 'dancing' with the people to the 'song' that the people had chosen. In this scenario, the people were viewed as passive recipients of development policies and programs rather than active participants in the process. The people were dependent on the government and development agencies for solutions to their problems. The general belief was that the people did not have the knowledge to change their own lives, leaving governments, policy planners and experts in development issues to decide for them.

Governments and development agencies had for decades, adopted this approach, and solved crises as they arose rather than developing long-term programs involving the people (Bradshaw, 2000). The desire to do something, which is to improve community life normally, implies some aspect of development. The execution of community development programs have become the major means through which various communities get assistance from government and agencies for development (Ering, 2006).

### **1.2.1 Theoretical framework**

Community participation usually in projects has remained distinct from political participation, conventionally through voting, political parties and lobbying (Gaventa & Valderrama, 1999). The empowerment theory of Swanepoel & De Beer (2006) imply that "if we should address the basic

physical needs of the people, to the detriment of the people's human dignity and other abstract human needs such as happiness and contentment will not be okay". The role is not "only to mobilize people for physical development but also help people gain in self-reliance, happiness, fulfillment and eventually human dignity. People may be ignored, by passed, or be forced into or made dependent on development projects addressing their physical needs". The people's "needs are part of oneness that influences their whole existence and cannot be separated because human beings live in an environment that is physical, but also abstract environment such as social.

The people should be allowed to take part in the actions of the projects, and they should not play minor roles" (Swanepoel, 2000). When people are mobilized to participate, they do so fully in all aspect of the program; this is in agreement with Kotze (2009) who said that people should be made to exercise varying degrees of influence over development activities that affect their lives. It is a fact that "simply taking part passively in superficially planned and managed activities or using facilities provided through a development project, does not in itself represent participation and even when people are hired to work on a labor-intensive project without having any say over project activities, that is not participation".

(Swanepoel, 2006) further agreed that "the people become part of the decision-making, planning of the project and are also part of implementation and evaluation of the project and may decide on course of the program adaptation, in order to keep the program on track it is on this note that participation have taken place including taking part fully in the management of the programs". Communication processes are required from the state of a program for effective participation to be accomplished. "The communities need to be informed and be able to transmit its views, wishes and interest to all bodies charged with arranging the development project" (Kotze , 2009).

This view was also collaborated by Swanepoel & De Beer (2008) that empowerment also includes “information or knowledge also in service of the people’s responsibility to make wise and informed decision” He stated that mobilization is to encourage people to take up the responsibility of ownership and manage their future through their project. This view was in agreement with Marais (1998) that “involving people in developmental organizations and ensuring that they own and control the organization”.

### **1.2.2 Conceptual perspective**

The World Bank (2004) describes community participation as the active involvement of a defined community in at least some aspects of project design and implementation. The authors mention that while participation can occur at many levels, a key objective is the incorporation of local knowledge into the project’s decision-making process as asserted by Mansuri & Rao (2001). According to them participation is expected to lead to better designed projects, better targeted benefits, and more cost-effective and timely delivery of project inputs. Community participation is the active process by which beneficiary groups influence the direction and the execution of a project rather than merely being consulted or receiving the share of the project benefits.

The beneficiary groups do this with a view of enhancing their well being in terms of income, personal growth, self-reliance or other values they cherish (Theron, 2005). Nghikembua (1999) is of the opinion that community participation is about “empowering people to mobilize their own capacities, be social actors manage their resources, make decisions and control activities that affect their lives (Theron, 2005). Developmental projects are the goals, plans, action, processes and strategies that are purposefully initiated towards improving awareness, identifying potentials, enhancing the quality of life,

realizing dreams, aspirations formed for the purpose of serving the needs of the people in the community (World Bank, 2008).

### **1.2.3 Contextual perspective (land consolidation project context)**

In Rwanda, community development projects have not been the major means through which various communities get assistance from government and nongovernmental agencies for development. However, in spite of the benefits that could come through these means, many people tend to develop 'cold feet' when it comes to ineffective participation. This affects many programs for some community are either abandoned or poorly executed because of either low participation or non-participation of its citizens as well as their negative attitudes (Ngabonziza, 2006). This research didn't not take into account all development projects executed in Rwanda but it was limited on Land consolidation project implementation in Huye District.

The project provides agriculture modernization where people are ordered to cultivate common plant according to the relevant soil area and climate to increase agriculture productivity and growing crop within associations supporting by the government development agencies (Nkurikiyimfura, 2011). Some land holders have access to more than one parcel of land as well as to common land thereby spreading their risks and in fact have access to more land than the figures on land fragmentation suggest. In Rwanda, especially in Huye District, land consolidation was executed by the government whereby project officials didn't take into account perception and suggestions of local communities. What is even more striking here is that community participation exercises have largely been spectator politics where ordinary people have mostly become recipients of predesigned plans, often the objects of administrative manipulation, in different sectors leaders of Huye District ordered to cut plants and deracination in preparing field of land consolidation. It would seem to mean that development agents of land consolidation project

used to impose their own version and contrary to the community understanding (Jessica, 2012). Therefore, it is against such a scenario that the researcher focused on community participation in development projects: case study of Huye District, Rwanda.

### **1.3 Problem statement**

Since 1998, the government of Rwanda has implemented various programmes and projects as tools to accelerate its national development agenda. This was not achieved accordingly because some of them were abandoned and poorly executed of the community participation and negative perception of the people towards community development programs. The evidence was taken from Ubudehe project, grass thatched house eradication (bye bye Nyakatsi), Agglomeration habitation program and Kigali Business Service Company of transport. Most projects and programs just delivered aid in the form of money or agriculture inputs (seeds, fertilizes ,Irrigation), urbanization, infrastructure, health care, habitation and education to the target areas without really knowing for whether it would be useful for target participants (Muparange, 2002).

Additionally, problems raised in agriculture project called Land Consolidation especially in Huye District. It was integrated in project that the community would share decisions with district level on each stage of the project and the project's missions was to provide food security, reduce malnutrition, fight against land fragmentation, increase the source of communities' income enhance agriculture productivity (Jessica, 2011).

Due to the above indications, land consolidation project dictated that each district in Rwanda should produce only three crops in order to increase regional specialization. In Huye district the growing crops are rice and maize in rich soil areas like valleys. Land consolidation was implemented by the governments' officials without taking into account communities needs and

what they would suggest toward the project. Farmers were forced to live their parcels, plants were deracinated too young and people were ordered by forming cooperatives in each sector to cultivate common crop (Ngabonziza, 2010). As a result, the government failed to implicate communities in decision making of land consolidation and then the project continue to increase hunger to the population at this time instead of providing benefits to the society. Therefore, the emphasis of this thesis dealt with community participation and development projects: A Case study of Huye District/Rwanda.

#### **1.4 Purpose of the study**

This research intended to investigate the level of community participation in development projects and determines level of land consolidation project success in Huye District: The epistemological task of this study was to explore if the realities of Rwanda to consider community needs, suggestions, concerns, interests and aspirations are recognized in course of development of the country.

#### **1.5 Main objective of the study**

The objective was to analyze the role of community participation in making land consolidation project more advantageous and increasing its chance to succeed in Huye.

##### **1.5.1. Specific objectives**

1. To investigate the level of community participation in land consolidation project in Huye district.
2. To determine the level of land consolidation project success in Huye District.

3. To suggest strategies through which the community can be brought to participate more in development projects in order to be more beneficial and successful.

## **1.6 Research questions**

1. What is the level of community participation in land consolidation project in Huye District?
2. What is the level of land consolidation project success in Huye District?
3. What are the strategies through which the community can be brought to participate more in development project in order to be more beneficial and successful?

## **1.7 Scope of the study**

### **1.7.1 Geographical scope**

The research was carried out in Southern Province of Rwanda, in Huye District. Huye district is one of eight districts which form the Southern Province of Rwanda. The district covers 581 square kilometers and has a population of 265,446, with a density of 456, 5 per square kilometer. The district is bordered by Nyanza district to the North, Gisagara district to the East, Nyaruguru district to the South and Nyamagabe district to the West people of Huye district are depending on agriculture.

### **1.7.2 Content scope**

Community participation in development projects is an important component of community development and reflects a grassroots or bottom-up in spite of the benefits that could come through the community development projects; many people tend to develop cold feet when it comes to effective participation due to the problem of us and them mentality in communal affairs. In some communities, where people are involved in meeting attendance, financial contributions and actual involvement in activities or participation leading to

programs implementations, one observed the exhibition of non-chalant attitudes on the part of the people. They do not make any contribution financially nor, participate in these programs.

The community needs information to help impact to the people on the need to participate fully in Rwanda developmental programmes. Communities need dependable information to help circumvent the observed low participation in such programs. This would help to improve their productive capacities that have motivated me to carry out this research. The Poor community participation in development project lead to the social insecurity, intergeneration of extreme poverty and social exclusion this research will generate new ideas to the government of Rwanda in order to take community consideration community participation in development projects in order to achieve MDGs and 2020 vision in transparency by using trust means. This study focused on community participation in development projects especially in Huye District, Rwanda.

## **1.8 Theoretical scope**

### **1.8.1 Empowerment theory**

Swanepoel (2006) theory of community empowerment narrated that “simply taking part passively in superficially planned and managed activities, or using facilities provided through a development project, does not in itself represent participation and even when people are hired to work on a labor-intensive project without having any say over project activities, that is not participation”. The theory further agrees that “the people become part of the decision-making, planning of the project and are also part of implementation and evaluation of the project and may decide on course of the program adaptation, in order to keep the program on track it is on this note that participation have taken place including taking part fully in the management of the programme”.

### **1.8.2 Integrated theory to participation**

The integrated approach as advocated by Parnell & Pietersen (2002) in Davids (2005) should be “used as the vehicle for grass root development and public participation by integrating all sectoral programs and projects with the local authority’s own development activities to comply with requirements of National Acts and white papers that aim to facilitate development and democratization”. Community participation is “now an institutionalized form of local governance and it demonstrates a shift from pursuing a pure self-orientation to a collective orientation to tackling poverty alleviation for the benefit of the community” (Muthuri,& Moon 2008).

Integrated Approach to people’s participation includes identification of problem in policy formation or adoption, identifying the purpose for participation, select appropriate citizen participation techniques, estimate participation and production costs and more from public opinion to public judgment (Copper & Crutcher 2009).

### **1.8.3 Social inclusive theory participation**

social inclusive society is one in which community feel valued and activities, training, education, connecting with people there by having a voice influencing decisions have the opportunity to participate fully in the life of the society and to achieve this vision. It means that all the people will have the resources, opportunity and capacity to learn, work, engage in the community and have a voice” (Simon, 2007).

Social Inclusive and community participation, according to O’Riordan (2005), applies to “negotiating procedures that have full representatives so as to be accepted to all stakeholders and the participatory procedures must be pragmatic and timely”.

## **1.9 Significance of the study**

The research findings will provide more information to the national planners and district policy makers to help elaborate strategic policy frameworks that will enable adjustments and effectiveness of community participation in development projects.

The findings from this research shall also be used by future researchers as reference while conducting their own researches or other related topics.

## **1.10 Operational definitions**

### **1.10.1 Participation**

Participation refers to different mechanisms for the public to express opinions and ideally exert influence regarding political, economic, management or other social decisions (Gaventa, 1999).

### **1.10.2 Community**

Community refers to a group of people living in a particular local area; often share common goals, common social rules and family ties (Van Wicklin, 1989).

### **1.10.3 Community participation**

Finsterbusch, (1989) define participation as understanding of contribution of beneficial to the decisions or work involved in projects. for examples it notes that the level of participation increases sustainability .many development projects ,some projects experience problems where community do not want to participate at a later stage because community felt left out during the design and planning stage (Everratt,2001).

### **1.10.4 Development projects**

Development projects are specific activities or tasks set by the government to achieve economic, political, and social goals of a development policy. Such

projects often include transportation, energy (especially hydro-electric), agricultural, and resettlement schemes (Mugweni, 2004).

#### **1.10.5 Developmental programmes**

Developmental programmes are the goals, plans, action, processes and strategies that are purposefully initiated towards improving awareness, identifying potentials, enhancing the quality of life, realizing dreams, aspirations formed for the purpose of serving the needs of the people in the community (Swanepoel, 2000).

#### **1.10.6 Land consolidation project**

Land consolidation is a government project which; allows farmers to benefit from economies of scale, facilitates access to inputs, financing, and the marketing of produce as well as to increase the speed of technology transfer and adoption. Whereas individuals, cooperatives or the private sector may decide to consolidate their land, a participatory process is used to choose the crop that will be grown on that land, based on profitability and agro-climatic analyses and input parameters. The land consolidation decree provides the legal framework that protects smallholders who have entered into such agreements with each other (MINAGRI, 2010).

#### **1.11 Conclusion**

In this chapter, the researcher described the background of the problem and its scope, problem statement and objectives heading this study. This chapter also describes the purpose, research areas and limitations. This chapter is an open gate of the ensuing chapter where emphasis is laid on the review of the relevant literature in carrying out this research on community participation in development projects: A case study of Huye District, Rwanda.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter critically reviewed relevant literature and dealing with the phenomenon under study, with a view to examining what has been done by earlier studies on this phenomenon. Literature reviews were undertaken to assists researchers to comprehend and extend their knowledge of the phenomenon understudy.

#### **2.2 Review of Related Literature**

The purpose of literature review was to determine the extent to which the topic under study was covered in the existing body of knowledge. The researcher therefore reviewed theoretical orientations that were correlated to see their applicability to the phenomenon of community participation in development projects and different concepts were discussed.

##### **2.2.1 The Concept of Participation**

The concept of “Participation” means involvement of beneficiaries in public Decision-making implementation and control process of the project (Maratha, 2004). This concept has been also used in the theory of community development whereby it means that all members of a community participate in decision-making that affect their lives, not merely in consultation or contribution. It is far more than the contribution of labor or supplies (Marsden, 1991). When developmental projects are developed without regard to beneficiaries’ wishes, priorities and concerns, they always experience difficulties and often fail on the other hand, findings of evaluative studies have shown that when projects take into account beneficiaries’ needs, the results are always effective (Marsden & Chambers, 1991).

### **2.2.1.1 Types of participation**

The following is a list of the types of participation that could be evident in participatory work and their characteristics. The type of participation influences what a person might say and the value they put on their participation. When considering the type of participation you make available for individuals it is important to ask yourself what is your own role and what 'power or control' is being given to the individuals to have ownership over the project you are implementing (Rowell, 2000).

#### **2.2.1.1.1 Invited participation**

The individual is invited and provided with the opportunity to feel able to withdraw without being disadvantaged. The level and form of participation is still controlled by the project officer but the individual, unlike in the prescribed participation scenario, has a choice. The participants are more likely to say how they really feel in this situation.

#### **2.2.1.1.2 Negotiated Participation**

The individual is assigned a participatory role through an invitation, but has the opportunity to negotiate the level and type of involvement and how long they would like to be involved. Providing a diversity of methods is important if you want to provide an opportunity for people to negotiate their participation so they can pick, choose and feel they are able to contribute in ways where they feel they have strengths or something useful to offer. The role of the project worker is to provide skills to enhance the individual's capacity to contribute (Rowell, 2000).

#### **2.2.1.1.3 Collaborative participation**

Collaborative participation is when a project is initiated and supported by a group, which collectively negotiates all elements of the project, including the

level and form of involvement of individuals and the type and use of the information emerging from it.

#### **2.2.1.1.4 Self-initiated participation**

A self-initiated existing project is the only time when self-initiate participation is truly evident. That is, a group has an existing project around an issue or concern to them and they control the information and contribution they make to the project. The participation is negotiated with the individuals controlling how their information is used. Self-initiated participation might start from the group contacting you and saying they have something to contribute or might be initiated by your contact to them (Rowell, 2000).

#### **2.2.1.1.5 Participation in decision making**

People use, understand, demand or invite "participation" very loosely. It is so broad a phrase that it is almost a cliché. To help my management consulting clients I have talked for over twenty years about the types of participation that are possible.

### **2.2.2 The Concept of Community participation**

Community participation refers to the process by which the efforts of the people themselves are united with those government authorities to improve the economic social and culture conditions of the nation and enable them to contribute fully to national progress (UN, 2001).

The concept of "Participation" means involvement of beneficiaries in public decision-making, implementation and control process of the project (Muratha, 2004). This concept has been also used in the theory of community development whereby it means that all members of a community participate in decision-making that affect their lives, not merely in consultation or

contribution. It is far more than the contribution of labor or supplies (Marsden, 1991).

### **2.2.2.1 Types of community participation in development projects**

#### **2.2.2.1.1 Passive participation**

In passive participation, projects have been started but have not involved the primary stakeholders or end-users. The Passive participation is described as people that participate by living in the area of the project. They may be told what is going to happen, or has already happened, but will have no other input. Such projects are likely to result in confusion and little activity in communities, and sustainability is less likely. In most instances, communities feel that they were not consulted and ownership becomes a problem, with community members less likely to embrace the projects in Huye district people were not imply in the process of land consolidation. The study indicates that there was some unreported resistance from District authorities in land consolidation project as it was seen to be inferior according to Jessica (2010).

#### **2.2.2.1.2 Participation by resource contribution**

Participation by resource contribution usually requires communities to contribute money, time and/or labor. This can largely be attributed to the fact that having contributed money, the community sees itself as having a stake in the development. in case study some community refused to give up on their plantation when district authorities ordering to grow common specific crops in some regions (Jessica, 2010).

#### **2.2.2.1.3 Participation by consultation**

Participation by consultation is described as usually involving external agents consulting with locals. Raniga & Simpson (2002) describe this type of participation as people being consulted and an external organization then

possibly modifying their views in light of what they hear. The article, community Participation in land consolidation mentions that this type of participation is perceived in a number of ways. In larger scale projects where the majority of decisions are of a technical nature, the planners or project designers may wish to involve the community by offering them options. A warning is offered that, in most instances, this consultation process is nothing more than a one-way exchange of information rather than a dialogue based on mutual self-interest ( Marais, 2007).

#### **2.2.2.1.4 Interactive participation**

Interactive participation has been defined as the inclusion of the intended beneficiaries in diagnosing and then solving problems (Golobica & Marusic, 2007). In all cases there is no set definition as to the type of participatory approach that is adopted; there are several pillars in the process. It is important in this type of participation that the behavior and attitudes of outsiders (that is, secondary stakeholders) should facilitate, not dominate the process. Second, the methodology used should shift the balance of participation from closed to open, from individual to group, from visual and from measuring to comparing (Golobic & Marusic, 2007). This leads to the “ sharing of information, experiences, food and training, between insiders (primary stakeholders) and outsiders and between organizations” (Chambers, 1997). The notable point about this type of participation is that much of the participatory effort and outcomes may not fit into the economic and sectoral approach to planning taken by most governments, implementing agencies and donors.

#### **2.2.2.1.5 Spontaneous mobilization**

Spontaneous mobilization is when a group of people decide to take action without initial outside intervention. Raniga (2002) describe it as people participate by taking initiatives independently of any external

organization. Golobic, & Marusic ( 2007) indicates that this type of participation usually lies outside the experience of most development planning and as a result, for all stakeholders there is documentation or even anecdotal information available. Spontaneous mobilization is characterized by communities getting together for a common purpose and contributing towards the common purpose, and is slowly gaining ground.

This also means that initiatives are sometimes found beyond the perimeters of conventional development planning, and can straddle the realms of legality and illegality (Marais, 2007). In the case studies presented in this thesis, the initiatives did occur beyond the perimeters of conventional development planning, in that the communities involved in the projects were given some latitude in relation to decision-making and resource management. Similarly, the case studies identified for this thesis have a combination of both types of participation, interactive participation and spontaneous mobilization.

#### **2.2.2.2 Factors contribute to poor community participation in development projects**

There are several factors that hinder participation in the community, which will be discussed as follows:

##### **2.2.2.2.1 Lack of information and general knowledge**

The desire to know about and have access to information about government programs and services are what most communities' lack. Galvin (2009) the view that effective participation means that all participants must be informed, must hear and respect the views of others, so that together they can make decisions that meet the specific needs within the realities and constraints of the situation”.

Thurlow (2002) asserted that rural people feel that there is a lack of access to information about programs and services initiated by government and the difficulty in obtaining general knowledge on government policy.

Local knowledge is critical to informed decision making and only local people who understands the local complexities can help to effect participation, it is inevitable that their voices, ideals, fears, aspirations and concerns must be accommodated and put into use.

Dauids (2005) agreed that the participation of people in telephone interview, answering questions from questionnaires and other types of public participation, there was need for information, education and communication (IEC) materials and appropriate strategies to reach out to the community. It will enable them to contribute and be involved from every stage of the program. In many case of Rwanda leaders keep information in their office and remember to throw them when monitoring and evaluation time occurred information are moving too late and surprise the community and work on programme or project under leaders' pressure'(Mugweni, 2009)

#### **2.2.2.2.2 Lack of supportive policies and incentives**

People will boost participation if the government policies and programmes are consistent, it will be supported. This could be attained at the local level by retraining and re-orientating local government officials to become changed agents at the grass roots where they will work as partners with the people in implementing and planning of the program (Theron, 2005). Incentives being provided by government or the facilitators could trigger effective participation.

#### **2.2.2.2.3 Political factors**

Participation in developmental programs cannot survive in the absence of political tolerance. Participation in development programs in the community may be influenced by attitudes and perceptions of the local people regarding their representatives and also the need to encourage people at the grass root level to participate and the representatives to provide tangible outcomes such as affordable quality services (Garvin, 2003). Lack of political commitment on the side of the central government towards effective devolution of powers obvious in the constant control and meddling in the functioning of local government units and this situation may worsen the degree of stability, decentralization, and free enterprise system of the local government (Kakumba, 2008).

#### **2.2.2.2.4 Lack of periodic monitoring**

Theron (2005) agreed that development could only be supported and sustained if the public are allowed to monitor the development programs and projects, involves in the planning. To form an ideal should be with local settings including implementation in their mind on how participation should be with local settings including implementation of the programmes. The person having been part of the decision making and action takes care in monitoring of the programs and to offer innovative ideas to improve on it. The facilitators either government or non-governmental organizations, even other agencies should ensure periodic monitoring of the programmes and projects initiated in the communities to protect it from theft, vandalism and the beneficiaries would be keen to protect the it.

#### **2.2.2.2.5 Time constraints**

Lack of quality time mostly on the part of employees/ workers to get involved and contribute to development of the community has been one of the major

obstacles for effective participation. People need to have quality time to interact and network so as to be acquainted with programmes initiated for the community. Pocock (2010) observed that time constraints prevented people's participation in training programmes and that time shortages affects their households and community interaction. This view is supported in a study on employment status, "that from a labor market perspective; the relation between employment and participation can be explained by a choice issue based on time constraints (Morin, 2004).

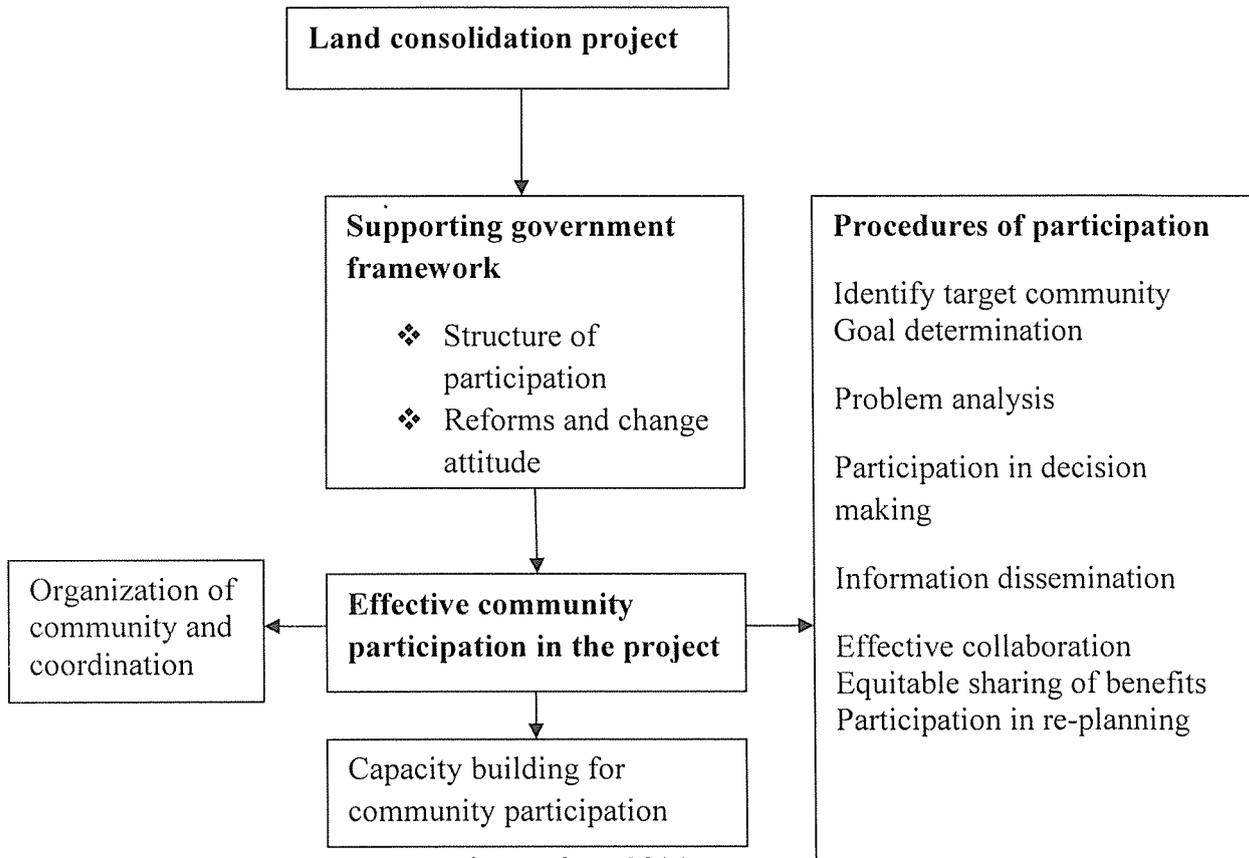
### **2.2.3 Land consolidation project**

Land consolidation is a government project designed to allow farmers to benefit from economies of scale, to facilitate access to inputs, financing, and the marketing of produce as well as to increase the speed of technology transfer and adoption. Where individuals, cooperatives or the private sector decide to consolidate their land, a participatory process is used to choose the crop that will be grown on that land, based on profitability and agro-climatic analyses and input parameters. The land consolidation decree provides the legal framework that protects smallholders who have entered into such agreements with each other (MINAGRI, 2010).

#### **2.2.3.1 Overview of land consolidation project**

Land consolidation is a procedure of putting together small plot of land in order to manage the land and use an efficient uniform manner so that the land can give more productivity. In respect of public interest and in a bid to improve rural land productivity, the minister having agriculture in his or her attribution in conjunction with the local authorities and respective residents may approve the consolidation of small plots in order to improve land management and productivity. Each landholder shall be entitled to the rights over his or her parcel of land (MINAGRI, 2010).

**Figure 2.1 Framework of community participation in land consolidation project**



Source: Primary data, 2014

Participatory development was proven to be an effective approach to strengthen land consolidation and indicates the trend of community development; therefore it should be fully carried out in Rwanda effectively when it would follow the above procedures.

### 2.2.3.3 Land consolidation strategies

Important structural changes to agriculture can occur effectively only if land consolidation is part of integrated rural development. Without a concerted effort, structural changes are likely to be limited in scope and to occur at a much reduced rate. Farmers recognize the problems of land fragmentation but the market and voluntary efforts to consolidate have not made significant

impacts. A land consolidation strategy is needed to ensure that necessary resources and assistance can be provided to farmers and other rural residents in a coherent manner (MINAGRI, 2010).

#### **2.2.3.4 Recognizes that rural society is diverse**

Non-agricultural interests must be considered along with those of agriculture. The farming sector itself comprises groups having very different interests and aspirations. Subsistence farmers very often have no other opportunities. Some owners use subsistence farming as a temporary coping strategy while for others it is a permanent condition: land consolidation cannot make them landless. Part-time farmers often maintain farms only as a sideline to supplement their incomes and do not necessarily want to expand their operations (MINAGRI, 2010).

Small family farms that wish to increase their production for the market, and larger-scale commercial farms, are usually interested in expanding their operations. The needs of farmers are also diverse. Some do not want changes others want to reduce problems of fragmentation and poorly shaped parcels, and yet others want also to increase their holding size. Some farmers need assistance with extension services, credit, machinery, processing facilities and marketing while others have addressed some or all of these problems. Land consolidation must be attractive not only to large-scale farmers; it must appeal to a broad cross-section of rural society (Mugweni, 2008).

#### **2.2.3.5 Land fragmentation problem**

In some cases, fragmentation is beneficial as it reduces risk by giving farmers a greater variety of soils and growing conditions, especially in mountainous areas. Having fields at different elevations or maintaining coastal and upland parcels enables farmers to grow a wider variety of crops. Some fragmentation can be neutral. A concern of early land consolidation projects was the time

taken to move between fields, and while this remains an important issue, it has become less of a concern as improved access to trucks and other motorized equipment has allowed farmers to travel more quickly and less expensively from one field to another (Jessica, 2011).

Fragmentation of holdings will and should occur as farmers respond to changing market conditions by periodically expanding and contracting their operations by leasing land in or leasing it out. It will not be possible or even desirable to eliminate land fragmentation entirely. Land consolidation must address cases where land fragmentation is a problem and not impose a solution where it is not needed (MINAGRI, 2010).

#### **2.2.3.6 Project enhances the environment**

Land consolidation is not automatically beneficial and the strategy should ensure that efforts do not make the situation worse. An over-reliance on certain technical aspects of consolidation in projects has resulted in degradation of nature and the landscape, and in over-production at the cost of the environment and bio-diversity. Poorly designed projects have resulted in land degradation by encouraging the use of unsuitable land for agricultural purposes and have caused the drying up of wetlands through the construction of inappropriate drainage systems. Rivers were canalized and hedges removed, resulting in soil erosion through unchecked rain runoff, and in damaged habitats of native plants and rare animals. A large focus of rural development in Western European countries is correcting the environmental damage done in earlier projects. Land consolidation should not cause environmental damage (MINAGRI, 2010).

#### **2.2.3.7 Recognizes the need for diverse local solutions**

Land consolidation must take into account local agricultural, economic, social and environmental characteristics, and must be based upon expectations and

needs of the local rural populations. Consolidation projects in mountainous areas, or in forested ones, will be quite different from those on agricultural plains. The influences of environment and culture, along with financial constraints and other limitations, will make a range of consolidation approaches necessary (RoR, 2008).

#### **2.2.3.8 Accommodate national and sub-national priorities as well as local ones**

Institutional issues: what tasks should be done at what level by which institution, and how will participatory, local level “bottom-up” involvement be implemented financial issues: how will money to pay for land consolidation be sourced, and how can the process be made cost-effective. Legal issues: what will be the legal basis for implementing land consolidation capacity building: how can participants at all levels and in all sectors acquire the knowledge and skills they need to carry out their responsibilities (International cooperation (EDPRS, 2008).

#### **2.2.3.9 Phased approach to land consolidation**

While the ultimate goal of a country may be a comprehensive land consolidation project, it may be necessary to proceed with a learning phase. This guide provides one approach to phasing by starting with the identification.

### **2.3 Theoretical Framework**

#### **2.3.1 Theory of participation through Empowerment and communication**

Swanepoel and De Beer Theory (2006) emphasized that “empowerment for the people is to have a decision-making power, that even though they need certain skills to make decision, that skills are tool of enablement and not as the primary ingredient of empowerment”. They further asserted that people can

only make enlightened decisions if they have the correct information or knowledge.

This view was also collaborated by Swanepoel & De Beer (2008) that empowerment also includes “information or knowledge also in service of the people’s responsibility to make wise and informed decision”. The power for decision-making lies within the people because it is their development which entails their future. The ways communication process is important from the start of the project when it is identified by the communities through the processes of planning, designing and preparation, implementation to hand over, the processes of communication need to be in place” (Kotze, 2009). Finally, community participation encompasses more than involving the people in some part of developmental programs, to take place playing some roles just for, but allowing them to take part in the actions of the programs, playing major role including decision-making power. The projects officials in Huye District should take into cognizance’s that participation also involved the community planning of their projects, in transferring of hard, needs to be informed and have knowledge to be able to make wise decisions that will help them understand and control factors that impact on their lives.

### **2.3.2 Social inclusive approach to participation**

Social Inclusive and community participation according to O’Riordan (2005) applies to “negotiating procedures that have full representatives so as to be accepted to all stakeholders and the participatory procedures must be pragmatic and timely”. The social inclusive approach help to achieve optimal involvement of participants in the post program, although “organizational factors inhibited attempts to achieve socially inclusive practices but the expectations of the role and unintended discriminatory had an impact on achieving full integration of the role (Simon, 2007).

The inclusion units states that “social inclusive society is one in which all feel valued and activities, training, education, connecting with people there by having a voice influencing decisions have the opportunity to participate fully in the life of the society and to achieve this vision. It means that all the people will have the resources, opportunity and capacity to learn, work, engage in the community and have a voice”. People learn by participating in local civic, “cultural and recreational” that affects them. “Programs and initiatives” these are focused on locations with greatest disadvantaged and helping homeless people and jobless families with children. “Partnership and Collaborations”, “Resources” and “Have your say” (Simon, 2007). The introduction of inclusive participatory mode in the relationship between the multi- national corporations and the communities have brought abandonment of harmful policies on innovations by the corporations because of public dissatisfaction, outrage and anxiety (O’Riordan, 2005).

The social Inclusive approach tends to avoid tokenism and mistreatment where all members of the community have the opportunity to participate fully and feel valued; the Huye District should approve or apply this approach in service delivery especially in the rural and informal settlements in the study area. This approach stresses that all groups in the community may face different challenges and cherish diverse aspirations notwithstanding the fact that they live within one locality, all should be included in the participation process.

### **2.3.3 Integrated approach to participation**

The Integrated Approach to people’s participation includes identification of problem in policy formation or adoption, identifying the purpose for participation, select appropriate citizen participation techniques, estimate participation and production costs and more from public opinion to public judgment (Copper & Crutcher 2009). The increase in participation on the part of community in decision making, constant interaction between execution,

planning and evaluation as well as diversification and strengthening of the support given to local capacity for institutional organizations in a simple or medium term intervention is what integrated development planning advocates according to Maxwell & Conway (2000).

The integrated approach as advocated by Parnell and Pietersen (2002) in Davids (2005) should be “used as the vehicle for grass root development and public participation by integrating all sectoral programs and projects with the local authority’s own development activities to comply with requirements of National Acts and white papers that aim to facilitate development and democratization”. Community participation is “now an institutionalized form of local governance and it demonstrates a shift from pursuing a pure self-orientation to a collective orientation to tackling poverty alleviation for the benefit of the community” (Muthuri & Moon, 2008).

#### **2.4 Related Studies**

Chambers, (2001) research highlighted that developmental projects are developed without regard to beneficiaries’ wishes, priorities and concerns, they always experience difficulties and often fail. On the other hand, findings of evaluative studies have shown that when projects take into account beneficiaries’ needs, the results are always effective. Levin & Weiner (1997) argue that participation cannot be generated from above, but is produced from below. However, the same authors assert that, although participation operates at the level of the local community, there is no assumption of homogeneity: class, gender, and generational social differentiation are recognized. Administrative structures and procedures associated with centralized planning and decision-making, together with legal provisions that require literacy and government approval, opposition by elites, have been identified as factors inhibiting effective participation (Marsden, 1991).

The empowerment of individuals or groups within a community is referring to its nature and political action (Taylor and Mackenzie cited by Levin and Weiner, 1999). Popular participation is thus a process of organization and struggle involving the conciseness of all people involved, and can contest directly the power relations through which people in localities live their day to day lives (Levin, 1997). It has been asserted that in post independent African countries, government marginalised the poor, excluded them socially, economically and politically and economic empowerment of the poor requires a commitment by the state to democratic agenda of development that supports the poor (Rasheed, 1996). Lack of empowerment has been observed in Rwanda for many years by different scholars. Palmer Robin, criticizing the way the Rwandan Land Policy Draft (2001) was developed, argued that “Talking of empowerment or participation or of trusting the capabilities of the people even of all local officials is not possible in Rwanda because this country is especially burdened by centuries-old highly top-down tradition of governance regardless of who is in power. In addition most planners in the Ministry of Lands who developed the Land Reform Policy are Kigali-based “outsiders” who do not know Rwandan rural realities well. This can prompt them to develop a policy which does not reflect people’s views (Palmer, 2003).

Weak institutions translate in failure to engage in continuous dialogue and internal communication about the strategies, gap between the center and the local communities, incompetence, bureaucratic procedures, resistance to innovation and change, rivalries between planning and finance ministries, etc. (Todaro, 2003). But the worse scenario is when there is lack of political will and commitment (Todaro, 1999). The concept coined by Myrdal, meaning states that are “not capable of implementing policies that go against the interests of the bureaucracies or powerful groups in society” and in which there is “unwillingness among rulers to impose obligations on the governed,

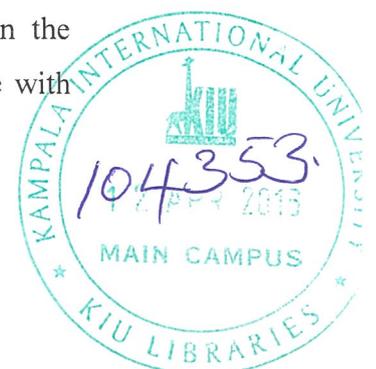
and a corresponding unwillingness on their part to obey rules laid down even by democratic procedures” (Martinussen, 1997).

Ering (2005) asserts that there is need to ensure community involvement, in order for people to participate fully in developmental projects and inhabits elimination by stimulating the sense of belongingness and the spirit of cooperation. He suggested that, for peoples’ participation in community developmental projects was to be ensured, by building on past experiences

When potential beneficiaries also make key projects decision, participation becomes self-initiated action, that is, what has come to be known as the exercise of voice and choice or empowerment. Participation and positive attitude are expected to lead to better designed projects, better targeted projects, more cost-effective and timely delivery of projects inputs, and more equitable distributed projects benefits (Kotze, 2009)

In his study on principle of ownership, Wisner (1988) in Swanepoel & De Beer (2006) said that “mobilization is not inviting people to join someone else’s project or effort on the terms and conditions of that other someone”. He called it “token participation, token empowerment and token ownership maintained by established interests that are threatened by the mass ownership of development”. He stated that mobilization is to encourage people to take up the responsibility of ownership and manage their future through their project. This view was in agreement with Marais (1998) that “involving people in developmental organizations and ensuring that they own and control the organization.”

Effective community participation take place it “means that all participants must be informed and must hear and respect the view points of others, so that together they can make decisions that meet the specific needs within the realities and constraints of the situation” (Galvin, 2009). This is in line with



David (2005) that “public participation includes public involvement in decision-making processes, in implementing projects and projects, sharing in the benefits and involvement in efforts to evaluate such projects.

But, however, given the complexity of community participation it is necessary to firstly grapple with the terms “community” and “participation” in their individual capacity to best explain the concept of community participation.

Habraken (2001) is of the opinion that, participation can either represent assigning certain decisive roles to the users, where they share the decision-making responsibility with the professionals. The other type of participation is where there is no shift of responsibilities between the users and professionals but instead only the opinion of the user is considered while making decisions. Therefore, given such a clarification of terminologies surrounding the concept of community participation it is, therefore, relatively easy to conceptualize community participation in development process.

As such, literature has shown that a shift to participatory development by development agencies, policy-makers and scholars has been due to the realization that participation by stakeholders, particularly the beneficiaries is crucial to the success of any project. Oakley noted that, failed community level efforts resulted from project failure to take on board the local values, institutions and local people’s committed responses. The above argument by Cooke & Kothari (2001) is, therefore, a clear challenge to current practice to create real space for the poor to voice their views.

Marais (1998) see the “participation of “under-qualified” people as getting in the way of efficient and effective delivery” and that “they often believed they know better than the community on issues related to their field of expertise and wish they are left alone to get on with the job of providing the people

with what they so need and constant delay as communities are unable to make decisions or overcome conflicts as waste of money”.

They further asserted that people can only make enlightened decisions if they have the correct information or knowledge. It was the view of Marais (1998) that “building capacity in communities is about building of basic skills and knowledge that already exist and combining complementary skills and knowledge in organizations so that it would be collective because it would be much more effective in achieving the objectives of its members than the members could have been individually”.

## **2.5 Research Gap**

This research was coming up at this point after reading many concepts, theories and relevant literature but many theories talked about how community is an important tool to all stages of and programs projects. Participation in developmental programs cannot survive in the absence of political tolerance. In Rwanda especially people of HUYE district were now facing problems associated with land consolidation project. The government implemented the project without an effective participation of community in project decisions. Project officials executed the project without considering people’s needs and what they would suggest. These issues generated by land consolidations project damage the living condition of communities. The literature revealed that there is no any other similar researches done exactly on community participation in land consolidation project in Huye district, Rwanda my research will complete others studies in the field of community participation in development project.

## **2.6 Conclusion**

In this literature chapter various authors are discussed who have written about community participation and land consolidation project .this chapter is a review of literature and indicate how others in development field view the concept of community participation in development project. Since there is no much Rwandan research in this regards, this section emphasizes largely on international studies. This chapter bridges the gap of the first chapter and was opened the road map of achieving the research objectives then provides entry points design of the fourth chapter.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter dealt with the methodological approaches. As it was well presented the research design, the study population, the sample size and sampling procedure, research instrument, data gathering procedures, validity and reliability of instrument, limitation of the study and the ethical considerations adopted in the course of the study were also discussed.

#### **3.2 Research design**

The ex-post facto design was used under this study. An ex post facto research is a category of research design in which the investigation starts after the fact has occurred without interference from the researcher (Carlos, 2013). This kind of research was adopted by the research because the emphasis of this study was the land consolidation project that has already take place in Huye district since 2008 and it intended to evaluate its situation this year (2014). It was in this context that this kind of research design was chosen in order to investigate the community participation and development projects : A case study of Huye district.

#### **3.3 Research population**

The population under this study was 182 people composed by representatives of agriculture cooperatives of rice and maize and agronomists of the sectors. Huye district is composed by 14 sectors and 56 cooperatives each sector is including 4 cooperatives. Each sector of Huye district has one agronomist who coordinates all agriculture programs. The total population is 182 people but this number is too big for the researcher and I selected only one cooperative per sector by using simple random sampling in which I chose to work with

only 3 representatives in selected cooperative and every agronomist of sectors the total numbers reached at 56 respondents.

### 3.4 Sample size

Grinnell (1990) said that before the sample was selected, the researcher had to decide on how many people were needed to take part in the study and the collect sample depends upon the research's population. For Amin (2005) sampling is the process of selecting elements from a population in a way that the sampled elements selected represent the population. The sample size of the study was 56 respondents which was selected by using Slovens' formula as it was demonstrated in table below

$$\text{Slovens' formula } n = \frac{N}{1 + N(e)^2}$$

Where  $n$ =sample

$N$ =population

$e$ =level of significance

Applying the formula, the following table was considered

**Table 3.2: Population and sample size**

No	Communities' cooperatives agriculture of Maize and rice per sector	Communities' cooperative representatives per sector		Agronomists of sectors		Total Sample
		population	Sample	population	sample	
1	Mukura	3	3	1	1	4
2	Tumba	3	3	1	1	4
3	Gishamvu	3	3	1	1	4
4	Karama	3	3	1	1	4
5	Mbazi	3	3	1	1	4
6	Ngoma	3	3	1	1	4
7	Rwaniro	3	3	1	1	4
8	Maraba	3	3	1	1	4
9	Simbi	3	3	1	1	4
10	Huye sector	3	3	1	1	4
12	Kigoma	3	3	1	1	4
13	Kinazi	3	3	1	1	4
14	Ruhashya	3	3	1	1	4
	<b>Total</b>	42	42	14	14	<b>56 sample size</b>

Source: Secondary data, 2014

### 3.5 Sampling procedures

Simple random sampling is a subset of individuals (a sample) chosen from a larger set (a population). Each individual is chosen randomly and entirely by chance, such that each individual has the same probability of being chosen at any stage during the sampling process, and each subset of individuals has the same probability of being chosen for the sample as any other subset of individuals (Amin, 2014). This kind of sampling technique was selected by using lottery method where the researcher listed 56 cooperatives on small papers and chose only 14 cooperatives among them. I used also purposive sampling to select the representatives of cooperative according to their

knowledge, experience and education level in order to arrive on the realistic unit of analysis.

### **3.6 Research Instrument**

This study's data were obtained using self-administered questionnaire to 56 respondents including 14 agronomists of sectors of Huye District and 42 representatives of agriculture cooperatives located in Huye District. The research study used a sample of 56 respondents. This is an appropriate instrument because respondents explain freely and rapidly their values, feeling, and opinions.

Questions were devised into three sections: section A: 3 questions described the profile of respondents, the section B: 12 questions described the level of community participation in land consolidation project, and section C: 9 described the level of land consolidation project success. The like type scale technique was adopted for scoring of the instrument. Respondents were free to agree or disagree with any statement on the questionnaire. This method was chosen due to was easy and fast for the researcher who had trips of different areas to reach the respondents.

### **3.7 Validity and reliability of the Instruments**

In order to ascertain content validity of instrument was assessed by using an expert judgment method whereby questionnaires were presented to the supervisor to examine whether the items used were measured accordingly. To ensure face validity and reliability of the instrument used, the items on the questionnaire were drawn up and given to experts in research, department of social sciences for checking, few errors were identified and corrections were made by the supervisor before it was distributed to the respondents.

### 3.8 Data Gathering Procedures

Before the administration of the questionnaires, an introduction letter was obtained from the College of High Degrees and Research, when approved; the researcher selected a list of respondents from the district authorities in charge and he was provided a letter of carrying out research in visiting communities' cooperatives in each sector of Huye District with an agronomist.

### 3.9 During the administration of the questionnaires

The respondents were requested to answer completely and not to leave any part of the questionnaires unanswered. The researcher held a brief discussion with the respondents and explained to them the objectives and contents of the study. The data gathered was collected, encoded into by using the computer SPSS to calculate frequencies and percentages of responses.

**Table 3.2 Response rate**

Score	Response mode	Interpretation
1	Strong Agree (SA):	You agree with no doubt at all
2	Agree (A)	You agree with some doubt
3	Disagree (D)	You disagree with some doubt
4	Strong Disagree (SD)	You disagree with no doubt at all

### 3.10 Data Analysis

The information gathered during the collection of data was produced and presented through appropriate charts and tabulation of frequencies and percentages. The analysis of the data was carried out using the statistical package of social science (SPSS).

### **3.11 Ethical Consideration**

To ensure that ethical standards were observed in this study as well as utmost confidentiality for the respondents and the data provided by them, the following were done: (1) coding of all questionnaires; (2) the respondents were requested to sign the informed consent; (3) authors mentioned in this study were acknowledged within the text; (4) findings were presented in a generalized manner.

### **3.12 Limitations of the study**

I had some difficulties of language where respondents were not able to answer questions written in English; I had to translate them into Kinyarwanda. It was not easy for me to meet all respondents in each sector at the same time. Finally I used to take long trips to reach where cooperatives locate in all the sectors of Huye District. Most of the target areas are some long distance away and were not easily accessible by public transportation. This situation made me dependent on other people, especially my fellow friends, to accompany me to the field. As a result I had to adjust my schedule of field to fit with other people's schedule, and hence I could not simply follow my own timetable. The disadvantage of this was that I felt I didn't achieve much in the day because I was moving around from one place to another rather than giving much time to the respondents.

### **3.13 Conclusion**

Carrying out each kind of research, the authors provided methods and techniques that were followed. It is in such context this chapter described methodology including sampling procedure and kind of validity. This part bridged the second chapter and it outlined different ways of data collection related to the objectives heading to this research study.

## **CHAPTER FOUR**

### **DATA PRESENTATION, ANALYSIS AND INTERPRETATION**

#### **4.1 Introduction**

This chapter presented an analysis and discussions of the findings of the study entitled “community participation in development projects in Huye district, Rwanda”. In the presentation of findings Pie charts, tables, frequencies and percentages are used to explain the findings. The presentation, analysis and discussion of the findings were arranged according to the objectives of the study that included; investigating level of community participation in land consolidation project in Huye District; to determine level of land consolidation project success in Huye District; and Suggesting strategies through which the community would be brought to participate more in development projects in order to be more beneficial and successful. The contents of this chapter’s guided the conclusion that was reached. The recommendations and suggestions were as well made.

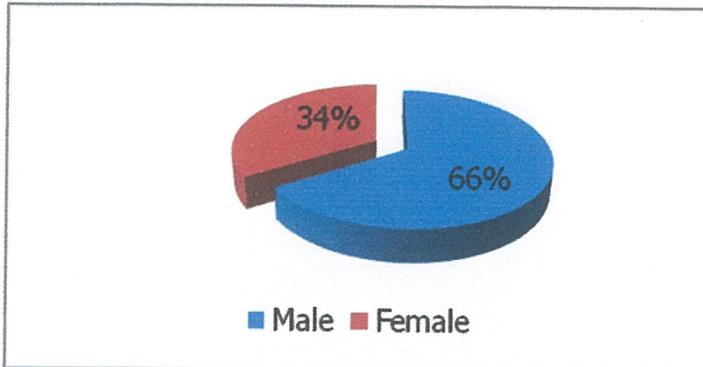
#### **4.2 Data Presentation and Interpretations**

The information gathered during the collection of data was produced and presented through appropriate pie charts and tabulation of frequencies and percentages. The analyses of the data were carried out using the statistical package of social science (SPSS).

This study’s data were obtained using questionnaires administered to 56 respondents including 14 agronomists of sectors of Huye District and 42 community agriculture cooperative representatives located in Huye District. The research study used a sample of 56 respondents from various respondents that were described according to age, gender and education level.

#### 4.2.1: Profile of respondents (n=56)

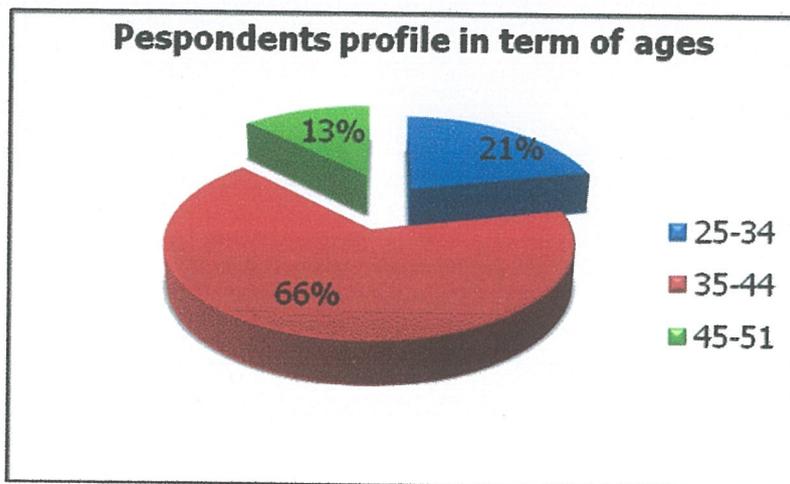
**Figure 4.1: Profile of respondents in term of gender**



**Source:** Primary data, 2014

The figure above revealed in this study that, 66% of respondents were male and 34% female. This is an indication that at the fieldwork, the majority of respondents were men mean that women are less presented in this study.

**Figure 4.2: Profile of respondents in term of ages**

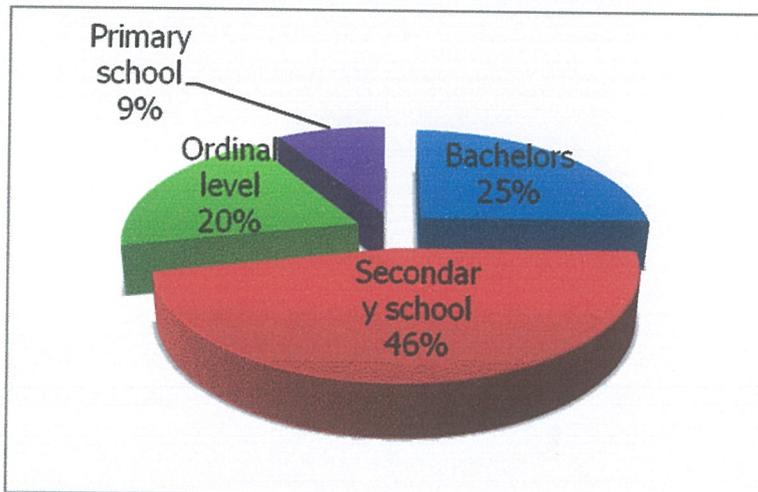


**Source:** Primary data, 2014

The Figure above showed the distribution of the respondents according to age range and revealed that 21% of the respondents were between 25 and 34 years,

66% were aged between the ages of 35 and 44 years and 13% of were between 45 and 51years. This indicates that people who dominated this research were between 35 and 44 years. This indication revealed that those leaders of communities' cooperatives and agronomists were both young and old people who advance other members' suggestions in the project in term of participation.

**Figure 4.3: Profile of respondents in term of education**



**Source:** Primary data, 2014

The above figure showed that 46% of respondents completed secondary school, 20% ordinary level and primary schools were 9% and 25% where holders of bachelor's degree. This means that the respondents who dominated in this study completed secondary school. This implication showed that there no illiterate people who can fail to present what people need and suggestions in context of participation in the project.

**4.2.2: The first objective of the study was to determine the level of community participation in land consolidation project**

Level of community participation in land consolidation was investigated basically on the following ways:

**4.2.2.1 Community participation through empowerment and communication**

**Table 4.1: Community understanding about land consolidation project goal**

Response mode	Frequency	Percentage
Strongly agree	27	48.2
Agree	18	32.1
Disagree	4	7.1
Strongly disagree	7	12.5
Total	56	100.0

Source: primary data, 2014

The above table shows the level of community understanding about land consolidation goal 48.2% respondents strongly agreed and 32.1% agree but 7.1% and 12.5% were people without enough information about project goal. This was an indication that Community was unaware about project goal.

**Table 4.2: The sector level succeeded to convince and agreed with objectives of land consolidation**

Response mode	Frequency	Percentage
Strongly agree	3	5.4
Agree	2	3.6
Disagree	16	28.6
Strongly disagree	35	62.5
Total	56	100.0

Source: primary data, 2014

The above table presents the low score of respondents who were trained about land consolidation 5.4% of strongly agree and 3.6% agree but 62.5% are people who didn't get opportunities of trainings about the project. This is an indication that there was no skill building and training about project objective.

**Table4.3: Community was satisfied by local leaders explanation of the advantages of the project before its implementation**

Response mode	Frequency	Percentage
Strongly agree	5	8.9
Agree	4	7.1
Disagree	18	32.1
Strongly disagree	29	51.8
Total	56	100.0

**Source:** primary data, 2014

The majority of respondents approved that project officials didn't convince community level about land consolidation's advantages because 51.8% strongly disagree and 32.1% agree but 8.9% and 7.1% confirmed. This is an indication that there were little convincing to the communities about project advantages

**Table 4.4: Community agreement with project officials in problem analysis of land consolidation before it took place**

Response mode	Frequency	Percentage
Strongly agree	1	1.8
Agree	4	7.1
Disagree	18	32.1
Strongly disagree	33	58.9
Total	56	100.0

**Source:** primary data, 2014

As shown in the Table, 1.8% of respondents strongly agree and 7.1% agree the community consultation during analysis of problems associated with land consolidation and 58.9% strongly disagree and 32.1 disagree on community involvement in problem analysis. This means that there wasn't problem analysis of problems together with community level.

**Table 4.5: Community was informed about land consolidation timelines and got time to prepare for it**

Response mode	Frequency	Percentage
Agree	6	10.7
Disagree	22	39.3
Strongly disagree	28	50.0
Total	56	100.0

**Source:** primary data, 2014

This table shows that during land consolidation period an effective communication between community and project initiators was not taken into consideration. Respondents in the above table 50% strongly disagree and 39.3% disagree but people who accepted present 10.7%. This indicated that people were not informed effectively about the project stages.

#### 4.2.2.2 Implication of community in decision-making of land consolidation

**Table 4.6: Consideration of communities' suggestions in planning and implementation stage**

Response mode	Frequency	Percentage
Strongly agree	2	3.6
Agree	6	10.7
Disagree	18	32.1
Strongly disagree	30	53.6
Total	56	100.0

**Source:** primary data, 2014

The above table indicates that land consolidation project district level failed to take into account community in planning what community would suggest 53.6% of respondents strongly disagree and 32.1% disagree but 10.7% and 3.6% were people who confirmed.

**Table 4.7: Community taking a part in deciding how to use crops in terms of production and setting prices**

Response mode	Frequency	Percentage
Strongly agree	3	5.4
Agree	3	5.4
Disagree	19	33.9
Strongly disagree	31	55.4
Total	56	100.0

**Source:** primary data, 2014

As shown in the table that 55.4% of respondents strongly disagreed and 33.9% disagree on the implication of community in deciding how to use crops in terms of production and setting prices all decisions are taken up on district level. This indication proved that decisions related to use of crops and prices were taken by district level alone people were not well integrated.

**Table 4.8: Equitable sharing when project risk occur between district level and community**

Response mode	Frequency	Percentage
Strongly agree	2	3.6
Agree	4	7.1
Disagree	25	44.6
Strongly disagree	25	44.6
Total	56	100.0

**Source:** primary data, 2014

From the above table indicated that 46.6% of respondents strongly disagree and 46.6% disagree. This score indicates that there are disparities between community and district level when risk occurs in land consolidation. As observed in response mode 3.6% and 7.1% were respondents who agreed the equitable sharing of project risks.

**Table 4.9: Sharing of ideas with community to the project changes and its sounding**

Response mode	Frequency	Percentage
Strongly agree	1	1.8
Agree	2	3.6
Disagree	24	42.9
Strongly disagree	29	51.8
Total	56	100.0

**Source:** primary data, 2014

As shown in table above, 51.8% of respondents strongly disagreed and 42.9% disagree the sharing of ideas with community in land consolidation when changes needed in Huye district. A little number of respondents 1.8% strongly agrees and 3.6% agree at this point. This indication point out that community level was not much implicated in decisions related to the new changes of land consolidation project.

**Table 4.10: Community commitment to the project**

Response mode	Frequency	Percentage
strongly agree	4	7.1
agree	20	35.7
Disagree	16	28.6
strongly Disagreed	16	28.6
Total	56	100.0

**Source:** primary data, 2014

As seen in the above table, 35% of the respondents agree, 28% disagreed and 28% strongly disagree but this indication show generally that many people are not interested to undertake land consolidation and on the other hand shows the medium rate of 35% agree that the project is important for them .It is evident that land consolidation was the government development project whether people could meet the legal issues when refusing to follow what the country.

**4.2.3 Second objective of the study was to determine the level to land consolidation success**

The level of land consolidation project success was investigated basically on the following ways:

**Table 4.11: Land consolidation reduced the problem of land Fragmentation**

Response mode	Frequency	Percentage
Strongly agree	5	35.7
Agree	7	50.0
Disagree	2	14.3
Total	14	100.0

**Source:** primary data, 2014

The table revealed that 35.7% of the respondents strongly agree and 50% agree that the issue of land fragmentation has been solved through land consolidation in Huye district.

**Table 4.12 Reducing the problem of malnutrition in rural**

Response mode	Frequency	Percentage
strongly agree	1	7.1
agree	5	35.7
Disagree	4	28.6
strongly Disagreed	4	28.6
Total	14	100.0

**Source:** primary data, 2014

The response mode indicated in the table shows that land consolidation didn't reduce the problem of malnutrition in rural as approved by 53.6% respondents strongly disagree and 46% disagree. This indication proved that the project didn't reduce issues of malnutrition in rural.

**Table 4.13: Facilitating people to work in cooperatives**

Response mode	Frequency	Percentage
Strongly agree	9	64.3
Agree	5	35.7
Total	14	100.0

**Source:** primary data, 2014

As shown in the table 63.3% of the respondents strongly agree and 35.7% agree that the Land consolidation played an important role of mobilizing people to work in cooperatives in Huye District there was no one against this statement.

**Table 4.14 Land consolidation is now the of source income to the community**

Response mode	Frequency	Percentage
Agree	3	21.4
Disagree	5	35.7
Strongly Disagreed	6	42.9
Total	14	100.0

**Source:** primary data, 2014

According to the responses indicated in the above table 42.9% respondents strongly disagreed and 35.7% disagree that land consolidation is the main source of income to the community in Huye district. Even if Rwandan people are depending on agriculture, only little number of respondents argued that land consolidation is now the main source of income for them 21.4% respondents agreed. This indicated that project not yet appeared as the main source of income the community of Huye district.

**Table 4.15 Providing enough crop for community subsistence**

Response mode	Frequency	Percentage
Strongly agree	1	7.1
Agree	2	14.3
Disagree	5	35.7
Strongly Disagree	6	42.9
Total	14	100.0

**Source:** primary data, 2014

Land consolidation is an agriculture project but respondents indicated in the table that 42.9% of the respondents strongly agree and 35.7% disagreed that land consolidation provides enough crops to the community for subsistence because the big harvest is sold by the government, only 14% respondents and 7.1% accepted at this statement.

**Table 4.16 Land consolidation succeeded to improve rural land productivity**

Response mode	Frequency	Percentage
Strongly agree	1	7.1
Agree	3	21.4
Disagree	3	21.4
Strongly Disagree	7	50.0
Total	14	100.0

**Source:** primary data, 2014

As demonstrated in table 50% of the respondents strongly disagree and 35.7% agree on the improvement of productivity of rural land only 14.5% agreed at this statement. This indication pointed out that the project didn't contribute more in providing food to the community.

**Table 4.17 Proving food security to the community in Huye district**

Response mode	Frequency	Percentage
Agree	2	14.3
Disagree	7	50.0
Strongly Disagree	5	35.7
Total	14	100.0

**Source:** primary data, 2014

In the above table the respondents approved that the project didn't increase food for living to its people, 50% of the respondents strongly disagree and 21.4% disagree but 7.1% and 21.4% respondents accepted the contribution of land consolidation in food security.

**Table 4.18: Land consolidation succeeded to protect and enhance environment**

Response mode	Frequency	Percentage
Strongly agree	6	42.9
Agree	7	50.0
Disagree	1	7.1
Total	14	100.0

**Source:** primary data, 2014

As shown in the table above, 42.9% of the respondents strongly agree and 50% agree that land consolidation succeeded to protect and enhance environment in Huye district .The project dictate people working in cooperatives and some areas are protected and cultivation is not allowed. Only little number of people disagreed on this statement (7.1%).

**Table 4.19 Land consolidation played an important role to improve land management**

Response mode	Frequency	Percentage
Strongly agree	2	14.3
Disagree	5	35.7
Agree	7	50.0
Total	14	100.0

**Source:** primary data, 2014

As demonstrated in the above table 14.3% respondents strongly agree and 50% agree that land consolidation played an important role to improve land management in Huye district only 35.3% respondents disagreed on this statement. These indications revealed that the project succeeded to improve land management.

### **4.3 Discussion of the findings**

The discussion of the findings was communicated basically by describing the objective per objective.

#### **4.3.1 Objective one: Determining the level of community participation in land consolidation in Huye district**

Participation took different forms in the community. People played different roles as stated by Kotze (2009). “People may participate in development activities by providing information about the community, taking part in identifying needs, problems and priorities, taking part in deciding about development goals”. Community participation in land consolidation was investigated basically on the following levels:

##### **4.3.1.1. Level of Community participation through empowerment and communication to the project**

People were mobilized just to do some physical work and then they were taught various skills in order to perform the given duty and this was then called empowerment” Communities needed to be informed and were able to transmit its views, wishes and interest to all bodies charged with arranging the development project (Swanepoel, 2006). This idea was in agreement with this study as it was demonstrated in data presentation table 4.1 the community understood land consolidation goal where the score respondents indicated 48.2% strongly agreed and 32.1% agree.

Mostly it was done through platforms such as capacity building workshops where the facilitator dominated the proceedings, lecturing the community on forms of engagement. Under the banner of capacity building representatives from organizations, told the communities as to how to participate (Simon, 2007). This idea was in disagreement with this study because 62.5% of the respondents strongly agree to the statement as indicated in table 4.1 and table 4.2.

Lack of empowerment has been observed in Rwanda for many years by different scholars. Palmer Robin, criticizing the way the Rwandan Land Policy Draft (2001) was developed, argued that “Talking of empowerment or participation or of trusting the capabilities of the people even of all local officials is not possible in Rwanda because this country is especially burdened by centuries-old highly top-down tradition of governance regardless of who is in power.

In addition most planners in the Ministry of Lands who developed the Land Reform Policy are Kigali-based “outsiders” who do not know Rwandan rural realities well. This can prompt them to develop a policy which does not reflect people’s views (Palmer, 2003). This idea was in disagreement as results of table 4.3 showed that project officials failed to mobilize community under land consolidation in convincing communities about project advantages. Here the majority of agriculture representative of cooperatives presented 51.8% views of strongly disagree.

The project had failed again to make people participating in problems analysis where project officials ignored to implicate people’s views where 58.9% of the respondents agreed to the statement as revealed by the table 4.4. This idea was also in disagreement with Kakumba (2008) who asserted that community based development initiatives is the active involvement and positive

attitudes of the people of a defined community in at least some aspects of projects design and implementation. When potential beneficiaries also make key projects decision, participation becomes self-initiated action, that is, what has come to be known as the exercise of voice and choice.

Respondents proved again that there was poor communication between community and project initiators related to the project timelines 50% of the respondents strongly disagreed and 39.3% disagreed but few people who accepted occupied 10.7% as showed by table 4.5. According to the discussion of findings of this study, the level of community participation in terms of empowerment and communication in land consolidation in Huye district was not carried out properly.

#### **4.3.1.2 Implication of community in decision-making of land consolidation**

Communities became part of the decision-making, planning of the project and were also part of implementation and evaluation of the project and decided to adaptation of the project in order to keep the project on track. It is on this note that participation took place including taking part fully in the management of the project” (Swanepoel, 2006). During land consolidation, project implementation at district level did not to take into account community needs and what people would suggest. As results 53.6% of the respondents strongly disagreed and 32.1% disagreed of community involvement in planning only people who agreed were 10.7% of the respondents and 3.6% as indicated in table 4.7.

Therefore, the research findings revealed that community suggestions considered poorly the decisions related to setting price of crops where 55.4% of the respondents strongly agreed and 33.9% agreed. Community participation in land consolidation was not sincere also in terms of sharing of

ideas with community to the project changes, only 1.8% of the respondents strongly agreed and 3.6% agreed at this point as demonstrated in table 4.7.

This ideas was in disagreement with Kotze (2009) who asserted that Participation and positive attitude are expected to lead to better designed projects, better targeted projects, more cost-effective and timely delivery of projects inputs, and more equitable distributed projects benefits. As result in the findings community developed ‘cold feet’ in land consolidation project because of disparities in project delivery and sharing of risks district level beneficiated 55.4% of the respondents strongly agreed and 33.9% of the respondents agreed as showed in table 4.8. People were ordered to remain with few crops for subsistence when other big harvest was sold by the district to private enterprises. As discussed above results showed that community participation in land consolidation in term of community implication in decision making was not well achieved in Huye District.

#### **4.3.1.3 Community commitment to land consolidation**

Galvin (2009) noted that, failed community level efforts resulted from project failure to take on board the local values, institutions and local people’s committed responses. As it was found data presentation 35% of respondents who agreed to the statement, 28% disagreed and 28% strongly disagreed as indicated is table 4.9. But these percentages showed generally that many people were not committed to undertake land consolidation. On the other hand it showed the rate of 35% agreed that the project was important for them. Community commitment was here evident because land consolidation project was the government development project and people could meet the legal application once people are refusing to follow the government project’ plan.

#### **4.3.2. Objective two: determining the level of Land consolidation success**

Land consolidation project in terms achieving its objectives results revealed that the project was effectively succeeded to reduce the problem of land

fragmentation in table 4.10 showed that 35.7% of the respondents strongly agreed and 50% agreed.

Land consolidation performed in facilitating people to work in cooperatives as revealed by score of 63.3% respondents strongly agreed and 35.7% agreed as approved by table 4.11. 42.9% respondents strongly agreed and 50% agreed that land consolidation succeeded to protect and enhance environment in Huye District. Few of those lands were allowed by the community to perform their work and others were protected.

As described in data presentation Land Consolidation Project played an important role to improve land management in Huye district with 50% of respondents agreed as presented in table 4.19. Land consolidation project failed to reduce the problem of malnutrition in rural. Results indicated by the responses rate of 53.6% of respondents 'strongly agreed and 46% of respondents agreed to the statement as presented in table 4.12.

The whole country is depended on agriculture but land consolidation is not appeared as the main source of income to the community in Huye District. As demonstrated in the findings 21.4% respondents agreed and 3% strongly disagreed and others refused 42.9% of respondents strongly agreed as presented in table 4.13. It was mentioned in objective project that this contributed more in providing food security to the people but in this study, 55.4% of the respondents strongly disagreed and 33.9% disagreed on achievement of this objective. The project intended to improve rural land productivity, but 50% respondents disagreed and 35.7% strongly disagreed, only 14.5% respondents agreed at this statement as indicated in table 4.15. According to the research finding land consolidation within its mission, succeeded to achieve four on objectives among nine.

### **4.3.3 Objective three: Strategies through which the community can be brought to participate more in development projects in order to be more beneficial and successful**

It is evident from these discussions that community participation as it relates to development is a process that includes a set of activities and takes place through different stages. This section describes what constitutes the essential elements of effective community participation. Community participation in development projects needs to be understood based on the following strategies.

#### **4.3.3.1 Identification of appropriate stakeholders**

The involvement of stakeholders in development projects is widely recognized as a fundamental element of the process. Timely, well- planned, and well implemented public involvement projects have contributed to the successful design, implementation, operation, and management of proposals (UNEP, 2001). For instance, the range of stakeholders involved in an Environmental Impact Assessment (EIA).Government should considers combine all stakeholders views in planning and find out the best alternatives during the implementation stage.

#### **4.3.3.2 Identification of community needs and goal determination**

Participation of the masses in development activities implies enhanced capacity to perceive their own needs. Through participation, local people identify their needs as well as the relevant goals of a project. By participating in decision making and implementation activities, local people help project officials identify (1) needs, (2) strategies to meet those needs, and (3) the necessary resources required to implement the various strategies (Yadama, 2004).

The project will never be successful if project officials fail to address issues which can be brought by the project activities like hunger, unemployment, health and other basic necessities perceived to be more important by the coastal communities.

#### **4.3.3.3 Information dissemination**

This is a one-way flow of information from the proponent of the development project to the public. The proponent should provide sufficient relevant information about the project such as the benefits of the project to the beneficiaries, the costs of implementation, the potential for financing and implementation, and possible risk factors. The proponent must allow sufficient time for individuals to read and discuss the information provided, and listen to the views held by individuals as well as to issues and problems. Lack of transparency often fosters mistrust and misunderstanding between project authorities and local communities (UNEP, 2001).

#### **4.3.3.4 Consultation of the community**

Consultation involves inviting people's views on the proposed actions and engaging them in a dialogue. It is a two-way flow of information between the proponent and the public. Consultation provides opportunities for the public to express their views on the project proposal initiated by the project proponent. Rigorous planning and implementation of projects should be undertaken only after considerable discussion and consultation. Consultation includes education, information sharing, and negotiation, with the goal being a better decision making process through organizations consulting the general public (Swanepoel, 2006). This process allows neglected people to hear and have a voice in future undertakings.

#### **4.3.3.5 Community implication in decision making**

The project should encourage a maximum number of people in the participation of development projects. Such involvement should give the participants full inclusion in designing, organizing, and implementing activities and workshops “nobody has the right to define or determine the needs of any group of which they are not a part” and that “groups must decide for themselves what their needs are and how they should be addressed, although they may be helped to define, clarify, articulate or even be presented with new option about which they have not known in the past (Kotze, 2009).

#### **4.3.3.6 Repeated interaction, ownership and control**

Often there is interaction at the beginning of the project but no dialogue or any other form of interaction occurs during the project. This ultimately creates a big gap between the proponents of the development projects and the communities. Consequently, the local people abandon less motivated to the project based on such an idea. Therefore, it is suggested that there should be ongoing communication throughout the project period .Participation plays a major role in people’s management of their own affairs. Ownership and control of resources have a profound impact on participation in development projects (Swanepoel, 2006).

#### **4.3.3.7 Equitable sharing of benefits**

It is evident that without sharing the benefits of the project, participation is a frustrating process for the poorer people. It is noted that there should be a fair and equitable distribution of benefits, as well as redistribution of goods and services, to enable poorer people to get a fairer share of society’s wealth and to participate fully in the development process.

#### **4.3.3.5 Partnerships and environment legislation**

Partnership in development processes allows stakeholders to work, talk, and solve problems with individuals who are often perceived as the masters. Instead of demonstrating the relationship as a worker- client tie, the parties involved should agree on working in partnerships and collaboration, mutual trust and respect, a common analysis of what the problem is, a commitment to solidarity, equality in the relationship, an explicit focus on process, and the importance of language (Whitmore, 2001). The environment is considered as an integral part of development, since any impacts on an individual's environment also impacts on well-being or welfare. This ultimately creates considerable environmental problems in the name of development in third world countries. Therefore, lack of legislation to protect human rights as well as the environment may impede public participation in development projects.

#### **4.3.4 Conclusion**

Data generated from the field has been presented in this chapter using tabular and pie charts. Data were analyzed and tested against research objectives. It was highlighted in different studies that communities contribute much to the development of their societies particularly through development projects but results picture showed that community participation in land consolidation was poorly realized whether it was approved by the research findings that projects officials failed to recognize community empowerment, implicating them in decision making and these weaknesses affected negatively community commitment to the project. Land consolidation success has been observed as weak based on the desired goal and objectives. Finally, the researcher suggested strategies through which the community can be brought to participate more in development projects in order to be more beneficial and successful.

**CHAPTER FIVE**  
**SUMMARY OF THE MAJOR FINDINGS, RECOMMENDATIONS**  
**AND CONCLUSIONS**

**5.1. Introduction**

This chapter set out the major summary of the findings as presented in chapter four, drew out a conclusion and provided recommendations and suggests areas of further researchers.

**5.2. Summary of the major findings in terms of the objectives of the study**

On the basis of empirical evidence, the findings of the study were presented as follows:

**5.2.1. Level of community participation in land consolidation in Huye**

**District**

The study revealed that project officials failed to conduct community participation properly in terms of empowerment and providing information on time. As described in data interpretation, land consolidation took place in Huye district with little community implication in decision making. Local people were not given time to give their suggestions until the implementation of the project. The isolation of community participation in decisions impeded their commitment.

**5.2.2. The findings on level of land consolidation success**

The project aimed at fighting against the problem of land fragmentation, reducing malnutrition in rural, appear as source of income to the community, improving food security, enhancing environment and protection ,improving rural land productivity, providing enough crops for subsistence, facilitating people working into cooperatives and improve land management. According to the research it was pointed out that land consolidation succeeded only to

achieve only four objectives among nine including: Providing people to work in cooperatives, improving land management, enhancing and environment protection and project performed reducing land fragmentation problem. As focused in previous chapters, the mindless of community participation in decisions of land consolidation project seemed to be the major problem faced by the project and handicapping its performance.

### **5.2.3. Strategies through which the community can be brought to participate more in development projects in order to be more beneficial and successful**

Based on the results of the study, community did not participate effectively in land consolidation project in Huye District and lack of giving community opportunity to explain their ideas and needs affected the project and failed to remain on track.

However the researcher suggested eight strategies that were taken into consideration in order to allow people participating in development projects and providing benefits and success: identification of community needs and goal determination, information dissemination, consultation of the community, community involvement in decision making, repeated interaction, ownership and control equitable, sharing of benefits, and finally partnerships and environment legislation. The project should be improved if project officials considered these strategies.

### **5.3 Conclusions**

The community participation proved to be a thorn in the throat for various stakeholders in the development Arena. Stakeholders in development have always been at loggerheads on the actual approach to an effective alternative to affect a sound community participation strategy that ensures the success of project. The research carried out between 12 agronomists of sectors in Huye district and 46 representatives of cooperatives.

The research found out that community was less empowered in terms of land consolidation. The poor community participation in decision was also identified in land consolidation. Additionally the majority of respondents highlighted that they were less committed to continue supporting the project.

The poor community participation in land was major issue that handicap the performance of the project whereby the project failed to improve rural land productivity, to reduce hunger in rural, to reduce the problem of malnutrition, earning income and proving enough crop for community subsistence.

At least Land consolidation succeeded, to reduce related to issues land fragmentation, land management and enhancing and environment protection. Community participation did not capitalize the project.

Finally, the researcher established strategies through which the community might be brought to participate more in development projects in order to be more beneficial and successful to provide knowledge and forecasting what would be done to encourage people to participate in development projects.

#### **5.4 Recommendations**

After drawing conclusion of the research the following recommendations were made: The level of community participation in development projects in the study area is very insignificant government should create ways to inform the beneficiaries of development programs initiated in their areas.

Communities are seen as important partners in project identification, planning, designing, implementation, monitoring and evaluation this role has been easier said than done.

Government institutions that promote community participation could be intermediate between project officials and representative of local community the project is concerned.

Government of Rwanda have to set out methods and procedures of empowering community before the project take place and process of making them participate in decision making rather than following predesigned plans and government manipulation.

Government of Rwanda has to an effective communication, collaboration, and partnership with community before adopting policies, projects and programs because there is a strong need for awareness on the role of the communities and their indigenous knowledge systems in ensuring projects success.

Before initiating your projects, programmes and policies: Lao Tsu remarked that “Go to the people, live with them, Learn from them, Love them, Start with what they know, build with what they have. But with the best leaders, when the work is done, the task accomplished, the people will say, “We have done these ourselves.”The statement by Tsu, if taken seriously and implemented by the governments in development projects, success will be realized.

**Future researches**

Community participation and performance contracts in Huye District, Rwanda  
Community participation and Ubudehe project success in Rwanda. The above researches will support the present and adding other steps to the community development boards through the courses development agenda in research area.

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## APPENDICES

### APPENDIX I INFORMED CONSENT

I am giving my consent to be part of the research study of **Mr. MUGWANEZA Sebastien** that will focus on community participation in development projects: case study Huye District, Rwanda.

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.

Initial: \_\_\_\_\_

Date: \_\_\_\_\_

## APPENDIX II: QUESTIONNAIRE

Kampala international University  
Sebastien MUGWANEZA  
Student Reg.:MPP/39465/123/DF  
Mobile No.:+250788538839  
Email: gsebaros5@gmail.com

Dear Respondent,

I am a Masters student in Kampala International University, conducting a study on: **COMMUNITY PARTICIPATION IN DEVELOPMENT PROJECTS: CASE STUDY OF HUYE DISTRICT, RWANDA**. This research is purely an academic exercise that is not driven by economic, cultural, political and social underpinnings. I kindly ask for your time to complete this questionnaire to the best of your knowledge. Your free and frank feedback will be taken as an important contribution to the present research work.

All ethical considerations and confidentiality of information will be adhering to.

Thanks,

**Sebastien MUGWANEZA**

**SECTION A: Profile of respondents**

<b>1</b>	<b>Gender</b>	<b>Male/female</b>
<b>2</b>	<b>Age</b>	
<b>3</b>	<b>Education level</b>	

**SECTION B: Questionnaire designed for communities 'cooperative representatives in 14 sectors of Huye District.**

**Please indicate your choice by ticking the response options which are indicated in the box**

<b>Score</b>	<b>Response mode</b>	<b>Interpretation</b>
<b>1</b>	Strong Agree (SA):	You agree with no doubt at all
<b>2</b>	Agree (A)	You agree with some doubt
<b>3</b>	Disagree (D)	You disagree with some doubt
<b>4</b>	Strong Disagree (SD)	You disagree with no doubt at all

NO	Level of community participation in land consolidation project	RESPONDENTS' RESPONSES			
		(1) SA	(2) A	(3) (D)	(4) (SD)
1	I now understand land consolidation project goal				
2	The sector level succeeded to convince and agreed with objectives of land consolidation				
3	I was satisfied by local leaders explanation of the advantages of the project before its implementation				
4	We have agreed with leaders about land consolidation before it took place				
5	I have been interested of the project objectives and feel committed to support it hard as possible.				
6	We always have got a lot of time to ask questions related to the project consequences before the implementation				
7	I was informed about land consolidation timelines and got time to prepare for it				
8	The project officials considered community suggestions during implementation stage				
9	After getting crops cooperative members take a part in deciding how to use the crops in terms of production and setting prices				
10	The community gets time to explain the consequences of the implementation of land consolidation				
11	The community's suggestions are considered for the project to be more successful				
12	We, as community, have space to share ideas with district leaders about any change in land consolidation				

**SECTION C: Questionnaire designed for each agronomist in 14 sectors of**

**Huye District**

**Information related to land consolidation project success in Huye district**

1	Land consolidation succeeded to reduce the problem of land fragmentation	(1) SA	(2) A	(3) D	(4) SD
2	Land Consolidation project intervened in rural to reduce the problem of malnutrition and increase productivity than old agriculture system.				
3	Land consolidation facilitates people to join co-operatives and beneficiate from them				
4	Land consolidation is now community appeared as source income to the community.				
5	Land consolidation facilitates cooperatives creation generate enough crops for subsistence.				
6	Land consolidation succeeded to improve rural land productivity				
7	Land consolidation improved food security in our sector				
8	Land consolidation succeeded to protect and enhancing environment				
9	Land consolidation played a important role to improve land management and productivity				

## CURRICULUM VITAE

**Names:** MUGWANEZA Sébastien

**Address:** Tumba sector, Huye District

**Phone:** +2507888538839, +250722538839

**Date of birth:** 26/06/1985

**Email:** [gsebaros5@gmail.com](mailto:gsebaros5@gmail.com)

**Nationality:** Rwandese

**Marital status:** single

**Residence:** Huye District-Southern Province-Tumba Sector

### Education Background

**2012-2013:** currently progressing studies of Master's Degree in Kampala international University in Project planning and Management

**2008-2011:** Bachelor degree in clinical psychology in National University of Rwanda

**2003-2005:** *Groupe Scolaire Officiel de Butare* , graduated with Satisfaction in Letter

**1999-2003:** studies of ordinal level in *Groupescolaire des parents Butare*

### Professional Trainings

**2012:** Business Plan Writing and Project Management, PSF/MINICOM, Kigali

**2011:** Internship of six months in NYAMPINGA Center in charge of Recruitment, accompaniment, guidance and psychosocial help of streets young girls.

**2011:** counselor during commemoration days helping persons facing trauma and emotional crisis problems organized by AEPCSM.

**April 2010:** Training of trauma and Emotional crisis organized by Huye District in order to take into charge cases in genocide Commemoration.

**2009:** One month attending ITORERO at EAV Kabutare means that I figure among INDATIRWABAHIZI of Huye District

**Skills, experiences and Personal attribute**

**Technical skills**

Strong analytical ability; excellent interpersonal skills; better understanding people, to plan, coordinate and monitor own work, empathic in my work ; ability to cope with different situations, flexibility in accepting work as approved by NYAMPINGA Center an area of internship and AERG/NUR.

**Communication skills**

Ability to communicate clearly and concisely, ability to deliver public talks and participate in debate; spirit of initiative and capacity to work independently as well as being part of a team as demonstrated in my university group work.

**Languages skills**

Fluent in English, French, Kiswahili, Luganda and Kinyarwanda my mother tongue

**Computer skills**

I am a keen computer user and frequently use the following package: Ms Word, Ms Excel, Ms Power Point, and Internet Explorer.

**Other career and talents:** Black belt with 2<sup>rd</sup> Dan in Karate Wado-ryu approved by FERWAKA and WKF

**Reference**

1.Tharcisse SINZI: Director of Estate in National university of Rwanda:  
+250788510685

2.NDAYAMBAJE Jean Damascene, PhD: Specialist in Agro forestry, RAB,  
Ruhande Station: +250788487721

All above information outlined is clear and true.

Done at Huye, 14<sup>th</sup> November 2013

**MUGWANEZA Sebastien**



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UNIVERSITY**

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**OFFICE OF THE HEAD OF DEPARTMENT, ECONOMICS, BUSINESS AND  
MANAGEMENT SCIENCES  
COLLEGE OF HIGHER DEGREES AND RESEARCH**

February, 24, 2014.

**INTRODUCTION LETTER FOR MUGWANEZA SEBASTIEN REG.NO.  
IPP/39465/123/DF TO CONDUCT RESEARCH IN YOUR ORGANISATION**

The above mentioned candidate is a bonafide student of Kampala international University pursuing a Masters' of Project Planning and Management.

He is currently conducting a field research for his dissertation entitled "**Performance contracts and community participation and development projects, Huye District, Rwanda.**"

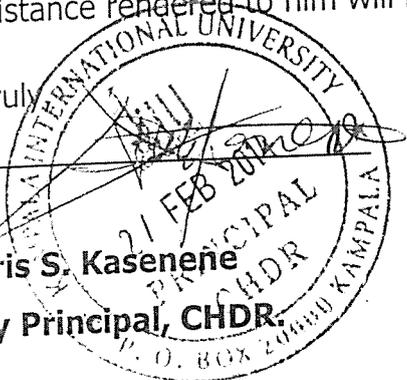
Your organization has been identified as valuable source of information pertaining to his research project. The purpose of this letter then is to request you to avail him with pertinent information he may need.

Any information shared with him will be used for academic purposes only and shall be kept with utmost confidentiality.

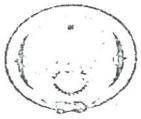
Any assistance rendered to him will be highly appreciated.

Yours truly

  
**Dr. Edris S. Kasenene**  
**Deputy Principal, CHDR.**



REPUBLIC OF RWANDA



SOUTHERN PROVINCE

HUYE DISTRICT

Huye/CS/06/2014

No. RW/0204

TO: *Head of department of economics and Management sciences (CHAR) Kampala International University.*

RE: PERMISSION LETTER FOR DATA COLLECTION FOR RESEARCH PURPOSE

Dear Sir,

With reference to your request to conduct research, I have the pleasure to announce that your student *MUGWANWA Sebastian* Master's in project planning *is* permitted to collect data in our institution (Huye District) to his topic entitled: *Community Participation in developments projects Case study Huye District, Rwanda.*

Data collected is confidential under supervision of District, basing upon our institution requirement regarding permission of data collection.

Yours sincerely,

NSHIMIYIMANA Vedaste

Executive Secretary of Huye District

