

**PROJECT IMPLEMENTATION AND HUNGER REDUCTION IN
SELECTED SUB-COUNTIES, IN
SOROTI DISTRICT
- UGANDA**

A Thesis

Presented to the College of
Higher Degrees and Research
Kampala International University

Kampala, Uganda

In Partial Fulfillment of the Requirements for the Degree
Master of Business Administration
(NGO Management)

By:

Ochaloi Chris
MBA/40054/91/DU

OCTOBER, 2012



DECLARATION A

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

Ochalo Chris

Name and Signature of Candidate

A handwritten signature in blue ink, appearing to read 'Ochalo Chris', is written over a horizontal line.

Date

APPROVAL SHEET

This thesis entitled " **PROJECT IMPLEMENTATION AND HUNGER REDUCTION IN SELECTED SUB COUNTIES IN SOROTI DISTRICT - UGANDA** " prepared and submitted by **Ochaloi Chris** in partial fulfillment of the requirements for the degree of Master of Business Administration (NGO Management) has been examined and approved by the panel on oral examination with a grade of PASSED.

Dr. Mawaka
Name and Sig. of Chairman

Dr. Ibrahim Tury
Name and Sig. of Supervisor

Byamukama E.K. Mpora
Name and Sig. of Panelist
B/02,

Senadig H. J.
Name and Sig. of Panelist

Name and Sig. of Panelist

Date of Comprehensive Examination: _____

Grade: _____

Name and Sig. of Director, CHDR

Name and Sig. of DVC, CHDR

DEDICATION

To my Family and my friends whose support has made this work a success.

ACKNOWLEDGEMENTS

I am thankful to the Almighty God for his blessings, guidance and protection.

It is my great pleasure to thank all people and institutions without whose support; this work could not have been completed:

I wish to express my sincere gratitude to DVC and CHDR Dr. Novembrieta R. Sumil and Dr. Manuel O. Sumil, Management of Kampala International University, Management Staff of CHDR and Management Staff of COEDL for the opportunity and the support provided throughout this Master Program Studies.

I wish to acknowledge my supervisor Dr. Ibrahim Yahaya for his efforts and assistance provided throughout this research.

Very many thanks to the Viva voce panel members lead by Dr. Manuel O. Sumil, Dr. Byamukama Eriab, and Mr. Ssendagi Muhammad for their valuable advice and guidance towards the completion of this study.

I am grateful to the Management of my work place for the facilities and support provided to undertake my MBA Program.

To all who spared their time to respond to my questions, the experience shared contributed enormously to this research.

TABLE OF CONTENTS

Preliminaries

Pages

DECLARATION A	i
DECLARATION B	ii
APPROVAL SHEET	iii
DEDICATION	iv
ACKNOWLEDGEMENTS	v
TABLE OF CONTENTS	vi
LIST OF TABLES	ix
LIST OF ACRONYMS	x
ABSTRACT	xi

CHAPTER

ONE	THE PROBLEM AND ITS SCOPE	1
	Background of the Study	1
	Statement of the Problem	3
	Purpose of the Study	4
	Research Objectives	5
	Research Questions	5
	Hypothesis	6
	Scope	6
	Significance of the Study	7
	Operational Definitions of Key Terms	8

CHAPTER

TWO	REVIEW OF RELATED LITERATURE	9
	Concepts, Opinions, Ideas from Authors/ Experts	9
	Theoretical Perspectives	14
	Related Studies	16

CHAPTER

THREE	METHODOLOGY	22
	Research Design	22
	Research Population	22
	Sample Size	22
	Sampling Procedure	23
	Research Instrument	23
	Validity and Reliability of the Instrument	23
	Data Gathering Procedures	24
	Data Analysis and interpretation	25
	Ethical Considerations	25
	Limitation of the study	25

CHAPTER

FOUR	DATA PRESENTATION, ANALYSIS AND INTERPRETATION	27
	Description of respondents' background	27
	Description of the dependent variable: project implementation	29
	Description of the independent variable: hunger reduction	31
	The relationship between project implementation and hunger reduction	35

CHAPTER

FIVE	FINDINGS, CONCLUSION AND RECOMMENDATIONS	37
	Summary of the findings	37
	Conclusions	38
	Recommendations	39
	REFERENCES	41

APPENDIX I: Introduction Letter	45
APPENDIX II: Transmittal letter for the Respondents	46
APPENDIX III: Informed Consent	47
APPENDIX IV: Questionnaire	48
APPENDIX V: Clearance from Ethics Committee	51
Appendix VI: Researcher's Curriculum Vitae	52

LIST OF TABLES

	Pages
Table 1: Respondents of the Study	22
Table 2: Demographic Characteristics of the Respondents	28
Table 3: Descriptive statistics on respondents rating of effectiveness of the project implementation	30
Table 4: Descriptive statistics on various efforts towards hunger reduction .	32
Table 5: Pearson's Correlation Co-efficient between project implementation and hunger reduction	35

LIST OF ACRONYMS

NGOs	:	Non-governmental organization
KIU	:	Kampala International University
MDGs	:	Millennium Development Goals
USAID	:	United States Agency for International Development
DANIDA	:	Danish International Development Agency
PMA	:	plan for modernization of agriculture
SPSS	:	Statistical Package for Social Sciences
UNDP	:	United Nations Development Program
WB	:	World Bank
SIDA	:	Swedish International Development Cooperation Agency

Abstract

The fact that hunger and food security are fast becoming common phenomenon on the global scale, and the former most especially affecting developing countries, its imperative that all the efforts to eradicate hunger are monitored to ensure that they achieve their full potential. This study is aimed at making an analytical assessment of project implementation by NGOs on hunger reduction. The main objective of the study was to establish the relationship between project implementation and hunger reduction in selected Sub Counties, Soroti district-Uganda. The target population of the study was 180 and included community development workers, NGO projects co-coordinators, local political, religious, cultural and opinion leaders and the sample size was 118. Sampling of respondents was based on Sloven's formula, and final research results proved that majority of respondents disagreed with the effectiveness of project implementation and hunger reduction. Research results indicated that there is a high positive correlation $r=0.512$ and a significance of $P=0.000$ between the project implementation and hunger reduction, meaning that the effectiveness of the project implementation has a great impact on the various efforts towards hunger reduction. Based on the research results, it was revealed that frequent and unpredictable public intervention in the agricultural sector deters private investment and limits the ability of farmers and businesses to access capital. Companies function best when regulations are transparent, mechanisms exist to enforce contracts, and policies are predictable. Non-governmental organizations will contribute to strengthening enabling policy environments for growth by improving the ability of governments to collect and analyze market information, training private sector trade associations in how to engage local and national governments, pressing for reductions in government controls on commodity prices, and supporting reform and implementation of policy and regulations that promote investment in the agricultural sector

CHAPTER ONE

THE PROBLEM AND ITS SCOPE

Background of the Study

Globally the last two decades have been marked by an increased involvement and growth of Non governmental organization (NGO) in hunger reduction projects. According to Byamukama (2001), Non Governmental Organization were perceived to be successful in implementing, programs and presenting good accountability where government development initiatives had failed to reach the poor.

In Africa the growth of the NGOs sector dates back in 1970s when they came to fill the gap left by the collapse of African governments' mechanisms to provide basic needs to the citizens. In Uganda the number of NGOs has grown significantly, as the available funds at their disposal provided by both external and internal donors (Byamukama, 2001).

NGOs are perceived to be very good at providing accountability, independent assessment of issues and problems, expertise, provision and dissemination of information, awareness raising and ability to reach trouble spots and reach very fast, (Rehana and Kazibwe 2004). However, the current situation in part reflects frustration and impatience with what is perceived to be the failure of government as interventions either to reach the vulnerable on one hand, and on the other hand the success of non-government initiatives which is strongly suggestive of NGOs potential. An increased role of NGOs has also been made possible by traditional donors' renewed interest in democratization and civil society and hence, their willingness to experiment with funding domestic NGOs in recipient countries (Bar, Fatchamps and owners 2004).

Hunger reduction means to get rid of or to wipe out the consequences of food deprivation. Hunger reduction refers also to the provision of social and basic needs to the people, needs such as, food, shelter, water, clothing and even

infrastructure. In order to end hunger and extreme poverty, the 191 UN members signed the United Nations Millennium Development Goals (MDGs) in 2000.

The first goal of the MDGs is to eradicate extreme poverty and hunger. To achieve this goal, NGOs, States, Associations and Companies have put emphasis on networking and a target has been set to reduce hunger and poverty by half of the population of people living on less than a dollar a day by 2015. If the target can be realized, there will be an opportunity to end the extreme poverty and hunger by 2025 (Sach 2005).

In Uganda, the new sector started with the end of civil war and it has been fast growing since then. Foreign and indigenous NGOs flooded Uganda since the National Resistance Army stormed Kampala in 1986 and played a significant role in hunger reduction. The invasion of NGOs impacted on almost every sector, on life and every region of Uganda, although some districts have higher concentrations of NGOs such as Rakai, which was badly hit by the AIDS virus, Luwero and Kampala. The flood of NGOs and NGO activities has produced a varying degree of both cynicism and optimism. (S.Dicklich, 1994).

The sense of both enthusiasm and confidence in NGOs as well as cynicism was evident through the 1990s. NGOs were seen by many to be critical in service provisions in relation to hunger and poverty reduction in a context where many services have broken down and limited funds prevented government of Uganda from making the provisions. This is a role the Government of Uganda wanted the NGOs to fulfill.

However, alongside NGOs working hard in service provision, many briefcase NGOs have sprung up, usually in response to donor funding, promoting a degree of cynicism about the sector. The pressure from most donors and government of Uganda during the 1990s was for NGOs to fill the gaps in government provision for health, education, water, food, to mention but a few. NGOs went beyond this and also focused on rights, as for example, rights of women, land, lobbying to cancel debts and environmental issues. They started

lobbying on these issues and the government of Uganda was much more conscious about these roles performed by NGOs. To a certain extent, years of wars created a culture of suspicion, fear, hunger which has placed NGO motives and activities more focused on victims of wars.

However, the state is also very suspicious of activities of NGOs especially these considered to be political in areas of conflict and humanitarian assistance in a bid to fight hunger. Although Resistance Council system has helped to re-politicize Ugandans, there seems to be hesitance among Ugandans to embrace organs that may some how alienate or confront the regime. (Dicklich 2000).

There are a few NGOs working in the conflict ridden and poorest areas of the country, where a big number of people sleep hungry. For example in the North and Eastern Uganda. Non Governmental Organizations in Uganda are not rooted in the rural areas where the majority of the populations are victims of hunger and there is uncertainty about how far they can legitimately claim to reach or represent the poorest people in Uganda.

Statement of the Problem

Hunger and extreme poverty has been identified to be a major problem to people of Soroti district, the eastern region and the entire country at large. Many people need assistance (help) from NGOs, Associations, Companies and the Government to fight hunger and poverty. Ugandan NGOs are rooted in rural areas where the majority of the populations are victims of hunger and poverty; hence the study intended to assess the roles of NGOs in Hunger reduction in Soroti district.

The various NGOs that are operating in these areas have come up with projects to help people in improving their capacity to produce enough food for sustenance and improve food storage awareness in order to eradicate hunger. However in spite of the donor's interest and commitment in funding the various NGOs projects engaged in hunger reduction, coupled with supportive

government policies as well as farmers interest in improving their incomes, these projects have not been adequately implemented.

This state of affairs has not only discouraged the beneficiaries and deprived them of the various benefits aimed at reducing their vulnerability to hunger, but has also eroded the trust that government and donors have vested in them. To this effect DANIDA, SIDA and USAID reduced their funding between 2005 and 2008. Failure of NGOs to effectively implement their projects and resource wastage has frustrated governments efforts in encouraging rural households to organize themselves for easy access to similar service of agro-inputs, credit and market in the plan for modernization of agriculture (PMA) program.

The fact that hunger and food security are fast becoming common phenomenon on the global scale, and the former most especially affecting developing countries, it's imperative that all the efforts to eradicate hunger are monitored to ensure that they achieve their full potential. This study is aimed at making an analytical assessment of project implementation by NGOs on hunger reduction.

Purpose of the Study

The purpose of the study was to test the hypothesis of the no significant relationship between project implementation and hunger reduction in selected sub Counties, Soroti district- Uganda. Validate the Agency Theory. Generate new information from the findings and help in bridging the gap from the previous related studies

Research Objectives

General Objective

The general objective of the study is to establish the relationship between project implementation of selected sub-counties and hunger reduction in Soroti district

Specific objective

1. To determine the profile of the respondents in terms of
 - a. age
 - b. sex
 - c. qualification
 - d. position or title
 - e. working experience
2. To determine the degree of project implementation in non-government institutions in selected Sub Counties in Soroti District - Uganda
3. To determine the level of hunger reduction in non-government institutions in selected sub counties in Soroti District – Uganda.
4. To determine the significant relationship between project implementation and hunger reduction in selected sub – counties – Soroti District.

Research Questions

1. What is the profile of respondents as to age, sex, qualification, position, and work experience in non-government institutions in selected sub – counties Soroti District?
2. What is the degree of effectiveness of the project implementation in non-government institutions in selected sub counties Soroti District?
3. What is level of hunger reduction in non-government institutions in selected sub – counties Soroti District?
4. What is the relationship between project implementation and hunger reduction in selected sub –counties Soroti District?

Hypothesis

1. There is no significant relationship between project implementation and hunger reduction in selected sub – counties Soroti District.

Scope

Geographical scope

The study was carried out in the selected sub - counties in Soroti district. This location was chosen because it's where the researcher's home is, and so it reduced on the transport and accommodation costs.

Content scope

The study investigated the project implementation status of Non Governmental Organizations in hunger reduction. It specifically concentrated on how the project implementation process determines the success of the hunger reduction campaign by Non Governmental Organizations.

Theoretical Scope

This study was based on the Agency Theory. According to Jensen and Meckling (1976, p. 308), an Agency relationship is "a contract under which one or more persons (principals) engages another person (the agent) to perform some services on their behalf which involves delegating some decision-making authority to the agent."

Time scope

This research covered the period from 2008 to 2012.

Significance of the Study

This study may benefit the following disciplines:

Policy makers

This study is of great priority to the country as a whole given the fact that hunger has become a national issue. The study findings will therefore be beneficial to policy makers and implementers in formulating policies that will enhance the ability of NGOs to implement projects which are capable of fulfilling the goal of hunger reduction.

Government

It may also help the Government formulating policies that will enhance the ability to implement projects which are capable of fulfilling the goal of hunger reduction.

NGOs

This study will be used by NGOs to get a better way of implementing hunger management projects successfully.

To the local people

To the local people, the challenges identified in the study will be addressed in order to foster better project implementation by NGOs in an effort to reduce poverty in the entire country at large.

Scholars

The study will contribute to the available knowledge as well as act as a basis for further research on the subject.

Operational Definitions of Key Terms

The following terms have been defined in the context of this research;

Hunger: This is the acute and continuing deprivation in a person of the food needed to support a healthy life. Severe hunger results in starvation and eventually death.

Hunger reduction: This is the effort channeled towards reducing and alleviating hunger and its causes. It's mainly aimed at ensuring food security, improved nutrition and good health.

Project: This is a set of activities identified and implemented to achieve particular defined goals. In this study, the various projects that are of interest are those that are engaged in activities aimed at reducing and/or eradicating poverty.

Project implementation: Implementation is the carrying out, execution, or practice of a project plan, a method, or any design for actualizing a project. As such, implementation is the action that must follow any preliminary thinking in order for something to actually happen.

Level of hunger situation: This is the measure of the conditions of deprivation of food and food items. In the study, the researcher will analyze the conditions of hunger in the area of study.

Degree of effectiveness: This is the measure of the level of certainty of project implementation of NGOs towards hunger reduction. The study will assess the effectiveness of hunger reduction projects that have been implemented by selected NGOs in the selected sub – counties in Soroti District.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Concepts, Opinions, Ideas from Authors/ Experts

Hunger: Hunger is not just the need to eat, but rather the continuing deprivation in a person of the food needed to support a healthy life. The more technical term is under nutrition. Several population groups are especially vulnerable to hunger. These are children, rural inhabitants, slum dwellers. Each year, 15 million children die of hunger-related causes. This means that, every day, throughout the world, 40 000 children die. The FAO estimates that at least 435 million people are seriously undernourished in the world today. Other estimates, which use poverty as an indicator, suggest that 900 million people are threatened by hunger, either temporarily or in the long term. Yet food has never before existed in such abundance in the world as it is today, thanks to the ever improving agricultural technology (Mayoux 1997). In purely quantitative terms, there is enough food available to feed the entire global population of 6.7 billion people. And yet, one in nearly seven people is going hungry. One in three children is underweight.

Nature: Natural disasters such as floods, tropical storms and long periods of drought are on the increase with calamitous consequences for food security in poor, developing countries. Drought is now the single most common cause of food shortages in the world. In 2006, recurrent drought caused crop failures and heavy livestock losses in parts of Uganda, Ethiopia, Somalia and Kenya. In many countries, climate change is exacerbating already adverse natural conditions. For example, poor farmers in Ethiopia or Guatemala traditionally deal with rain failure by selling off livestock to cover their losses and pay for food. But successive years of drought, increasingly common in the Horn of Africa and Central America, are exhausting their resources (Mayoux 1997).

War: Since 1992, the proportion of short and long-term food crises that can be attributed to human causes has more than doubled, rising from 15 percent to more than 35 percent. All too often, these emergencies are triggered by conflicts. From Asia to Africa to Latin America, fighting displaces millions of people from their homes, leading to some of the world's worst hunger emergencies. Since 2004, conflict in the Darfur region of Sudan has uprooted more than a million people, precipitating a major food crisis -- in an area that had generally enjoyed good rains and crops. In war, food sometimes becomes a weapon. Soldiers will starve opponents into submission by seizing or destroying food and livestock and systematically wrecking local markets. Fields and water wells are often mined or contaminated, forcing farmers to abandon their land. When conflict threw Central Africa into confusion in the 1990s, the proportion of hungry people rose from 53 percent to 58 percent. By comparison, malnutrition is on the retreat in more peaceful parts of Africa such as Ghana and Malawi (Dicklich 1998).

Poverty Trap: In developing countries, farmers often cannot afford seed to plant the crops that would provide for their families. Craftsmen lack the means to pay for the tools to ply their trade. Others have no land or water or education to lay the foundations for a secure future. The poverty-stricken do not have enough money to buy or produce enough food for themselves and their families. In turn, they tend to be weaker and cannot produce enough to buy more food. In short, the poor are hungry and their hunger traps them in poverty (Dicklich 1998).

Agricultural infrastructure: In the long-term, improved agricultural output offers the quickest fix for poverty and hunger. According to the Food and Agriculture Organization (FAO) 2004 Food Insecurity Report, all the countries that are on track to reach the first Millennium Development Goal have something in common -- significantly better than average agricultural growth. Yet too many developing countries lack key agricultural infrastructure, such as enough roads, warehouses and irrigation. The results are high transport costs, lack of storage

which eventually leads to soil degradation. Formerly, the technique of shifting cultivation allowed a long fallow period during which soil fertility would build up to its previous level. Today, population pressure and the struggle for improved yields are cutting the fallow period back to virtually nothing. Under such conditions, the soil soon loses its fertility and begins to erode. Essentially, this is because the land is being farmed beyond its capability. Another problem is the clearing forests. This upsets the ecological balance, often exposing soils that cannot support continued crop production. Soil degradation can be brought about by a lack of technical skills and of proper tools for working the land (Korten 1984 and Equizon1991).

The dilemma of low farm prices: Frequently, farmers are simply not paid enough for their produce. At the same time, the prices peasants pay for tools, fertilizers, seeds and other inputs they need are constantly rising. Low prices for farm products can be the result of price policies that aim to hold down the price of food for the benefit of the urban consumer. Such a trade-off implies very low and unremunerative prices to the rural sector and little real incentive for increased production. The dilemma of low farm prices - which is a highly complex one - must also be seen in the light of the international trade situation (Korten 1984 and Equizon1991).

The international trade situation: Some 70 percent of the world's wealth is found in the developed countries, where only one-quarter of the world's population lives. The remaining three-quarters of the world's people, who live in the Third World, share the remaining 30 percent. The disparity of this distribution of wealth is reflected most clearly in the trade relations between developed and developing countries. The relationship is often described as an 'unequal' one, since rich countries buy products from poor countries - generally agricultural or raw materials - at low prices, while poor countries buy finished goods such as tractors, machinery, automobiles and even processed foods from industrialized nations at constantly rising prices. In 1960, for example, a

developing country could import six tractors in exchange for 25 tones of unprocessed rubber; in 1965, that same amount of rubber could be exchanged for three and a half tractors; in 1975, it could be exchanged for only two tractors.

Hunger reduction: The reduction of extreme poverty and hunger is the first of the United Nations Millennium Development Goals (MDGs). While much can be done to improve food security through local initiatives and projects, it is most unlikely that a national-scale programme will succeed without very strong leadership and visible signals of commitment from the highest levels in government. This is partly because of the inherent complexity of the programme and the need to engage many different sectors and institutions in its design and implementation. In most countries NGOs and religious organizations play important roles in contributing to food security, especially in emergency situations, arranging for food distribution. Many continue to work with communities after the emergency has passed, contributing to more sustainable livelihood improvements. In many countries, there are strong and broadly representative farmers' associations, which can not only provide support services to their members but also ensure that farmers have a voice in policy dialogue and decision-making. At times of food emergency, most countries are able to put in place effective coordination mechanisms, which usually include the presence of the concerned UN agencies - FAO, WFP, WHO, United Nations Children's Fund (UNICEF) - as well as donors and NGOs, both national and international. These mechanisms tend to have a short-term focus and to concern themselves with crisis planning and logistics. Once the emergency has passed, they often become dormant.

Theoretical Perspectives

Agency Theory

According to Jensen and Meckling (1976, p. 308), an Agency relationship is "a contract under which one or more persons (principals) engages another person (the agent) to perform some services on their behalf which involves delegating some decision-making authority to the agent." When executing the tasks within the principal-agent relationship, the agent must choose actions that have consequences for both the principal and the agent. Since these outcomes can be either negative or positive for each of the actors, the chosen action of the agent affects the welfare of both. The principal-agent relationship is often forged because the agent possesses a greater abundance of the needed skills, abilities, and/or time to perform the desired activities. Inevitably, however, there are several problems for the principal in governing the relationship with the agent, the first of which involves choosing an appropriate agent.

Consistent with the tenets of Agency Theory, the view adopted here assumes that agents, procurement officers, are rational, self-interested utility maximizers. However, it is not assumed that these agents behave selfishly and do so with guile. In other words, slightly contrary to Williamson's (1985) transaction cost economics framework, although it is assumed that people are opportunistic in the sense that they may shirk in a self-interested manner by trying to minimize effort if it fulfills their needs, it is not assumed that they will willingly misrepresent or lie about that effort. In addition, it is merely assumed that the principal and agent do not share the same levels of information, and as such, the agent can opportunistically take advantage of the situation, sometimes to the detriment of the principal. This latter situation is known as moral hazard and is often the result of asymmetric information.

A simple principal-agent Theory of cooperative public procurement is a powerful tool to view cooperative procurement arrangements because it can be used to study purchasing process outcomes, stakeholder's behavior, information dissemination, decision-making, and accountability in cooperative arrangements. According to the underlying Theory of the models, the principal is a stakeholder that retains a person or organization to undertake a specific task and serve a particular functional role within cooperative public purchasing. In turn, the person or organization delegated to manage these responsibilities on behalf of the principal is the agent.

Although operationally, practitioners and theoreticians are most interested in the mechanism by which goods and services are purchased and the relationship of the affiliates (PCAs) to one another, there may be other considerations. For example, they might also want to know about how title passes from supplier to purchaser, the scope of purchases by the cooperative agreement (i.e., single-purpose or multi-purpose), the determination of the sharing of expenses, contracting issues such as the procedures for negotiating purchases, and questions about ownership of the cooperative (if there is ownership). However, for the sake of parsimony, two cooperative purchasing dimensions which appear to be basic elements of all cooperatives are discussed herein, and they are the mechanism of purchasing the actual goods and services, and the relationship of the affiliates (PCAs) to each other. If the mechanism of purchasing is located in an organ external of the cooperative itself, is it for-profit or non-profit?

The Theory further suggests that whether or not these entities are of the same government (e.g., agencies within the same government) or represent different governments, the figure leaves open the potential that government entities may or may not have similar goals. Consequently, the Agency relationships modeled here suggest that governments, if not outright competitive, could be at cross-purposes so that there may be times when

cooperative public purchasing is not mutually advantageous. An example is when the U.S. General Services Administration (GSA) will restrict the availability of goods and services from the supply schedule if, when left open to be used by other entities, the use of the schedule results in lower supply or higher prices for the U.S. government. In other words, if the federal government is adversely affected by other entities procuring material through its supply schedule, the available supply schedule will be shrunk by the federal government to capture the savings under the schedule. In summary, for any purchasing decision, the multiple layers of principals and agents make organizational responsiveness and maintaining transparency difficult.

Related Studies

Role of Non Governmental Organizations in Hunger reduction

In the wake of the 1997, Micro Credit summit in Washington D.C in the United States, enthusiasm for micro-credit as poverty and hunger reduction strategy was high in the North. It grew even more in the context of support for the new monetized global market. Enthusiasts pointed to the example of micro-credit programs in South particularly the much publicized examples in South Asia. They argued Northern and Southern countries to follow suit and to allow the excluded from labor markets to gain access to the necessary financial resources to operate successfully in local trading contexts, thus keeping pace with the new rights based discourse of international NGOs of the 1990s.

Mohammed Yunus founder of Grameen Bank of Bangladesh (NGO) declared at the 1997 summit that, "it should be recognized that credit is a human right. It should be recognized that it is a human right which plays a crucial role in attaining all other human rights such as right to food, education, employment etc" (Mayoux 1997,16). Such global positioning is well suited to the NGO community in relation to the problem of hunger reduction. NGOs recognize

that in the face of globalization, they have an ongoing mission to provide alternative modes of helping the poorest and the victims of hunger.

Edwards et al (2000) put it that NGOs are already developing a number of strategies to help poor people address the reality of their position in the global market and to play a modest role in reshaping economic forces, including improving access to credit services and economic opportunities.(Edwards, Holmes and Wallace, 2000). For example, floods plagued Bangladesh for centuries, but the 1998 floods were the worst to have occurred in the recorded history affecting two thirds of the country and causing at least 1,100 deaths, leaving hundreds hungry. Economic losses were estimated at 9% of the gross domestic product (United Nations Development Program, 1999). The NG, more especially, the Grameen Bank Bangladesh, Bangladesh Rural Advancement Committee (BRAC) and Proshaka employed disaster response policies (measures).

For instance, the NGOs gave grant and credit assistance in cash and kind, as well as interest-free loans. Existing group disaster and welfare funds which were topped to meet needs and provided to those most seriously affected. However, while these NGOs had extensive experiences to draw upon in situations such as disasters, (famine, floods, hunger),the impact of delayed repayment, loss of interest, income and increased level of default was severe and exacerbated by the fact that credit facilities and income generating activities had a catalogue of failures due to ignorance of local people.(Edwards 1999)

The introduction of low-cost technology by NGO's contributed to the promotion of agricultural development. This in turn reflected a new conception of the hunger problem. While the former response to hunger in the African Sahel was one of promotion of large scale farming, the hunger problem is not simply one of inadequate production levels. Hunger is predominantly confronted by the poor and most paradoxically by the rural poor.

In this context, hunger reduction requires not only an increased food production (Nationally or internationally) but more importantly an increase of the accessibility of the food production to the rural poor. Thus, NGOs created unique measures to combat hunger and rural poverty in the low income food deficit regions of the world and improve the livelihoods of poor people on a sustainable basis. (<http://www.co.google.ug>)

NGOs have undertaken research in development and provided extension services to rural people and communities and are involved in environmental protection and technological development, mainly concentrating in those areas neglected by the government. NGOs for example, have been involved in the provision of indigenous seed varieties and have undertaken programs on food security.

Decentralization has been one of the strategies adopted by the Ugandan government to foster good governance and thereby promote peace and stability leading to reduction of hunger. Decentralization in the Ugandan context means transfer of resources, decision making, and powers to lower units or local people. The latter are in most cases the poor and who are ever hungry due to failures in agricultural production. NGOs operating in Uganda portrayed some characteristics of good governance through effective service delivery, thereby contributing to reduction of hunger and poverty by providing the numerous needed services to the population. The argument at hand is that NGOs both local and International have made major contributions to the building of peace in Uganda's society (Dicklich 1998).

NGOs have been identified as the best avenues through which community participation for rural development can be mobilized and promoted. With the onset of decentralization, districts in Uganda have tried to put in place mechanisms to ensure that there are no conflicts.

However, more information is needed to uncover ways in which NGOs and local authorities have networked to facilitate service delivery to local communities and local governments. Local governments and local communities have networked to facilitate service delivery in local communities and local governments.

A major concern for most countries in Africa in general and in the Great Lakes Region in particular, particularly at the start of the 21st century, is the issue of stability. Whether economic, political or social, it is a precondition for solving the hunger problem as it provides security in terms of food production and preservation of life.

Recent events throughout the Great Lakes Region and Uganda are important for mixed peace building experiences and offer important lessons to State and non state actors, both in Africa and beyond.

Alongside governments, NGOs, civil societies and multi-national companies make contributions to ongoing peace making efforts in the Great Lakes Region. This distinctive trend of types of actors influences the prospect of sustainable peace and security (democracy and development) in which the effort to organize and participation are almost synonymous.

Efforts for participation and collective action contribute to raise consciousness of solidarity and strength, of solidarity among the weak. NGOs try to stimulate these efforts so that they can act together with local people (Fals Borda and Rahman, 1992).

NGOs and local organizations are seen as important contributors to the reinforcement of civil society by helping local people engage in dialogue to restore peace as a necessary precondition to eventually eradicate hunger. Local peoples' ownership of organizations will link them up with global networks and influence globalized nations in their conception of development (Korten 1984 and Equizon1991).

However, despite keen attention paid for the ideas and forms of organization, there is little attention to the actual experiences and processes local people go through in attempting to get involved in peace processes.

Effects of hunger

Health; Those who are suffering from hunger or starvation experience mental and physical health problems which make it harder for them to improve their situation. One third deaths, 18 million people a year or 5000 per year die due to poverty and hunger related causes. (World Bank report on the voice of the poor, 2001) Most of them who are women and children have died as a result of poverty and hunger since 1990. Those living in poverty and are victims of hunger consistently suffer low life expectancy. Nearly 11 million children die before their 5th birthday. 800 million people go to bed hungry every night (UNDP 1996).

Hunger increases the risk of homelessness; there are over 100 million street children world wide that have diseases resulting from hunger. According to World Health Organization, hunger and malnutrition are the gravest threats to the world's public health. Malnutrition is by far the biggest contribution to the child mortality present in half of all cases, according to the global hunger index (2007). South Asia has the highest rates in the world followed by Sub-Saharan Africa.

The charity, Save the Children, said 27% of Iraq children are malnourished; ten million Kenyans faced starvation in early 2009. (<http://www.teach.notogy.com>, articles on poverty.) Hundreds of and millions of people around the world have died of hunger. More than 840 million of people world wide are malnourished, 799 million of who live in the developing countries (World Bank 2004). The number of deaths and the number of food insecure regions have increased in many developing countries, as for example in Sudan

(Darfur), Ethiopia, Congo and Northern Uganda. Food production remains very low and this has slowed down food availability.

In Ethiopia, Uganda and Somalia, the worst cases of famine and hunger have been encountered in the structurally food deficient regions of the North, East and South. An estimated one million people died between 1983 and 1996. In addition, at least 2 million people were officially classified as food insecure (hungry),(World Bank 2001).

Kates (1996), United Nations Development Program (1996), argue that in the world as a whole, at any given time, 15% of the people (about 1 billion) suffer from chronic hunger which leaves them less able to work and puts them at a high risk of catching diseases. Under the same research, about 300 people in the world who are sick and weakened from hunger die. This amounts to about 40,000 people a day or 15 million each year. Therefore, the worldwide annual loss of lives due to hunger and poverty is ten times greater than the number of people who die in armed conflicts.

Psychological trauma is one of the issues facing the victims of hunger and poverty because the psychological climate surrounding situation of hunger and poverty can often be stressful and emotionally depressing. The lack of emotional nurturing can lead to feelings of alienation and inadequacy, depression and anxiety. Aggressive or impulsive behavior and social withdrawal can be the result. Emotional security and self-esteem are always lacking in these people. (Ciaccio and Brophy 2000).The emotional withdrawal and negative self-esteem can literary zap the motivation to learn out of the children hence affecting the children's performances.

CHAPTER THREE

METHODOLOGY

Research Design

The researcher used a descriptive design. Particularly, a descriptive co-relational design which was used to determine the relationship between variables and a descriptive comparative design to determine significant differences between profile variables

Research Population

The target population of the study was 168 and included community development workers; NGO projects co-coordinators, local political, religious, cultural and opinion leaders in the selected sub counties in Soroti district.

Sample Size

The sample size was determined using Solven's formula:

$$n = N / 1 + N (0.05)^2$$

Where n = sample size

N = Size of population

Table 1: Respondents of the Study

Institutions	Total Target Population	Sample size
	Individuals	Individuals
community development workers	42	29
NGO projects co-coordinators	37	25
local political leaders	42	29
cultural and opinion leaders	47	34
Total	168	118

Source: Primary data, 2012

3. Testing: the use of research assistants could bring about inconsistency in the administration of the questionnaires in terms of time administration, understanding of the items in the questionnaires and explanations given to respondents.

To minimize this threat, the research assistants were oriented and briefed on the procedures to be done in data collection.

4. Attrition/Mortality: Not all questionnaires may be returned neither completely answered nor even retrieved back due to circumstances on the part of the respondents such as travels, sickness, hospitalization and refusal/withdrawal to participate. In anticipation to this, the researcher reserved more respondents by exceeding the minimum sample size. The respondents were also reminded not to leave any item in the questionnaires unanswered and was closely followed up as to the date of retrieval.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter is concerned with data presentation, interpretation and analysis of the findings from the field. The study was meant to show the relationship between project implementation of selected sub-counties and hunger reduction in Soroti district.

The purpose of analysis, mean and frequency distribution tables were applied and in this case, data was presented in line with the objectives of the study and predetermined research questions. Analysis of data was made possible by resorting to computer using SPSS. Out of 130 questionnaires distributed, 118 were returned back and fulfilled.

This chapter gives a background of respondents; description of the dependent variable and ends with achievement of the respective objectives and testing of research questions. The researcher presents each of these in the next sub-sections

Description of respondents' background

In this Section, distribution of respondents by qualification, age, and experience in years is reported.

Table 2:
Demographic Characteristics of the Respondents

Category	Frequency	Percentage
Qualification		
Diploma	30	25.7
Degree	72	62.7
Postgraduate	16	11.6
Total	118	100.0
Age		
Below 25	25	21.2
Between 25 and 35	60	50.8
35 and above	33	28.0
Total	118	100.0
Sex		
Male	62	52.5
Female	56	47.5
Total	118	100.0
Experience		
0 up to 5	41	34.7
5 but below 10	46	39.0
10 and above	31	26.3
Total	118	100.0

Source: Primary data (2012)

Table 2 shows that respondents with degrees 72(62.7) had the biggest representation. Few of the respondents were post graduates 14(11.9).

Cumulatively most of the respondents were degree and diploma holders.

Respondents in the age brackets (>25 but below 35) contributed below 60(50.8%). Few of the respondents were in the age group 25 and below. Cumulatively over 72% of the respondents were 35 years and below suggesting that majority of the respondents were below retirement age. This age bracket is the most active yet it has enough experience to handle projects successfully as required.

Most of the respondents 62(52.5%) were male compared to female respondents 56(47.5%). This suggests that there are more male government officials in Government departments than female ones. This implied that males were keen in the quest for more practices that would enhance better job performance.

Most of the respondents had experience of 5 but below 10 years 46(39%). Few of the respondents had experience 10 and above years 31(26.3%). Cumulatively, most the respondents had experience 10 years and below suggesting that the officials should have enough experience to do their jobs efficiently.

Project implementation

Effectiveness of the project implementation, the dependent variable in this study was conceptualized using questions which were quantitative about the effectiveness of the project implementation in non-government institutions. Using the ten items respondents were asked to do self- rating on effectiveness of the procurement procedures. Rating was based on Likert Scale as follows:

Table 3:
Descriptive statistics on respondents rating of effectiveness of the project implementation

project implementation	Mean	Interpretation	Rank
My manager communicates clearly what he/she expects from us.	2.58	High	1
My manager encourages team work to enhance work performance.	2.58	High	2
There are low levels of duplication of work in my department	2.44	Low	3
My manager gives regular feedback on how our department is performing	2.39	Low	3
My manager involves the team in decision making.	2.36	Low	5
My manager is a team player.	2.36	Low	6
The manager formulates clear goals for his/her teams	2.36	Low	7
My department shares knowledge and information with other departments.	2.36	Low	8
It is always easy to approach my manager for any work-related matter.	2.31	Low	9
In my department, employees often resist the implementation of ideas of other employees.	2.30	Low	10
My manager regularly communicates the organization vision to us.	2.30	Low	11
My department never overspends on a project budget.	2.30	Low	12
In my department, we experience a free flow of information among all managerial levels.	2.26	Low	13
In my department, employees fear change.	2.26	Low	14
My manager's communication inspires his/her subordinates.	2.26	Low	15
My department is successful in coordinating projects with other departments.	2.26	Low	16
Average mean	2.139	Low	

Source: Primary data (2012)

SD = Strongly Disagree, D= Disagree, A = Agree, SA = Strongly Agree

Mean Range	Interpretation
3.26 – 4.00	Very High
2.51 – 3.25	High
1.76 – 2.50	Low
1.00 – 1.75	Very Low

Table 3 shows that respondents disagreed highly on item "My manager communicates clearly what he/she expects from us" 85(72%) compared to 33(28%) who agreed. They however agreed most with item two (My manager encourages team work to enhance work performance 55(46.6%). This shows that respondents disagreed with the effectiveness of the procurement procedures which suggests that the project implementation in non- Government institutions are not effective enough. The above finding agrees with the mean values for all items were all ranging in two with the highest mean (2.58) and (2.05) as the lowest mean value. This suggests that project implementation in non-Government departments were fully followed.

The above findings are in line with the findings of Parviz & Ginger (2002), who found out that Project success factors can be divided into two major categories: those that deal with things and those that deal with people. The "things" success factors include quantification of performance of planning procedures, cost management, schedule management, scope management, risk management policies, change management and integration efforts. The people issues are the feelings, priorities and perceptions.

It is important that people issues received the necessary attention. It has been reported that a degeneration of any of the items related to people issues will impact the things issues in an indirect but profound way (Parviz & Ginger 2002:19).

Hunger reduction

Hunger reduction, the independent variable in this study was conceptualized using questions which were quantitative about the various efforts towards hunger reduction. Using the six items respondents were asked to do self- rating on the various efforts towards hunger reduction. Rating was based on Likert Scale as follows:

Table 4:

Descriptive statistics on various efforts towards hunger reduction

hunger reduction	Mean	Interpretation	Rank
Increase sustainable market-led growth across the entire food production and market chain	2.46	Low	1
Prevent and treat under-nutrition	2.46	Low	2
Increase the impact of humanitarian food assistance and social safety-	2.46	Low	3
Increase access to inputs such as seed, feed, fertilizer, machinery, and irrigation systems at the right time, the right price, and in the right	2.35	Low	4
Expand access to knowledge	2.05	Low	5
Increase access to financial services	2.05	Low	6
Improve natural resource management to ensure sustainable gains in productivity and reduce the impact of agriculture on the	2.02	Low	7
Expand market information for producers and enterprises	2.02	Low	8
Improve post-harvest market infrastructure to make markets work better for farmers	2.05	Low	9
Prevention under-nutrition through community-based programs	2.05	Low	10
Improve nutritional value of food aid commodities	2.02	Low	11
Increase coordination of Food Assistance	2.05	Low	12
Increasing the Capacity to Reduce Vulnerability	2.05	Low	13
Ensure the participation of key groups, including farmers and civil society organizations, and prioritize small holder farmers, especially women	2.02	Low	14
Prescribe strategies for creating policy and regulatory environments that accelerate agriculture-led growth	1.53	Very low	15
Contain targets, benchmarks, and a system for publicly tracking progress towards clearly established goals	1.53	Very low	16
Average mean	2.055	Low	

Source: Primary data (2012)

SD = Strongly Disagree, D= Disagree, A = Agree, SA = Strongly Agree

Mean Range

Interpretation

3.26 – 4.00	Very High
2.51 – 3.25	High
1.76 – 2.50	Low
1.00 – 1.75	Very Low



Table 4 showed that respondents did not agree that for the most part, that Prevention and treatment under-nutrition was good 107(90.7) compared to 11(9.3) who agreed. On item two respondents strongly disagreed that there is Increase the impact of humanitarian food assistance and social safety 94(79.7%) compared to 24(20.3%) who agreed that there is Increase the impact of humanitarian food assistance and social safety. On item three respondents disagreed that there was increase access to inputs such as seed, feed, fertilizer, machinery, and irrigation systems at the right time, the right price, and in the right amounts 84(71.2%) compared to 34(28.8%) who agreed. Respondents on item four disagreed that there was access to knowledge 94(79.6%) compared to 24(20.3%) who agreed. Item five disagreed that there was Increase access to financial services 63(56%) compared to 53(44.1%) who agreed. Finally respondents disagreed most that Improve post-harvest market infrastructure to make markets work better for farmers 62(48.3%) compared to 56(47.4%) who agreed. The above results agree with mean values for all means were ranging in two with highest rating on item "Increase the impact of humanitarian food assistance and social safety mean 2.46 and lowest rating was on item one Prevent and treat under-nutrition mean = 1.53". This suggests that respondents were not in agreement with the various efforts towards hunger reduction in non-government institutions.

Transforming economic growth to reduce hunger and under-nutrition cannot be achieved in a single year or through a single initiative. Many of the investments that must be made—from building roads or developing new crop technologies—will take several years to complete. Furthermore, agriculture itself is an inherently risky endeavor as crop yields can vary due to natural forces (e.g., droughts, floods) and, increasingly, climate change. One bad crop due to weather should not impede progress over the long-term. Public institutions and private companies need the assurance of a stable and sustained commitment from stakeholders to assume short-term risks inherent in agriculture and to make

long-term investments. Making multiyear commitments is necessary to be an effective partner in catalyzing sustainable agriculture-led growth.

Any approach to food security should be designed to ultimately reduce reliance on foreign assistance. Partner countries themselves must sustain their own agricultural and economic growth through domestic policies and investments in the long-term.

Donors and partner countries must set benchmarks and targets and be held publicly accountable to these targets. They must also establish robust tools to monitor and track pledged commitments. They should also use these tools to learn from investments and make corrections as they go. Collecting, analyzing, and reporting information about program progress and impact allows for learning from mistakes quickly and the sharing of best practices.

This strategy will make significant investments in developing a monitoring and evaluation system at the country, regional, and multilateral levels to track progress. It will support an inclusive process for developing global and country-specific indicators. All areas of this strategy will be monitored and evaluated using the best available metrics. An annual report card will be released each year that tracks progress of this strategy and highlights lessons learned. Third party data and monitoring will also be used to provide unbiased evaluation of progress. Releasing this data publicly will also allow new or non-traditional donors to find ways that they can become more involved in global food security efforts.

The relationship between project implementation and hunger reduction

Table 5:

Pearson's Correlation Co-efficient between project implementation and hunger reduction

Correlation	R-value	Sig.2 tailed	Interpretation	Decision
Project implementation Vs Hunger reduction	0.512	0.000	Significant correlation	Rejected

Correlation is significant at 0.005 levels.

Table 5 shows Pearson's correlation co-efficient for project implementation and hunger reduction $r = 0.512$ and positive, having a significant ($P = 0.000$) which is less than 0.005. This suggests a high positive correlation between project implementation and hunger reduction.

Table 6:

Regression Analysis

Variables regressed	R²	F	Sig.2	Interpretation	Decision on Ho
Project implementation Vs Hunger reduction	0.195	42.935	0.000	Significant effect	Rejected
Coefficients	Beta	T	Sig.2		
(Constant)		8.339	0.000	Significant effect	Rejected
Project implementation	0.442	6.553	0.000	Significant effect	Rejected

The regressed results in the table 9 above showed that 19.5% ($R^2=0.195$) of the dependent variable is explained by the independent variable. This means that project implementation has a significant effect on hunger reduction.

CHAPTER FIVE

FINDINGS, CONCLUSION AND RECOMMENDATIONS

Summary of the findings

Project implementation appears to be one of the most difficult aspects of a manager's job. The purpose of project management is to forecast or anticipate potential dangers and problems that may jeopardize the success of a project and then to plan, organize and control activities that will lead to the successful completion of projects in spite of all the envisaged risks. It is estimated that more than 80% of projects run late or over budget.

The researcher discussed the findings of the study in guidance with the research objectives of the study as witnessed below:

The findings showed that there is a positive correlation between project implementation and hunger reduction. In this study, it was found out that Long-term solutions to under-nutrition must address the underlying determinants of poor nutritional status: poverty, poor agricultural production, lack of access to quality food, weak policy environment, lack of access to health care, lower female education status, and gender inequality. This strategy recognizes that advancing agricultural growth can positively impact nutritional status. However, many countries on track to meet the income and poverty target of the Millennium Development Goals are making little or no progress toward reducing under-nutrition. While economic growth can improve nutrition over time, evidence indicates that to reach our goals, we must complement growth with targeted nutrition interventions that together represent an integrated approach to reducing poverty and hunger.

From the data collected through interview to add quality information to quantitative, the research revealed that Gains in productivity come primarily from increases in yields, more efficient use of labour, mitigation of risk, improved links to market, and adoption of improved technologies and production practices. Gains in productivity must be made at a time of dwindling natural resources, increasing water scarcity, and a changing climate. This calls for careful attention to protecting the natural resource base, better management of water resources, and adapting agricultural production systems—crops, livestock, and fisheries—to a changing environment.

Conclusions

Project implementation appears to be one of the most difficult aspects of a manager's job. The purpose of project management is to forecast or anticipate potential dangers and problems that may jeopardize the success of a project and then to plan, organize and control activities that will lead to the successful completion of projects in spite of all the envisaged risks.

So far as per this study, in addressing this challenge, donors, and developing countries must make important strategic choices about our collective investments. These choices are informed by the work of a wide-range of government agencies, the private sector, non-governmental organizations, civil society, and the poor themselves. Improvements in productivity will not translate into higher farm incomes and reduced hunger unless surplus harvest and products can be sold in local, regional, and international markets. Agribusinesses are a crucial connection between small-scale producers and markets to purchase inputs and sell products. They are the link between producers and consumers through which handling, storage, processing, market information, transportation, and product distribution services are delivered.

Recommendations

Diet quality and diversification: Food-based approaches to combat under-nutrition and prevent illness are cost-effective, sustainable, and income-generating. We will support approaches such as homestead food production, fortification of foods during processing, and research to improve the nutritional content of staples foods.

Community management of acute under-nutrition: A successful approach for managing acute malnutrition will include timely detection of under-nutrition, outpatient treatment for the 80% of children without complications, and inpatient treatment for the remaining 20% with complications. We will support the integration of this successful model into national policies and health systems. We will also invest in innovative new approaches and products in partnership with the private sector to treat acute under-nutrition.

Expand market information for producers and enterprises. Greater access to market information will increase the ability of small-holder farmers to participate in formal and higher-value markets. To expand market information, we will support the expanded application of tools ranging from mobile phones for information sharing to posting daily market prices at trading centers that affect the prices farmers are able to command from buyers. We will also assist in strengthening producer organizations as conduits of market information and commercial commodity exchanges that increase price transparency and connect buyers to sellers.

Improve post-harvest market infrastructure to make markets work better for farmers. In Africa, for example, farmers often pay more than 80 percent of the market value of their crops for transportation and marketing. Post-harvest losses can reach 50 percent due to spoilage in storage and transit. Through

bilateral and multilateral assistance, we will invest in public and private market and grading facilities, storage facilities, processing facilities, energy and telecommunication systems, and roads that deliver rural services and connect producers to markets. We will use credit guarantee programs and provide technical assistance to reduce policy and regulatory barriers to encourage private investment in these industries.

Create an enabling policy environment for agribusiness growth. Frequent and unpredictable public intervention in the agricultural sector deters private investment and limits the ability of farmers and businesses to access capital. Companies function best when regulations are transparent, mechanisms exist to enforce contracts, and policies are predictable. Non-governmental organizations will contribute to strengthening enabling policy environments for growth by improving the ability of governments to collect and analyze market information, training private sector trade associations in how to engage local and national governments, pressing for reductions in government controls on commodity prices, and supporting reform and implementation of policy and regulations that promote investment in the agricultural sector.

REFERENCES

- Adair, J. (1997). Effective leadership master class. McMillan Publishers Ltd 25 American University in Cairo Press, 2004. Al-Ahram Weekly has done a review of the book.
- Amin. M.E (2005) Social Science Research, conception, methodology and Analysis. Makerere University printery, Kampala Uganda
- Ann Florini, ed. The Third Force: The Rise of Transnational Civil Society (Carnegie Endowment for International Peace and Japan Center for International Exchange, 2001).
- Anthony N.R & Govinadarajan V. (2004). Management control system (11 Edition Birungi M.K, 2003, Human Resource management, simplified. Hoonkah printers
- Byamukama et al (2001), How to mobilize the Rural poor for a better economic development. Agricultural and Rural Development.
- Carrie Meyer, The Economics and Politics of NGOs in Latin America, Praeger cclesteon place London.
- Cox, P. N. Shams, G. C. Jahn, P. Erickson and P. Hicks. 2002. Building collaboration between NGOs and agricultural research institutes. Cambodian Journal of Agriculture
- David I. Cleland, Roland Gareis (2006). Global project management handbook.
- David Lewis and Nazneen Kanji (2009): Non-Governmental Organizations and Development. New York: Routledge.
- DFID (UK) with support from Action Aid Uganda, (2000-2004) Report current procedures and politics dominating aid building strong relationships and enabling environment
- Dicklitch Susan 2001, NGOs and Democratization in Transitional societies, lessons from Uganda, International politics 38, pp 27 – 46.
- Dorthea Hilhorst, The Real World of NGOs: Discourses, Diversity and Development, Zed Books, 2003

- Dubrin, (1998) leadership: Research findings, practices and skills. Houghton muffin Co. Boston Toronto, New Jersey.
- Edwards, M. & Hulme, D. (2002) NGO performance and Accountability: Introduction and over view in NGO management eds Michael Edwards & A. Fowler (Ed) NGO management (pp 187-199) London.
- Fowler, A. (2003) Human Resource management, E. Edwards & A. Fowler (Ed) NGO Management (pp 441-455) London.
- Governance," Michigan Journal of International Law, Vol. 18, Winter 1997, at 183-286.
- H. Englund, Prisoners of Freedom: Human Rights & the Africa Poor, University of California Press, 2006
- H. Teegen, 2003. 'International NGOs as Global Institutions: Using Social Capital
- Hampton. J. (2001) Financial Decision making concepts, problems and cases (4th ed) prentice- Hall, New Delhi.
- Harold Kerzner (2003). Project Management: A Systems Approach to Planning, Scheduling, and Controlling (8th Ed. ed.). Wiley.
- Harper, M (1976) CONSULTANCY FOR SMALL Business Intermediate Technology publications Ltd London UK.
- Ian Smillie, & Minear, Larry, editors. The Charity of Nations: Humanitarian Action in a Calculating World, Kumarian Press, 2004
- in Global Governance (Cambridge Studies in International Relations, 2003) International Development: Bridges Across Boundaries (Routledge, 2005: I-xix; 1-192).
- Introduction to the Political Economy of NGOs, Paragon House, 2005
- Issa G. Shivji (2007): Silence in NGO Discourse: The Role and Future of NGOs in Africa. Nairobi: Fahamu.
- Jennifer Brinkerhoff, Stephen C. Smith, and Hildy Teegen, NGOs and the
- Jens Steffek and Kristina Hahn (2010): Evaluating NGOs: Legitimacy, Accountability, Representation. New York: Palgrave, Macmillan.

- Joan Roelofs, *Foundations and Public Policy: The Mask of Pluralism* (Albany: State University of New York Press, 2003).
- Landon R. (200) Board Games Governance and Accountability in NGOs in NGO Management eds Michael Edward & Allan Fouler pp 214-222 Ltd. Uganda.
- MAAIF (2001) National Agricultural Advisory Services (masters Document) Maha Abdelrahman, *Civil Society Exposed: The Politics of NGOs in Egypt*, The Margaret Keck and Kathryn Sikkink. 1998. *Activists Beyond Borders: Advocacy Networks in International Politics*, Cornell University Press
- Millennium Development Goals: Citizen Action to Reduce Poverty, Palgrave Macmillan, 2007.
- Mueller H.D. & Weinmann.A (2004) How to mobilize the Rural poor for a better economic development. *Agricultural and Rural Development*.
- Mugenda, O. & Mugenda A.G (1999). *Research methods quantitative and qualitative approaches*. African cestre to Technology studies Nairobi.
- Mukasa, Sarah. Are expatriate staff necessary in international development NGOs? A case study of an international NGO in Uganda. Publication of the Centre for Civil Society at London School of Economics. 2002
- Nsamba (1997), Chairman's Massage, The Farms Voice quarterly Magazine UNFA Vol. 1.6 No. 1 pp2.
- Olivier Berthoud, *NGOs: Somewhere between Compassion, Profitability and Solidarity* Envio.org.ni, PDF Edinter.net Envio, Managua, 2001
- Pandey, I.M (1995) *Financial Management* (7th ed). Vikas Publishing House PVT Ltd 576 Masjid Road New Delhi.
- Prenab, S. & Debes M. (2001) NGOs and India's Health sector in K. Prasudt (ed) *NGOs and social –economic Development opoortunities*, ed Kanta Prasad Deep & Deep Publications PVT Ltd New Delhi (pp 155). Publishers, July 30, 1999
- Robbins, P.S (2003) *Organizational Behaviour*, (9th ed) person solicitor Delhi, India.

- Rodney Bruce Hall, and Biersteker, Thomas. The Emergence of Private Authority
S.Goonatilake. Recolonisation: Foreign Funded NGO's in Sri Lanka, Sage
Publications 2006.
- Sangeeta Kamat, Development hegemony: NGOs and The State in India, Delhi,
New York; Oxford University Press, 2002
- Sekaran U. (2003). Research Methods for Business (4th ed) John Wiley & Sons
Inc. New York.
- Sidney Tarrow, The New Transnational Activism, New York :Cambridge
University Press, 2005
- Simon Maxwell and Diane Stone. (eds) Global Knowledge Networks and Steve
Charnovitz, "Two Centuries of Participation: NGOs and International
Steve W. Witt, ed. Changing Roles of NGOs in the Creation, Storage, and
Dissemination of Information in Developing Countries (Saur, 2006).
- T. R. Davies, The Possibilities of Transnational Activism: The Campaign for
Disarmament between the Two World Wars, Brill, 2007.Tata MC Graw –
hill company Ltd, New Deth.
- Teegen, H. Doh, J., Vachani, S., 2004. "The importance of nongovernmental
organization in global hunger" in Journal of International Business Studies.
Washington: Vol. 35
- Terje Tvedt, 19982/2003: Angels of Mercy or Development Diplomats. NGOs &
Foreign Aid, Oxford: James Currey
- Thomas Ward, editor. Development, Social Justice, and Civil Society: An to
Impact Multinational Enterprises and Governments', Journal of
International Management.
- Ziliak, Gundersen and Haist. (2007) The Causes, Consequences and Future of
Hunger, University of Kentucky Center for Poverty and Research,
Lexington, KY.

Appendix I - INTRODUCTION LETTER

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

Dear Sir/Madam,

**RE: REQUEST FOR OCHALOI CHRIS MBA/40054/91/DU TO CONDUCT
RESEARCH IN YOUR ORGANIZATION**

The above mentioned candidate is a bonafide student of Kampala International University pursuing a Masters Degree of Business Administration (NGO Management).

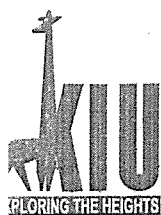
She is currently conducting a research entitled "**PROJECT IMPLEMENTATION AND HUNGER REDUCTION IN SELECTED SUB COUNTIES IN SOROTI DISTRICT - UGANDA**". Your organization has been identified as a valuable source of information pertaining to her research project. The purpose of this letter is to request you to avail her with the pertinent information she may need.

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

Any assistance rendered to him will be highly appreciated.

Yours truly,

Novembrieta R. Sumil, Ph.D.
Deputy Vice Chancellor, CHRD



**KAMPALA
INTERNATIONAL
UNIVERSITY**

Ggaba Road - Kansanga
P.O. Box 20000, Kampala, Uganda
Tel: +256- 41- 266813 / +256- 41-267634
Fax: +256- 41- 501974
E- mail: admin@kiu.ac.ug,
Website: www.kiu.ac.ug

**OFFICE OF THE COORDINATOR, BUSINESS AND MANAGEMENT
SCHOOL OF POSTGRADUATE STUDIES AND RESEARCH (SPGSR)**

May 20, 2010

**RE: REQUEST FOR OCHALOI CHRIS MBA/40054/91/DU
TO CONDUCT RESEARCH IN YOUR ORGANIZATION**

The above mentioned is a bonafide student of Kampala International University pursuing a Masters of Business Administration

He is currently conducting a field research of which the title is "Project Implementation of Selected NGOs on Hunger Reduction in Kamuda Sub-County Soroti District."

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

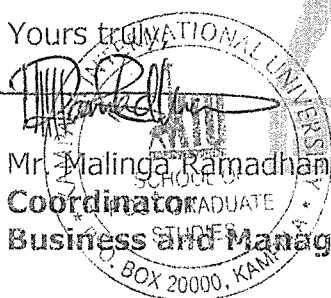
Any information shared with him from your organization shall be treated with utmost confidentiality.

Any assistance rendered to him will be highly appreciated.

Yours truly,



**Mr. Malinga Ramadhan
Coordinator
Business and Management, (SPGSR)**



SOCCADIDO SOROTI.

1st September 2011,

Mr. OCHALOI CHRIS

Dear CHRIS,

RE: AUTHORITY TO CONDUCT YOUR RESEARCH.

The organization has authorized you to conduct the above at our Soroti Branch.

We request that you observe the organization policies and procedures as you carry out your research.

We wish you success in your findings for the benefit of the Organization and the entire community.

Yours

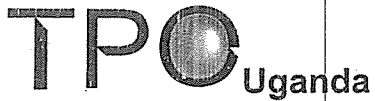
Sincerely,

.....
MANAGER,

SOCCADIDO SOROTI,

SOROTI.





Transcultural Psychosocial Organisation

Soroti Field Office.

Mr Ochalo Chris,

KIU.

Dear Chris,

RE; PERMISSION TO CONDUCT YOUR RESEARCH.

The organization has authorized you to conduct the above at our Soroti branch for the benefit of our community.

We request that you observe the organization policies and procedures as you carry out your research.

We wish you success in your findings for the benefit of the organization and the entire community.

Yours Sincerely,

A handwritten signature in black ink, appearing to read 'Opoli Rose Margaret', written over a horizontal line.

Opeli Rose Margaret

Project Coordinator.

APPENDIX II

TRANSMITTAL LETTER FOR THE RESPONDENTS

Dear Sir/ Madam

I am a candidate for Masters Degree of Business Administration at Kampala International University and currently pursuing a Thesis entitled **"PROJECT IMPLEMENTATION AND HUNGER REDUCTION IN SELECTED SUB COUNTIES IN SOROTI DISTRICT - UGANDA"**.

In view of this empirical investigation, may I request you to be part of this study by answering the questionnaires? Rest assured that the information that you provide shall be kept with utmost confidentiality and will be used for academic purposes only.

As you answer the questionnaire, be reminded to respond to the items in the questionnaire thus not leave any item unanswered. Further, may I retrieve the filled out questionnaire within 5 days from the date of distribution?

Thank you very much in advance.

Yours faithfully

Mr. Ochaloi Chris

APPENDIX III
INFORMED CONSENT

I am giving my consent to be part of the research study of Mr. Ochaloi Chris that will focus on "**PROJECT IMPLEMENTATION AND HUNGER REDUCTION IN SELECTED SUB COUNTIES IN SOROTI DISTRICT - UGANDA**".

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

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

Initials: _____

APPENDIX IV

QUESTIONNAIRE

FACE SHEET

Code # _____ Date _____ the questionnaire completed:

PART 1: RESPONDENT'S PROFILE

1. Respondent's Gender
☐ Male ☐ Female
2. Respondent's age
☐ Less than 25 years ☐ B/n 25-35 ☐ 35 and above
3. Respondent's marital status
☐ Single ☐ Married ☐ Widow ☐ Separated
4. Respondent's Educational Background
☐ Elementary and below ☐ Senior school and vocational training ☐ University diploma
☐ University Degree and above

PART 2:

Direction 1: Please write your rating on the space before each option which corresponds to your best choice in terms of level of motivation. Kindly use the scoring system below:

Score	response Mode	Description	Interpretation
5	Strongly Agree	You agree with no doubt at all	Very satisfactory
4	Agree	You agree with some doubt	Satisfactory
3	Not sure	You are not sure of the issue	Not decided
2	Disagree	You disagree with some doubt	Fair
1	Strongly Disagree	You disagree with no doubt at all	Poor

PART 2: Project Implementation

Please indicate to what extent you agree or disagree with the following statements:

S/ N	Questions	5	4	3	2	1
1.	My manager communicates clearly what he/she expects from us.					
2.	My manager encourages team work to enhance work performance.					
3.	There are low levels of duplication of work in my department					
4	My manager gives regular feedback on how our department is performing					
5.	My manager involves the team in decision making.					
6.	My manager is a team player.					
7.	The manager formulates clear goals for his/her teams					
8.	My department shares knowledge and information with other departments.					
9.	It is always easy to approach my manager for any work-related matter.					
10.	In my department, employees often resist the implementation of ideas of other employees.					
11.	My manager regularly communicates the organization vision to us.					
12.	My department never overspends on a project budget.					
13.	In my department, we experience a free flow of information among all managerial levels.					
14.	In my department, employees fear change.					
15.	My manager's communication inspires his/her subordinates.					
16.	My department is successful in coordinating projects with other departments.					

PART 3: Various efforts towards hunger reduction

Please indicate to what extent you agree or disagree with the following statements:

S/ N	Questions	5	4	3	2	1
1	Increase sustainable market-led growth across the entire food production and market chain					
2.	Prevent and treat under-nutrition					
3.	Increase the impact of humanitarian food assistance and social safety-					
4.	Increase access to inputs such as seed, feed, fertilizer, machinery, and irrigation systems at the right time, the right price, and in the right amounts					
5.	Expand access to knowledge					
6.	Increase access to financial services					
7.	Improve natural resource management to ensure sustainable gains in productivity and reduce the impact of agriculture on the environment					
8.	Expand market information for producers and enterprises					
9.	Improve post-harvest market infrastructure to make markets work better for farmers					
10.	Prevention under-nutrition through community-based programs					
11.	Improve nutritional value of food aid commodities					
12.	Increase coordination of Food Assistance					
13.	Increasing the Capacity to Reduce Vulnerability					
14.	Ensure the participation of key groups, including farmers and civil society organizations, and prioritize small holder farmers, especially women					
15.	Prescribe strategies for creating policy and regulatory environments that accelerate agriculture-led growth					
16.	Contain targets, benchmarks, and a system for publicly tracking progress towards clearly established goals					

APPENDIX V

CLEARANCE FROM ETHICS COMMITTEE

Date_____

Candidate's Data

Name_____Ochalo Chris_____

Reg.# _____MBA/40054/91/Du_____

Course_____Master of Business Administration (NGO Management)_____

Title of Study _____ **Project implementation and Hunger Reduction in selected NGOs in Kamuda Sub-county – Soroti District – Uganda.**

Ethical Review Checklist

The study reviewed considered the following:

- ___ Physical Safety of Human Subjects
- ___ Psychological Safety
- ___ Emotional Security
- ___ Privacy
- ___ Written Request for Author of Standardized Instrument
- ___ Coding of Questionnaires/Anonymity/Confidentiality
- ___ Permission to Conduct the Study
- ___ Informed Consent
- ___ Citations/Authors Recognized

Results of Ethical Review

- ___ Approved
- ___ Conditional (to provide the Ethics Committee with corrections)
- ___ Disapproved/ Resubmit Proposal

Ethics Committee (Name and Signature)

Chairperson _____

Members' _____

Appendix VI

Researcher's Curriculum Vitae

Personal Profile

Name:	Ochalo Chris
Permanent Address:	Soroti Municipality – Soroti District – Uganda.
Postal Address:	P.O.Box 861 – Soroti - Uganda.
Cell Phone No:	+256 782544024
Date of Birth:	15 th September 1979
Nationality:	Ugandan
Marital Status:	Married
Sex:	Male
Religion:	Christianity
Languages:	English and Kumam (Good Command in Written and Spoken)
Hobbies:	Music, Reading Newspapers and fellowship

CAREER OBJECTIVES

I seek a position to work in a Non – Governmental Organization which is committed to excellence in performance and teaching development and where there is need to enhance professionalism in performance of duties.

Key Competences

- Highly motivated with excellent verbal and written communication skills.
- Able to carry out ethical work being a result driven person
- Able to carry out qualitative research
- Intellectually curious and ready to share ideas as well as contribute in a team environment

- Able to respond to student's needs irrespective of status.
- Able to work with minimum supervision and yet a good team player.

Personal Philosophy: I am propelled by the fact and knowledge that; hard work, plus determination, minus laziness leads to success.

PROFESSIONAL BACKGROUND

Year	Institution
2003 – 2006	Uganda Christian University Bachelor of Divinity
2000 – 2002	National Teachers' College Ngeta Diploma in Education (Secondary)

Other Specialized Knowledge and Skills Acquired

- Psychological and Philosophical Skills
- Listening, Guidance and Counselling Skills
- Communication Skills
- Team work Spirit
- Innovative Skills
- Management Skills

EDUCATION BACKGROUND

1998 – 1999	Kakira S.S (UACE)
1993– 1997	kakira S.S (UCE)

WORK EXPERIENCE

2010 to date	Working as a Ugandan chair with a Non governmental organization called Call To Care -
---------------------	---

Uganda. And at the same time working as a Director of a community based organization called Kaberamaido Child Care Organization based in Otuboi Sub – County – Opilitok Village - Kaberamaido District – Uganda.

2009 – 2010

Deputy Head teacher of St.thomas girls secondary school – Kabermamido District – Uganda

2007 – 2008

worked as a field officer of school – community HIV/AIDS programme at church of Uganda – soroti Diocese – Uganda.

I Ochaloi Chris, do declare that, the above information to the best of my knowledge is true.

SIGNED:

Ochaloi Chris

DATE:

REFEREES

1. The Rt. Rev. Dr. Charles Obaikol Ebitu
Former Bishop of church of Uganda – Soroti
Tel: 0772557909

2. The Vicar St.Peters church of Uganda
Rev. Epongu David
Tel: 0782368602

