

**COMMUNITY PARTICIPATION AND PROJECT SUCCESS OF NAADS' II  
LIVESTOCK PROJECT IN ADEKOKWOK SUB-COUNTY LIRA  
DISTRICT, UGANDA**

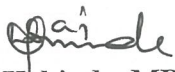
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**MASTERS OF BUSINESS ADMINISTRATION  
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**JANUARY, 2016**

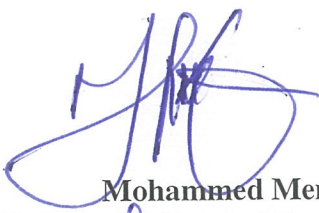
## ACCEPTANCE SHEET


This thesis entitled, **COMMUNITY PARTICIPATION AND PROJECT SUCCESS OF NAADS II LIVESTOCK PROJECT IN ADEKOKWOCK SUB-COUNTY LIRA DISTRICT**, prepared and submitted by **OPIO DANIEL** in partial fulfillment of the requirements for the degree of **MASTERS OF BUSINESS ADMINISTRATION (Project Planning and Management)**, is hereby accepted.

  
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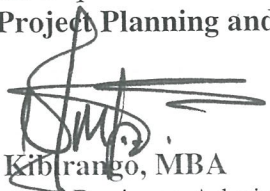
  
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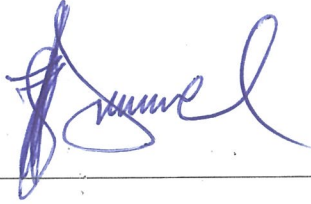
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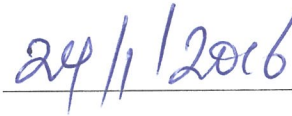
  
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## DECLARATION

I **OPIO DANIEL**, declare that the information contained in this Thesis epitomize original information as a result of sovereign interpretation. Indebtedness and due acknowledgement has been accredited to the work of others.



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## **DEDICATION**

I dedicate this thesis to my beloved brother Engineer Samson Ocen Jackey, my lovely sister Salome Adongo, my daughter Trevah Hauma M, sons Dudley Mcvelyn and Daryl Thyevio. I also dedicate this to my sisters, brothers, close friends, colleagues at Bugema University School of Graduate Studies and all those who treasure education. May the Almighty bless them all.

## BIOGRAPHICAL SKETCH

The author of this thesis was born on 25<sup>th</sup> day of November, 1975 to Mr Thompson Frank Okuku and Mrs. Catherine Okuku of Lira District in Northern part of Uganda. He completed his Secondary Education in 1996 at the Almond College Lira and later joined Makerere University Kampala where he graduated with B.COM (Accounting) degree in the year 2000. He began his carrier journey from the Republic of Rwanda where he was appointed as an Audit Assistant working for RUMA, a private certified public accountancy firm registered in Rwanda and Uganda.

He returned back to Uganda and was appointed in June 2001 as an accountant for GBK Dairy Products in Mbarara, Western Uganda before crossing over in January 2003 to the Non-Governmental Organizations (NGOs) world where he has over ten (10) years registered progressive and technical experience/managerial responsibilities in reputable companies, international humanitarian/development organizations including Cardno Emerging markets-USA, United Nations Development Programme (UNDP) Uganda, Rural Development Foundation (RDF) Uganda, Catholic Relief Service (CRS) Uganda, Canadian Physician for Aid and Relief (CPAR-Uganda), GBK Dairy Products Uganda, and RUMA Certified Public Accountant-Rwanda & Uganda.

Daniel has played a key role in the development, implementation and monitoring of many social economic development projects for the affected communities of Northern and Eastern Uganda and has worked in closed collaboration with the government, civil society and the UN agencies. In August 2013, he joined Bugema University School of Graduate Studies for an education with a Christian touch in Master of Business Administration (Project Planning and Management) completing in 2015.

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## TABLE OF CONTENTS

	PAGE
LIST OF TABLES .....	x
LIST OF FIGURES .....	xi
LIST OF APPENDICES .....	xii
LIST OF ACRONYMS .....	xiii
ABSTRACT .....	xv
CHAPTER ONE .....	1
INTRODUCTION .....	1
Background to the Study .....	1
Statement of the Problem .....	4
Research Questions .....	5
General Objectives .....	5
Specific Objectives .....	5
Hypothesis of the Study .....	6
Significance of the Study .....	6
Scope of the Study .....	6
Limitation of the Study .....	7
Theoretical Framework .....	7
Conceptual Framework .....	9
Operational Definition of Terms .....	10
CHAPTER TWO .....	14
LITERATURE REVIEW .....	14
Community Participation .....	14
Decision Making .....	17
Contribution of Resources .....	19
Implementation .....	20
Monitoring .....	21
Project Success .....	24
Client/Customer Satisfaction .....	28
Summary of Identified Gaps .....	31

	PAGE
CHAPTER THREE .....	32
METHODOLOGY .....	32
Research Design.....	32
Locale of Study .....	32
Population of the Study.....	34
Sample Size.....	35
Sampling Procedure .....	35
Research Instruments .....	37
Validity .....	39
Reliability.....	39
Data Collection Procedure .....	40
Data Analysis .....	41
CHAPTER FOUR.....	42
RESULTS AND DISCUSSIONS.....	42
Demographic Characteristics of Respondents .....	42
The Level of Community Participation in NAADS II Livestock project in Adekokwok Sub-County in Lira District.....	45
The Level of Project Success.....	53
The Relationship between Community Participation and Project Success in Adekokwok sub-county in Lira District .....	61
Extent of Community Participation on Project Success .....	62
Testing of the Hypothesis .....	63
CHAPTER FIVE .....	64
SUMMARY, CONCLUSION AND RECOMMENDATIONS.....	64
Summary of Key Findings and Results .....	64
Conclusion .....	66
Recommendation .....	66
Areas for Further Research .....	68
REFERENCES .....	69
APPENDICES .....	74



## LIST OF TABLES

TABLE	PAGE
Table 1: Showing the study population and sample .....	35
Table 2: Mean Range of Likert Scale .....	37
Table 3: Reliability Statistics .....	40
Table 4: Demographic Characteristics of the respondents .....	43
Table 5: Decision Making.....	46
Table 6: Resource Contribution .....	47
Table 7: Implementation .....	49
Table 8: Monitoring .....	51
Table 9: Summary of Community Participation .....	52
Table 10: Quality .....	54
Table 11: Time.....	55
Table 12: Budget/Cost .....	56
Table 13: Client/Customer satisfaction.....	58
Table 14: Summary of Project Success .....	59
Table 15: Relationship between Community Participation and Project Success .....	61
Table 16: Multiple Regression analysis of community participation and project success	62

## LIST OF FIGURES

FIGURE	PAGE
Figure 1: Conceptual Framework. ....	9
Figure 2: Map of Uganda showing location of Lira district .....	33
Figure 3: Map Showing the sub-counties of Lira District .....	34

## LIST OF APPENDICES

APPENDIX	PAGE
Appendix I: Research Questionnaire .....	74
Appendix II: Key Informant Interview Guide. ....	77
Appendix III: Interview Guide for service providers. ....	78
Appendix IV: Documentary Review Checklist .....	79
Appendix V: Observation Guide .....	80
Appendix VI: NAADS Structure at the District Level .....	81
Appendix VII: Operationalization and Measurement of Variables .....	82
Appendix VIII: Admission Letter from University and Permission from Lira District Local Government.....	83
Appendix IX: R.V Krejcie and D.W Morgan Sampling Formulae .....	84

## LIST OF ACRONYMS

ATAAS	Agriculture, Technology and Agri-business Advisory Services
CBOs	Community Based Organizations
CDO	Community Development Officer
CSOs	Civil Society Organizations
CSSP	Center for the Study of Social Policy
CVI	Content Valid Index
DDP	District Development Plan for Lira District Local Government
FG	Farmer group
FFS	Farmer Field School
GDP	Gross Domestic Product
GoU	Government of Uganda
GEF	Global Environment Facility
H.E	His Excellency
IDA	International Development Agency
IFAD	International Fund for Agricultural Development
JASAR	Joint Agriculture Sector Annual Review of MAAIF
LG	Local Government
LRA	Lord's Resistance Army
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
NAADS	National Agricultural Advisory Services
NARO	National Agricultural Research Organization
NGOs	Non-governmental organizations
NDP	Uganda National Development Plan launched by NPA in April 2010. This is Uganda's new five-year (2010/2011-2014/2015) strategic framework for economic development.
NPA	National Planning Authority of Government of Uganda
NGO	Non-Governmental Organizations
NUSAF	Northern Uganda Social Action Fund
OWC	Operation Wealth Creation

PCCs	Parish Co-ordination Committees
PEAP	Poverty Eradication Action Plan of GoU
PLWA	People living with HIV/AIDS
PMA	Plan for Modernization of Agriculture
PME	Participatory Monitoring and Evaluation
PPP	Public-Private Partnership
PRDP	Pearce Recovery and Development Programme
SACCO	Savings and Credit Co-operative Organization
SCNC	Sub-County NAADS Co-ordinator
SCFF	Sub-County Farmer Forum
SPSS	Statistical Package for Social Scientists
UBOS	Uganda Bureau of Statistics
UNFFE	Uganda National Farmers Federation
UN	United Nations
UPDF	Uganda People's Defense Forces
WB	World Bank

## ABSTRACT

**OPIO DANIEL**, School of Graduate Studies, Bugema University, December, 2015. Thesis title; **COMMUNITY PARTICIPATION AND PROJECT SUCCESS OF NAADS' II LIVESTOCK PROJECT IN ADEKOKWOK SUB-COUNTY LIRA DISTRICT, UGANDA.**

Supervisor: **Dr ISAAC ABUGA MUKONO**

The study was conducted in Adekokwok Sub-county, Lira District. The study objectives were to establish the level of community participation in NAADS II livestock project, determine the level of livestock project success, and examine the relationship between community participation and project success in Adekokwok sub-county in Lira district. By sampling 91 respondents out of a population of 106 people, the researcher employed a qualitative and quantitative approach, descriptive- correlation and cross-sectional research designs. Results revealed that the level of community participation was high (grand mean = 3.75, SD = 1.17); furthermore, the level of project success was moderate (grand mean = 3.11, SD = 1.37). It was concluded that there is a significant (0.396) relationship between community participation and project success in Adekokwok Sub-County in Lira District. The Null Hypothesis was rejected as the P-Value of 0.000 was less than the level of significance of 0.05.

It was recommended that the government should harmonized and strengthen NAADS programme by fitting NAADS within the District structure and putting greater emphasis on sustainability and monitoring of livestock agribusiness ventures.

# **CHAPTER ONE**

## **INTRODUCTION**

This chapter covers the background to the study, statement of the Problem, research questions, objectives of the study, hypothesis of the study, significance of the study, scope of the study, limitation of the study, theoretical framework, conceptual framework, and operational definition of terms.

### **Background to the Study**

Throughout the world, majority of population are known to be participating in agricultural productive activities considered vital in the elimination of household poverty. Participation has since then become a basic criterion for judging the performance of developmental projects/programmes in aid recipient countries and international aid organizations, multilateral organizations and national governments has increasingly been favoring approaches that involve local communities in the design and implementation of projects (Lapbonne & S. Chase, 2010).

In Australia, participation impacted on productivity (Baccarini & Collins, 2014) and in Indonesia, the successful participatory FFS approach resulted into 5.91% increase in rice (Kariyasa & Dewi, 2013) and in Kenya, marked impact on productivity was registered. In Uganda, participation has been for many decades synonymous with political participation and consequently became a strong element of decentralization programmes as a mechanism to improve service delivery in the country that employs over 75% of its population in agriculture.

Due to increased engagement in agriculture, several reforms and policies such as PEAP of 1997, PMA of 2000 designed by GoU to eradicate poverty were undertaken to transform predominant subsistence agricultural farming to commercial farming by decentralizing, liberalizing and privatizing the agricultural sector of the economy that featured prominently among the top five priority sectors for public investment (NPA, 2010). The reforms resulted into the establishment of NAADS programme through an Act of Parliament (NAADS, 2001) as a semi-autonomous agency of the MAAIF to manage a 25-year NAADS program implemented in phases aimed at achieving the development goal of enhancing rural livelihoods by raising agricultural productivity. In effect, NAADS became a government institution charged with developing and delivering demand-driven agricultural services to the farmers.

Implementation of NAADS programme under phase 1 that focused on agricultural extension services at a cost of US\$ 108 million ended in 2010 and by the end of 2007, over 545 sub-counties had benefited (Benin, et al., 2011). The second phase which started on July 1<sup>st</sup> 2010, basing on NAADS guideline of 2010 focused on the ATAAS and ended on June 30<sup>th</sup> 2015 at a projected cost of US\$ 665.5 million (GoU-75%, Donors-IDA, GEF, Bilateral agencies & IFAD 25%; (World Bank, 2010) covering all the sub counties in all the districts of Uganda and placed greater emphasis on marketing, post-production and value addition as elements of agribusiness (MAAIF, 2010). ATAAS objectives were to enhance the contribution of agricultural research to sustainable agricultural productivity, food and nutrition security, economic growth and poverty reduction, increased farmer access to information, knowledge and technology and decentralized extension services among others (MAAIF, 2012) and the targets dependent on the number of farmers. The



NAADS guideline of 2010 was set up to guide all players in achieving smooth selection, support and overall implementation of activities under NAADS Phase II as well as address farmer's participation in the programme.

However, during NAADS program's evaluation in 2011, the researchers observed that much as there were great access to advisory services, there were at the same time weak or no impact on the adoption of improved agricultural technologies, practices, and new crops and livestock enterprises (Benin, et al., 2011). The low delivery of the programme prompted the President of Uganda H.E. Yoweri Kaguta Museveni to order for a restructuring of the programme in June 2014 (GoU, 2015) necessitating a shift in the manner in which the programme was being managed. Currently, it is transiting to OWC.

Although NAADS programme contributed to some extent in the agricultural sector, doubts have been raised about its success among the population and leaders in the country due to low resource contribution by both farmers & local government towards its programme implementation, declining levels of stakeholders' interest/involvement in monitoring activities, poor quality of inputs and delays in the procurement process making it difficult for beneficiaries to realize full value for money (MAAIF, 2012), low agricultural production and productivity across all subsectors of crops, livestock, and fisheries (MAAIF, 2010). The low participation among the farmers (Okoboi, Kuteesa, & Barungi, 2013) and falling agricultural productivity (NAADS, 2010; NAADS, 2013) were evident. In Adekokwok Sub-County, livestock multiplication, monitoring and sustainability of NAADS livestock project have not registered significant improvement and remained low due to group attitude especially on revolving approaches, lack of commitments, weak and/or no advisory services (Raymond, 2014).

This study was carried out to examine the relationship between community participation and project success in Adekokwok sub-county, Lira District. Community participation play a critical role in project success as it improves project design, increases local ownership of projects and enhances a sense of responsibility for maintaining services provided by projects (Mwesigye, 2011),but this has been low. This sets the basis for the researcher to investigate the relationship between community participation and project success.

### **Statement of the Problem**

Despite effort by GoU to improve on the agricultural productivity and livelihood of the local people, livestock multiplication, monitoring and sustainability of NAADS livestock project have not registered significant improvement and remained low due to group attitude, lack of commitments, weak and/or no advisory services (Raymond, 2014) thereby raising concern on project success in Adekokwok Sub-county.

While low participation was cited (Okoboi, Kuteesa, & Barungi, 2013; NAADS, 2010; NAADS, 2013), farmer's involvement in enterprise selection, extension services, resource base available, budget process, procurement process, and follow up stagnated according to the District NAAD's Coordinator and effort to address these challenges have not yielded much result. Other challenges includes, limited market for agricultural outputs (Kiyita, 2014), diseases and pest (DDP, 2011; Okello, 2012), inadequate access to quality inputs, ineffective extension services for both crop and animal farmers (Morrison, Emmanuel, & Kenneth, 2011), politics (Flavia, 2014) as well as bureaucratic tendencies (NAADS, 2013). Thus, this study sought to assess the level community

participation and its relationship to project success in Adekokwok Sub-County, Lira District.

### **Research Questions**

1. What is the level of community participation in NAADS Phase II livestock project in Adekokwok Sub-County Lira District?
2. What is the level of livestock project success in Adekokwok Sub-County?
3. What is the relationship between community participation and project success in Adekokwok Sub-county Lira District?

### **General Objectives**

The purpose of the study is to investigate the relationship between community participation and project success in relation to Phase II NAADS supported livestock enterprises/Project in Adekokwok Sub-County, Lira District.

### **Specific Objectives**

1. To establish the level of community participation in NAADS Phase II livestock project in Adekokwok Sub-County Lira District
2. To determine the level of livestock project success in Adekokwok Sub-County
3. To examine the relationship between community participation and project success in Adekokwok sub-county in Lira district.

### **Hypothesis of the Study**

The research will be based on the Null Hypothesis of no significant relationship between community participation and project success of NAAD's Phase II Livestock project in Adekokwok Sub-County.

### **Significance of the Study**

The fact that community participation is critical to project success, the study may have the following contributions;

Benefit the farmers, Lira District NAADS coordination unit, the production department, the National NAADS Secretariat, by improving and deepening their understanding on community participation and project success so as to enhance programme implementation and strengthen intervention geared at elevating the communities of Lira district.

Benefit the rural community by enabling them to understand their positions and the values of participation in development projects in their area.

The findings will provide valuable sources of information and encourage other researchers to carry a deeper study on how family members affect project success.

### **Scope of the Study**

The study concentrated on the community participation being the independent variable and project success being the dependent variable. The study focused on community participation in decision making, resource contribution, implementation and

monitoring. Project Success being the performance of the project both financially and non-financially was assessed in terms of quality, time, budget management, and client satisfaction. The researcher presumed the data collection time was sufficient to measure the relationship between Community Participation and Project Success.

The study was executed in the Adekokwok sub-county in Lira District covering the period from 2011 to 2014. The District consist of one higher administrative unit and one municipality with four divisions and is located in Lango sub-region in Northern Uganda bordered by the districts of Pader and Otuke in the North and North East, Alebtong in the East, Dokolo in the South and Apac in the West.

### **Limitation of the Study**

Although the study registers important contribution to Community Participation and Project Success, numerous possible limitations are worth mentioning. The study was qualitative and quantitative in nature and collection of data was done at a given point in time which does not permit noticeable changes in behavior over time. The use of focus group discussion involving market oriented model farmers could have provide more insights. The relevant materials needed for this research especially literature review focusing on project success with defined variables and dimensions were not easily available.

### **Theoretical Framework**

The research was be premised on Oakley (1991) theory of participation. According to Oakley, participation is a two way system that involves interactive

participation and spontaneous mobilization. Interactive participation occurs when the communities join hands with the professionals in analysis of their situation, developing action plans and determining common projects. Spontaneous mobilization occurs when people participate by taking their own initiatives independent of the professionals to change their conditions. Spontaneous mobilization may lead to self-help projects or requests to other institutions for assistance.

The rationale for community participation has been thought as a means of enhancing empowerment, enhancing responsiveness to people's real needs, instilling a sense of ownership of programmes by the local people, promoting sustainability, and making programmes cheaper by allowing mobilization of local resources (Muhangi, 2007). Other writers focused on control, partnership, decision making, information, consultation, joint action, customer care and support to community initiatives. (Dube, 2009) considered that other key variables such as community empowerment and capacity building may be achieved through community participation.

Although other writers described this as vague phrases, Dube believed that if community participation is present, it is likely to empower and build the capacity of the communities. According to Dube, communities are either empowered socially if their social conditions change for the better or politically where the communities organize themselves and work together to achieve shared goals which in turns addresses their social issues. Where people become aware of their problem and take action as well as control over resources that can be leveraged to address the problem would provide a pathway to success.

Though most projects are designed from the cities and implemented in rural areas, chances of fully involving the communities in the design are somewhat slim, but as the project progresses, communities become involved. People are more likely to implement the decisions that they made themselves rather than the decisions imposed on them. This would in turn reinforce civil society and private sector participation in checking costs, promote transparency and accountability in the administration and management of both government and donor funded income generating schemes for economic empowerment, growth and development.

Thus these theories provided valuable lessons to deepen the study on community participation and project success in Uganda.

### Conceptual Framework

This section presents the independent and dependent variables which will be used by the researcher in the formulation of the questionnaires to achieve the above sets of objectives.

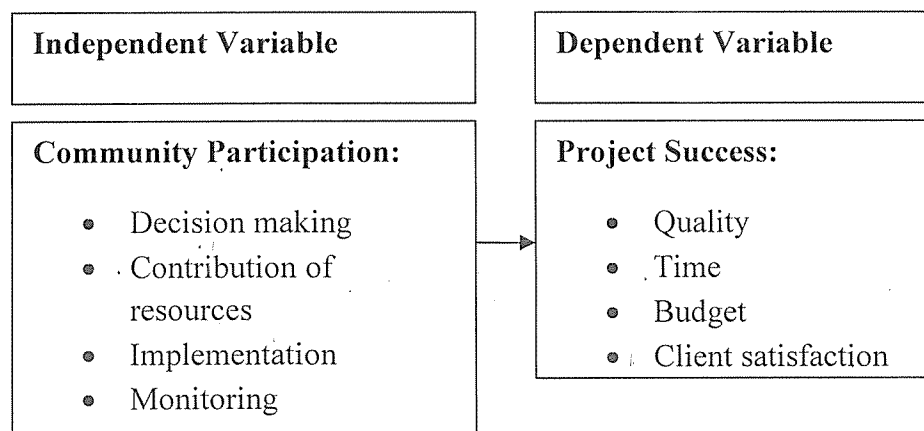


Figure 1: Conceptual Framework.

Source: (Muhangi, 2007; Mukundane, 2011; Okoboi, Kuteesa, & Barungi, 2013; Baccarini & Collins, 2014 and Stephanie, 2014)

The independent variable examines the level of community participation. Active involvement in all the components of the independent variable ensure project success. The independent variable comprise of decision making, resource contribution, implementation and monitoring (Okoboi et al., 2013). The dependent variable comprise of quality, Time, Budget and client satisfaction (Baccarini & Collins, 2014; Stephanie Reyes, 2014).

### **Operational Definition of Terms**

**Community participation** in this study means involvement in the project. It will be examined basing on four components namely: decision making, contribution of resources, implementation and monitoring as explained below.

**Decision making means** making a choice from at least two (2) alternatives (to do or not to do), involves something that is achievable, and one must have the power to decide. Decision making focused on idea sharing and consensus on what was best for the community, involvement in the identification and selection of service providers, forcing of project decision on the community, identification and selection of group enterprises, development or design of the project. The 5 Point Likert Scale to be used are indexed from 1 – 5 representing (1 = strongly disagree, 2 = disagree, 3 = not sure, 4 = agree, and 5 = strongly agree). Legend: 1.00 – 1.79 (Very low), 1.80 – 2.59 (Low), 2.60 - 3.39 (Moderate), 3.40 – 4.19 (High), 4.20 – 5.00 (Very High)

**Resource contribution** means provision of materials deemed necessary for the implementation of the project. This focused on community's ability to meet co-funding obligations, and resources (money and materials) contribution. The 5 Point Likert scale to



be used are indexed from 1 – 5 representing (1= strongly disagree, 2 = disagree, 3 = not sure, 4 = agree, and 5 = strongly agree). Legend: 1.00 – 1.79 (Very low), 1.80 – 2.59 (Low), 2.60 – 3.39 (Moderate), 3.40 – 4.19 (High), 4.20 – 5.00 (Very High)

**Implementation means** planned activities are put into action basing on the work plan. This focused on active involvement of committee members, guidance from other relevant officials, and support from key private sector partners. The 5 Point Likert scale to be used are indexed from 1 – 5 representing (1 = strongly disagree, 2 = disagree, 3 = not sure, 4 = agree, and 5 = strongly agree). Legend: 1.00 – 1.79 (Very low), 1.80 – 2.59 (Low), 2.60 – 3.39 (Moderate), 3.40 – 4.19 (High), 4.20 – 5.00 (Very High)

**Monitoring means** the collection and reporting on data about NAADS II Livestock project as well as external factors, in a way that supports effective project management. Monitoring focused on community involvement, data compilation, information sharing and information uses. The 5 Point Likert scale to be used are indexed from 1 – 5 representing (1 = strongly disagree, 2 = disagree, 3 = not sure, 4 = agree, and 5 = strongly agree). Legend: 1.00 – 1.79 (Very low), 1.80 – 2.59 (Low), 2.60 – 3.39 (Moderate), 3.40 – 4.19 (High), 4.20 – 5.00 (Very High)

**Project Success** means performance of the project measured by both financial and non-financial aspects. Success would be achieved if the objectives of the project have been met. Project Success was examined based on four components namely: quality, Time, Budget and client satisfaction as explained below.

**Quality** refers to how good or bad the project materials are and whether they demonstrated fitness of purpose to meet the demands or expectations of the project, need for improvements in the quality of livestock, and NAAD's defined level of quality. The 5

Point Likert scale to be used are indexed from 1 – 5 representing (1= strongly disagree, 2 = disagree, 3 = not sure, 4 = agree, and 5 = strongly agree). Legend: 1.00 – 1.79 (Very low), 1.80 – 2.59 (Low), 2.60 - 3.39 (Moderate), 3.40 – 4.19 (High), 4.20 – 5.00 (Very High)

**Time** refers to the point at which both activities and funds disbursement were expedited. Time focused on the timeliness in provision of services and completion of a project on time, timely release of funds, and performance standards upheld. The 5 Point Likert scale to be used are indexed from 1 – 5 representing (1= strongly disagree, 2 = disagree, 3 = not sure, 4 = agree, and 5=strongly agree). Legend: 1.00 – 1.79 (Very low), 1.80 – 2.59 (Low), 2.60 - 3.39 (Moderate), 3.40 – 4.19 (High), 4.20 – 5.00 (Very High)

**Budget/cost** focus on local management and controlling of project funds by the group, whether spending were within the budget, availability of additional funds/contingency to cater for cost overrun and changes. The 5 Point Likert scale to be used are indexed from 1 – 5 representing (1= strongly disagree, 2 = disagree, 3 = not sure, 4 = agree, and 5 = strongly agree). Legend: 1.00 – 1.79 (Very low), 1.80 – 2.59 (Low), 2.60 - 3.39 (Moderate), 3.40 – 4.19 (High), 4.20 – 5.00 (Very High)

**Client Satisfaction** means the beneficiaries were satisfied with the project and what it promised to deliver. It is the judgment that NAADS II Livestock projects provided a pleasurable level of fulfillment and that the project has been good. Satisfaction focused on performance of the supported project, fulfillment of the needs of the community, people's perception and recommendation to others. The 5 Point Likert scale to be used are indexed from 1 – 5 representing (1 = strongly disagree, 2 = disagree, 3 =

not sure, 4 = agree, and 5 = strongly agree). Legend: 1.00 – 1.79 (Very low), 1.80 – 2.59 (Low), 2.60 - 3.39 (Moderate), 3.40 – 4.19 (High), 4.20 – 5.00 (Very High)

## **CHAPTER TWO**

### **LITERATURE REVIEW**

This chapter concerns review on the available literature by researchers, scholars and academicians in the line with the conceptual framework which is considered in this study. The following are the dimensions about which various literatures explored “community participation, as independent variables focusing on Decision making, contribution of resources, implementation and Monitoring” and project success as dependent variables which looked at quality, time, budget and client satisfaction. The review sampled works that tackled these two variables so as to inform the study in Adekokwok sub-county in Lira district, Uganda.

#### **Community Participation**

Community participation connotes a process by which community members take part in all stages of a project/programme right from inception, through planning and design, implementation, monitoring and evaluation, to sharing of benefits. (Oakley, 1991) defined community participation as the process by which individuals, families, or communities assume responsibility for their own welfare and develop a capacity to contribute to their own and the community’s development. (Muhangi, 2007) noted that the conceptualization of community participation has evolved over time, moving from its narrow definition as the mobilization of people to contribute free labour and materials, to more extensive interpretations as a process of empowering people and giving them authority to control programmes.

For decades, poverty has remained high in Africa due to inappropriate approaches used to alleviate it and the top-down plans, donor-driven investment programmes have been less than successful.

The recognition and support for greater involvement of local people in the affairs that affect people, hearing their perspectives, knowledge, priorities and skills presents an alternative to donor-driven and outsider-led development which can be measured through decision making process, resource contribution, actual implementation as well as monitoring activities being implemented.

According to (Mwesigye, 2011), community participation is considered valuable in that it improves project design, efficiency, effectiveness, increases local ownership of projects and enhances a sense of responsibility for maintaining services provided by projects, information flow improves community understanding of both central and local government programmes, improves their understanding of the processes involved in accessing various programmes, allows their concerns to be integrated into the project at the onset, fosters collaboration, minimizes conflicts and may lead to project sustainability and success which can be measured by determining if the project was completed within the time it was due (schedule), within the scope, within the budget, and beneficiaries derived satisfaction from the project. While participation or lack of it is a function of awareness about a project, individual and community capacity in terms of skills, resources, management of the project, government assistance, institutional arrangement and/or framework, group organization, technology to manage the project and monitoring system (Issa & Nyirabu, 2004); the procurement process, time,

technology standards and relationship with suppliers were indicators of critical success (Kejuro, 2012).

Across sub-Saharan Africa, and other parts of the world, participation has since then become a basic criterion for judging the performance of political and developmental projects and programmes in aid recipient countries. According to (Baccarini & Collins, 2014) participation still had a strong hold within the project management realms and where there is good leadership, people tend to participate freely in the achievement of the stated objectives (Mfuru, 2013). However, little transformation has always been achieved despite community involvement in the determination and selection of project/programme that impacts on their lives. Designing methodology that could accurately measure community participation still remains a challenge among development practitioners (Dube, 2009).

Development practitioners believe that in order for projects to succeed, there should be active involvement of communities in selecting, designing, implementing and monitoring projects that affect them (Dube, 2009). This may mean that for any community development to be successful, it's imperative that both members of the community and local leaders get involved otherwise the programme could be destabilized (Mfuru, 2013).

Interventions that sought to improve yields or farm income by addressing market linkage failures, easing access to technologically enhanced inputs and promoting farmer knowledge through advisory services had the highest share of positive effects (Independent-Evaluation-Group, 2011). Experience also shows that where people are consulted and allowed to participate freely with their needs and priorities given primacy

in project identification, implementation, and monitoring, then economic and social performance are better and development is more sustainable.

### **Decision Making**

Decision refers to something somebody has chosen or something that somebody chooses or makes up his or her mind about, after considering it and other possible choices (Amos, 2013). In other words, decision involves making a choice from at least two (2) alternatives (to do or not to do), involves something that is achievable, and one must have the power to decide. In projects, decision are required to be made when stakeholders are faced with issues to do with quality, number of users/beneficiaries, alignment or skipping/deferring of activities, service providers changing schedules, eliminating non critical activities, cost reduction or overrun for a particular segment of work, or changing the scope of work.

According to (Amos, 2013), there is no such thing as a good or bad decision, but there is such a thing as good or bad analysis before making a decision. Amos believed that anyone who is making a decision must exercise independent judgment to escalate issues, be accountable, consult widely with the stakeholders who have an interest as well as be informed so as to collaborate well on the process.

The outcome of participation may be surrounded with uncertainties which may limit the extent to which people are involved in decision-making as well as the methods used and this normally occurs where power is involved. Power is always an issue and normally where participation involves the sharing of power between the agency and the affected population, the real problem of decision making can be quickly discerned.

Where power to influence is exercised than power to control, decision making process can be healthy.

However, most decisions about the various stages of the project are sometimes made either at the headquarters or the regional office level without necessarily involving the affected community and no concerted efforts are always made to find out who the communities feel would be in a position to represent their interests and then include such people in the various decision making fora. According to (Driciru, 2008), decisions on enterprise selection at the sub-county levels were in most cases carried out hurriedly and without regard to farmer's preferences and with men having high decision making roles over resources at both the household and community levels (Doss, 2013).

It appears that the ultimate goal for all decision making is to maximize the probability of positive outcomes, and if that is so, then wider community participation in its process becomes critical, however, most of the residents do not participate in the management of community projects leading to failure in the project implementation process (Nyaguthii & Oyugi, 2013).

Nyaguthii & Oyuginoted that the level of community involvement in decision-making and project identification has been low coupled with high ignorance among the community. Kerote (2007), observed that community participation in project identification, implementation, monitoring and evaluation have not been fully managed by the communities and that this not only confirms the need for change, but also pointed the extent of the problem at hand and the resource-based available. By examining community participation in relation to decision making would shed more light on decision making as key tenet of participation.



## **Contribution of Resources**

In today's world, most external donors require that the recipient country contribute towards the cost of the project being financed by them.

During NAADS phase one, up to 80% of the NAADS budget was contributed by multilateral and bilateral Development Partners while the remaining 20% was contributed by the Central Government (8%), LG (10%) and the participating farmers were left to foot the balance of 2% (World Bank 2010). In the second phase of NAADS under ATAAS project, GoU is expected to foot up to 75% of the budget while Donors pick the balance of 25%. The benefiting communities are also expected to contribute through the repayment for the technology inputs depending on the farmer's category (models). For instance, the market oriented model farmer (s) in a particular parish are expected to pay back 70% of the value of the inputs received (in cash shs 750,000) into the group account with an accredited financial institution as per NAADS guideline 2010.

As seen, these contributions may directly come from the host government or beneficiary to the project being financed by external donors, though the nature of contribution is not defined. Communities have a wealth of untapped resources and energy that can be harnessed and mobilized through community participation (Mwesigye, 2011). Where community contributes resources obtained locally within the community towards the project, they themselves become the most important donor when such resources are taken into consideration.

With the research focusing on NAADS II livestock projects, benefiting community members are expected to contribute resources (money, materials, shelters etc) towards the establishment of the selected project.

## **Implementation**

Implementation is the stage where all the planned activities are put into action basing on the work plan. The NAADS guidelines of 2010, PPDA Act & regulations 2003 provides that government supported projects are implemented by the respective local government and sub-county coordination unit under which the project fall. This ensures that the process of implementation is efficient, transparent, and accountable so as to enable GoU to deliver its obligations to the people. The members of a particular benefiting community are expected to be actively involved in its implementation phase so that the objectives of the project are met using the allocated resources (people, money, time, material and equipment) within a given time period. However, the level of community involvement in project implementation have been low (Nyaguthii & Oyugi, 2013).

According to NAADS guideline 2010 issued by NAADS secretariat in the MAAIF, Local Government authorities, farmers' fora, NAADS Coordinators, Community Development Officers and any other relevant committees put in place are expected to guide in the smooth selection, support and overall implementation of farmer progression process under NAADS Phase II. Strong partnership is also forged between public and key private sector partners (service providers) including commercial banks, micro-finance institutions, agro-input dealers, agro-processing companies, traders, and other value-chain players (World Bank 2010).

Prior to the implementation, the implementers should identify the internal forces and external forces that can be exploited to efficiently implement the project or may hamper the implementation of the project and devise mechanism to overcome them. This

is because the process through which a project is implemented has a lot of effect on monitoring (Phil Bartle, 2007). However, challenges such as late disbursement of funds to the district and sub-counties where activities are being implemented, embezzlement of funds, and distribution of poor quality inputs have been impacting on implementation and outcomes (Okoboi, Kuteesa, & Barungi, 2013).

### **Monitoring**

Monitoring is the systematic and continuous collection, analysis, and use of information for the purpose of management and decision-making. It involves collecting, analyzing, and reporting data on inputs, activities, outputs, outcomes and impacts as well as external factors, in a way that supports effective management (SAMDI, 2007), implying that monitoring and reporting should be strengthened and deepened in all community driven projects (Gikonyo Wanjiru, 2008).

According to (Phil Bartle, 2007) participation in monitoring leads to a common understanding of the problem facing the community or project allowing identification of solutions, enhanced accountability by ensuring that the people to which the project was intended are the ones benefiting from it, increased awareness of rights allowing them to guard against misappropriation of project resources, better decision and ease in resource mobilization for project implementation, improved performance by checking deviation and crafting solutions, improved design by making project more acceptable and more accurate information collection subject to verification that forestalls wrong reporting if only one person collected the information.

However, community involvement in monitoring have been found to be low (Nyaguthii & Oyugi, 2013) probably due to the extent to which monitoring is kept simple and focused. Phil Bartle, (2007), noted that the community members are unlikely to participate in the monitoring activities if, 1) the process of project identification were not well done in a participatory manner that reflects community interest so as stimulates their interest in its implementation and monitoring, 2) the team to participate in monitoring were not identified with clear roles and how they should carry the monitoring work as well as share generated information with the groups within and without the community, 3) the work plan were not designed jointly showing clearly the major activities (e.g brick making) to be carried out and roles and responsibilities of each individuals executing them in a given time, 4) if set indicators (e.g number of bricks made by end Aug 2015) that tell how far in the process toward achieving set objectives of each activity are not specific, 5) there is no clear reporting format that allows the monitoring team to report back by comparing what is happening with what was planned, 6) findings not shared or discussed with other members of the implementation committee, and 7) the monitoring team is not using monitoring information collected to detect and solve the problem facing the project as well as informing other stakeholders.

Whereas, participation in monitoring has a number of virtues, it is likely to face a number of challenges including (a) high costs (eg time, transport and performance-related allowances, over-stretching volunteer spirit at community level and financial resources at district, sub-county and national levels), (b) variations in information when unskilled people are involved, and (c) inaccuracies of information arising from provision of wrong information depicting better performance or output or because of differences in the

community or project (Phil Bartle, 2007). These areas have not been studied in Lira and by studying it further will enable players to understand the extent to which the communities are involved in monitoring the livestock projects in their community.

Within NAADS, there is a well laid down monitoring framework that requires active participation of all stakeholders especially at the point of implementation of the activities in generating data and information. NAADS share the believe with others that participation of stakeholders in the monitoring of the programme promotes a sense of ownership, increase the level of awareness and understanding of what is going on as well as enhancing people's responsibility towards programme initiatives (NAADS, 2015). The framework that emphasizes the use of a PME approach allows all partners to participate in monitoring the programmes, farmer group development, impact and for providing information relevant in fine tuning the NAADS programme.

The first point of participation is at farmer group (FG) level where the farmers compile data about NAADS activities on a monthly and quarterly basis with the support of Group facilitators and submit their reports to Parish Co-ordination Committees (PCCs) who consolidate data from all the groups in a parish and submit the report to the sub-county NAADS Co-ordinator (SCNC) and the Sub-County Farmer Forum (SCFF). At each level (FGs, PCCs, SCFF), the farmers share the information about their strengths and weaknesses, performance of service providers and other pertinent issues and provide feedback to respective hubs (i.e FG to individual farmers, PCCs-to FGs, SCFF to PCCs & FGs). Similarly, farmers through the FGs, PCCs and SCFF - are able to provide feedback to the service providers who should also be able to give a feedback in response to farmers' reports.

Although monitoring was a concern (NAADS, 2013), the PME mechanism creates an effective forward and backward channel of information sharing aimed at improving the quality of services and group development processes and this study would not only enable the researcher as well as NAADS to understand the level of participation, but would expose if any points of pain that would render phase II project unsuccessful.

### **Project Success**

Two criteria for measuring project success were identified and divided into two components that is product success and project management success (Baccarini & Collins, 2014). According to this two researchers, project management success focuses on three additional extended criteria involving (1) meeting time, cost and quality objectives; (2) Quality of the project management process and (3) satisfying stakeholder (primary sponsor and project team) during project management process. On the other hand, they looked at project success as dealing with the effects of the project's final product and again, they divided it into three criteria encompassing (1) meeting the project's owner's strategic organizational objectives (goal); (2) satisfying user's needs (purpose); and (3) satisfying stakeholder (primarily customer/user) who rely on the product.

After seeking the views of 150 Australian project managers on the subject of project success criteria, the researchers found two distinct views: those that perceived project success to cover time, cost and quality and those that regarded success in terms of the effectiveness of the project's product. Although the criteria of time, cost, and quality remain strong within the project management community, the criterion of meeting owner's needs was equally found to be very important. These variables are further

examined below.

### **Quality**

Quality is the sum of the characteristics of a product that allow it to meet the demands or expectations of the project (Project Management Professional, 2015). ISO 9000 defines quality as the degree to which a commodity meets the requirements of the customer at the start of its life. In other words, it is what the customer gets out and is willing to part with. The degree of excellence, conformance to requirements, fitness for purpose and use, freedom from defects, and delight the customer experiences are some of the key elements of quality. Quality will be measured by looking at the number of rejects. High presence of rejects would indicate poor quality.

Although the types of quality management activities that guarantee quality may not be needed for every project, the quality of services rendered by NAADS programme was of great concern (Okoboi, Kuteesa, & Barungi, 2013). According to Okoboi and colleagues, though households in selected districts of Western, Eastern and Northern Uganda had higher access to NAADS extension services and credit amidst lower participation rate, the services provided felt below the expected quality level. The researchers further noted that no clear evidence of the NAADS impact on the increased use of improved technologies, crop yield and sales by households was observable. They detected that although NAADS program has had a commendable impact in relation to access to extension services, the quality of extension services still remains a major challenge due to the large pool of unqualified extension staff coupled with their theoretical nature of their training. The study that focused on crop productivity and

commercialization left a gap on livestock intervention yet NAADS program had become the major source of extension services in Uganda, particularly for specialist enterprises such as apiary, piggery, poultry and other animals.

According to (Baccarini & Collins, 2014), the verdict of whether a project has been conducted in a quality manner and has successfully met the needs of the project team occurs throughout the project. However, project managers know that it's impossible to do the highest quality work, for the lowest price, in the shortest amount of time (Stephanie, 2014). By studying this variable (quality) as a criterion for project success will deepen understanding on whether the project demonstrated fitness for purpose and whether attainable level of quality is defined by NAADS for the community supported project given the scope, time and budget of the project and their relative importance.

### **Budget/Cost**

A budget refers to an estimate of cost, revenues, and resources over a specified period of time. It is a management tool that serves as a plan of action for achieving quantified objectives, standards for measuring performance, as well as device for coping with foreseeable adverse situations. Budget usually guides the management of funds allocated for a particular activity and its management may be centralized or decentralized depending on magnitude of the intervention.

Where funds are locally managed and controlled by the community, there is usually great potential of bringing about positive development outcomes at the community level especially if community participation is sufficiently improved and



political interference trim down (Odhiambo, 2007). Although participation may make projects more costly in terms of workshops, consultation, and hiring expert facilitators compared to when there was none, a +/-5 to +/-10 deviation is acceptable, but greater deviation than this would indicate failure (Baccarini & Collins, 2014). Tangible and measurable costs (workshops, consultation, hire of facilitators) had formed the bulk of arguments on NAADS programme among some local and key people in Uganda (Independent 2014), but because no proper study had been conducted, judgment on whether these costs contribute to project failure may be too early.

By conducting the study, the researcher will establish if spending is always within the budget, if there are additional resources available to fund project cost overruns, scope expansion or project delays as well as if contingency budget is allocated to the project to cater for unforeseen circumstances and changes in the implementation process.

### **Time**

According to Longman Dictionary of Contemporary English, time refers to the thing that is measured in minutes, hours, days, years etc .Time is an intangible costs and may be spent in meetings and discussion with CBOs, CSOs and local authorities to agree on a participatory approach, strengthening their capacities and building links between different stakeholders (Peirson, 2002). Although Peirson observed that some participating projects actually disburse funds quicker when he looked at the speed at which funds were disbursed by comparing time lapses between project identification and fund disbursement among participatory and non-participatory projects and agreed, his findings were general

and left a lot to be desired in relation to the point at which disbursement were expedited and the nature of the projects undertaken.

Though there could be increased stakeholder commitment and better performance from the participatory projects as he noted, funds may be disbursed faster but late towards the end of a given quarter which may directly impact on the quality of the services being rendered. By looking at the speed and point at which project funds were disbursed would shed more light in drawing conclusion about project success. This study will explore whether specific performance standards are being upheld contributing to project success and whether deadlines for completing projects are respected as well as completing the project on time is taken as a priority within the programme.

### **Client/Customer Satisfaction**

The word client has been used interchangeably to mean consumer or customer and in many circumstances, the word "consumer" and a "customer" has been lost in our daily vocabulary yet understanding the distinction between them would aid understanding what client satisfaction mean. Many organizations have recognized that satisfied customers are key to success and this means that project must satisfy the customer requirements by delivering what it promised in order to satisfy the needs of the customer.

According to (Willard Hom, 2000) , a consumer is someone who directly uses a product or service, while a customer on the other hand is someone who pays for the product or service but may not necessarily use the product or service for which he/she has made payment. When a person consumes a product or service, he/she may derive

satisfaction out of the product or service he/she has used. Achieving high levels of customer satisfaction requires that organizations continually monitor and examine the experiences, opinion, and suggestions of their customers and people who are potential customers.

Satisfaction is the judgment that a product or service provided a pleasurable level of fulfillment and (Willard Hom, 2000) noted that satisfaction resides in the mind of a consumer and is not an observable behavior such choosing a product, complaining or buying behaviors (repurchasing of a particular product). According to (Nyaguthii & Oyugi, 2013), involving the local residents in identification, monitoring and implementation of the projects would increase the level of their satisfaction with the projects and would also enable them to come up with projects that would best benefit the society. (Jeanne Rossomme, 2003), noted that organization should measure those elements of satisfaction relevant to each client contact as well as assess the relationship between a supplier and its customers.

Asking people how they feel about products and services can give the vendor or service organization a wealth of information for planning new strategies that can empower individuals whose informed perspectives influences decisions about what, how, when and where services are available to them. Satisfaction depends on both the customer's expectation and treatment and making customer satisfaction a priority involves a fundamental shift in thinking, organizing and acting (CSSP, 2007).

In the public and NGOs world where profit motive is absent and marred by tendencies of taking satisfaction as unimportant, Canadians researchers found that customer/client satisfaction is not only a strong driver of citizen trust and confidence in

public institutions but also improves the performance of both public institutions as well as engaged public employees (Ralph & Brian, 2006).

While it can be difficult to measure client satisfaction, doing so is critical to the success of the business (Stephanie, 2014). Stephanie Reyes observed that measuring the success of the project on the basis of client satisfaction is good practice regardless of whether the client is an external client (customer who buys products/services from the organization) or internal (someone within the organization or community) for whom the project is being completed. Like other researchers, Stephanie noted that measuring team satisfaction is as well important in project success. Steifort observed that success needs to be investigated from the perspective of active project team stakeholders as well as from that of their client/benefit recipients. (Steifort, 2011).

Although the ideas and approaches about customer satisfaction could make a fundamental difference on how public agencies as well as businesses view and work with the individuals who use their services; how service providers regard and interact with clients; and how consumers behave when they are informed and empowered; little study of this nature has been conducted in Adekokwok sub-county with a focus on NAADS II livestock projects. By studying customer satisfaction would enable the researcher to ascertain customer's responses about access, quality and the efficacy of services being delivered to the communities under NAADS II livestock project. The findings of the study could inform and direct NAADS thinking and enable NAADS to treat customer satisfaction as a priority for the remaining phases of NAADS programme.

### **Summary of Identified Gaps**

The review of the available literature revealed arguments, contradictions, agreements and disagreements in regards to community participation and project success. NAADS have consistently accounted for the improvement in the farmer's capacity to select enterprises aimed at enhancing the contribution of agricultural research, sustainable agricultural productivity, economic growth & poverty reduction, increased farmers involvement and access to information, knowledge and technology and decentralized extension services' (JASAR, 2012).

While low participation was cited in the various reports (NAADS, 2010; NAADS, 2013; Okoboi et al., 2013), the reports does not measure the relationship between community participation and project success. The reports also gives dim lights on sustainability of the project as well as impact in Adekokwok Sub-county which the researcher intends to address.

Although some common pattern have been evidenced with the results of the literature review representing an important part in the discussions, the context, methodology, geographical locations, diverse settings and time period of the studies were all different and other factors seems to be influencing project success. This sets the basis for the researcher to assess significant relationship between community participation and project success in Adekokwok sub-county Lira District.

## **CHAPTER THREE**

### **METHODOLOGY**

This chapter focuses on the methodologies that were used in the study. More specifically, this includes; the research design, Locale of the study, the population of the study, sample size, sampling procedures, research instruments, methods of verifying reliability and validity of data and data collection and analysis methods.

#### **Research Design**

The researcher used a descriptive Survey Design. Cross sectional design was used to collect opinion from different respondents at once. The study was descriptive to allow the researcher to discover pattern in the respondents thinking and also to describe issues from their own point of view. A triangulation method was used where both qualitative and quantitative approaches were considered. The study employed both quantitative and qualitative approaches. Quantitative approach was used to analyze primary data from the field using descriptive statistics to explore the situations while qualitative approach was used to describe occurrences and discussion in relationship to interview results. The researcher also used correlations design to establish relation between variables.

#### **Locale of Study**

This research was conducted through field work in Adekokwok sub-county in Lira district in Lango Sub-region of Northern Uganda. Lira has got two upper administrative units comprising of the municipality and District head quarter. The district







## Sample Size

Using (Krejcie, R.V and D.W. Morgan, 1970) table, 91 respondents were considered consisting of 6 technical staff, 11 chairpersons, 4 service providers and 70 market oriented model farmers. From Adekokwok, District and value chain business partners as indicated in table 1 below.

Table 1: Showing the study population and sample

S/No.	Categories	Target Population	Sample Size	Technique
1.	District NAADS Coordinator	1	1	Census
2.	Production Coordinator	1	1	Census
3.	Sub-County Chief	1	1	Census
4.	Sub-County NAADS Coordinator	1	1	Census
5.	Community Dev't Officer	1	1	Census
6.	NAADS extension worker	1	1	Census
7.	Chairperson of the parish Procurement committee	1	1	Census
8.	Chairperson of the groups	5	5	Census
9.	Chairperson of PCC	5	5	Census
10.	Livestock Service providers	4	4	Census
11.	Livestock Beneficiaries	85	70	Random Sampling
<b>Total</b>		<b>106</b>	<b>91</b>	

Source: Primary Data

Generated using (Krejcie & Morgan, 1970) table of determining sample size for research activities and psychology measurement

## Sampling Procedure

For the purposes of this study, the researcher adopted a census approach and used purposive and simple random sampling procedure. Ochieng (2009), contended that

sampling ought to be done in such a way that the sample be representative of the target population in characteristics if findings are to represent the rest of the population.

The key informants were enumerated and purposively selected and these included the district NAADS and sub-county coordinators, Sub-county chief, CDO, Chairpersons of the committees and beneficiary group, service providers because of their knowledge regarding the issue under study: This technique helped the researcher to select only those respondents with sufficient knowledge of the subject so as to provide vital information.

However, the selection of the beneficiaries was randomly done. In particular, the selection of the beneficiaries combined the random sampling technique and the convenience sampling technique. The process involved a random selection of the study parishes and purpose selection of villages in the parishes from which beneficiaries were conveniently selected. This technique was used especially on some of the beneficiaries who were pre-occupied with other activities among other reasons for not being able to participate in the study. The Chairpersons of the Parish Coordination Committee and the groups chairpersons who knew members of the group were identified to direct the researcher to other members within the villages. This approach helped the researcher to easily access the required beneficiaries. A list of parishes obtained from the sub-county with market oriented model farmers (i.e those involved in livestock enterprises) supported by NAADS were used and 5 parishes were selected at random from the list. Greatest care was taken by ensuring that respondents selected and included in the sample were residents and market oriented model farmers in the parish.

## Research Instruments

The main instruments were the questionnaire, key informant interview guide, observation guide and documentary analysis as the main methods for data collection.

### Questionnaire

Questionnaire was used because it enabled the researcher to collect a large amount of data from the beneficiaries within a short time. The questionnaire was designed in such a way that, it allows it to be completed by the respondents with minimal supervision. The use of these methods was because of the nature of the study and the kind of data wanted. All variable items were closed-ended with five-point Likert scale of 5 = “Strongly Disagree”, 4 = “Disagree”, 3 = “Not Sure”, 2 = “Agree” and 1 = “Strongly Agree”.

Table 2: Mean Range of Likert Scale

Mean	Scale	Interpretation
4.20-5.00	5	Very High
3.40-4.19	4	High
2.60-3.39	3	Moderate
1.80-2.59	2	Low
1.00-1.79	1	Very Low

The self-administered questionnaire was designed by the researcher to collect quantitative data and other qualitative information from the respondents taken from a sample of population at a particular time (Amin M. , 2005). According to (Oso & Onen, 2008) questionnaires are a data collection technique in which the respondents respond to the number of items in writing. The self-administered questionnaire enables the researcher reach a large number of respondents in a relatively short time. A self-

administered questionnaire also helps generate reliable data. This is because respondents filled in their own mood, without being affected by the researcher's presence.

### **Key Informant Interviews Guide**

Key informant Interviews guide guided the researcher in collecting data from key the respondents who were key informants. This instrument enabled the researcher to collect information that were not captured from primary respondents. Person to person verbal discussion was conducted in order to collect information directly from the key informants aimed at understanding the extent of community participation in the supported projects while interview with service providers was aimed getting their experience with NAADS activities as suppliers of material inputs to the groups.

### **Observation Checklist**

Observation checklist was used by the researcher to enable the researcher pay attention at certain observable things like the presence of livestock during the study. This checklist allowed the researcher to bridge the gap between what people said and what is actually on the ground. This instrument also allowed the researcher to gain firsthand experience without informants as well as record information as it occurred.

### **Document Review**

Document review enabled the researcher to obtain quantitative data concerning community participation and project success in Adekokwok Sub-County. The documents reviewed included quarterly progress reports, report of monitoring visits conducted by the sub-county, records of NAADS releases to the sub-county, performance data for the sub-county and NAADS district report, and NAADS guidelines. Information obtained from

documentary review were used to substantiate some of the explanation that arose from the responses generated from the questionnaires.

### **Validity**

The Researcher forwarded the structured questionnaire to supervisor and a pilot study was carried out from NAADS Secretariat Kampala to ensure the clarity, consistency and relevance of data collection instruments and that the questions put in the questionnaire matches with the study's conceptual framework.

Content valid index (CVI) where a standard co-efficient of 0.7 greater than 0.6 indicated that the instrument was valid. A less than situation meant the instrument was not valid.

$$CVI = \frac{\text{Valid items}}{\text{Total Number of items}}$$

=25/27=0.93. The instrument was considered valid since validity was equal to 0.93 which is greater than 0.7.

### **Reliability**

The reliability was ensured by testing the instruments for the reliability of values (Alpha values) as recommended by (Cronbach, 1971). Cronbach recommended analysis for Alpha values for each variable under study. According to (Sakaran, 2001) Alpha values for each variable under study should not be less than 0.6 for the statements in the Instruments to be deemed reliable. A Cronbach Alpha value greater than 0.7 proves reliability (Amin, 2005). The Instruments were reliable as the tested Alpha value of 0.7 was above 0.6.

Table 3: Reliability Statistics

Cronbach's Alpha	No of Items
0.699	27

Source: Primary Data.

### Data Collection Procedure

In order for the researcher to be able to obtain the necessary information from the respondents, an introductory letter was obtained from the Dean school of graduate studies and presented to the district and sub-county authorities in the study area, NAADS officials at the district and the sub-county level, chairperson of the committees, parish chiefs, local council leaders, chairpersons of NAADS benefiting groups as well as selected service providers to introduce the researcher and allowed him to carry the research. The provision of the introduction letter facilitated access to important documents and reports as well as allowed the respondents and key officers to have interview with the researcher.

After receiving authorization from the authorities, the researcher obtained help from the sub-county NAADS coordinator and CDO in identifying the selected parishes and villages, and arranged for interviews with key informants. Notes were taken during the interview session. The Local council leader (LC1) assisted the researcher in identifying the NAADS benefiting groups and their chairpersons. A consolidated list of the project beneficiaries in each parish were obtained together with the enterprises they were involved in from the chairpersons of the benefiting groups. The researcher made observation on the enterprises they were participating in keeping.

Given that the research centers' on people, the researcher gave due attention to the ethical issues in the conduct of the research. Prior to the distribution of the questionnaires, the researcher explained to the participants the purpose of the study and assured them of the confidentiality by emphasizing anonymity in filling questionnaire as the most important tool to ensure the confidentiality. The researcher informed the study participants that the participation in the study was purely voluntary and the researcher ensured that all respondents participates voluntarily. Honesty, fairness, openness and respectfulness in dealing with all respondents were exhibited and truth remained the parameter in writing this research report.

### **Data Analysis**

Collected data was verified and revised for completeness and accuracy before analyzing the data using the IBM statistical package for social scientist (SPSS) version 20 for Windows.

Objectives 1 and 2 were analyzed using descriptive statistics where mean and standard deviation was employed while objective 3, was analyzed using Pearson's correlation matrix to seek relationships between community participation and project success of NAADS phase II project. The hypothesis was tested using P-Value of Pearson Coefficient Correlation at 0.05 level of significance. The Null Hypothesis was rejected for the calculated p value turned to be less than 0.05.

## **CHAPTER FOUR**

### **RESULTS AND DISCUSSIONS**

The chapter deals with the snapshot of events as they existed at that particular point in time as beamed out in the methodology. Pearson's rank correlation Coefficient was employed to establish the relationships between the variables in the conceptual framework as exhibited in Chapter Three while the overall effect of the independent variables on the dependent was assessed using the Dependent variable.

#### **Demographic Characteristics of Respondents**

Demographic information parades the characteristics of the elements in the sample size: As such the researcher sought to establish the general information of the respondents, which forms the basis under which the interpretations are made. The table below shows the demographic features of the respondent in terms of basic characteristics such as Gender, Age group, Education, marital status, employment and years of experience.

##### **Gender**

The results of the study from Table 4 study indicated that the male respondents dominated the study at 42 (60.0%) while female were at 28 (40.0%) implying that the findings were influenced by male respondents. Although there were many women participating in NAADS programme activities, the responses obtained indicated that men were more active in group activities.



## Age Group

Table 4 further revealed that majority of respondents 37 (52.9%) were over 45 years old, inferring that they were mature enough and considered knowledgeable to give constructive information given their understanding of the subject matter of study. A mixture of the respondents was noted because the study was intended to assess their participation in NAADS programme activities on ground. 28 (40% ) of the respondents were between the age of (35 to 44), while 4 (5.7%) and 1 (1.4%) were in the age bracket of (25 to 34) and (18 to 24) respectively.

Table 4: Demographic Characteristics of the respondents

Items	Response	Frequency	Percent
Gender	Male	42	60.0%
	Female	28	40.0%
Age Group	18-24	1	1.4%
	25-34	4	5.7%
	35-44	28	40.0%
	45 <sup>+</sup>	37	52.9%
Education	No formal Education	3	4.3%
	Primary	23	32.9%
	Secondary	35	50.0%
	Diploma	6	8.6%
	Degree	3	4.3%
Marital Status	Single	2	2.9%
	Married	64	91.4%
	Widow	2	2.9%
	Divorced/Separated	2	2.9%
Occupation	Self employed	64	91.4%
	Government employed	6	8.6%
Experience	1-3	1	1.4%
	4-6	4	5.7%
	7-10	25	35.7%
	10 <sup>+</sup>	40	57.1%

N=70

## **Education**

With regard to education, majority of the respondents 35 (50.0%) were Secondary certificate holders building the researcher's confident of the results got because a number of these respondents were able to understand the items in the questionnaire. Most of these respondents had at least attained Primary /Secondary/Diploma level Education. Of the respondents interviewed, it was found that key informants were university graduates who understood NAADS Programme.

## **Marital Status**

With regard to marital status, the finding revealed that majority of the participants in NAADS farmer group were married people 64 (91.4%) implying that the researcher was confident of the results got because all the respondents had collective responsibilities and were able to translate NAADS into tangible benefits because NAADS approach encouraged mixed farmer groups of men and women though other farmer groups are purely women. The finding also further revealed very few people 6 (2.9%) were either single and/or widows/separated who prefer to engage in activities that had immediate benefits and as such they were unable to translate NAADS into tangible benefits because they had no access to and/or were unable to contribute towards NAADS resources requirements.

## **Employment**

Regarding employment of the respondents, 64 (91.4%) were self-employed either predominantly engaged in rural farming or business ventures and many farmers interviewed were happy doing farming as a business according to the responses obtained. Few people were found to be either working with the Government 6 (8.6%) and of them

were political leaders implying that they were more involved in NAADS programme activities to encourage the community to take advantage of the programme.

### **Experience**

Regarding number of years worked, Table 4 also revealed that majority 40 (57.1%) of the respondents had been engaged in farming activities for over ten (10) years implying that they were more experienced and in position to objectively provide much of the information on the study areas basing on their experience on the subject matter of the study. 25 (35.7%) had worked in agricultural activities for a period of more than 7 years while 4 (5.7%) for a period less than six (6) years implying they were knowledgeable on the subject matter.

### **The Level of Community Participation in NAADS II Livestock project in Adekokwok Sub-County in Lira District**

The level of community participation was measured using involvement in decision making, contribution of resources, implementation and monitoring of project activities. This objective was analyzed using the mean and standard deviation. The mean shows the occurrences of a response while standard deviation portrays the extent to which the scores deviate from the mean. The detail of the findings is as shown in table 5 below;

Table 5: Decision Making

Item	Mean	Standard Deviation	Interpretation
Community involvement program brought people together to share ideas & agree on what was best for the community under NAADS supported livestock enterprises.	4.54	0.50	Very High
Community members took part in the selection & identification of the service providers for NAADS supported livestock enterprises.	3.06	1.86	Moderate
Decision about the various stages of NAADS supported Livestock enterprise were made with community involvement	3.64	1.52	High
Community members were able to influence decisions making through involvement in the identification & selection of group enterprises, and design of the project	3.81	1.46	High
<b>Aggregate Mean &amp; Std Deviation</b>	<b>3.76</b>	<b>1.34</b>	<b>High</b>

N=70

**Legend:** 1.00 – 1.79 Very low, 1.80 – 2.59 Low, 2.60 - 3.39 Moderate, 3.40 – 4.19 High, 4.20 – 5.00 Very High

With regards to decision making, the results indicated that there is high participation in decision making because most of the respondents were sure about their involvement at a mean of Mean ( $\bar{x} = 3.76$ ), which is High. The high Standard Deviation of (SD = 1.34) shows disproportion or non-coherent in the opinion of the respondents regarding participation in NAADS phase II Livestock projects.

Participation in the decision-making process meant including model farmers from group level, parish and sub-county level in the identification, planning, selection of group enterprise, extension services and implementation of all NAADS supported activities among others as required by NAADS institutional arrangement. The high participation can be attributed to community perception over NAADS programmes before its restructuring in June 2014 where extension services which hitherto provided advisory services were scrapped. This meant that farmers could no longer be trained but

rather waited for the inputs. Studies carried out put emphasis on participation in decision making in order to register increase in the progress (Driciru, 2007).

In an interview with the District NAAD's Coordinator, community participation in decision making was high between 2011 to mid-2014, but the restructuring of NAADS programme in around June 2014 led to low participation in the programme. Frontline extension providers were contracted by the farmers. *"There was high participation between 2011 to around 2014 and community involvement in the extension services, research, budgeting process, procurement, monitoring became low compared to the period before restructuring"*, he said. This was in line with the thinking of the former PCC chairperson of Boroboro West and Akia who concurred with the decision making process that followed group meeting session at the parish level allowing the list of groups from the villages to be generated and forwarded to the sub-county.

Table 6: Resource Contribution

Items	Means	Standard Deviation	Interpretation
Benefiting community ably met their co-funding obligation towards NAADS supported livestock enterprises without any difficulty.	2.51	1.51	Low
Benefiting community members contributed money towards the establishment of the selected project.	4.36	0.87	Very High
Benefiting community members contributed construction materials for the construction of livestock shelter.	4.34	0.96	Very High
<b>Aggregate Mean &amp; Std Deviation</b>	<b>3.73</b>	<b>1.11</b>	<b>High</b>

N=70

**Legend:** 1.00 – 1.79 Very low, 1.80 – 2.59 Low, 2.60 - 3.39 Moderate, 3.40 – 4.19 High, 4.20 – 5.00 Very High

With regards to resource contribution, the results indicated that there is high resource contribution by the participating communities as most of the respondents

showed high resource contribution at a mean of ( $\bar{x} = 3.73$ ) and ( $SD = 1.11$ ) with regards to scale used in the study, indicating high contribution of resources by the participating communities in Adekokwok Sub-county. The mean ( $\bar{x}=3.73$ ) could mean communities were very much willing to contribute to NAADS programme activities given that it is purely government prosperity programme and those who contributed did so as required. The high standard deviation of ( $SD = 1.11$ ) shows disproportion or non-coherent in the opinion of the respondents regarding the subject matter.

Studies carried out states that communities have a wealth of untapped resources and energy that can be harnessed and mobilized (Mwesigye, 2011) and where resources are contributed by the communities towards the project, they themselves become the most important donor to the project. Resource contribution were done by the beneficiary to NAADS supported livestock projects not groups members perse.

In an interview with the former PCC chairperson of Boroboro East, the high resource contribution by the beneficiary is attributed to direct support from the program coupled with the requirement by the programme mandating that structures and co-funding portions must be put forward before any beneficiary accesses the livestock. *“NAADS programme required that structures to house the livestock and co-funding components must be provided before any person can access the livestock”*, he said. In a related interview with the sub-county CDO, benefiting community did not ably met their co-funding obligation as required due to financial challenges and resource contribution by the community after restructuring of the programme became low and was affected by community’s attitude. *“Our people are poor and may not be able to give the full amount to meet the co-funding obligation as required coupled with group attitude,”*

she said. This opinion was in line with the views of the former Sub-county NAADS coordinator who concurred that attitude on especially revolving approach and lack of commitment coupled with politicking were hampering community's ability to contribute needed resources towards the programme. *"Group attitude, lack of commitment, un-productive politics were impacting on community's ability and revolving approach not well embraced by the beneficiaries"*, he said.

Table 7: Implementation

Items	Mean	Standard Deviation	Interpretation
Selected Committee members were actively involved in the implementation of NAADS supported Livestock enterprises.	4.13	0.96	High
Selected committees that were put in place guided the identification and selection of Livestock enterprises.	3.94	1.09	High
Key private sector partners (service providers) e.g. Banks, agro-input dealers, & other value-chain players were very supportive.	2.26	1.58	Low
<b>Aggregate mean &amp; Std Deviation</b>	<b>3.44</b>	<b>1.21</b>	<b>High</b>

N=70

**Legend:** 1.00 – 1.79 Very low, 1.80 – 2.59 Low, 2.60 - 3.39 Moderate, 3.40 – 4.19 High, 4.20 – 5.00 Very High

With regards to implementation, the results indicated that there is high involvement in implementation by the participating communities as most of the respondents showed implementation at a mean of ( $\bar{x} = 3.44$ ) and ( $SD = 1.21$ ) with regards to scale used in the study, indicating high involvement in implementation by the participating communities in Adekokwok Sub-county. This could be due to pressure from the public, key private sector partner and other value-chain players. The high Standard Deviation of ( $SD = 1.21$ ) shows disproportion or non-coherent in the opinion of the respondents regarding the subject matter.

Studies carried out states that implementation were hampered as a result of late disbursement of funds, misappropriation of funds, and distribution of poor quality inputs affecting outcomes (Okoboi, Kuteesa, & Barungi, 2013). However, community involvement in the implementation process was found to have been high and group members were active during site visits indicating that Adekokwok Sub-county may not have been lacking qualified personnel to guide in the implementation process or lacked resources to carry out the implementation.

In an interview with the sub-county chief, participation in the implementation process was due to high interest and love for the livestock considered and regarded as household security as well as good NAADS structure. *“The high interest and love for the livestock which is regarded as household security coupled with good NAADS structure compelled the community to participate in the implementation process,”* she said. This opinion was in line with the views of the former PCC chairperson of Boroboro East who concurred that trainings of the group members on especially on project implementation and revolving approach were parameters responsible for community involvement in the implementation of the programme. *“Benefiting group members were trained and encouraged to appreciate revolving approach before the livestock were provided to them,”* he said. The low support from key private sector partners (service providers) e.g Banks, agro-input dealers, and other value-chain players was because of the profit oriented nature of their operation. *“service providers e.g agro-input dealers and other value-chain players are profit making oriented entities, and as such may not provide free support unless there was profit,”* said the sub-county chief.



Table 8: Monitoring

Items	Mean	Standard Deviation	Interpretation
Community members were actively involved in the Monitoring of NAADS supported livestock enterprises.	3.96	1.27	High
Farmer groups (FG) compiled Livestock enterprise data With support of the group facilitators & submitted their reports to Parish Co-ordination Committees (PCCs).	4.19	1.00	High
PCCs consolidated data from all groups in the parish & submitted report to Sub-county NAADS Coordinator (SCNC) & Sub-County Farmer	3.77	0.92	High
At every level (FG,PCCs, SCFF), farmers shared information gathered (about strength, weaknesses, and performance & other concerns) and provided feedback to all hubs (e.g. FG to individual farmer, PCCs-to FGs, SCFF to PCCs & FGs).Forum(SCFF).	4.33	0.93	Very High
<b>Aggregate mean &amp; Std Deviation</b>	<b>4.06</b>	<b>1.03</b>	<b>High</b>

N=70

**Legend:** 1.00 – 1.79 Very low, 1.80 – 2.59 Low, 2.60 - 3.39 Moderate, 3.40 – 4.19 High, 4.20 – 5.00 Very High

With regards to monitoring, the results indicated that there is high involvement in monitoring activities by the participating communities as most of the respondents showed monitoring at a mean of ( $\bar{x} = 4.06$ ) and ( $SD = 1.03$ ) with regards to scale used in the study, indicating high involvement in monitoring by the participating communities in Adekokwok Sub-county. This could probably be due to the extent and simplicity to which monitoring was done. The high standard deviation of ( $SD = 1.03$ ) shows disproportion or non-coherent in the opinion of the respondents regarding the subject matter.

Studies carried out states that monitoring and reporting should be strengthened and deepened in all community driven projects (Gikonyo Wanjiru, 2008) and were monitoring is kept simple and focused ( Nyaguthi & Oyugi, 2013) , community involvement becomes high. NAADS share the believes with other that participation in monitoring promotes a sense of ownership, increase the level of awareness and

understanding of what is going on as well as enhancing people's responsibility towards programme initiatives (NAADS, 2015), and the framework seems to have allowed participation in monitoring activities by enabling the communities to provide information relevant in fine tuning the programme in Adekokwok Sub-county.

In an interview with the sub-county chief, participation in the implementation process and monitoring was due to commitments, good NAADS structure, high interest and love for the revered livestock. *The high interest, members commitments and love for the livestock which is regarded as household security coupled with good NAADS structure compelled the community to participate in the implementation process and monitoring,*" she said.

Table 9: Summary of Community Participation

Items	Mean	Standard Deviation	Interpretation
Decision making	3.76	1.34	High
Contribution Of Resources	3.73	1.11	High
Implementation	3.44	1.21	High
Monitoring	4.06	1.03	High
<b>Grand Mean &amp; Std Deviation</b>	<b>3.75</b>	<b>1.17</b>	<b>High</b>

N=70

**Legend:** 1.00 – 1.79 Very low, 1.80 – 2.59 Low, 2.60 - 3.39 Moderate, 3.40 – 4.19 High, 4.20 – 5.00 Very High

In summary, the findings revealed that Community Participation (Decision making, Contribution of resources, implementation and monitoring) of NAADS Phase II Livestock project in Adekokwok Sub-county Lira involving the model farmers is high with mean at ( $\bar{x}$  = 3.75) indicating a high mean as per legend scale used in the study, implying that community participation in Adekwok Sub-County is adequate. The high standard deviation of (SD = 1.17) shows disproportion or non-coherent in the opinion of the respondents regarding the subject matter.

According to the sub-county chief, the adequate community participation by model farmers in Adekokwok Sub-county Lira District could be due to awareness about a

project, individual commitments and community capacity, management of the project, government support, group organization, and monitoring system. The technology standards, procurement process, time, and relationship with suppliers were indicators of critical success (Kéjuo, 2012).

In an interview with the District NAADS Coordinator, NAAD's staff encouraged the community to get involved in the project and in the process strengthen the programme, by raising awareness on programme implementation in Adekokwok. *"Our staff encouraged the community to take advantage of the government prosperity project by raising awareness"*, he said. This was in line with the respondents who indicated high level of involvement basing on individual commitment, interest, love for the livestock, strong frontline advisory services, support from NAADS, and limited politics before programme restructuring (Raymond, 2014). The perception that participation in NAADS programme were low (Okoboi, Kuteesa, & Barungi, 2013) and that extension workers were not doing the right the thing regarding NAADS programme implementation was in disagreement with the findings of this study.

### **The Level of Project Success**

The second objective of the study was to determine the level of project success. This objective was analyzed using mean and standard deviation. The specific variables investigated under this, included quality, time, budget and client satisfaction. The detail of the findings is as shown in the table below;

Table 10: Quality

Items	Mean	Standard Deviation	Interpretation
NAADS supported Livestock enterprises demonstrated fitness of purpose/use	4.20	1.17	Very High
Quality of supported livestock & services received were satisfactory.	4.16	1.30	High
Some of the livestock received were returned back by the group members due to quality concerns.	1.64	1.27	Very Low
Quality characteristic were defined by NAADS for the community supported Livestock enterprises.	3.87	1.30	High
<b>Aggregate mean &amp; Std Deviation</b>	<b>3.46</b>	<b>1.26</b>	<b>High</b>

N=70

**Legend:** 1.00 – 1.79 Very low, 1.80 – 2.59 Low, 2.60 - 3.39 Moderate, 3.40 – 4.19 High, 4.20 – 5.00 Very High

With regards to Quality, the results indicated that there is high quality of livestock as most of the respondents showed quality at a mean of ( $\bar{x} = 3.46$ ) and (SD = 1.26) with regards to scale used in the study, indicating high quality of inputs by NAADS programme in Adekokwok Sub-county. This could probably be due to the fact that limited number of rejects was exhibited in the project inputs that were received by the communities. The high Standard Deviation of (SD = 1.26) shows disproportion or non-coherent in the opinion of the respondents regarding the subject matter.

From documentary review of Adekokwok sub-county animal delivery report, rejected livestock represented 0.01% in the period between the years 2011 and 2014, partly confirming to the study that showed that the services provided felt below the expected quality (Okoboi, Kuteesa, & Barungi, 2013).

In an interview with the district NAADS coordinator, there was strict adherence to quality standards coupled with group presence at the sites. “NAADS emphasized strict adherence to quality standards and no supplier would be engaged if there were likelihood of quality being compromised,” he said. Most of the respondent upheld that the

livestock that were received by the benefiting community were not returned back given that they had conformed to the quality standard. Service providers were also being selected by the benefiting communities reinforcing the need for them to uphold and adhere to specifications as laid down by the programme and the communities. According to the sub-county chief, most of the service providers were diploma holders in animal husbandry and crop production and their service was good. *“Quality of services by service providers were good, abiding to standards and most of them were diploma holders while NAADS coordinators were degree holders,”* she said. As evidenced from series of interview conducted, the high level of quality was attributed to specification standards, and the involvement of political wing (the local councilors) who had vested interest in the programme.

Table 11: Time

Items	Mean	Standard Deviation	Interpretation
There were timeliness in provision of services, implementation, and completion of the activity	2.19	1.58	Low
Funds for the project were always released quickly	2.64	1.59	Moderate
Specific performance standards were being upheld contributing to enterprise success.	3.16	1.52	Moderate
<b>Aggregate mean &amp; Std Deviation</b>	<b>2.66</b>	<b>1.56</b>	<b>Moderate</b>

N=70

**Legend:** 1.00 – 1.79 Very low, 1.80 – 2.59 Low, 2.60 - 3.39 Moderate, 3.40 – 4.19 High, 4.20 – 5.00 Very High

With regards to Time, the results indicated that the project were not implemented timely as most of the respondents showed time lapses at a mean of ( $\bar{x} = 2.66$ ) and (SD = 1.56) with regards to scale used in the study, indicating that much as the funds were disbursed to the project, it would take between two to three months or even more before

the livestock could be delivered to the beneficiaries though it did not directly affected the quality of the services being rendered in Adekokwok Sub-county. This could probably be due to specific performance standards, limited time prioritization and respecting deadlines for completing the projects. The high standard deviation of (SD = 1.56) shows disproportion or non-coherent in the opinion of the respondents regarding the subject matter.

In an interview with chairperson of the farmer's forum, late implementation was attributed to late disbursement of funds, long chain of process, account opening requirements and inappropriate budgeting which did not take into consideration the local context. *"Delays were a result of long chain of process- that is from the District to the sub-county then to the farmers, application process including account opening, leading to late disbursement of funds that affected service provision"*, he said. Implementation of some of the project activities were overlapping the planning period and most of the respondents agreed to this by maintaining that timeliness in provision of services, implementation and completing of the activities were not respected.

Table 12: Budget/Cost

Items	Mean	Standard Deviation	Interpretation
Funds for the selected livestock enterprise were locally managed and controlled by the group	1.36	1.01	Very Low
Spending were always within the budget	2.47	1.41	Low
Contingency funds were allocated to cutter for cost overruns and activity implementation, delays or changes on the scope of work.	2.79	1.55	Moderate
<b>Aggregate mean &amp; Std Deviation</b>	<b>2.21</b>	<b>1.32</b>	<b>Low</b>

N=70

**Legend:** 1.00 – 1.79 Very low, 1.80 – 2.59 Low, 2.60 - 3.39 Moderate, 3.40 – 4.19 High, 4.20 – 5.00 Very High

With regards to Budget, the results indicated that there is low budget management as most of the respondents showed budget at a mean of ( $\bar{x} = 2.21$ ) and ( $SD = 1.32$ ) with regards to scale used in the study, indicating that funds were not locally managed and controlled in Adekokwok Sub-county. This could probably be due to the design of the project and lack of knowledge by the community on how to manage project financial. The high Standard Deviation of ( $SD = 1.32$ ) shows disproportion or non-coherent in the opinion of the respondents regarding the subject matter.

In an interview with the sub-county chief, the management of the funds were in the hands of the sub-county NAADS coordinator who is the vote controller and not the benefiting groups. *“The benefiting community did not managed the fund for it was directly controlled and managed by the sub-county NAADS coordinator and high cost were incurred on extension workers and NAADS coordinator,”* she said. This was in line with the responses from most of the respondents who concurred that spending were not within the budget conforming to the study that showed that a deviation above  $\pm 10$  indicated failure (Baccarini & Collins 2014). According to the sub-county chief, the high spending on extension workers and NAADS coordinator created administrative problem at the sub-county in relation to vote control. *“The community was also seeing NAADS instead of seeing the sub-county which is a governing authority providing support to them,”* she said. In a related interview with the chairperson of the procurement committee, high cost of input and inappropriate budgeting which did not take into consideration the local context also affected absorption capacity coupled with low uptake of technologies.

Table 13: Client/Customer satisfaction

Items	Mean	Standard Deviation	Interpretation
Performance of NAADS supported livestock enterprises in this area has been good.	4.14	1.53	High
Many people liked & trusted NAADS supported livestock enterprises because it met the needs of the community.	4.00	1.25	High
Other people had different perception over NAADS supported enterprises.	4.20	1.21	Very High
<b>Aggregate mean &amp; Std Deviation</b>	<b>4.11</b>	<b>1.33</b>	<b>High</b>

N=70

**Legend:** 1.00 – 1.79 *Very low*, 1.80 – 2.59 *Low*, 2.60 - 3.39 *Moderate*, 3.40 – 4.19 *High*, 4.20 – 5.00 *Very High*

With regards to client/customer satisfaction, the results indicated that the projects were satisfactory as most of the respondents showed satisfaction at a mean of ( $\bar{x} = 4.11$ ) and ( $SD = 1.33$ ) with regards to scale used in the study, indicating that the project did provided a pleasurable level of fulfillment. This could probably be due to high involvement of the model farmers in identification, monitoring and implementation of the project that led to increased level of their satisfaction with the project (Nyaguthi & Oyugi, 2013). The high Standard Deviation of ( $SD = 1.33$ ) shows disproportion or non-coherent in the opinion of the respondents regarding the subject matter.

According to studies carried out, satisfaction was critical to project success (Stephanie, 2014). In an interview with the NAAD'S coordinator, the high levels of satisfaction were a result of the different perception by the participating farmers indicating high citizen trust and confidence in government programme. “*Our people had trust and confidence in government prosperity programme,*” he said. This was found to be in line with the statement by Canadians researcher that satisfaction is partly a strong driver of citizen trust and confidence (Ralph & Brian , 2006). In a related interview with the former PCC chairperson, other group members became trainers of trainers.



*“Satisfaction led others to become trainers of trainers as other people would be visiting their project site,” he said.*

Table 14: Summary of Project Success

Items	Mean	Standard Deviation	Interpretation
Quality	3.46	1.26	High
Time	2.66	1.56	Moderate
Budget	2.21	1.32	Low
Client satisfaction	4.11	1.33	High
<b>Grand Mean &amp; Std Deviation</b>	<b>3.11</b>	<b>1.37</b>	<b>Moderate</b>

N=70

**Legend:** 1.00 – 1.79 Very low, 1.80 – 2.59 Low, 2.60 - 3.39 Moderate, 3.40 – 4.19 High, 4.20 – 5.00 Very High

In summary, the findings revealed that project success (Quality, Time, Budget & Client satisfaction) of NAADS II Livestock project in Adekokwok Sub-county Lira is moderately registered among the farmers with mean at ( $\bar{x}$  = 3.11) indicating moderate mean as per legend scale used in the study, implying that project success were moderate in Adekwok Sub-County. The high Standard Deviation of (SD = 1.37) shows disproportion or non-coherent in the opinion of the respondents regarding the subject matter.

The moderate level of project success registered by farmers in Adekokwok Sub-county Lira District could be due to inability of the implementers in meeting time, cost and quality (Baccarini & Collins, 2014).

In an interview with the sub-county chief, the moderate project success can be attributed to low uptake of technology, low turn up for trainings, laziness by the youth, ownership, low turn up for training. *“Attitude resulted to low uptake of technologies, low turn up for trainings, meetings and laziness by our youth,”* she said. This was in line with (Raymond, 2013) who maintained that the attitude of the farmers towards the project

requirements couple with limited training and low attendance in meeting session impacted on project success.

In a related interview with the District production coordinator, a number of factors were highlighted as responsible for the moderate success, *“Incidences of pests like ticks, tsetse flies/other biting flies and livestock diseases (Tick borne diseases, trypanosomiasis and endoparasitosis), insufficient funds and logistics required for use in the disease control, lack of functional disease control facility, high cost of feeds, increasing human population that reduces the available grazing land, climatic change that affects water and pasture availability, group conflict, mobilization by village level local council authorities and community based facilitators, procurement process including account opening at sub-county level and programme restructuring in a round June 2014 affected success,”* he said. This was in line with the thinking of former PCC chairperson in an interview at the parish level who indicated that moderate success was due to diseases, high cost of feeds and poor mixture which led some farmers to dispose off their livestock and divert their activities to crop farming and long chain of process that impacted on their efforts thereby disallowing the project to achieve its objectives. *“success can be rated to be moderate although challenges such as diseases, high cost of feeds affected the project led other farmers to dispose off their livestock and divert the farming activities to crop farming,”* he said.

Analysis on observation made during data collection further confirmed this by revealing that 57% of the livestock enterprises supported by NAADS are no longer in existence probably due to diseases and other issues. Only 43% of the supported livestock were found present in Adekokwok sub-county.

## **The Relationship between Community Participation and Project Success in Adekokwok sub-county in Lira District**

The third objective of the study was to establish the relationship between community participation and project success. This objective was analyzed using Pearson correlation logistic linear regression in examining the relationship and the extent of the relationship between the two variables. Regression was used to help determine the contribution of each construct towards project success.

The results in the table 15 below indicate the Pearson (r) correlation coefficients for the variables and these were community participation and project success. A positive relationship between any two variables indicates that growth in one variable brings about an increment in the other. On the other hand, if a rise in one variable causes a reduction in the other variable, then there is a negative relationship between the two variables.

Table 15: Relationship between Community Participation and Project Success

r	.396**
P -Value	.000
N	70
**. Correlation is significant at the 0.01 level (2-tailed).	

Source: Primary Data

Results reveals that there is positive relationship between Community Participation and Project Success ( $r = 0.396^{**}$ ,  $P = .000$ ). This positive relation implies that community participation in the projects ensures project success. This result is in agreement with (Mfuru, 2013) which stated that for any community project to be successful, it's imperative that the community gets involved otherwise the programme could be destabilized. In the same spirit (Dube, 2009), echoed the development practitioner's believe that in order for the project to succeed, there must be active

involvement of the communities in the selection, design, implementation and monitoring. Experience also shows that where people participate and primacy in project identification, implementation and monitoring, then economic and social performance are better and development is more sustainable.

### Extent of Community Participation on Project Success

A Multiple Regression analysis was used to expose the extent to which each of the dimensions of community participation predicted project success in Adekokwok Sub-County Lira District as displayed in the table 17;

Table 16: Multiple Regression analysis of community participation and project success

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.963	.526		1.831	.072
	Decision making	.025	.076	.035	.332	.741
	Contribution Of resources	.266	.109	.246	2.451	.017
	Implementation	.266	.093	.299	2.853	.006
	Monitoring	.573	.120	.514	4.778	.000

a. Dependent Variable: Project Success

The multiple regressions model takes the form of an equation that contains a coefficient (b) for each independent variable. Part one of the table provides estimates for b values indicating individual contribution of each of the independent variables to the model. The beta value shows us the extent of the relationship between community participation and project success in Adekokwok Sub-County, Lira District.

The results indicate that monitoring contributes .514 (51.4%) to project success in Adekokwok Sub-County, Lira District as evidenced by significant of 0.000 being less than 0.05 level of significance. Implementation contributes.299 (29.9%) to project success at significant level of .006 being less than 0.05 level of significance. Contribution of resources contributes .246 (24.6%) to project success at significant level of 0.17 but not significant while decision making contribute .035 (3.5%) to project success but not significant.

### **Testing of the Hypothesis**

The Null Hypothesis was tested using the p – value, where if the p – value is less than the level of significance, then the null hypothesis is rejected. The Null Hypothesis that there is no relationship between community participation and project success was rejected because the p – value of 0.000 was less than the level of significance of 0.05. The alternative hypothesis that there is a relationship between community participation and project success is adopted.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

This chapter contained the study summary, conclusion and recommendation basing on the results and objectives of the study which guided this research.

#### **Summary of Key Findings and Results**

The study was on community participation and project success of NAADS II livestock project in Adekokwok Sub-County Lira District, Uganda. Data was collected from technical staff, chairpersons, service providers and beneficiaries at the district, sub-county and in 6 parishes namely: Akia, Burlobo, Boroboro East, Adekokwok, Boroboro West and Angwetangwet. The original sample for the study was 91 respondents purposely and randomly sampled. During data collection, the researcher was able to collect 70 filled questionnaires from market oriented model farmers, while 21 were collected through an in-depth interview with key informants who were considered knowledgeable on the subject matter.

The data was analyzed using descriptive and Pearson Correlation. Quantitative approach was used because numerical data were required. Qualitative approach was employed to help the researchers to collect information that could not be described numerically from key respondents. The general objective was to examine the relationship between community participation and project success of NAADS II livestock project in Adekokwok Sub=County, Lira District, Uganda.

Findings from demographic characteristic revealed that most respondents were collectively responsible, mature enough and more considered knowledgeable to give positive and constructive information given their understanding of the subject matter of study thus building the researcher's confident of the results got from the various responses. A mixture of the respondents was noted because the study was intended to assess their participation in NAADS programme activities on ground.

With regards to objective one, findings revealed the level of community participation in decision making, contribution of resources, implementation and monitoring in Adekokwok Sub-County Lira District to be high. However, on objectives two, the level of livestock project success in Adekokwok Sub-county in Lira District Local Government was seen to be moderate since majority of the respondents agree to it that level of project success is moderate.

On objective three which was to examine the relationship between the variables, the study result indicated that there is a significant relationship between community participation and project success in Adekokwok Sub-County in Lira District. Monitoring as a dimension of community participation appeared to have contributed more to the moderate project success. The Null Hypothesis was rejected as evidenced by the P-value (sig. = 0.000) being less than 0.05 level of significance. By rejecting the Null Hypothesis, the researcher accepts the alternative hypothesis applauding that there is a relationship between community participation and project success in Adekokwok Sub-county in Lira District.

## **Conclusion**

There is high level of community participation and moderate level of livestock project success which points to livestock sustainability issues in Adekokwok Sub-County in Lira District. The adequate Level of community participation compel the researcher to reject the Null Hypothesis, and concluded that there is a significant relationship between Community participation and project success which was influence largely by monitoring in Adekwok Sub-County in Lira District, Uganda.

## **Recommendation**

Basing on the above findings and conclusion, the researcher therefore, recommends that; the government should harmonized and strengthen NAADS programme by fitting NAADS within the District structure and putting greater emphasis on livestock sustainability, implementation timeline and monitoring of livestock agribusiness ventures. Emphasis should be put on enterprises where people have greatest interests, control and benefits, and selection of these enterprises and service providers should be based on local needs and conditions so as to increase success.

Specific efforts should also be devised to strengthen and deepen monitoring of livestock project activities among the targeted individuals and disadvantaged members of the community such as youth, PLWA , women of low formal education and those from poor households other targeting groups which is often not free from conflict.

Both NAADS and the Sub-County leadership should consider encouraging formation of beneficiary's Village Saving and Lending Association (VSLA) and empowering members with appropriate relevant skills and knowledge considered vital in



the implementation and management of the projects being delivered to the community. Project funds can then be channeled directly to VSLA thereby cutting down on the long processes impacting on implementation timeline. This will in turn increase ownership and sustainability of the project by reinforcing community's ability in resource mobilization, management and coordinated monitoring of projects undertaken by them with the support of the government and other development partners. Training programmes for the beneficiaries should emphasize on basic records management so as to increase uptake of technology, empower the community to market their output, demand for accountability and participate in higher forum in monitoring and evaluation to increase success of implemented NAADS programme.

GoU/NAADS should consider strengthening collaboration and partnership with key private sector players (Banks, micro-finance institutions, agro-input dealers and other value chain players) to gather their support in consolidating interventions at community level. This will allow increase uptake of technology, commitments, and participation in the delivery of NAADS livestock project services in a more organized and coordinated manner so as to increase success. There is also need to document results of all livestock project success, activities and efforts to enhance collaboration, communication, increase understanding among communities and exchanges of valuable experiences in the management of community driven projects.

Because of the contribution of livestock to increased crop production (especially when oxen are used), improved nutrition to the people and income to the households and the high potential of using animal waste as source of energy (Biogas) and maintaining soil fertility (manure) the researcher recommends that future programmes should

continue to support the Livestock industry by way of helping the model farmers to acquire improved animals breeds which are more resistant to pests and diseases thereby increasing sustainability.

### **Areas for Further Research**

The researcher suggests that in order to further improve on project success in Adekokwok Sub-County Lira District; Studies have to be conducted in areas of: Role of family members and adoption of technologies disseminated under NAADS in Adekokwok Sub-County Lira District. This is because family members may not understand their role and technology in the management of the project in their community.

Resource mobilization and empowerment of the resource-poor in Adekokwok Sub-County Lira District, this is because community may not understand their role in resource mobilization and how they can be empowered for the success of the project being supported.

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## APPENDICES

### Appendix I: Research Questionnaire

Questionnaire number \_\_\_\_\_

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

Dear Respondent, My name is **Daniel Opio**. I am currently carrying out a study for the purpose of writing a thesis as a requirement for the award of Master of Business Administration – Project Planning and Management of Bugema University. The topic of study is **COMMUNITY PARTICIPATION AND PROJECT SUCCESS OF NAADS II LIVESTOCK PROJECT IN ADEKOKWOK SUB-COUNTY LIRA DISTRICT**. You have been selected to participate in this study (covering the financial year 2010/11 to 2013/14) due to the importance of your information in the study. The information you provide will only be used for the purpose of this study and will be treated with utmost confidentiality.

Please feel free and answer all the questions truthfully as possible.

#### SECTION I: RESPONDENT'S BACKGROUND INFORMATION

(Please tick (✓) the right option or fill the right answer in the space provided)

**Demographic information: Age, gender, and education level of the respondent**

**LO Location**

LO1. Parish.....LO2:

Village.....

#### Background characteristics of respondents

B1. Gender (please tick appropriately):

(1) Male ☐ (2) Female ☐

B2. What is your age? (please tick appropriately):

(1) 18-24 ☐ (2): 25-34 ☐ (3): 35-44 ☐ (4): 45 or over ☐

B3..Education Level: What is your highest level of education? (Please tick only one.)

(1) No formal education ☐ (2):Primary education ☐ (3) Secondary education ☐

(4). Diploma holder ☐ (5): Degree holder ☐

B4. What is your marital Status? (Please provide only one answer):

(1) Single ☐ (2): Married (traditional, civil and church) ☐

(3) Widow ☐ (4): Widower ☐ (5): Divorced/Separated ☐

B5. What do you do for a living? (Please tick only one answer)

(1) Self Employed ☐ (2): Government employed ☐

(2) Private sector employed ☐ (4) Unemployed ☐



B6. What position do you currently hold in your employment under B5 above?

(1) Technocrat  (2): Political Leader

B7. For how long have you been employed or served in your position?

(1) 1-3 years  (2):4-6 years  (3):7-10 years  (4):10+ years

## SECTION II: GENERAL

Please rank the following statement on likert scale ranging from strongly disagree to strongly agree

Where;

1= Strongly disagree

2= Disagree

3= Not sure

4= Agree

5= Strongly agree

	Statement	1	2	3	4	5
<b>DM</b>	<b>Decision Making</b>					
DM1	Community involvement program brought people together to share ideas & agree on what was best for the community under NAADS supported livestock enterprises.					
DM2	Community members took part in the selection & identification of the service providers for NAADS supported livestock enterprises					
DM3	Decision about the various stages of NAADS supported Livestock enterprise were made with community involvement					
DM4	Community members were able to influence decisions making through involvement in the identification & selection of group enterprises, and design of the project					
<b>CR</b>	<b>Contribution of Resources</b>					
CR1	Benefiting community ably met their co-funding obligation towards NAADS supported livestock enterprises without any difficulty.					
CR2	Benefiting community members contributed money towards the establishment of the selected project					
CR3	Benefiting community members contributed construction materials for the construction of livestock shelter					
<b>IM</b>	<b>Implementation</b>					
IM1	Selected Committee members were actively involved in the implementation of NAADS supported Livestock enterprises.					
IM2	Selected committees that were put in place guided the identification and selection of Livestock enterprises.					
IM3	Key private sector partners (service providers) e.g. Banks, agro-input dealers, & other value-chain players were very supportive.					
<b>MO</b>	<b>Monitoring</b>					
MO1	Community members were actively involved in the monitoring of NAADS supported livestock enterprises.					

MO2	Farmer groups (FG) compiled Livestock enterprise data with support of the group facilitators & submitted their reports to Parish Co-ordination Committees (PCCs)					
MO3	PCCs consolidated data from all groups in the parish & submitted report to Sub-county NAADS Coordinator (SCNC) & Sub-County Farmer Forum(SCFF)					
MO4	At every level (FG,PCCs, SCFF), farmers shared information gathered (about strength, weaknesses, performance & other concerns) and provided feedback to all hubs(e.g. FG to individual farmer, PCCs-to FGs, SCFF to PCCs & FGs)					
<b>QU</b>	<b>Quality</b>					
QU1	NAADS supported Livestock enterprises demonstrated fitness of purpose/use.					
QU2	Quality of supported livestock & services received were satisfactory					
QU3	Some of the livestock received were returned back by the group members due to quality concerns.					
QU4	Quality characteristic were defined by NAADS for the community supported Livestock enterprises					
<b>TM</b>	<b>Time</b>					
TM1	There were timeliness in provision of services, implementation, and completion of the activity.					
TM2	Funds for the project were always released quickly					
TM3	Specific performance standards were being upheld contributing to enterprise success					
<b>BU</b>	<b>Budget/Cost</b>					
BU1	Funds for the selected livestock enterprise were locally managed and controlled by the group					
BU2	Spending were always within the budget					
BU3	Contingency funds were allocated to cater for cost overruns and activity implementation delays or changes on the scope of work.					
<b>CS</b>	<b>Client/Customer Satisfaction</b>					
CS1	Performance of NAADS supported Livestock enterprises in this area has been good					
CS2	Many people liked & trusted NAADS supported livestock enterprises because it met the needs of the community.					
CS3	Other people had different perception over NAADS supported enterprises.					

**Thanking you for your cooperation and participation**

## **Appendix II: Key Informant Interview Guide.**

1. Sex .....
- 2 . Educational level .....Field of study.....
3. Marital status .....
4. How long have you worked for NAADS? .....
5. What was the level of community participation in enterprise selection?
6. What was the level of community participation in implementation and monitoring NAADS supported Livestock enterprises?
7. How did the benefiting community participated in decision-making?
8. What was the level of contribution of resources by the benefiting groups? What contributed to the low/high level of resource contribution?
9. What was the level of livestock project success in Adekokwok?
10. What was the level of quality of services provided by external service providers?
11. What challenges did you face in the implementation and monitoring of NAADS supported livestock enterprise? What did you do to improve on the situation?
12. Suggest ways in which community participation in various areas of NAADS programme could have been improved.

**Thanks for your cooperation.**

### **Appendix III: Interview Guide for service providers.**

1. Sex .....

2. Educational level .....

Field of study.....

3. Marital status .....

4. Occupation .....

5. How long have you rendered your services to NAADS?

6. What type of services did you provide to NAADS programme?

7. How many sub-counties did you cover?

8. Who granted you the opportunity to provide the service?

9. Was the community representative (s) considered when granting this service opportunity to you?

10. Were there other service providers working a long side with you? What did they do?

#### **Challenges faced in delivering advisory services to the benefiting community**

11. What challenges did you encounter when delivering services for livestock (e.g. goats, heifer, pigs, poultry, and apiary) projects to farmer groups?

12. What did you do in order to reduce the challenges?

13. What recommendations can you give in order to improve NAADS supported Livestock enterprises?

**Thank you very much.**

## **Appendix IV: Documentary Review Checklist**

### **Community Participation and Project Success of NAADS Phase II Livestock project in Adekokwok Sub-county, Lira District.**

#### Instrument Content

1. Quarterly progress reports
2. Report of monitoring visits conducted by the sub-county NAADS Coordinator
3. Records of NAADS releases to the sub-county
4. NAADS district report and Performance data for the sub-county
6. NAADS guidelines.

## Appendix V: Observation Guide

### Results/benefits of community participation in NAADS Phase II Livestock Project in Adekokwok Sub-County, Lira District:

Do not ask questions from this section just observe and tick the appropriate box as well as note where necessary.

#### 1. Presence of livestock enterprises mentioned.

(a). Yes ☐ (b). No ☐

#### 2. Categories of Enterprises present

(a). Goats ☐ (b). Pigs ☐ (c.). Appiary ☐ (d). Chicken ☐

(e). Others (specify).....

#### 3. Quality of the enterprises seen present

(a). High ☐ (b). Good ☐ (c.) Moderate ☐ (d). Low ☐ (e). poor ☐

#### 4. Beneficiary housing and sanitation structures.

(a) Permanent house ☐ (b). Semi-permanent ☐ (c.) Grass thatched House ☐

(d) Good Sanitation ☐ (e) Moderate Sanitation ☐ (f) Poor Sanitation ☐

(g). Others (specify).....

## Appendix VI: NAADS Structure at the District Level

Level	Personnel/ Institution	Roles/ responsibilities
District	NAADS coordinator	<ul style="list-style-type: none"> <li>• Technical guidance</li> <li>• Programme coordination and supervision in the district.</li> </ul>
	District Farmer Forum (composed of chair persons SC FF, secretary for Production LCV, District NAADS coordinator)	<ul style="list-style-type: none"> <li>• Decision making on all NAADS matters in the district</li> </ul>
Sub-county (LC III)	NAADS coordinator	<ul style="list-style-type: none"> <li>• Compiles the sub-county NAADS budget.</li> <li>• Gives technical guidance to procurement committee in the choice of service providers</li> <li>• Supervises, monitors and evaluates service providers.</li> <li>• Collection of farmers contribution for NAADS activities</li> <li>• Countersigns sub-county chief and sub-accountant on NAADS bank account.</li> </ul>
	Sub-county Farmer Forum	<ul style="list-style-type: none"> <li>• Takes decisions on behalf of sub-county farmers</li> <li>• Selects sub-county enterprises</li> </ul>
	Service providers, Community Based Facilitators	<ul style="list-style-type: none"> <li>• Educate the community</li> <li>• Guide the community</li> </ul>
	Procurement committee	<ul style="list-style-type: none"> <li>• Approves the shortlist for service providers</li> </ul>
	Army	<ul style="list-style-type: none"> <li>• Monitoring the distribution of input and technical advice to farmers.</li> </ul>
Parish (LC II)	Parish Development committee (PDCs)	<ul style="list-style-type: none"> <li>• Help farmers to identify their priorities</li> </ul>
Village (LC1)	Farmer groups	<ul style="list-style-type: none"> <li>• Participate in priority identification and group enterprises.</li> </ul>

Source: Lira District NAADS Office.

### Appendix VII: Operationalization and Measurement of Variables

S/N	Variable	Component/ Construct	Dimension	Measurements of the items	Source of adopted items
1	Community Participation	a) Decision making	4 Dimensions Questions (DM1-DM4)	Idea sharing, identification & selection of service providers, community involvement in decision stages, community influence on identification & selection of group enterprises	Muhangi, 2007; Mukundane, 2011; Okoboi, Kuteesa, & Barungi, 2013
		b) Resource Contribution	3 Dimensions Questions (CR1-CR3)	Co-funding obligation, money and construction materials	
		c) Implementation	3 Dimensions Questions (IM1-IM3)	Committee involvement, guidance and private sector support	
		d) Monitoring	4 Dimensions Questions (MO1-MO4)	Member's involvement, monitoring data from FGs submitted to PCCs, PCCs consolidated data submitted to SCNC & SCFF, information sharing at all level.	
2	Project Success	a) Quality	4 Dimensions Questions (QU1-QU4)	Fitness of purpose, satisfaction, rejects, quality characteristics	Baccarini & Collins, 2014
		b) Time	3 Dimensions Questions (TM1-TM3)	Timeliness, quick release of funds, performance standards	Baccarini & Collins, 2014
		c) Budget	3 Dimensions Questions (BU1-BU3)	Local management of funds, spending limits, Contingency funds	Baccarini & Collins, 2014
		d) Client/customer Satisfaction	3 Dimensions Questions (CS1-CS3)	Good performance, trust, meeting people's needs, different perception	Stephanie, 2014



Appendix VIII: Admission Letter from University and Permission from Lira  
District Local Government

# BUGEMA UNIVERSITY

Main Campus  
32km, Gayaza - Zirobwe Road  
P.O. Box 6529  
KAMPALA - UGANDA

Tel: 256-312-351400  
Fax: 256-312-351460

Email: sgsbugema@gmail.com  
Website: www.bugemauniv.ac.ug



Kampala Campus  
2 miles Bombo Road  
Between Total Petrol Station  
& Makerere Yellow Primary Sch.  
Muganzi-Awongerera Rd  
P.O. Box 6529 KAMPALA - (U)

Tel: +256 312 266 629/30  
+256 312 266 631

## SCHOOL OF GRADUATE STUDIES

October 28, 2015

To Whom It May Concern

Dear Sir/Madam;

RE: DATA COLLECTION

This is to certify that Daniel Opio is a student of Bugema University pursuing a Masters degree in Business Administration with emphasis in Project Planning and Management.

The purpose of this letter is to request you permit him carry out the research data collection for his research entitled "COMMUNITY PARTICIPATION AND PROJECT SUCCESS ON NAADS' II LIVESTOCK PROJECT IN ADEKOKWOK SUB-COUNTY LIRA DISTRICT, UGANDA".

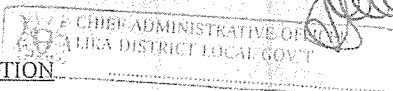
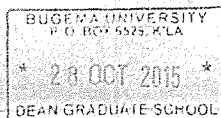
The research will be based on utmost ethical considerations and the findings will be for academic purposes and of benefit to the Community.

Any assistance extended to him is highly appreciated.

Yours truly,

Paul Katamba, PhD

Dean, School of Graduate Studies



*SAS Adekokwoko*  
*Permission granted for this data collection. Please help.*  
*02/11/15*

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MISSION: "To offer an excellent and distinctive holistic Christian education designed to prepare our students through training, research and scholarship for productive lives of useful service to God and to Society with uncompromising integrity, honesty and loyalty."

# Appendix IX: R.V Krejcie and D.W Morgan Sampling Formulae

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	276	4500	351
35	32	150	108	360	181	1100	285	5000	357
40	36	160	113	380	186	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

**Source**

R.V Krejcie and D.W Morgan (1970)