

MANAGEMENT OF INTEGRATED DEVELOPMENT PROGRAMMES  
AND RURAL DEVELOPMENT IN SELECTED  
DISTRICTS OF WESTERN UGANDA

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### DECLARATION A

"I confirm that this dissertation report is my original work and has not been presented for a degree or any other academic award in any university or institution of learning".

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## DECLARATION B

"We confirm that the work reported in this dissertation report was carried out by the candidate under our supervision".

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## ABSTRACT

This study established the relationship between management of integrated development programmes and rural development in selected districts of Western Uganda. The specific objectives of this empirical investigation included: (1) determining the socio-demographic characteristics of the respondents in terms of gender, age, marital status, academic qualifications, district and income level; (2) extent of management of integrated development programmes; (3) level of rural development in western Uganda; (4) establishing significant differences in the extent of management of integrated development programmes; (5) establishing significant differences in the level of rural development and establishing whether there is a significant relationship between the extent of management of integrated development programmes and the level of rural development. Descriptive comparative and descriptive correlation survey was employed. A sample 556 respondents were purposively selected from the districts of Ibanda and Kiruhura respectively. Data was collected using researcher devised questionnaires on management of integrated development programmes and rural development and analyzed using frequency counts and percentage distributions, means, T-test, Pearson Linear Correlation Coefficient (PLCC) and linear regression. The findings of the study were as follows: majority of the leaders were males (61.3%), most of the local leaders in the study fell in the category of 20-39years (62.3%); 71% were married, 36.6% were bachelor holders; over 53% were from Ibanda and 68.8% rated their income levels as medium. While for the local residents; 54.5% were males; 73.6% were in the age bracket of 20-39 years; 54.3% were married; 44.5% were certificate holders; over 50% were from Ibanda district and 58.2% rated their income level as medium. The extent of management was good (general average mean=2.84) while level of rural development was high (general average mean=2.80). The extent of management of integrated development programmes and level of rural development differed significantly between the districts (mean= 2.96; 2.69:  $t=2.695$ , Sig. =.008) and (mean= 2.85; 2.72:  $t=3.074$ , Sig. =.002) thus the hypotheses were rejected. Extent of management is not significantly correlated with the level of rural development in general ( $r= .007$ ,  $p= .886$ ) thus the hypothesis was accepted. Regression analysis show that extent of management insignificantly affect level of rural development ( $F=.021$ , Sig. =.886). The results indicated that generally the contribution of management is minimal on the level of rural development. The recommendations in the study mainly focused on empowerment and training, diversification of sources of income, regularly continue soliciting and mobilizing political support for the plans to be implemented, carryout awareness campaigns, involvement of local people, promotion and use of new technology and support of agriculture.

## **CHAPTER ONE**

### **THE PROBLEM AND ITS SCOPE**

#### **Background to the Study**

Integrated development strategy has been favoured by many especially development partners, scholars and other stakeholders as a vehicle for rural development because it is seen to guarantee a holistic development of the rural areas and participation of the local people in running the programmes. How this approach impacts on the rural people is a concern this study set out to establish.

The need for improving people's welfare should be a concern for all of us; be academicians, students, leaders at various levels and everyone in the communities we live in because our people are surrounded by the sea of poverty which needs serious interventions to reverse the conditions and there is a belief that it can be achieved through rural development which aims at finding the ways to improve the rural lives with participation of the rural people themselves so as to address these challenges.

The extent of rural poverty and its weight in global poverty arenas is well documented. According to the International Fund for Agricultural Development (IFAD) Report (2001), three quarters of the 1.2 billion people living below one US \$ (dollar) per day are in rural areas, and the report further estimates that by 2020, 60 percent of the world's poor will still be rural.

Globally, extreme poverty continues to be a rural phenomenon despite increasing poverty eradication programmes and comparatively with urban areas the world's 1.2 billion extremely poor people, 75 percent live in rural areas and depend on agricultural, forestry, fisheries and related activities for survival.

In Europe, rural development actions also integrate environment management as a core component and with over 56% of the population in the 27 member states of the European Union living in rural areas, which cover 91% of the territory; rural development is a vitally important policy area. Farming and



forestry remain crucial for land use and the management of natural resources in the European Union's rural areas, and as a platform for economic diversification in rural communities (European Commission, 2006).

The rate of poverty varies between 10% to 23% in the countries of the European Union. Low levels of poverty characterize the Scandinavian countries, the so called corporatist countries (Austria, Germany) and the Czech Republic, Slovakia and Slovenia among the ex-socialist countries. In contrast, the risk of poverty tends to be relatively high in the Mediterranean and Baltic states. In Poland and Hungary in particular, children are around three times more likely to be poor than the elderly (European Centre for Social Welfare Policy and Research, 2008).

Regional disparity in terms of poverty is rather wide across some countries. In Greece, Italy and Spain the difference between lowest and the highest regional poverty rates is 3.5-4 fold. Baltic States (e.g. Estonia, Latvia & Lithuania) suffer from the highest rates of absolute poverty within the European Union, together with Poland, Hungary and Slovakia. Poverty among one person households reaches over 40% in Cyprus, Estonia, Ireland, Latvia and Slovenia. The poverty rate of single parents reaches or surpasses 30% in the majority of the European countries (European Centre for Social Welfare Policy and Research, 2008).

Rural development in the context of Africa is in fact, the total national development itself. This is because the majority of the people live in the villages, as the national economies of these countries are agricultural economies, agricultural development forms the most serious component of the integrated rural development programmes (Abidi, 1991). Poverty in Africa is predominantly rural. More than 70 percent of the continent's poor people live in rural areas and depend on agriculture for livelihood, yet development assistance to agriculture is decreasing. In Sub Sahara Africa, more than 218million people live in extreme poverty. Among them are rural people in Eastern and Southern Africa, an area that has one of the world's highest concentration of poor people (IFAD, 2001).

In Western and Middle Africa an estimated 90 million people live in rural areas and depend on agriculture for their livelihoods. In conflict countries such as Angola, Burundi, Mozambique and Uganda, the capacity of rural people to make a livelihood had been dramatically curtailed by warfare, and per capita food production had plummeted (IFAD, 2001).

Rural poverty is deepening in Eastern and Southern Africa, where most of the region's 130million poor people live in rural areas. Ten of the 21 countries in this region have an average annual per capita income of less than Us \$400. The progress of national and rural development is slow. Development assistance to agriculture has declined. This has a negative impact on small holder farming, the basic source of livelihood for the rural poor. In general, agricultural productivity per worker is stagnating or decreasing.

Else where on the continent, poverty in Northern Africa is concentrated in rural areas. The percentage of rural poor people living below the national poverty line varies dramatically, from 6 percent in Tunisia to 90 percent in Somalia and 87 percent in Sudan. Rural poor people constitute about one third of Tunisia's poor population and about three -fourths of Somalia's poor. Rural poverty in the region has its roots in limited availability of good arable land and water, and the impact of droughts. Political conflict has disrupted agriculture and aggravated poverty in countries such as Somalia and Sudan (IFAD, 2001).

Though strategies for improving economic development have been advanced by many, and while some developing nations in Africa have benefited from these efforts, many have not. International Financial Institutions (IFIs) such as the World Bank and International Monetary Fund have participated in debt relief for the continent, along with various governments, large corporate donors and non profits (Wordofa, 2004). But these have not led to structural transformations that improve rural conditions. Many reasons have been suggested for the poor rate of economic development that plagues most of the Continent. For instance, Okpala and Jonsson (2002), suggest that lack of sustainable economic growth and development in Africa are partly due to



political, social and economic instability and acts of corruption that are a major factor, and quite pervasive in most African countries.

Uganda has been grappling with this problem (rural development) since colonial times to the present. It has tried many measures including introducing better yielding crops and promoting agricultural diversification, but all this has not achieved much success in terms of increasing rural incomes and regenerating rural areas (Nsubuga, 2009). The Ugandan government strongly believes that local development, especially in rural areas is key to poverty reduction. In the last two decades or so Uganda has been pursuing abroad and sustained poverty reduction strategy to transform the livelihoods of Ugandans for the better, most of whom live in the country side (Nsubuga, 2009). In this regard, Government developed a poverty reduction strategy; the Poverty Eradication Action Plan (PEAP) in 1997, revised in 2000 and 2004, with a target of reducing the number of people living in absolute poverty to 10% by the year 2017 (MAAIF,2005).

The Government of Uganda launched a five-year National Development Plan (2010/11-2014/15). The plan seeks to significantly improve specific socio-economic development indicators associated with transformation. These include raising average per capita income levels, improving the labour force distribution in line with sectoral Growth Domestic Product shares, raising the country's human development indicators among others (National Planning Authority, 2010). The poverty rate in Uganda dropped from 56 percent in 1992 to 38 percent in 2003, and since 1997, the number of people living on less than one dollar a day has dropped from 44 percent to 35 percent. However, there is no doubt that Uganda's poverty rates are still higher than those of surrounding Sub-Saharan countries (Wordofa, 2004).

The majority of 3.8 million households in Uganda are rural-based and depend on agriculture for their livelihood. Unfortunately, the standards of living of these agro-based households remain at the lowest level of income in the world. If left on their own without decisive and definitive intervention, poverty will not be eliminated. It is against this background that government put in place

the rural development strategy to facilitate profound agrarian productivity (UBOS, 2003). Poverty reduction efforts undertaken by the government of Uganda are notable, with the Poverty Eradication Action Plan targeting major strategic areas such as economic management, enhancement of production, conflict resolution, good governance and human development (World Bank, 2006). Even with the above efforts, Uganda still ranked 158<sup>th</sup> out of 174 countries on the Human Development Index (United Nations Development Programme, 2006).

Locally, People in rural areas especially in Western Uganda (Ibanda and Kiruhura districts) continue to live in absolute poverty; they lack access to health services, illiteracy rates are still high, infrastructure is poor, low food production, land and labour productivity is low and the incidence of poverty, especially in rural areas is high (UBOS,2003:2005).

### **Statement of the Problem**

Rural development in Uganda has consistently been reported to be low (e.g.Abidi, 1991, Kahwa, 2007, Kavuma, 1999, UBOS, 2005). In particular in Ibanda and Kiruhura districts ethnographic observations suggest rural areas in Uganda have not fully enjoyed the fruits of rural development. For example, these rural areas lack access to medical care, poor sanitation, low access to safe water (57% in Ibanda and 31% in kiruhura, Ministry of Water and Environment, 2010), poor sources of income, land and labour productivity is still low. This continued low levels of rural areas leads to undesirable consequences such as rural –urban migration in search of better opportunities, incomes and standards of living which further causes decline to the rural areas and contributes to urban congestion and its related problems (Nsubuga, 2009).

The Government of Uganda over years has come up with strategies aimed at transforming the lives of rural Ugandans for better. As consequence integrated development programmes such as Poverty Eradication Action Plan, Plan for



Modernization of Agriculture, Entandikwa loan scheme, National Agricultural Advisory services and Prosperity for all among others have been put in place aimed at uplifting lives rural people. However, despite the many interventions in form of integrated development programmes which have been put in place to improve on the lives of rural people with so much resources being injected in, income levels, health facilities, access to safe water among others remain low.

While there could be several factors related to the problem such as the ever increasing population, health and social issues which make a significant contribution to rural poverty, the researcher believed that management of integrated development programmes has a relationship to the problem. Hence the need for this study to document empirically the relationship between management of integrated development programmes conceptualized as (implementation of plans, mobilization and participation of local people, leadership and financial management) and rural development conceptualized as access to economic and social services such as health and education facilities.

### **Purposes of the Study**

The reasons for embarking on this study were as follows:

- (1) To test the hypotheses of no significant difference and relationship between variables in the study.
- (2) To bridge the gaps identified from previous related studies.
- (3) To generate new knowledge from the existing body of information on management of integrated development programmes and rural development that could be useful to other researchers, managers and local people in Western Uganda.
- (4) To validate the relevance of structural theory to which this study is based within the context of rural areas in Western Uganda (Ibanda and Kiruhura districts).

## **Research Objectives**

**General.** The study sought to correlate management of integrated development programmes and rural development in selected districts of western Uganda.

**Specific objectives.** Further this study sought to:

1. determine the socio- demographic characteristics of the respondents in terms of:
  - (i) gender
  - (ii) age
  - (iii) marital status
  - (iv) academic qualifications
  - (v) district.
  - (vi) income level
2. determine the extent of management of integrated development programmes in these aspects:
  - (i) implementation of plans
  - (ii) mobilization and participation of local people
  - (iii) leadership
  - (iv) financial management.
3. determine the level of rural development in Western Uganda in terms of accessibility of economic and social services.
4. establish whether there is a significant difference in the extent of management of integrated development programmes in Western Uganda based on the districts.
5. establish whether there are significant differences in the level of rural development in Western Uganda based on the districts.
6. establish whether there is a significant relationship between the extent of management of integrated development programmes and the level of rural development.

## Research Questions

1. What are the socio- demographic characteristics of the respondents in terms of: (i) gender  
(ii) age  
(iii) marital status  
(iv) academic qualifications  
(v) district  
(vi) income level
2. What is the extent of management of integrated development programmes in aspects :
  - (i) implementation Plans
  - (ii) mobilization and participation of local people
  - (iii) leadership
  - (iv) financial management
3. What is the level of rural development in Western Uganda in terms of accessibility of economic and social services?
4. Were there significant differences in the extent of management of integrated development programmes in Western Uganda based on the district?
5. Were there significant differences in the level of rural development in Western Uganda based on the district?
6. Was there a significant relationship between the extent of management of integrated development programmes and the level of rural development?



## **Null Hypotheses**

H#1. There are no significant differences in the extent of management of integrated development programmes and the level of rural development in Western Uganda based on the district.

H#2. There is no significant relationship between the extent of management of integrated development programmes and the level of rural development.

## **Scope**

### ***Geographical Scope***

The study covered the districts of Ibanda and Kiruhura in western Uganda. Ibanda and Kiruhura are located in the South Western Uganda, the district headquarters are located approximately 62 kilometres (39 miles) respectively, by road from Mbarara town. Local leaders (local council iii and v chairpersons, sub county chiefs, local council iii and v councillors, programme coordinators), and local people (residents) in the districts served as respondents.

### ***Theoretical scope***

This study was premised on the Structural Theory by Gordon, Edwards and Reich (1982), which has also been improved on by Albrecht, 1999 and Bradshaw, 2006. The theory asserts that individuals have strong motivation to succeed; however, the poor are overwhelmingly prevented from success by structural barriers found in many sectors of the society which prevent poor people from access and accomplishment in key social institutions including jobs, education and political representation among others.

### ***Content Scope***

In content, the study investigated the extent of management of integrated development programmes (implementation of plans, mobilization and participation of local people, leadership and financial management) as



independent variable and the level of rural development (access to economic and social services) which is the dependent variable.

### **Significance of the Study**

The following stakeholders may benefit from the findings of the study.

The study findings may help districts in Western Uganda (Ibanda and Kiruhura) to be able to identify management practices that may be positively or otherwise affecting rural development. This will be achieved by embracing those management practices that are within the district's means (e.g. use of participatory management) to positively improve rural development. This will be vital in bringing together all the stakeholders in the area which enhances sustainability of development programmes.

The respondents (local leaders and residents) and local community, the study findings may be instrumental in helping them demand for improved services in their respective areas from the central and local governments. The recommendations made in the study advocate for involvement and participation of the local people in the design, implementation and monitoring of development programmes, getting regular awareness campaigns. Thus by embracing these recommendations and integrating them into their action plans, improves on accountability that is vital in management of programmes.

The Policy makers such as Local Governments, the line ministries of local government, Ministry of Finance, planning and economic development, Ministry of education and sports, Ministry of health would be able to improve on policy formulation for rural development basing on the objectives of development programmes and rural development. The findings of the study points out weak areas which in the future could be the basis for policies to be formulated and implemented by guiding policy makers on improving performance of rural development programmes.

The study would benefit students especially those of public management and other fields as it generated information and new knowledge on management of integrated development programmes and rural development having contributed to the stock of existing knowledge and this will motivate other scholars to embark on empirical studies and other related areas on management of integrated development programmes and rural development, having a rich background of literature upon which to base their future research and related studies.

### **Operational Definitions of Key Terms**

For the purpose of this study, the following terms were operationalized to mean the following

Community development: efforts to better rural areas.

Demographic characteristics: attributes of respondents in terms of gender, age, marital status, academic qualifications and district.

Integrated development Programmes: intervention strategies aimed at improving well being of rural people.

Management of integrated development programmes: good practices such as implementation of plans, mobilization and participation of local people, leadership and financial management employed in manning programmes such as National Agricultural Advisory Services (NAADS) that aim at improving the well being of people and bringing them on board to participate and own the programmes as theirs.

Management: process of achieving results through other people.

Rural development: access to economic and social services such as health care and income level.

Western Uganda: selected districts of Ibanda and Kiruhura.



## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

#### **Concepts, Opinions, Ideas from Authors/ Experts**

##### **Management of Integrated Development Programmes**

Integrated rural development is an on going process involving outside intervention and local aspirations; aiming to attain the betterment of groups of people living in rural areas and to sustain and improve rural values; through the redistribution of central resources, reducing comparative disadvantages for competition and finding new ways to reinforce and utilize rural resources (Nemes, 2005). Nemes further contends that it is integrated in the sense that as opposed to central development, it is controlled and managed locally; and besides local resources it also leans on the professional and financial support of the centre. In other words, integrated rural development could be called the theory of the new rural development paradigm, which tries to identify how local development and or the reconfiguration of rural areas can be helped by the centre; for the benefit of rural localities; at the same time maintaining rural values for the future.

The objectives of integrated rural development is to improve the quality of life of rural dwellers by providing public amenities such as roads, water supply and electricity, and to increase food security by ensuring availability of cereals, fruits, meat and dairy products in sufficient quantities (ADB, 2003). The integrated participatory approach is an effective strategy through which the ultimate beneficiaries are able to assume more ownership and enjoy greater participation in the development projects (ADB, 2003).

Cohen (1987), pointed out some of the types of integrated development projects as being; (i) agricultural development projects, (ii) rural development projects with an agricultural component (say markets for farm products), rural

industries, rural public works, community development construction projects, health facilities, schools.

In Western Uganda integrated development programmes are essentially under National Agricultural Advisory Services (NAADS) among others. NAADS is a new programme of the government of Uganda put in place to increase the efficiency and effectiveness of agricultural extension services. It is a semi-autonomous body formed under NAADS Act of June 2001 with a mandate to develop a demand driven, farmer-led agricultural service delivery system targeting the poor subsistence farmers, with emphasis to women, youth and people with disabilities. Its development goal is to enhance rural livelihoods by increasing agricultural productivity and profitability in a sustainable manner (National Agricultural Advisory Services 2011).

NAADS is working in pursuit of the national development framework of Poverty Eradication Agenda, which is guided by the Poverty Eradication Action Plan (PEAP). Its overall supervision is vested in the Ministry of Agriculture Animal Industry and Fisheries (MAAIF) and the NAADS programme was officially launched in March 2002. NAADS is one of the seven components under the Plan for Modernization of Agriculture (PMA), the planning framework of the government for the transformation of subsistence agriculture to market oriented for commercial production. NAADS programme aims to redress past shortcomings in the provision of the agricultural extension services through far reaching reforms and innovative approaches in service delivery.

The concept management has different definitions to different scholars. Jones and George (2003), define management as the planning, organizing, leading and controlling of human and other resources to achieve organizational goals effectively and efficiently. These resources include people and their skills and knowledge, machinery, raw materials, computers and information technology and financial capital. On the other hand, Daft (2000) defines management as the attainment of organizational goals in an effective and



efficient manner through planning, leading and controlling organizational resources.

According to Mescon et al (2002), management is a process of coordinating resources to meet organizational goals. The authors further contend that management entails four basic functions that is, planning, organizing, leading and controlling resources (land, labour, capital and information) to effectively reach a company's goals, and those functions described above do not occur according to some rigid, preset time table, but managers at any given time, may engage in a number of functions simultaneously, and each function tends to lead naturally to others.

Williams (2003) asserted that good management is working through others to accomplish tasks that help to fulfill organizational objectives as efficiently as possible. Williams further contended that one thing that hasn't changed, and never will, is the importance of good management. Organizations can't succeed for long without it. Well managed companies (organizations) are competitive because their work forces are smarter, better trained, more motivated and more committed. Furthermore, good management leads to satisfied employees, who in turn, provide better services to customers because employees tend to treat customers the same their managers treat them, good management can improve customer satisfaction. In this study, elements such as implementation of plans, mobilization and participation of local people, leadership and financial management were looked at.

### **Implementation of plans**

According to Owolabi (2005), to implement a policy (plan) a schedule of activities need to be drawn upon who is to do what, when and how; physical resources must be located and made available; financial resources have to be allocated in a way to minimize implementation delays; required personnel must be released from their commitments and made to face their new assignments, they must possess the technical know how and be made to operate in a clearly

structured administrative system. He, further stresses that successful implementation of a policy (plan) requires the mobilization of political support. Systematic experimentation and recorded experiences show that involving the people to be affected by a policy in the planning, implementation and evaluation processes will make the policy more acceptable and its implementation more successful. People must be psychologically ready to accept the policy. There must be a conscious awareness, by the clients of the "self", that they too have self-worth and can bear influence in a social situation. Owalabi further contends that to succeed at the implementation stage, a policy (plan) must not only be well conceptualized, it must be well managed. Reasons for implementation failure among others include poor leadership, poor programme management, problem of over lapping jurisdiction, poor clarity of goals, poor cooperation from stake holders, inadequate resources and corruption.

On the other hand, Gordon and Milakovich (1995), simply describe implementation as a set of activities directed towards putting a program (plan) into effect. These activities in particular are significant: (i) Organization which is the establishment or re-arrangement of resources, units and methods for putting a programme into effect. (ii) Interpretation; is the translation of programme language (often contained in a statute) into acceptable and feasible plans and directives; and (iii) Application which is the routine provision of services, payments or other agreed upon programme objectives or instruments. The authors further observe that by taking legislative language and transforming into clear administrative guidelines, by developing necessary arrangements and routines, and actually furnishing mandated services. Programmes (plans) are carried out and ultimately policies are implemented.

Although many citizens apparently expect programme implementation to be relatively easy under normal conditions, however this is not the case. Some things cannot be taken for granted, least of all that participants (beneficiaries) in a programme will automatically "fall in line" trying to make it work. Not that they harbor devious motives; it is simply a case of cooperation having to be induced



on a routine basis rather than being assumed, thus a concerted effort is required to manage minimal aspects of programme implementation. Otherwise it is no wonder, then, that so many programs (and policies) are said to be only partially implemented contrary to legislative mandates, executive orders and public expectations.

Bardach (1977) cited in Smallwood and Nakamura (1980), defined implementation as an assembly process... (Which involves)... putting the machine together and making it run. While Van Meter and Van Hord (1975) cited in Smallwood and Nakamura (1980), defined implementation as those actions by public and private individuals (or groups) that are directed at the achievement of objectives set forth in prior policy decisions. Smallwood and Nakamura (1980), stress that the implementation environment contains a variety of different actors, operating out of divergent arenas, who jockey back and forth in an attempt to influence the course of policy implementation. It is the job of formal implementers (administrators within departments, agencies, regulatory commissions at regional or local governments) to coordinate the activities of these actors in a way that will lead to successful and effective programme performance. This is primarily a political challenge, since virtually none of the formal implementers have the dictatorial authority to order all of these diverse actors to conform to their commands, especially when these actors are located in outside arenas such as lobby groups or the press. As a result, the implementers must often rely very heavily on persuasion, negotiation, and compromise in their attempts to orchestrate the other actors who occupy the policy implementation environment.

## **Mobilization and participation of local people**

Mescon et al (2002) observed that through participative management which involves sharing information with employees and involving them in decision making, companies (organizations) increase employee's power in an organization and improve the flow of information between employees and managers. Thus management should understand that people are the true drivers of improvement and innovation.

Approaching the same from a different view point, Chambers (1983) cited by Muhumuza (2007) theorized that there is a growing recognition of and emphasis on an adaptive, bottom up process to development, in which the beneficiaries become more instrumental in the design, implementation and evaluation of development programmes. However, Nsubuga (2009) contends that community participation in local development in Uganda is quite low and further asserts that the reasons for this include low awareness arising from inadequate sensitization, participation fatigue and pre-occupation with the daily struggle for survival, and repeated disappointments from unfulfilled expectations arising from bottom up participatory planning process...Because citizens are not provided with adequate space for involvement in decision making, they are often not aware of opportunities decentralization offers.

Muhumuza (2007) further asserts that developing human capabilities and institutional capacities would not only put the available resources to better use but would also lead to equitable distribution of income and sustainable development. In the specific context of development Abidi (1991) stressed that rural development projects and their performance reveal a growing need for direct participation of the village dwellers in identification of the reformation needs of rural society, and their active involvement on the implementation of these development projects. The policies have to be designed with a focus on encouraging rural population to become agent of change.

In 2005, Integrated Rural Development Initiatives (IRDI) observed that even with their remarkable achievements in past projects, IRIDI's progress



seemed to stagnate at one point. It was then realized that a major and influential part of society had not been adequately reached (involved); the women. Thus by not targeting them left a big gap in their interventions. Komakec (1988) asserted that little involvement of the community at the planning stage among other factors was the reason for failure of development projects in Uganda.

Muhumuza (2007) stressed that there is an increasing attention being paid to participation by people and local organizations because such participation is positively correlated with appropriate and sustainable development practices. The benefits of peoples' participation are reiterated by Pettit (2000) cited in Muhumuza (2007) who argues that the current trend of supporting local organizations is based on evidence that sustainability of the development process is only possible if people are given the opportunity to set their own priorities and design locally appropriate solutions, with a high sense of ownership and personal investment. Midgley (1986) cited in Muhumuza (2007) asserts that community participation connotes an active process of decision making, where the beneficiaries influence the direction and implementation of development programmes, rather than merely receiving a share of development programmes.

However, on the same issue he pointed out that while grass roots initiatives characterized by intense social networks have been heralded for enhancing participation, cooperation, mutual benefit and sustainability, grass roots initiatives are constrained by resources and the wider policy environment. While approaching the same issue from a different view point, Kamugisha (1998) affirmed that the participatory nature of the whole approach cannot be ignored. He argues that beneficiaries' participation is very critical in the whole life of the scheme. The beneficiaries' should not only be clients but should also be involved in the management and running of the scheme (the credit scheme of Hoima integrated community development Project). Kamugisha further observed that beneficiaries were jointly carrying out supervision and appraisal, which made the beneficiaries to perceive the scheme as theirs and thus willing to sustain it.

Kamugisha (1998) argued that the need for participation of the beneficiaries is thought essential to build institutional structures and capacities of the beneficiaries for subsequent management of the scheme (programmes).

Kamugisha's view finds support in African Development Bank (2003), Report on Tunisia's integrated rural development project phase II, which affirmed that the integrated participatory approach is an effective strategy through which the ultimate beneficiaries have been able to assume more ownership and enjoy greater participation in the development process. This (has) entailed a gradual professionalization of the agriculture sector, and institutional and political reform built around decentralization which, in the particular case of this project, contributed immensely to the sustainability of the achievements.

Todaro (2000) is also in agreement with the above assertions when he contended that programmes to improve environmental conditions (rural areas) are likely to be most effective when they work in tandem with community networks, ensuring that program design is consistent with both local and national objectives. Todaro further stressed that experience of development agencies has demonstrated that grassroots' efforts can be more cost effective because they generally involve the use of low-cost alternatives and provide jobs to local populations. When poor communities truly benefit from public works programs, residents are often willing and able to contribute much or all of the programs costs. Similarly Makumbe (1996) notes that popular participation is both a means and an end. As an instrument of development, popular participation provides the driving force for determination of people based development processes and willingness by the people to undertake sacrifices and expand their social energies for its execution. As an end in itself, popular participation is the fundamental right of the people to fully effectively participate in the determination of the decisions which affect their lives and at all times.



## **Leadership**

Leadership is the ability to influence people to adopt the new behaviours needed for strategy implementation (Daft and Marcic, 2004). Leadership is further defined as the ability to influence people toward the attainment of goals. Leadership is reciprocal, occurring among people. It is a people activity, distinct from administrative paper shuffling or problem-solving activities. It is dynamic and involves the use of power. Leadership means using persuasion, motivating employees, and shaping culture and values to support the new strategy. Managers may make speeches to employees, build coalition of people who support the new strategic direction, and persuade middle managers to go along with their vision for the company (programme) (Daft and Marcic, 2004).

Leadership according to Mescon et al (2002) has been broadly defined as the ability to influence others. A leader has power and can use it to affect the behaviour of others. Mescon et al, further assert that managers with good leadership skills have greater success influencing the attitudes and actions of others, both through the demonstration of specific tasks and through the managers' own behaviour and spirit and they further contend that effective leaders are good at motivating or giving employees (followers) a reason to do the job and to put forth their best performance. Mescon, et al (2002) further stressed that leaders require the ability to empower, communicate and inspire. But also must have the technical, conceptual and interpersonal skills needed to be effective managers in any organization.

Jones and George (2003), contends that in leading, managers not only articulate a clear vision of the organizational members to follow but also energize and enable organizational members so that they understand the part they play in achieving organizational goals. Jones and George further stressed that leadership depends on the use of power, influence, vision, persuasion, and communication skills to coordinate the behaviours of individuals and groups so that their activities and efforts are in harmony.

Kreitner (2004), defined leadership as the process of influencing relevant others to pursue official organizational objectives. According to Kreitner, it has two forms: (1) Informal leadership which is the process of influencing others to pursue un official objectives that may not serve the organizations interests. (2) Formal leadership which is the process of influencing others to pursue official objectives. Informal leaders who identify with the job to be done are a valuable asset to an organization (programme), conversely an organization can be brought to its knees by informal leaders who turn cohesive workgroups against the organization. According to Omolayo (2000), Leadership is a social influence process in which the leader seeks the voluntary participation of subordinates in an effort to reach organization goals. Bamigboye (2000) also contends that it is a process whereby one person exerts social influence over other members of the group.

Akanwa (1997) emphasizes that leadership is a process of influencing the activities of an individual or a group of individuals in an effort towards goal achievement in given situations. Eze (1995) highlights the relational element which involves both the influencing agent and the person being influenced. In the same vein, Omolayo (2000) adds that effective leadership is the extent to which a leader continually and progressively directs his/her followers to the agreed destination which is defined by the whole group.

Ozor and Nwankwo (2008) observe that to help bring a rural community to action, it is necessary for individuals and groups to provide good leadership. When good leadership is provided, the people participate voluntarily in the accomplishment of stated objectives. The approach to rural community development is always through local leaders who not only act as pioneers of projects but also help in influencing and motivating their people to action. Thus for any rural community development to be successful, influential local leaders must be involved else they might undermine the progress of such programmes. Therefore, any agency or organization coming up with a development programme for the community must initially "clear" with these influential local



notables, a process otherwise referred to as legitimization. The authors further assert that effective leadership within today's rural communities is needed not only to address complex problems, but also to assert successful community action, encourage social well-being, and improve community viability. Mozumdar (2008) opines that there are pertinent factors influencing rural leadership such as the level of education, personal quality and affiliation with political party respectively. Ricketts (2005) contends that leadership may be the catalyst through which positive changes occur. Local leaders are concluding that if economic and community development is to occur, it is their responsibility to make it happen.

### **Financial management**

Pandey (2005) defined financial management as that managerial activity which is concerned with the planning and controlling of the firm's financial resources. He further asserts that the subject of financial management is of immense interest to practicing managers because among the most crucial decisions of the firm are those which relate to finance and an understanding of the theory of financial management provides them (managers) with conceptual and analytical insights to make those decisions skillfully. Moyer et al (2001) assert that financial management decisions made within enterprises Small or large, international or local, profit seeking or not for profit help to determine the kinds of products and services we consume and their prices, availability and equality. Moyer et al, further contend that any business has important financial concerns, and its success or failure depends in a large part on the quality of its financial decisions. Every key decision made by a firm's managers has important financial implications.

Brigham and Houston (2002) reiterate that financial management is important in all types of businesses including banks and other financial institutions, as well as industrial and retail firms. Financial management is also important in governmental operations, from schools to hospitals and highways

departments. Brigham & Houston further assert that all business decisions have financial implications and all managers whether financial or otherwise need to take this into account.

Mescon et al (2002) stress that planning for a firm's current and future money needs is the foundation of financial management or finance. This area of concern involves making decisions about alternative sources and uses of funds with the goal of maximizing a company's value, and to achieve this goal, financial managers need to develop and implement a firm's financial plan, monitor a firm's cash flow and budget for current and future expenditures. This finds support in the observation of Pride et al (2002) who empirically showed that many firms have failed because their manager's did not pay enough attention to finances. In fact, poor financial management was one of the major reasons why over 72000 businesses filed for bankruptcy in 1988 in the United States.

Mescon et al (2002) theorized that financial management involves finding suitable sources of funds and deciding on the most appropriate uses for those funds. This observation finds support in the argument given by Pride et al (2002) that financial management consists of all the activities concerned with obtaining money and using it effectively. Within a business organization, the financial manager must not only determine the best way(s) to raise money. He or she must also ensure that projected uses are in line with the organization's goals. Thus effective financial management involves careful planning, henceforth, the need for financial management becomes critical because without financing, there would be very little business, and to support this argument, Pride et al (2002), further observed that many firms (programmes) have failed because their managers did not pay enough attention to finances.

Muhumuza (2007) observed that although the importance of financial resources in development cannot be under-rated, the gist of the matter is that the emphasis should be on empowering would-be beneficiaries. Muhumuza further contends that it is believed that developing human capabilities and institutional capacities would not only put the available resources to better use



but would also lead to equitable distribution of income and sustainable development. Hence, there is a growing recognition of the idea that the designing of anti-poverty strategies in developing countries should focus on creating opportunities for poor people. They must be mobilized, conscientised and involved in the decision making process so that they can raise and manage resources locally through self-help organizations (Williams & McILwaine, 2003 cited in Muhumuza, 2007).

### **Rural development**

The definition of rural development has evolved through time as a result of changes in the perceived mechanisms and or goals of development. A reasonable definition of rural development would be; development that benefits rural populations; where development is understood as the sustained improvement of the population's standards of living or welfare (World Bank, 1997, 2003 cited in Nemes (2005). On the other hand, rural development though by definition is oriented more toward benefiting primarily the poor, since the 1970's, as a concept it has been strongly associated with the promotion of standards of living and as a pre-condition for reducing rural poverty (Nemes, 2005).

Rural development generally refers to the process of improving the quality of life and economic wellbeing of people living in relatively isolated and sparsely populated areas (Moseley, 2003). Moseley further asserts that rural development programmes are usually top-down from the local or regional authorities, regional development agencies, Non Governmental Organizations, national governments or international development associations.

Rural development had traditionally centered in the explanation of land-intensive natural resources such as agriculture and forestry. However, changes in global production networks and increased urbanization have changed the character of rural areas. Increasing tourism, manufacturing, and recreation have replaced resource extraction and agriculture as dominant economic drivers (Ward

and Brown, 2009). Ward and Brown further contend that the need for rural communities to approach development from a wider perspective has created more focus on a broad range of development goals rather than merely creating incentives for agriculture or resource based business. This finds support in Haggblade et al (2007) who observed that contrary to conventional wisdom that equates rural economics with agriculture; rural residents in developing countries often rely heavily on activities other than farming for their income. Indeed, non farm work accounts for between one third and one half of rural incomes in the developing world. In recent years, due to globalization, increasing competition from large businesses, expanding urban markets for rural goods and services; and greater availability of information and communication technology have combined to expose rural non-farm businesses to new opportunities as well as risks.

Moseley (2003) affirms that rural development is also characterized by its emphasis on locally produced economic development strategies. Moseley further asserts that rural development aims at finding the ways to improve the rural lives with participation of the rural people themselves so as to meet the required need of the rural area. In the same spirit, United States Department of Agriculture (2007) regard rural development as the improvement in the overall rural community conditions, including economics and other quality of life considerations such as the environment, health, infrastructure and housing.

Lowe et al, 1995 cited in Nemes (2005) theorized that rural development is usually understood in geographical terms and is often synonymous with peripherality or remoteness. In this sense, it has long been recognized that people living in rural areas have suffered problems of physical exclusion from urban-based services and jobs.

Kato (1991), cited in Abidi (1991), defined rural development as improving the living standards of the majority of the low income population residing in the rural areas and making the process of their development self-sustaining. From the same perspective Abidi (1991) argues that rural development aims at



alleviating rural poverty and promoting general development by sustained knowledge or understanding, productivity and incomes of the rural population. This, therefore, requires that rural development programmes embrace wide range of rural infrastructure (that is, rural communication, marketing facilities, and distributional channels), improvement of health and education, improvement of housing and the establishment of small scale industries. Abidi (1991) further stressed that the above must, however, be supported by both economic and administrative instruments to prevent any from instability or deterioration. It is therefore, important that there be an established institution to coordinate various rural development projects so as to ensure a meaningful realization of rural development activities.

Rural development is a concept, a phenomenon, a strategy and a discipline. As a concept, it connotes overall development of rural areas with a view to improving the quality of life of rural people. In this sense, it is a comprehensive and multidimensional concept and encompasses the development of agriculture and allied activities such as village and cottage industries and crafts, socio-economic infrastructure, community services and facilities, and above all, human resources in rural areas. As a phenomenon, it is the result of interactions between various physical, technological, economic, socio-cultural, and institutional factors. As a strategy, it is designed to improve the economic and social well-being of a specific group of people (the rural poor). As a discipline, it is multidisciplinary in nature representing an intersection of agricultural, social, behavioural, engineering, and management sciences (Moha and Naresh, 2008).

The writers further contend that there is no national development without rural development and there is no rural development without agricultural development. Rural development means development of agriculture as well as development of allied activities such as village and cottage industries, handicrafts, community services and facilities and economic infrastructure. Thus, it means development and utilization of human resources found in rural life. It

stands for development and utilization of natural resources that are available in village life. It encompasses changes in the outlook of the people. Existing beliefs are either displaced or considerably modified. Even customs prevailing in society and followed rigorously undergo transformation. There is a sea change in the spiritual life of the people when there is rural development.

### **Theoretical Perspectives**

This study was anchored on the Structural Theory advanced by Gordon, Edwards and Reich (1982), which has also been improved on by Albrecht (1999) and Bradshaw (2006). The theory states that individuals have strong motivation to succeed. However, they (the poor) are overwhelmingly prevented from success by structural barriers found in many sectors of the society which prevent poor people from access and accomplishment in key social institutions including jobs, education and political representation among others.

Gordon et al (1982) cited in Albrecht (1999), argued that from a structural perspective, people are poor because of racism, sexism and segregation limit or deny certain categories or groups of people access to training or jobs that are sufficient to maintain an acceptable standard of living or quality of life. Bradshaw (2006) stressed that theorists in this tradition look not to the individual as a source of poverty, but to the economic, political, and social system which causes people to have limited opportunities and resources with which to achieve income and well being. Bradshaw (2006) further pointed out that the 19<sup>th</sup> century social intellectuals developed a full attack on the individual theory of poverty by exploring how social and economic systems overrode and created individual poverty situations. For example Marx showed how the economic system of capitalism created the reserve army of unemployed as a conscientious strategy to keep wages low. Later Durkheim showed that even the most personal of actions (suicide) was in fact mediated by social systems.

Much of the literature on poverty now suggest that the economic system is structured in such a way that poor people fall behind regardless of how



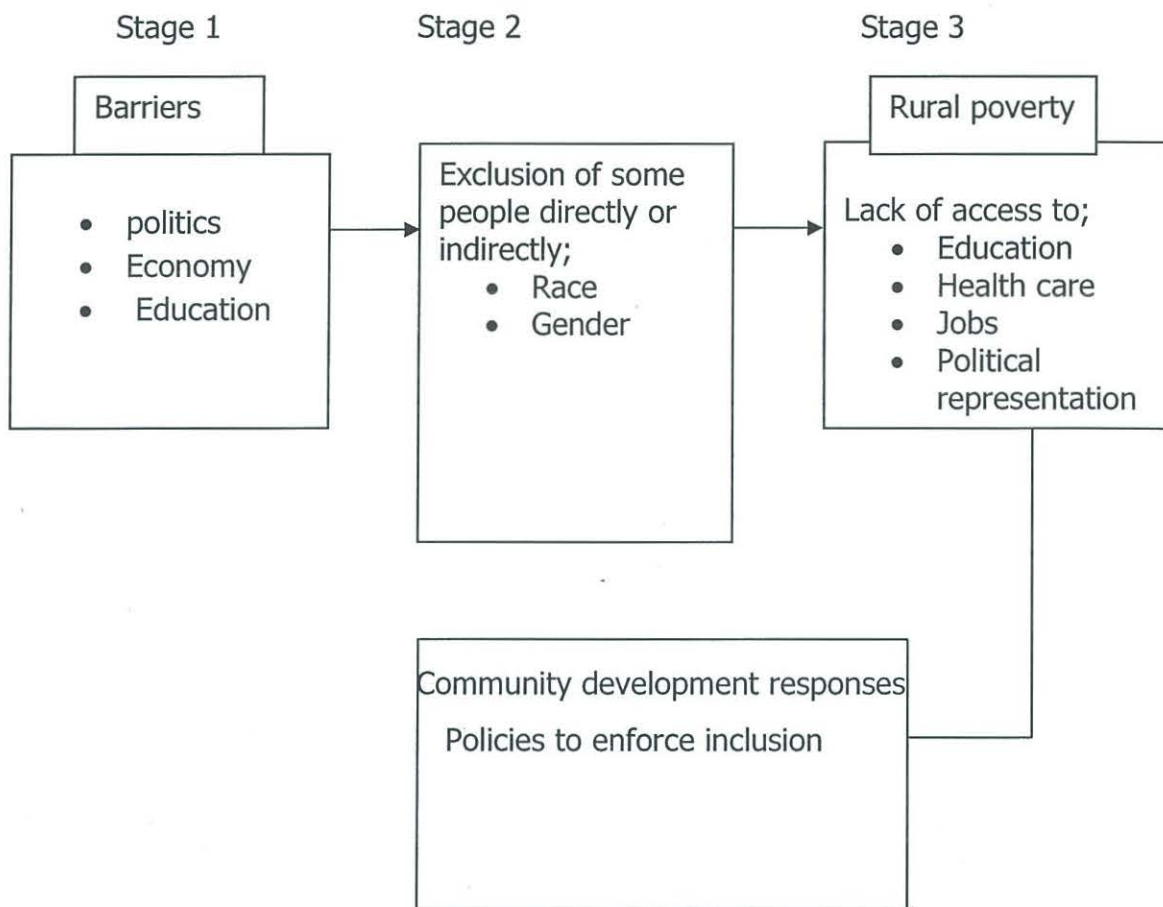
competent they may be. Partly the problem is the fact that minimum wages do not allow single mothers or their families to be economically self-sufficient.

Elimination of structural barriers to better jobs through education and training have been the focus of extensive man power training and other programs, generating substantial numbers of successes but also perceived failures. However, inspite of perceived importance of education, funding per student in less advantaged areas lags that which is spent on richer students, teachers are less adequately trained, books are often out of date or in limited supply, amenities are few, and the culture of learning is under siege. This systematic failure of the schools is thus thought to be the reason poor people have low achievement, poor rates of graduation, and few who pursue higher education (Chubb and Moe, 1996 cited in Bradshaw (2006).

Another parallel barrier exists with the political system in which the interests and participation of the poor is .either impossible or deceptive. According to Bradshaw (2006), recent research has confirmed the linkage between wealth and power, and has shown how poor people are less involved in political discussions, their interests are more vulnerable in the political process, and they are excluded at many levels. Thus, the need to eliminate these barriers through a community development response to change the system as per diagram below.



**Figure 1. Components of the structural theory**



(Adopted from Albrecht, 1999; Bradshaw, 2006)

According to the theory there are barriers which are structurally anchored in areas such as politics, economy and education systems among others which prevent poor people from access and accomplishment in key areas like education, jobs and health care. At the second stage, selection criteria is employed directly or indirectly to exclude some groups in un-appropriate manner

based on issues such as race and gender (Bradshaw, 2006). At the third stage, the selection criteria leads to denial to access to education, health care, jobs and political representation among others which in turn leads to rural poverty. Thus there is need to address these barriers inhibiting access by all the people through advocacy for equality among all the people and also coming up with policies that are all inclusive and enforcing them accordingly.

## **Related studies**

### **Management of integrated development programmes and rural development**

#### **Implementation of plans and rural development**

Omboi's (2011) study on factors affecting the implementation of strategic plans in Government tertiary institutions in Meru Central District, Kenya revealed that institutional policies were weak in influencing strategy implementation because of low awareness and recommended that tertiary institutions create a higher level of involvement of faculty members in any further strategy development and review to avoid hands off approach and lack of ownership on the part of lecturers who are the implementers. The study further asserted that institutions must also ensure a high level of sensitization among members, and where necessary provide practical programmes for capacity building to improve skill and motivate the willingness to participate by the faculty members. The study correlates with the study of Sindiswa (2008) on factors affecting the implementation of inclusive education policy in South Africa which established that despite the absence of enabling factors such as policy guidelines, support from the Department of Education, sufficient resources, stable management structures, and funding, there was Community involvement in the schools'

decision-making and problem-solving processes a practice that was perceived as one of the factors that facilitated the removal of some of the barriers to implementation of inclusive education policy.

Pabedinskaite (2010) in his study of factors of successful implementation of enterprise resource planning (ERP) systems in Lithuania established that top management support is one of the most significant factors determining a successful implementation of enterprise resource planning systems in an organization, when for example pointed out that the mission of top management is to create a favourable environment for the implementation of ERP systems and attaining of desired results. The study further established that absence of user training and lack of understanding as to how an enterprise resource planning system is going to change an organization's business processes are often referred to as a problem resulting in a failed implementation of ERP systems.

Subramanian et al (2008) in their study of revitalizing Long-Acting and Permanent Methods (LAPM) of Family Planning in Uganda, reported that performance needs assessments conducted in the intervention districts uncovered unexpected gaps in family Planning systems and services which included weak/inadequate family planning knowledge and skills among service providers; dormant or non existent pools of district trainers and limited national training capacity; limited infrastructure and staff for LAPM services; stock-outs of contraceptives and supplies; and inadequate supervision that were impacting on the implementation of plans family planning Uganda.

Malinga (2011) in his assessment of Rural development: engaging rural communities in participatory development in Africa, reported that beneficiary participation in development is widely believed to be an essential ingredient of the development process. This is so because it enables beneficiaries to influence the decision and policy-making processes and facilitates the designing and enhances the implementation of plans, programmes and projects. It basically centres around people. In essence, participation results in the development of a



feeling of ownership and belonging among beneficiaries which in the long-run ensures the success and sustainability of a project or programme.

Katono (2007) cited in Asimwe and Nakanyike (2007), in his study of factors affecting service delivery in decentralization in Mukono district pointed out that there are factors in the district that disrupt the implementation of district council plans and that their existence explains why service delivery gaps remain in the district, and such factors are internal which revolve around issues of finance among others. While these studies are emphasizing the need for training of the users/beneficiaries, participation in decision making among others as factors determining implementation of plans, none of them was specifically on western Uganda, a gap this study closed.

### **Mobilization and participation**

African Development Bank's 2003 Project Performance Evaluation Report (PPER) in Tunisia acknowledged that the integrated participatory approach is an effective strategy through which the ultimate beneficiaries have been able to assume more ownership and enjoy greater participation in the development process which contributed immensely to the sustainability of the achievements.

Nyaboga (2007) in his study of the relationship between local community participation and project sustainability in Gucha District in Kenya, reported that sustainability of the projects depends on expected benefits; people participate in terms of spending time and money when they know they will benefit. Similarly, Mkare (2009) in his study of an investigation of the challenges faced by local authorities in Kilifi county, Kilifi District in Kenya, established that involvement of the beneficiaries in choosing the intended projects was a major factor in promoting implementation, ownership and sustainability.

Kamugisha (1998) in his assessment of the performance of credit schemes of Hoima integrated community development project found that the need for participation of the beneficiaries is essential in building institution structures and capabilities of the beneficiaries for subsequent management of

the project(s). This finds support in Prokopy (2005), Classen et al. (2008) cited in Gockel and Gray (2009), who asserted that Participation is often used as an indicator for measuring project success. While Gockel and Gray, 2009 in their study of integrating conservation and development in the Peruvian Amazon, established that project implementers should incorporate all levels of decision making in participatory processes, including the household level which is critical in the success of project implementation.

In his study, Maurice (2006) reported lack of community involvement as a main problem based for failure of many projects in Kakamega and Kwale Districts in Kenya. This is supported by Agrawal and Gibson (1999) cited in Maurice (2006), who stressed that communities will not have incentives to use their resources sustainably if they are not involved in the management of those resources, conversely they may receive benefits that create incentives for them to be good stewards if they are included in resource management.

In their study of indigenous institutions, governance and development in Ghana, Kendie and Guri (2006), reported the tendency of formal development organizations to by-pass local knowledge systems and practices as having a frustrating effect to development work and that is partly at the base of the inability of these organizations to reduce poverty. Abrahamse (2002) in his assessment of the potential role of project management in municipalities in Pretoria South Africa, found that the inclusion of the community to be a motivational force behind development and therefore one of the most important role-players during management process. While the above studies tried to underscore the need for community participation or involvement in many (rural) development projects, none was specifically on rural development in the context of western Uganda, (Ibanda and Kiruhura) the gap which the study filled having carried out the study in these areas.



## **Leadership and rural development**

Arising from his study of self-organization and cross-scale interactions in integrated development projects and conservation projects in Kakamega and Kwale Districts in Kenya, Maurice (2006) asserted that leadership is an important aspect of self-organization in community development and thus must be vested at various scales including the local level, as problems that need to be remedied and are apparent at the community level may not even be known to those operating at higher scales. In his findings, Maurice (2006) found that the strength of local level leadership was crucial to the success of bee keeping projects in providing an economic return to farmers. For example, in the case Kakamega, strong central leadership allowed the project to recover from difficult times that were created at least in part by weak leadership, and in case of Kwale lack of local leadership hurt project performance. While Westley (1995) cited in Maurice (2006) observed that projects that are initiated by strong leaders are usually proficient at defining the issues and mobilizing community members for action through effective use of symbols to capture varying interests to integrate them into a compelling scenario.

Based on their investigation on the role of local leaders in community development programmes in Ideato Local Government Area of Imo State in Nigeria, Ozor and Nwankwo (2008) established that the most important roles played by local leaders in community development were monitoring and evaluation of projects among others and that the success of any development project depended on whether it has good machinery for monitoring and evaluating it. Similarly, Kibirige (2006) in his study of leadership and organizational transformation analysis of Post Bank (Uganda) reported leadership in every society and at every level to be paramount. He further, noted that leadership is necessary to create and direct change and help the organization get through difficult times. This is so because; leaders play an important role in guiding their subordinates towards achieving organizational goals. While all the



studies above underpinned the role played by leadership in the community and showed positive relationship between leadership and development, they still left a research gap for the current study, namely that a handful were specifically on rural development, and none on the context of Western Uganda (Kiruhura and Ibanda) districts.

### **Financial management and rural development**

Mkare (2009) established that lack of transparency and accountability led to embezzlement, misappropriation of funds and low morale of the beneficiaries, in his study an investigation of the challenges faced by local authorities in Kilifi County, Kilifi District in Kenya. While Turyabahirwa (2009) in her study on the effects of cash management on the performance of business organizations in Uganda found that cash management is relevant in as far as sales are concerned as it helps to plan ahead for future existence of the business and the day to day operations of the business. In same vein, Ozor and Nwankwo (2008) in their study the role of local leaders in community development programmes in Ideato Local Government Area of Imo State in Nigeria, observed that having insufficient sources of funds for community development projects was one of the major important constraints in the community.

Ruhumuriza (2009) in his study challenges in financial management of public development project in Rwanda found that corruption and delays in funding were among the financial management challenges causing failure of the projects to meet its targets and accomplishment of objectives, While Mwakitete (2008) established that ethical practices coupled with proper financial management like disclosure of information and keeping proper financial records among other practices led to good organizational (project) performance in her study ethical practices and financial management on organizational performance of Kenya Ports authority.

Baraza (2003) established that it is important to spend money according to budget plan and involving all the people in the planning for the available

funds, in his study of the availability of financial resources of Makerere University Printing Press. Bogere's (2010) study of effectiveness of internal audit function and management of public funds in Uganda revealed that there is a very significant positive correlation between the internal control system evaluation and the management of public funds. While these studies stressed the need to have a financial plan for effective planning of finances, none of them was specifically on Ibanda and Kiruhura, a gap this study closed given that no earlier study had addressed itself to the issue.

#### **Summary of Gaps identified from the Related Literature and Related studies bridged by this study**

Though much has been written on the variables under study, it has been basically outside Uganda and in particular Western Uganda, a gap this study closed. Basing on the literature reviewed as well as the past studies documented, management of integrated development projects correlated with rural development has not been fully researched on in the Ugandan context and in particular Western Uganda. The constructs under independent variable (implementation of plans, mobilization and participation of local people, leadership and financial management) were not the exact constructs studied in the previous studies. The literature and past studies did not dwell on rural development in the context of Uganda and in particular Western Uganda, but in other countries like Kenya, Nigeria and South America among others.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **Research Design**

The study employed a descriptive comparative and descriptive correlation survey designs. In particular, the study was comparative in that it established significant differences between management of integrated development programmes and rural development between the districts. It was correlation in that it established the relationship between the extent of management of integrated development programmes and level of rural development. The study was a survey in that it involved a large number of people that elicited responses and information.

#### **Research Population of Ibanda and Kiruhura**

The target population in this study included a total of 519700 from the two districts. However, the accessible population for this study included a total of 1,130 people for local leaders (programme coordinators, (Local council iii and v councillors), chairpersons for Local council iii and v) and residents (beneficiaries) combined in the districts of Ibanda and Kiruhura in Western Uganda. The programme coordinators were involved because they are the planning body of the programmes and the residents being the beneficiaries.

#### ***Sample Size***

A sample size from the 1,130 accessible population of four hundred forty four local residents from the two districts and one hundred twelve local leaders was selected using the Sloven's formula.

$$n = \frac{N}{1+N(e^2)}$$



Where,  $n$  = sample size  
 $N$  = Target population  
 $1$  = Constant  
 $e$  = margin of error expected 0.05

(see Appendix VA). The formula was applied to each category of respondents.

Table 1 below shows the respondents of the study with the following categories: district, target population and sample size.

**Table 1**  
**Respondents of the Study**

District	Target Population		Sample size	
	Residents	Local leaders	Residents	Local leaders
Ibanda	500	65	222	56
Kiruhura	500	65	222	56
Total	<b>1000</b>	<b>130</b>	<b>444</b>	<b>112</b>
Grand Total	<b>1,130</b>		<b>556</b>	

**Source: Field data**

### **Response Rate**

Overall of the required minimum 556 sample size, the study retrieved 528 which represented 95% retrieval rate.

### ***Sampling Procedure***

The sampling strategy adopted was purposive sampling and the researcher selected respondents based on the following inclusion criteria ;(1) either male or female, (2) residents in the area, (3) responsibility held for the local leaders (programme coordinators, Local council iii and v councillors and chairpersons).

### **Research Instruments**

The study used a face sheet to gather data on the socio-demographic characteristics of respondents comprised of six (6) questions. The study further used a questionnaire to collect data. Researcher devised questionnaires for soliciting respondents' views on management of integrated development programmes and rural development were employed.

Questionnaire one was on the independent variable which in this study is management of integrated development programmes. It was comprised of 46 questions divided in four sub-sections as follows: 14 questions on implementation of plans (items 1-14); 11 questions on mobilization and participation of local people (items 15-25), 12 questions on leadership (26-37), and 9 questions on financial management (items 38-46). Questionnaire two was on the dependent variable which in this study is rural development. It was composed of 44 questions divided in two sub-sections as follows: 14 questions on economic services (items1-14) and 30 questions on social services (items 15-44).

The questions are scaled based on a four-point scale and with the rating, response modes and descriptions.

Rating	Response Mode	Description
4	Strongly agree	You agree with no doubt at all
3	Agree	You agree with some doubt
2	Disagree	Disagree with some doubt
1	Strongly disagree	You disagree with no doubt

## **Validity and Reliability of the Instruments**

Content validity was ensured by subjecting the face sheet, the researcher devised questionnaires on management of integrated development projects and rural development to judgment by the content experts (who endeavoured to estimate the validity on the basis of their experience) such as professors, associate professors and senior lecturers in public management who evaluated the relevance, wording and clarity of questions in the tool.

The Cronbach alpha was used to compute the reliability (accuracy) of the researcher devised instruments using statistical package for social scientists (SPSS). The details for each component are alpha .951 for the forty six (46) items under degree of management and alpha .908 for the forty four (44) items under level of rural development. (See appendix VB). The results showed that the instruments had a high degree of reliability, with all the Cronbach's alphas for all items greater than 0.7, which according to Amin (2005) is the minimum Cronbach's alpha required to declare the instrument reliable.

## **Data Gathering Procedures**

**The following data collection procedures were observed:**

### **Before the administration of the questionnaires**

1. The researcher was able to obtain an introduction letter from the College Of Higher Degrees and Research (CHDR) which was presented to the Local authorities in the rural areas soliciting approval to conduct the study from their respective areas. The introduction letter was also used as proof that the researcher was a bonafide student of Kampala international University thus carrying out an academy study.
2. The researcher then proceeded and printed out over 650 questionnaires than the minimum sample size for distribution.
3. The researcher then selected three research assistants who assisted the researcher in the data collection; the researcher briefed and oriented



them in the sampling and data gathering procedures employed in this study aiming at being consistent in administering the questionnaires.

4. The respondents were always briefed about the purpose of the study and thereafter were requested to sign the Informed Consent Form (Appendix III) as a way of consenting to participate in the study.

### **During the administration of the questionnaires**

1. The respondents were requested to answer objectively as possible and not to leave any part of the questionnaires unanswered.
2. The researcher and his assistants emphasized retrieval of the questionnaires within five days from the date of distribution, some questionnaires were retrieved on the spot from respondents having been guided on what to do by the researcher and assistants, while others were retrieved after some weeks.
3. On retrieval, all returned questionnaires were checked for errors if any especially if incomplete.

### **After the administration of the questionnaires**

The responses gathered from the duly completed questionnaires were edited, categorized, coded and entered into the computer using the Statistical Package for Social Sciences (SPSS) for generation of summary of frequency tables.

### **Data Analysis**

The researcher used frequency counts and percentage distributions to analyze data on socio- demographic characteristics of respondents that is; (i) gender (ii) age (iii) marital status (iv) academic qualifications (v) district (vi) income level. The researcher further computed means to measure the degree of management of integrated development projects and level of rural development.

An item analysis was used to illustrate the strengths and weaknesses based on the indicators in terms of mean and rank. From these strengths and

weaknesses, the recommendations were derived. In interpretation of data the following numerical values and descriptions were used:

**A. For degree of management of integrated development programmes**

Mean range	Response mode	Interpretation
3.26-4.00	strongly agree	Very good
2.51-3.25	Agree	Good
1.76-2.50	Disagree	Poor
1.00-1.75	Strongly Disagree	Very poor

**B. For level of rural development**

Mean range	Response mode	Interpretation
3.26-4.00	strongly agree	Very high
2.51-3.25	Agree	High
1.76-2.50	Disagree	Low
1.00-1.75	Strongly Disagree	Very low

Student's Two Sample t-Test was used to test for significant differences, (H#1) at 0.05 level of significance. Pearson Linear Correlation Coefficient (PLCC) was used to test the hypothesis on correlation (H#2).

The level of rural development (dependent variable) was correlated with management of integrated development programmes (independent variable) using linear regression. The adjusted  $R^2$  was used to determine the overall contribution of management of integrated development programmes towards rural development.

## **Ethical Considerations**

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

1. Anonymity of respondents was maintained by coding the questionnaires.
2. The researcher requested respondents to sign an informed consent form (APPENDIX III).
3. Presentation of study findings was done in a generalized manner.
4. Citations and references was done to acknowledge the various authors quoted in this study.

## **Limitations of the Study**

The following threats to validity were identified;

1. Extraneous variables such as honesty of the respondents in answering the questionnaires and personal biases which were beyond the researchers' control. During the data collection, the respondents were requested to be as honest as possible and to avoid their personal biases while answering the questionnaires.
2. Targeted retrieval rate was not achieved since not all the questionnaires would be returned, completely answered nor even retrieved back due to circumstances on the part of the respondents such as travels, sickness and refusal to participate which some how affected the minimum sample size (especially on the number of local leaders). The researcher tried to minimize this threat by distributing more questionnaires exceeding the number of minimum sample size. At the end of the survey, 93 (83%) fully filled questionnaires were retrieved for leaders out of the targeted 112, and 435 (97.8%) fully filled questionnaires for residents out of the targeted 444.



## **CHAPTER FOUR**

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

This section gives socio-demographic characteristics of respondents and description of the objectives of the study, variables used and testing of pertinent hypotheses as used in this study.

#### **Socio-Demographic Characteristics of the Respondents**

The first objective of the study was to determine the socio-demographic characteristics of respondents and to achieve it, questions were asked in the questionnaire to capture these responses. Frequencies and percentage distributions were employed to summarize the socio-demographic characteristics of respondents in the districts of Ibanda and Kiruhura in Western Uganda in terms of gender, age, marital status, academic qualifications, district and income level as shown in table 2.

Table 2A

Socio-Demographic Characteristics of the Respondents  
(Local leaders)

n=93

Category	Sub category	Frequency	Percentage (%)
A .Local leaders			
Gender	Male	57	61.3
	Female	36	38.7
	<b>Total</b>	<b>93</b>	<b>100</b>
Age	20-39years	58	62.3
	40-59years	33	35.5
	60 and above	2	2.2
	<b>Total</b>	<b>93</b>	<b>100</b>
Marital status	Married	66	71
	Single	19	20.4
	Separated	5	5.4
	Widowed	3	3.2
	<b>Total</b>	<b>93</b>	<b>100</b>
Academic qualification	Certificate	23	24.7
	Diploma	27	29
	Bachelors	34	36.6
	Masters	9	9.7
	Ph.D	-	-
	<b>Total</b>	<b>93</b>	<b>100</b>
District	Ibanda	50	53.8
	Kiruhura	43	46.2
	<b>Total</b>	<b>93</b>	<b>100</b>
Income level	High	4	4.3
	Medium	64	68.8
	Low	25	26.9
	<b>Total</b>	<b>93</b>	<b>100</b>

Source: Field Data

The results as indicated in table 2A reveal that as regards to gender, most of the respondents (local leaders) in the sample were males 57 (61.3%) while females contributed 36 (38.7%), indicating that leadership positions in the districts of Ibanda and Kiruhura are mainly dominated by men. The findings are supported by Mugisha (1998) who in her study of decentralization in Uganda in Arua District found that women's participation in leadership was still low and constrained by their male spouses who refuse them to participate. The findings further concur with Ozor and Nwankwo (2008) who in their study on Imo State in Nigeria observed that women were not given equal opportunity for participation in local leadership in the community like their male counterparts. Factors like cultural barriers, lack of respect for women, domestic engagements and entrenched gender stereotypes were highlighted during the focus group discussions as being responsible for their low participation in local leaderships. In a similar study by Ajayi and Otuya (2006), majority of women were socially, culturally and politically barred from participating in community development planning and decision-making processes.

In regard to age groups, table 2A further reveals that the local leaders in the districts of Ibanda and Kiruhura fall in the category of 20-39years numbering 58 (62.3%) compared to other categories of 40-59years and 60 and above age brackets, which give percentages of 35.5% and 2.2% respectively, suggesting that many young people are joining politics and leadership positions as well. The findings are supported by Mozumdar et al (2008) who in their study on changing leadership and rural power structure in Bangladesh showed that leaders in recent times are younger in age and indeed the findings in Bangladesh showed that majority of the leaders were young (55.56%). The results from table 2A further indicated that in regard to marital status, majority of the respondents (local leaders) were married (71%), followed by singles (20.4%) while those in the categories of separated and widowed were 5.4% and 3.2% respectively, suggesting that the institution of marriage is given priority in the areas of study.



On further scrutiny the results from table 2A, revealed that in terms of academic qualifications, most of the respondents were bachelor holders contributing 36.6%, followed by diploma holders (29%) and those having certificates were 24.7% and masters were 9.7%. This indicates that qualification attainment is a prerequisite for leaders at all levels which enhances their leadership skills and leaders are fairly qualified. The findings are at variance with the assertion of Okidi (2011) who reported that most qualified professionals are not motivated to work in the rural districts because of poor remuneration and hardships involved where basic social services are scanty, as a consequence, the districts have high levels of poorly qualified local leaders with low levels of academic qualifications. However, the findings concur with the findings of Mozumdar et al (2008) who showed that local leaders in Bangladesh were having higher education (27.78%).

Table 2A, further reveals that Ibanda district contributed the biggest percentage (over 53%) of the respondents (Local leaders) while Kiruhura contributed 46%. According to the results from Table 2A, majority of the local leaders (almost 69%) perceived their income levels as medium, followed by low level (26.9%) and high (4.3%) respectively, suggesting that income levels for the local leaders in the districts of Ibanda and Kiruhura are average. This is in line with the findings of Mozumdar et al (2008) which showed that majority of the leaders today have good economic standing based on business.

Table 2B  
Socio-Demographic Characteristics of the Respondents  
(Local residents)

n=435

Category	Sub category	Frequency	Percentage (%)
B .Local residents			
Gender	Male	237	54.5
	Female	198	45.5
	<b>Total</b>	<b>435</b>	<b>100</b>
Age	20-39years	320	73.6
	40-59years	107	24.6
	60 and above	8	1.8
	<b>Total</b>	<b>435</b>	<b>100</b>
Marital status	Married	236	54.3
	Single	178	40.9
	Separated	15	3.4
	Widowed	6	1.4
	<b>Total</b>	<b>435</b>	<b>100</b>
Academic qualification	Certificate	193	44.4
	Diploma	119	27.3
	Bachelors	112	25.7
	Masters	9	2.1
	Ph.D	2	.5
	<b>Total</b>	<b>435</b>	<b>100</b>
District	Ibanda	222	51
	Kiruhura	213	49
	<b>Total</b>	<b>435</b>	<b>100</b>
Income level	High	17	3.9
	Medium	253	58.2
	Low	165	37.9
	<b>Total</b>	<b>435</b>	<b>100</b>

Source: Field Data

According to Table 2B, males contributed a larger percentage (over 54%) of the respondents in the sample while females contributed (over 45%), suggesting larger numbers of males in the districts of Ibanda and kiruhura. The



findings are at variance with the findings of the Uganda National Household Survey (2010) estimates which revealed that of the total population at about 30.7 million, Forty nine percent of the population was male while 51 percent was female showing that there are slightly more females than males.

In regard to age groups, majority of the respondents (almost 74%) in the districts of Ibanda and Kiruhura were falling in the category of 20-39 years compared to 24.6% and 1.8% respectively in other categories, suggesting a younger and vibrant population in the areas under study. The findings are in agreement with the Uganda Demographic and Health Survey (2011) results which revealed that the distribution of women and men aged 15-49 years in the 2011 UDHS sample, about one in six women (61 percent) and men (57 percent) were below age 30, reflecting the young age structure of the Ugandan population. While according to Uganda National Household Survey (2010) the proportion of persons aged 65 and above constituted only 3.1 percent.

The results in Table 2B, further indicate that in regard to marital status, most of the respondents were married 236 (54.3%), followed by singles (40.9%), separated (3.4%) and widowed (1.4%) respectively, suggesting the importance attached to the institution of marriage because it is perceived that stable families promote development in the area. The findings are supported by Uganda Demographic and Health Survey (2011) report which showed that women who were in union (i.e., currently married or living with a man as if married) constituted over three-fifths of all interviewed women (63 percent) and among men 15-49, close to six in ten were currently in union (57 percent).

Table 2B, further reveals that in terms of academic qualifications, most of the respondents were certificate holders (44.4%) compared to diploma holders (27.3%), bachelor holders (25.7%), masters' holders (2.1%) and those having Ph.D were (.5%), suggesting a relatively qualified population in the districts of Ibanda and Kiruhura. The findings confirm the results of Uganda National Household Survey (2010) which showed that the literacy rate among persons aged 10 years and above has increased by 4 percentage points from 69 percent



in 2005/06 to 73 percent in 2009/10. The male literacy rate (79%) was higher than that for females (66%) which reflects a similar pattern to the findings of the 2005/06 survey. This is also in congruent with the findings of Uganda Demographic and Health Survey (2011) report which revealed that education in Uganda is widespread; only 13 percent of women and 4 percent of men have never attended formal education. About six in ten respondents have primary education and about one in four have secondary education.

The results from Table 2B ,also indicate that respondents who participated in the study, Ibanda district contributed 51% while Kiruhura district contributed 49% of the respondents (local residents), showing a slightly more willingness on the part of respondents from Ibanda district compared to that of respondents from Kiruhura. Table 2B, further reveals that in terms of income level, majority of the respondents 253 (58.2%) were falling in the medium category, compared to low (37.9%) and high (3.9%), suggesting that incomes of the people of Ibanda and Kiruhura districts are average. The findings are supported by UNHS (2010) report which revealed that there was a general increase in the average income of both male and female-headed households over the two survey periods.

### **Extent of Management of Integrated Development Programmes Among Local Leaders in the Selected Districts of Western Uganda**

The independent variable of the study was management of integrated development programmes, and second objective for this study was to determine the extent of management of integrated development programmes in western Uganda. Management of integrated development programmes in this study was conceptualized as implementation of plans, mobilization and participation of local people, leadership and financial management. This section presents the extent of management as rated by the local leaders in the four components of management.

### Extent of Management of Integrated Development Programmes (Implementation of plans)

Implementation of plans in this study was dissected using 14 closed ended questions. Using a questionnaire, respondents (local leaders) in the districts of Ibanda and Kiruhura were asked to do self- rating on the extent to which they handle implementation of plans in all the 14 aspects. All the questions were rated on a four point scale, where 1=strongly disagree, 2=disagree, 3=agree and 4=strongly agree. The responses of local leaders were analyzed using means showing the extent to which they implement plans in each of the dimensions as shown in Table 3A.

Table 3A

### Extent of Management of Integrated Development Programmes (Implementation of plans)

**n=93**

Implementation of plans (Items 1-14)	Mean	Interpretation	Rank
Encountering challenges during implementation of plans	3.33	Very Good	1
Carrying out awareness campaigns among the local people about the plans	3.10	Good	2
Mobilizing political support for the plans to be implemented	3.10	Good	2
Having clearly defined goals for the implementation of plans	3.06	Good	4
Having coordinated activities of different actors in implementation plans	3.00	Good	5
Clearly knowing what, when and how each activity of the plans is to be implemented	2.93	Good	6
Relying heavily on persuasion and negotiation in attempting to bring other actors on board in implementation plans	2.80	Good	7
Having minimum delays in plan implementation	2.79	Good	8
Translating project language contained in a statute into acceptable feasible plans and directives	2.77	Good	9
Having all activities required to implement plans clearly distributed	2.72	Good	10
Having adequate cooperation from all stakeholders when implementing plans	2.69	Good	11
Having most physical resources needed to implement plans	2.60	Good	12
Having adequate personnel required to implement the plans at the district	2.56	Good	13
Having adequate financial resources required to implement plans	2.26	Poor	14
<b>Average mean</b>	<b>2.84</b>	<b>Good</b>	

Source: Field data



Mean range	Response Mode	Interpretation
3.26-4.00	Strongly agree	Very Good
2.51-3.25	Agree	Good
1.76-2.50	Disagree	Poor
1.00-1.75	Strongly Disagree	Very poor

Table 3A shows that there is generally a good extent of implementation of plans (average mean=2.84). However, of all the fourteen implementation plans items, encountering challenges during implementation of plans is the most obstacle to effective management (mean=3.33). Table 3A also indicate that carrying out awareness campaigns among local people about the plans to be implemented and mobilizing political support for the plans to be implemented also scored highly with (mean=3.10). The results indicate that although local leaders experience numerous challenges in implementing plans, they are also doing well in carrying out awareness campaigns among local people and drumming up for political support for the plans to be implemented in their areas. This can be explained by the fact that for a programme to have an impact in a given area (locality), it must be supported by both the local residents and politicians. Having adequate financial resources required to implement plans fared least among the local leaders (mean=2.26) probably because financial was lacking yet it is one of the most important factors in determining success of implementation of plans.

The findings on carrying out awareness campaigns among the local people and mobilizing Political support are supported by Owolabi's (2005) assertion that successful implementation of a policy (plan) requires the mobilization of political support. Owolabi further points out that systematic experimentation and recorded experiences show that involving the people to be affected by a policy in the planning, implementation and evaluation processes will make the policy more acceptable, there must be a conscious awareness, of



the clients (people) that they too have self-worth and can bear influence in a social situation. This argument concurs with Nsubuga (2009) who pointed out that low awareness arising from inadequate sensitization impacts on implementation of plans. The findings are further supported by Omboi (2011) who in his study in Meru Central District, Kenya found that institutional policies were weak in influencing strategy implementation because of low awareness and recommended that institutions create a higher level of involvement of members in any further strategy development and review to avoid hands off approach and lack of ownership on the part of people who are the implementers.

### **Extent of Management of Integrated Development Programmes (Mobilization and Participation)**

Mobilization and participation of local people was examined using 11 closed ended questions. Questionnaire was used to capture responses of local leaders on the extent to which they mobilize and let people participate in the management of development programmes on all the eleven items (dimensions). All the questions were rated on a four point scale, where 1=strongly disagree, 2=disagree, 3=agree and 4=strongly agree. The responses of local leaders were analyzed using means showing the extent to which they mobilize and let people participate in the management of development programmes on all the eleven items (dimensions) as shown in Table 3B.

Table 3B

**Extent of Management of Integrated Development Programmes  
(Mobilization and Participation)**  
**n=93**

Mobilization and participation (Items 15-25)	Mean	Interpretation	Rank
Sharing information with local people regarding projects at the district	3.34	Very good	1
Mobilizing local people to support government projects	3.32	Very good	2
Having local authorities getting involved in project activities	3.18	Good	3
Having adequate sensitization programmes for local people taking part in running the project	2.97	Good	4
Giving local people the opportunity to set their own priorities	2.89	Good	5
Involving local people in decision making in regard to projects at the district	2.84	Good	6
Having local people to participate in distributing resources	2.81	Good	7
Involving local people in monitoring of projects in the district	2.77	Good	8
Local people influence the direction and implementation of development plans	2.60	Good	9
You involve local people in mobilizing resources required to run projects	2.47	Poor	10
Local people are instrumental in the design, implementation and evaluation of projects	2.38	Poor	11
<b>Average mean</b>	<b>2.87</b>	<b>Good</b>	

Source: Field data

Mean range	Response Mode	Interpretation
3.26-4.00	Strongly agree	Very Good
2.51-3.25	Agree	Good
1.76-2.50	Disagree	Poor
1.00-1.75	Strongly Disagree	Very poor

The results in Table 3B shows that there is a good extent of mobilization and participation among local leaders in the districts of Ibanda and Kiruhura in all the eleven dimensions (overall mean=2.87). However, results indicate that local leaders' extent of mobilization and participation was higher on sharing



information with local people regarding projects in the area with (mean=3.34). This is followed by mobilizing local people to support government projects (mean=3.32) and having local authorities getting involved in project activities (3.18). The results indicate the importance leaders attach to sharing information, mobilizing local people to support government projects and getting local authorities involved in project activities are crucial for sustainability of projects.

Involving local people in mobilizing resources required to run projects and Local people being instrumental in the design, implementation and evaluation of projects had least scores (mean=2.47 and mean=2.38) respectively. This could be attributed to low awareness and representation of local people in the various planning committees at the districts. Overall, local leaders in the districts of Ibanda and Kiruhura were identified with good extent of mobilization and participation.

The findings in Table 3B are in line with Mescon's et al (2007) assertion that through participative management which involves sharing information with employees and involving them in decision making by directly involving employees in decision making, companies (organizations) increase employee's power in an organization and improve the flow of information between employees and managers. Thus management should always be conscious that people are the drivers of improvement. The findings further concur with Chambers (1983) cited by Muhumuza (2007) who theorized that there is a growing recognition of and emphasis on an adaptive, bottom up process to development, in which the beneficiaries become more instrumental in the design, implementation and evaluation of development programmes. Similarly, Nsubuga (2009) contended that community participation in local development in Uganda was quite low and the reasons for this included low awareness arising from inadequate sensitization, participation fatigue and pre-occupation with the daily struggle for survival, and repeated disappointments from unfulfilled expectations arising from bottom-up participatory planning



process. The reason is that citizens are often not provided with adequate space for involvement in decision making.

The findings are further supported by Muhumuza (2007) who observed that there is an increasing attention being paid to participation by people and local organizations because such participation is positively correlated with appropriate and sustainable development practices. The claims of the benefits of peoples' participation are further reiterated by Pettit (2000) cited in Muhumuza (2007) who argues that the current trend of supporting local organizations is based on evidence that sustainability of the development process is only possible if people are given the opportunity to set their own priorities and design locally appropriate solutions, with a high sense of ownership and personal investment. This argument is line with Midgley (1986) cited in Muhumuza (2007) who asserted that community participation connotes an active process of decision making, where the beneficiaries influence the direction and implementation of development programmes, rather than merely receiving a share of development programmes.

Further more, the findings are in agreement with Maurice (2006) who contended that lack of community involvement has been identified as a problem based on the failure of many projects which showed that if communities are treated as passive objects will lack sustainability. This further is supported by Agrawal and Gibson (1999) cited in Maurice (2006), who stressed that communities will not have incentives to use their resources sustainably if they are not involved in the management of those resources, conversely they may receive benefits that create incentives for them to be good stewards if they are included in resource management.

On the other hand, Kendie and Guri (2006) also notted that the tendency of formal development organizations to by- pass local knowledge systems and practices frustrates development work and is partly at the base of the inability of these organizations to reduce poverty. Further Abrahamse (2002) concurs that the inclusion of the community must always be a motivational force behind

development and therefore one of the most important role-players during management process.

### **Extent of Management of Integrated Development Programmes (Leadership)**

The third aspect of management of integrated development programmes examined in this study was leadership. Leadership was examined using 12 closed-ended questions. Local leaders were requested to rate themselves on the extent of leadership attributes they have in all the twelve (12) dimensions. All the questions were rated using a four-point scale, where 1=strongly disagree, 2=disagree, 3=agree and 4=strongly agree. Their responses were analyzed using means indicating the extent to which they fared in each of the items as shown in Table 3C.

Table 3C

### **Extent of Management of Integrated Development Programmes (Leadership)**

**n=93**

Leadership (Items 26-37)	Mean	Interpretation	Rank
Sensitizing the local people about the development projects	3.36	Very good	1
Sharing information with the local people and involve them in decision making	3.26	Good	2
Monitoring the projects availed to the local community	3.16	Good	3
Participating in policy and decision making in the local community	3.16	Good	3
Settling conflicts between followers when they occur during project implementation	3.14	Good	5
Making clear rules and procedures for others to follow	3.12	Good	6
Clarifying followers' work role	3.05	Good	7
Influencing local people to adopt the new behaviour needed for project implementation	3.05	Good	7
Persuading local people to support strategies for implementation	3.05	Good	7
Influencing people toward the attainment of project goals	3.04	Good	10
Influencing others to pursue official objectives of the projects	2.81	Good	11
Using power to affect the behaviour of others toward development of projects	2.29	Good	12
<b>Average Mean</b>	<b>3.04</b>	<b>Good</b>	

Source: Field Data



Mean range	Response Mode	Interpretation
3.26-4.00	Strongly agree	Very good
2.51-3.25	Agree	Good
1.76-2.50	Disagree	Poor
1.00-1.75	Strongly Disagree	Very poor

Table 3C results shows that there is a good extent of leadership among local leaders in the districts of Ibanda and Kiruhura in all the twelve dimensions (overall mean=3.04). For all the twelve items, local leaders leadership attributes were higher on sensitizing local people about development projects with (mean=3.36). This is followed by sharing information with the local people and involving them in decision making (mean=3.32) and lowest on using power to affect the behavior of others toward development projects (mean=2.29). On overall, the results indicate that in the districts of Ibanda and Kiruhura there is a good extent of leadership among local leaders.

The findings in Table 3C are in agreement with Owolabi (2005) who asserted that raising consciousness of clients to be affected by the policy can bear influence in a social situation. He further argued that at implementation stage for a policy (programme) to succeed it must be well managed, thus implored the positive role of leadership short of which will lead to implementation failure. Mescon et al (2007) observed that through participative management and involving people in decision making, organizations increase employee's power in an organization and improve the flow of information between employees and managers. Thus management should acknowledge that people are the true drivers of improvement.

Studies have pointed out to the role leadership plays in achieving targeted objectives. Maurice (2006) found that leadership is an important aspect of self-organization in community development and thus must be vested at various scales including the local level, since problems that need to be remedied and are apparent at the community level may not even be known to those operating at



higher scales. Further, in his findings, Maurice (2006) found that the strength of local level leadership was crucial to the success of bee keeping projects in providing an economic return to farmers. For example in the case kakamega, strong central leadership allowed the project to recover from difficult times that were created at least in part by weak leadership, and in case of Kwale lack of local leadership hurt project performance. Westley (1995) cited in Maurice (2006) also noted that projects that are initiated by strong leaders are usually proficient at defining the issues and mobilizing community members for action through effective use of symbols to capture varying interests to integrate them into a compelling scenario.

### **Extent of Management of Integrated Development Programmes (Financial management)**

The fourth aspect of management of integrated development programmes examined in this study was financial management. Financial management was examined using 9 closed ended questions. Local leaders in the districts of Ibanda and Kiruhura were requested to rate themselves on the extent of financial management they have in all the nine dimensions. All the questions were rated using a four-point scale, where 1=strongly disagree, 2=disagree, 3=agree and 4=strongly agree. The self ratings were analyzed using means indicating the extent to which they rated themselves on each of the items as shown in Table 3D.

**Table 3D**

**Degree of Management of Integrated Development Programmes  
(Financial management)**

**n=93**

Financial management (Items 38-46)	Mean	Interpretation	Rank
Participating in budget making activities	3.07	Good	1
Accounting for the funds allocated	3.00	Good	2
Spending is planned and controlled in accordance with established priorities	2.89	Good	3
Monitoring use of funds received	2.87	Good	4
Deciding on most appropriate uses of funds received at the districts	2.56	Good	5
Having control over district financial resources	2.39	Poor	6
Involving local people in budgeting for funds received at the district	2.38	Poor	7
Being involved in all activities concerned with obtaining money at the district	2.35	Poor	8
Having sufficient funds needed for running district projects	1.90	Poor	9
<b>Average mean</b>	<b>2.60</b>	<b>Good</b>	

Source: Field data

Mean range	Response Mode	Interpretation
3.26-4.00	Strongly agree	Very good
2.51-3.25	Agree	Good
1.76-2.50	Disagree	Poor
1.00-1.75	Strongly Disagree	Very poor

Table 3D shows that there is generally a good extent of financial management among local leaders, in all the nine items (average mean=2.60). Results from Table 3D however show among all the nine aspects of financial management, participating in budgeting making activities was rated highest with a mean rating of 3.07. This was followed by accounting for funds received rated with a mean of 3.00. The results indicate that local leaders attach great importance to participating in budget making activities. This is significant in that

participation in the budget making process increases their power in their respective areas. Having sufficient funds needed for running district projects was the least rated with (mean=1.90), indicating lack of adequate finances to run the activities of the projects at the districts which hinders the plan implementation.

The findings are in line with Mescon's et al (2002) assertion that it is of importance finding suitable sources of funds and deciding on the most appropriate uses for those funds. This observation finds support in the argument given by Pride et al (2002) who contended that financial management consists of all the activities concerned with obtaining money and using it effectively. Within a business organization, the financial manager must not only determine the best way (or ways) to raise money. He or she must also ensure that projected uses are in line with the organization's goals. Thus effective financial management involves careful planning, henceforth, the need for financial management becomes critical because without financing, there would be very little business, and to support this argument, Pride et al (2002), further observed that many firms (programmes) have failed because their managers did not pay enough attention to finances. The above assertions are in agreement with United Nations (1999) study, which pointed out that involvement and accountability of senior managers in all stages of the process are very critical in financial management.

Past studies also support the findings. For instance, Mkare (2009) established that lack of transparency and accountability led to embezzlement, misappropriation of funds and low morale of the beneficiaries, in his study an investigation of the challenges faced by local authorities in Kilifi County, Kilifi district in Kenya. While Ruhumuriza (2009) found that corruption and delays in funding were among the financial management challenges causing failure of the projects to meet their targets and accomplishment of objectives.

Further the findings are supported by Ozor and Nwankwo (2008) who observed that having insufficient sources of funds for community development projects was one of the major important constraints in the community. While Mwakitete (2008) established that ethical practices coupled with proper financial



management like disclosure of information and keeping proper financial records among other practices led to good organizational (programme) performance.

Table 3 E

**Summary Table of Average Means for the Constructs on Extent of Management of Integrated Development Programmes in the districts of Ibanda and Kiruhura**

<b>Constructs</b>	<b>Average mean</b>	<b>Interpretation</b>	<b>Rank</b>
Implementation of plans	2.84	Good	3
Mobilization and participation	2.87	Good	2
Leadership	3.04	Good	1
Financial management	2.60	Good	4
<b>Total Average mean</b>	<b>2.84</b>	<b>Good</b>	

Source: Field data

<b>Mean range</b>	<b>Response Mode</b>	<b>Interpretation</b>
3.26-4.00	Strongly agree	Very good
2.51-3.25	Agree	Good
1.76-2.50	Disagree	Poor
1.00-1.75	Strongly Disagree	Very poor

Results in Table 3E show that, overall there is a good extent of management of integrated development programmes in the districts of Ibanda and Kiruhura in respect to all the four constructs (general average mean=2.84). This good extent of management is attributed to the communication and interpersonal skills possessed by these leaders in the districts who are as well qualified. From all the four constructs, leadership was most rated high with (mean=3.04). The results indicate that leaders regard leadership as very vital in management of integrated development programmes and ensure that it is given

priority. It is also important to note that if leadership in any organization is poor there would be implementation failure of programmes.

The second highest extent of management is observed at mobilization and participation (mean=2.87). The stage of mobilization and participation is crucial given the fact that if the people or communities to be affected by the programmes are not mobilized to participate in all its activities there would be a higher percentage of failure, thus community mobilization and participation is a very critical stage in the success of a programme.

The lowest extent of management was registered at the construct of financial management (mean=2.60), followed by implementation of plans (mean=2.84). This could be attributed to the numerous challenges encountered by leaders in their respective districts in regard to resource availability. Although these areas were seen to be secondary, they play a crucial role, as not having adequate financing leads to lagging behind of programme schedules and not having support for plans to be implemented leads to low programme implementation, thus these two areas should be given due consideration.

Several scholars in management have tried to underscore the importance of management in any organization or enterprise. Mescon, et al (2002), found that managers with good leadership skills have greater success influencing the attitudes and actors of others, both through the demonstration of specific tasks and through the managers' own behaviour and spirit. The authors further contend that management entails four basic functions that is, planning, organizing, leading and controlling resources (land, labour, capital and information) to effectively reach a company's goals, and those functions described above do not occur according to some rigid, preset time table, but managers at any given time, may engage in a number of functions simultaneously, and each function tends to lead naturally to others.

Jones and George (2003), contended that in leading, managers not only articulate a clear vision of the organizational members to follow but also energize and enable organizational members so that they understand the part they play in

achieving organizational goals. Jones and George further stressed that leadership depends on the use of power, influence, vision, persuasion, and communication skills to coordinate the behaviours of individuals and groups so that their activities and efforts are in harmony.

Williams (2003) asserted that good management is working through others to accomplish tasks that help to fulfill organizational objectives as efficiently as possible. Williams further asserted that one thing that hasn't changed, (and never will), is the importance of good management. Organizations can't succeed for long without it. Well managed companies (organizations) are competitive because their work forces are smarter, better trained, more motivated and more committed. Furthermore, good management leads to satisfied employees, who in turn, provide better services to customers, because employees tend to treat customers the same their managers treat them, good management can improve customer satisfaction. .

### **Level of Rural Development in the Districts of Ibanda and Kiruhura**

The dependent variable in this study was rural development and the third objective was to determine the level of rural development in Western Uganda. Level of rural development in this study was conceptualized in terms of access to economic and social services. This section describes the level of rural development as perceived by local residents in the two districts of Ibanda and Kiruhura.

### **Level of Rural Development (Economic services)**

Economic services in this study were broken into five aspects including; source of house hold income, modern farming, financial services, marketing facilities and tourism and recreational facilities. Economic services in this study were examined using 14 closed ended questions. Using a questionnaire, respondents (local residents) in the districts of Ibanda and Kiruhura were asked to rate the extent to which they perceived the level of rural development on all



the fourteen dimensions. All the questions were rated on a four-point scale, where 1=strongly disagree, 2=disagree, 3=agree and 4=strongly agree. The responses (self ratings) of local residents were analyzed using means showing the extent to which they perceived access to economic services (rural development) on each of the dimensions as shown in Table 4A.

Table 4A

**Level of Rural Development (Economic services)**

n=435

Economic services (Items 1-14)	Mean	Interpretation	Rank
Having physical access to markets for your produce in your area	3.05	High	1
Having access to farming	3.05	High	1
Having access to a trading business	3.04	High	3
Usually deworm and spray your animals(cattle, goats and sheep)	3.03	High	4
Having adequate to savings and deposit facilities from banks in your area	3.01	High	5
Having access to credit facilities (loans) in your area	2.98	High	6
Having access to cattle keeping	2.87	High	7
Having access to salary/wage	2.86	High	8
Having access to transport services for your farm products to markets	2.83	High	9
Using improved farming practices(e.g. use of fertilizers, mulching) in your area	2.52	High	10
Having access to advisory and information services (from agriculture extension services)	2.48	Low	11
Having access to lakes, rivers and natural forests in your community	1.86	Low	12
Having access to cultural sites and camping sites in your community	1.59	Very Low	13
Having access to use of new technology (e.g. use of tractors in farming)	1.49	Very low	14
<b>Average mean</b>	<b>2.62</b>	<b>High</b>	

Source: Field data

**Mean range**

**Response Mode**

**Interpretation**

3.26-4.00

Strongly agree

Very high

2.51-3.25

Agree

High

1.76-2.50

Disagree

Low

1.00-1.75

Strongly Disagree

Very low

Table 4A results show a high level of access to economic services among local residents in the districts of Ibanda and Kiruhura in all the fourteen dimensions (overall mean=2.62). For all the fourteen items, the level of rural development was mostly perceived to be high in having physical access to markets for produce in the area and having access to farming (mean=3.05). These are followed by having access to a trading business (mean=3.04). The results show that local residents in the districts of Ibanda and Kiruhura value having markets for their products and farming which remains very critical in improving their lives, because failure to access physical markets is likely to lead negative implications of low income. Residents placed much importance on the level of rural development in regard to access to farming because it is considered to be very crucial in improving the lives of the rural people.

The least level of rural development in terms of access to economic services was registered in having access to use of new technology (e.g. use of tractors in farming) (mean=1.49). This was followed by having access to cultural and camping sites in a community (mean=1.59). The results show that local residents do not have access to these aspects. It should be noted however that having access to new technology in farming increases productivity and output and recreational facilities and tourism also enhance economic development.

The findings are at variance with the assertions of researchers such as Ward and Brown (2009) who noted that changes in global production networks and increased urbanization have changed the character of rural areas, shifting to increasing tourism, manufacturers, and recreation which have replaced resource extraction and agriculture as dominant economic drivers. This further finds support in Haggblade et al (2007) who observed that contrary to conventional wisdom that equates rural economics with agriculture; rural residents in developing countries often rely heavily on activities other than farming for their income. On the same point of view, Reeder and Brown (2005) also asserted that rural recreation areas have grown rapidly in recent years, and recreation and



tourism development has become a popular vehicle for rural economic development.

The findings, however, find support in the findings of the (World Development Report 2008; World Bank 2007b), which make clear action that at the global level; agriculture is essential for successful realization of national agendas and use for development. These observations also find support in the argument of Anriquez and Stamoulis (2007) who found that there is no direct measurement to uncover the importance of agriculture within the rural economy, but there are alternative roads which indirectly point to that measure. For example they point out that agriculture is an important component of most rural economies especially in the developing countries, and as shown by Anriquez and Lopez (2007) cited in Anriquez and Stamoulis (2007) found that in Chile the size of agriculture within in the local economy is sometimes used to define rurality. Therefore, Anriquez and Stamoulis (2007) contended that any successful rural development strategy should contain agricultural development component.

### **Level of Rural Development (Social services)**

Social services in this study were broken into nine aspects including; source of water, good sanitation, basic meals, health facilities, education services, housing facilities, roads, source of energy and means of communication. Social services in this study were examined using closed ended questions. Using a questionnaire, respondents (local residents) in the districts of Ibanda and Kiruhura were asked to rate the extent to which they perceived the level of rural development in regard to access of social services on all the thirty (30) dimensions. All the questions were rated on a four point scale, where 1=strongly disagree, 2=disagree, 3=agree and 4=strongly agree. The responses (self ratings) of local residents were analyzed using means showing the extent to which they perceived access to social services (level of rural development) on each of the dimensions as shown in Table 4B.



Table 4B  
**Level of Rural Development (Social services)**  
n=435

Social services (Items=15-44)	Mean	Interpretation	Rank
Usually have lunch	3.75	Very high	1
Having access to a pit latrine	3.74	Very high	2
Having access to a radio	3.74	Very high	2
Usually have supper	3.69	Very high	4
Having access to telephone services(mobile)	3.63	Very high	5
Usually use fire wood for cooking	3.60	Very high	6
Having access to the nearby universal primary education in your area	3.60	Very high	6
Usually get breakfast	3.51	Very high	8
Having access to murram roads in your area	3.49	Very high	9
Having access to a bathroom	3.45	Very high	10
Usually wash hands after visiting toilets	3.34	Very high	11
Having access to nearby health centre in your area	3.29	Very high	12
Having access to a rubbish pit	3.14	High	13
Having access to a semi permanent house (with walls of wooden poles)	3.11	High	14
Having access to a permanent house(e.g. built with bricks, roofed with iron sheets)	3.08	High	15
Having access to adequate medical personnel (e.g. doctors and nurses) in your area	3.04	High	16
Having access to quality educational services in your area (qualified teachers, permanent structures)	2.95	High	17
Having access to private educational services in your area (afford fees charged)	2.81	High	18
Usually use charcoal for cooking	2.78	High	19
Having access to public water tap in your area	2.69	High	20
Usually have evening tea	2.68	High	21
Having access to newspapers	2.61	High	22
Having access to protected water spring in your area	2.58	High	23
Affording the cost of health services in private clinics in your area	2.51	High	24
Having access to turmac roads in your area	2.50	Low	25
Having access to private water tap in your area	2.43	Low	26
Having access to a local dam in your area	2.35	Low	27
Having access to television	2.34	Low	28
Having access to a temporary structure(e.g. a hut)	1.80	Low	29
Usually use electricity for cooking	1.41	Very low	30
<b>Average mean</b>	<b>2.99</b>	<b>High</b>	

Source: Field data

Mean range	Response Mode	Interpretation
3.26-4.00	Strongly agree	Very high
2.51-3.25	Agree	High
1.76-2.50	Disagree	Low
1.00-1.75	Strongly Disagree	Very low

Table 4B shows the means on how local residents rated their level of rural development on the nine sub constructs of social services. The results in Table 4B show a high level of rural development in regard to access to social services in the districts of Ibanda and Kiruhura on all the thirty aspects (average mean=2.99). In all the thirty aspects, having lunch was most rated with (mean=3.75). This was followed by having access to a pit latrine and having to a radio (mean=3.74). The results show that residents value having lunch and access to a pit latrine as important aspects in one's way of living. The results further shows the value that local residents attach to having access to means of communication which is paramount in fostering development in a community. The findings find support in the assertion of IBRD (2008) that radio is a critical source of information and means of lifelong learning.

The least level of rural development in social services was registered at the aspect of usually cooking with electricity (mean=1.41). Having access to a local dam (mean=2.35) and having access to private water tap in the area (mean=2.43) were also among the least accessed aspects. The low access to use of electricity implies that local residents do not afford cost of electricity and the availability of other sources of energy in their respective areas could be playing a significant role. However, the findings are in variance with the findings of the IBRD's (2008) which found that improved availability of energy services provides opportunities for creating new businesses for example in the Philippines and Vietnam, it was established that households with electricity have two or more times as many businesses as households without electricity. Studies also document that rural women even more than rural men become entrepreneurs as



soon as lighting and power becomes available, starting home-based or community-center-based businesses. In the Philippines the majority of home-based micro businesses have been started by women ESMAP (2002) cited in IBRD (2008).

The least level of rural development in social services was also registered at having access to a local dam and having access to private water tap in the area, this could be attributed to limited number of dams in the area which is linked to poverty and general scarcity of water in the area. It should be noted however that access to water is one the critical things in one's life. The findings find support in the UNDP (2006) report, which pointed out that throughout history human progress has depended on access to clean water and the ability of societies to harness the potential of water as a productive resource. The report further underlined that water for life in the household and water for livelihoods through production are two of the foundations for human development, yet for a large section of humanity these foundations are not in place.

The UNDP (2006) findings are in line with the World Bank's (2008) view that potable water and energy are the two most important infrastructure services for human survival. The importance of potable water is further illustrated by the UNICEF (2006) report "Progress for Children: A Report Card on Water and Sanitation," cited in the World bank (2008) which found that 88 percent of the deaths of children under age five from diarrheal diseases are caused by unsafe water (combined with poor sanitation and lack of hygiene), this is equivalent to about 4,000 children under five dying every day.

Several other studies have stressed the need for rural areas to be improved. For example Ekong (2000) in his study identified the necessary infrastructure that could enhance rural dwellers' production, distribution and consumption activities and ultimately the quality of life, which included transportation, storage facilities, power supply, communication facilities, water supply, health facilities and other community services. EKong's (2000) findings are supported by Abubakar (1999), who opined that the availability of rural



infrastructures is critical to the optimum performance of small-scale farmers. Studies by Ajayi (1996) and Amechi (2005) have also demonstrated the positive impact of rural infrastructures on the socio-economic lives of rural farmers. Amech's (2005) study identified the infrastructure needs of farmers in order of priority with a road network as being the most needed (100%), followed by storage facilities (88.2%), power supply (61.9%) and health care (53.5%), with telephone services, schools and irrigation facilities being in low demand in the study area. The findings are further supported by Umeh et al (2006) who found that a poor road network is the most critical infrastructural problem facing farmers in Nigeria.

Table 4 C

**Summary Table of Average Means for the Constructs on Level of Rural Development in the districts of Ibanda and Kiruhura**

<b>Constructs</b>	<b>Average mean</b>	<b>Interpretation</b>	<b>Rank</b>
Economic services	2.62	High	2
Social services	2.99	High	1
<b>General Mean</b>	<b>2.80</b>	<b>High</b>	

Source: Field data

<b>Mean range</b>	<b>Response Mode</b>	<b>Interpretation</b>
3.26-4.00	Strongly agree	Very high
2.51-3.25	Agree	High
1.76-2.50	Disagree	Low
1.00-1.75	Strongly Disagree	Very low

Results in Table 4C show that on the overall there is a high level of rural development among local residents in the districts of Ibanda and Kiruhura in respect to the two constructs (general average mean=2.80). This level of rural development is attributed to the concerted efforts of government and development partners aimed at reducing poverty levels among the rural people through development programmes and provision of services. For the two constructs, the level of rural development was most rated high on social services

with (mean=2.99). The results indicate that local residents regard having access to social services as very vital in improving their lives and strive to attain them in their communities.

Past studies on rural development have shown the need for developing rural areas and providing services to the communities. Ngun Ceu Thang and Husin (2011), in their study contended that poverty is both a social and an economic problem which should be eradicated from society and is everyone's dream, thus governments have responsibilities to eradicate the poverty or, at least reduce poverty rates. In fact, poverty reduction is everyone's social responsibility. Further they assert that the key to rural development is to keep in mind that it is not only income growth that matters to national welfare, but effective rural development should contain elements such as provision of basic services, the priority should be to improve the quality of human capital in rural areas; empowerment of the poor, tackling the social dimension of poverty which means improving the self-confidence of the poor, and this requires breaking the chains of dependence that exist between landlord- tenant, lender-borrower, and patron-client; facilitate access to markets because an empowered rural sector can be a significant market player.

Ekong (2000), in his study identified the necessary infrastructure that could enhance rural dwellers' production, distribution and consumption activities and ultimately the quality of life, which included transportation, storage facilities, power supply, communication facilities, water supply, health facilities and other community services. Ekong's (2000) observation finds support in Abubakar (1999), who found that the availability of rural infrastructures is critical to the optimum performance of small-scale farmers. Similar other studies for example Ajayi (1996) and Amechi (2005) have also demonstrated the positive impact of rural infrastructures (services) on the socio-economic lives of rural farmers. These findings are supported by Maurice (2006) who in his study in Kenya found that infrastructure such as roads should be given priority; he further observed



that other infrastructure services such as water, telephone and electricity are also essential for development and improved living standards.

On the same view, Anriquez and Stamoulis (2007) emphasized that the promotion of rural economy in a sustainable way has the potential of increasing employment opportunities in rural areas, reducing regional income disparities, stemming pre-mature rural –urban migration, and ultimately reducing poverty at its very source. In addition development of rural areas may contribute to the preservation of the rural landscape, the protection of indigenous cultures and traditions while rural societies could serve as a social buffer for the urban poor in periods of economic crisis or social urban unrest.

### **Significant Difference in the Extent of Management of Integrated Development Programmes and Level of Rural Development Between the Districts**

The fourth and fifth objectives were to establish whether there is a significant difference in the extent of management of integrated development programmes and level of rural development in Western Uganda based on the district. To these objectives, the researcher hypothesized that there is no significant difference in the extent of management and level of rural development based on the district. The students' two independent sample t-test was used to verify the hypotheses as indicated in Table 5.

The hypotheses were rejected on the two variables namely management and rural development.



**Table 5**

**Comparison in the Extent of Management of integrated development projects and Level of Rural Development Between the Districts**  
**(Level of significance=0.05)**

Category	Mean	Computed t-value	Sig.	Interpretation of difference	Decision on H <sub>0</sub>
<b>Extent of Management of integrated development programmes</b>					
Ibanda	2.96	2.695	.008	Significant difference	Rejected
Kiruhura	2.69				
<b>Level of Rural Development</b>					
Ibanda	2.85	3.074	.002	Significant difference	Rejected
Kiruhura	2.72				

Source: Field data

Legend: If the significant value is equal or less than 0.05 level of significance, the interpretation is significant.

If the significant value is more than 0.05 level of significance, the interpretation is not significant.

Results in Table 5 indicate that on the overall, the extent of management of integrated development programmes and level of rural development differed significantly between the districts as shown by the means (mean=2.96;2.69, 2.85;2.72). There is a significant difference in the extent of management and level of rural development between Ibanda and Kiruhura districts. This is so because the computed t-values were greater than the sig.values ( $t=2.695 > \text{sig}.008$ ;  $t=3.074 > \text{sig}.002$ ). This led to the rejection of the null hypothesis to the effect that the means between the two districts differed significantly and as sample means suggest Ibanda district fared better than Kiruhura. These findings are in agreement with the view of Moseley (2003) who

observed that in contrast to urban regions which have many similarities; rural areas (districts) are highly distinctive from one another.

### **Relationship Between the Extent of Management of Integrated Development Programmes and Level of Rural Development in the Districts of Ibanda and Kiruhura in Western Uganda**

The sixth objective of this study was to establish whether there is a significant relationship between the extent of management of integrated development programmes and the level of rural development. The researcher tested a null hypothesis that there is no significant relationship between the extent of management of integrated development programmes and the level of rural development. To test this null hypothesis the researcher correlated the mean scores for management of integrated development programmes and those for rural development, using the Pearson's Linear Correlation Coefficient (PLCC). The results of the correlation are shown in Table 6.

**Table 6**

**Relationship Between the Extent of Management of integrated development programmes and Level of Rural Development**  
(Level of Significance=0.05)

<b>Variables correlated</b>	<b>Computed r-value</b>	<b>P-value</b>	<b>Interpretation of Correlation</b>	<b>Decision on H<sub>0</sub></b>
Extent of Management of integrated development programmes VS. Level of Rural Development	.007	.886	Not Significant	Accepted

Source: Field data

Results in Table 6 indicate that on the overall, the extent of management of integrated development programmes is not significantly correlated with the



level of rural development in general ( $r = .007$ ,  $p = .886$ ). Basing on the results of Table 6, the null hypothesis is accepted that there is no significant relationship between the extent of management of integrated development programmes and the level of rural development. The extent of management does not greatly impact on the level of rural development, thus the level of development in a given area could be determined by other factors.

Researchers such as (Lowe et al, 2002; Durand and Huylenbroeck, 2002) argue that integrated rural development remains primarily targeted upon agriculture and agricultural enterprises. The findings find support in the study of Van der Ploeg et al (2000), who noted that rural development can be constructed very effectively using the innovativeness and entrepreneurial skills present in the agricultural sector itself. However, Galdeano-Gómez et al (2010) point out that there is no a single exclusive model behind the driving forces of rural development. Instead there are multiple development trajectories resulting from various combinations of local, regional, national and global forces in specific circumstances. This is supported by the assertion of Sarkar and Ghosh (2000) that a multi-sectoral planning approach for enhancing overall accessibility will be most appropriate for developing rural areas and alleviating rural poverty.

### **Regression Analysis for Level of Rural Development and Extent of Management of Integrated Development Programmes**

Regression analysis was used to rank the effect of the extent of management of integrated development programmes on the level of rural development in the districts of Ibanda and Kiruhura, with the view of finding the extent of the effect. Table 7 shows the results of this test.



Table 7

### Regression Analysis Between Level of Rural Development and Extent of Management of Integrated Development Programmes

(Level of Significance=0.05)

Variables Regressed	R <sup>2</sup>	F value	Sig.	Interpretation	Decision on H <sub>0</sub>
Rural development vs. Management of integrated development programmes.	.000	.021	.886	Insignificant effect	Accepted
<b>Coefficients</b>	<b>Standardized Beta</b>	<b>T</b>	<b>Sig</b>		
<b>(Constant)</b>		2.859	.000	Significant effect	Rejected
Management	.003	0.071	0.944	Insignificant effect	Accepted

Source: Field data

Legend: If the significant value is equal or less than 0.05 level of significance, the interpretation is significant.

If the significant value is more than 0.05 level of significance, the interpretation is not significant.

The results in Table 7 suggest that the extent of management insignificantly affect level of rural development ( $F=.021$ ,  $Sig. =.886$ ). The results indicate that generally the degree of management influencing the level of rural development is minimal, that is by 2.1%.

## **CHAPTER FIVE**

### **FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

This chapter presents a summary of major findings, conclusions, recommendations and areas of further research.

#### **SUMMARY OF FINDINGS**

##### **Socio-Demographic Characteristics of the Respondents**

###### **1(a) Local leaders**

- 1.1 Most of the local leaders in the districts of Ibanda and Kiruhura were males (61.3%).
- 1.2 Majority of the local leaders in the study were in the age category of 20-39 years (62.3%).
- 1.3 Majority of the leaders in the districts were married (71%)
- 1.4 Most of the leaders in the districts were bachelor holders (36.6%).
- 1.5 Slightly more than half of the leaders were from Ibanda district (53.8%).
- 1.6 Majority of the leaders perceived their income level as medium (68.8%).

###### **(b) Local residents**

- 1.1 Majority of the residents in the districts were males (54.5%).
- 1.2 Majority of local residents were in the age category of 20-39 years (73.6%).
- 1.3 Most of the residents in the districts were married (54.3%).
- 1.4 Most of the local residents were certificate holders (44.4%).
- 1.5 Slightly more than half of the respondents were from Ibanda district (51%).
- 1.6 More than half of the local residents perceived their income level as medium (58.2%).

### **Extent of management (Implementation of plans)**

1. Most of the respondents rated encountering challenges during implementation of plans as the most obstacle to effective management (mean=3.33).
2. Good extent of implementation was most observed at carrying out awareness campaigns among local people about the plans to be implemented and mobilizing political support for the plans to be implemented also scored highly with (mean=3.10) respectively.
3. There was poor extent of implementation which was observed at the aspect of having adequate financial resources required to implement plans with the least (mean=2.26).

### **Extent of management (mobilization and participation)**

1. A very good extent of mobilization and participation among local leaders was most observed in the aspect of Sharing information with local people regarding projects in the area with (mean=3.34).
2. The least extent of mobilization and participation was registered at the aspect of local people being instrumental in the design, implementation and evaluation of projects with (mean=2.38).

### **Extent of management (Leadership)**

1. A very good extent of leadership was registered at the aspect of sensitizing local people about development projects with (mean=3.36).
2. The least good extent of leadership was registered at the aspect of using power to affect the behaviour of others toward development projects (mean=2.29).



### **Extent of management (Financial management)**

1. The highest good extent of financial management was registered at the aspect of participating in budgeting making activities with (mean=3.07).
2. The poor extent of financial management was registered at the aspect of having sufficient funds needed for running district projects with the least (mean=1.90).

### **Level of rural development (Economic services)**

1. The most high level of rural development was registered at the aspects of having physical access to markets for produce in the area and having access to farming which were mostly rated with (mean=3.05).
2. Very low level of rural development was registered at the aspects of having access to use of new technology (e.g. use of tractors in farming) with (mean=1.49), followed by having access to cultural and camping sites with (mean=1.59).

### **Level of rural development (Social services)**

1. A very high level of rural development was most registered in the aspects of having lunch with (mean=3.75), followed by having access to a pit latrine and a radio (mean=3.74).
2. A very low level of rural development was registered at the aspect of usually cooking with electricity (mean=1.41).
3. A low level of rural development was also registered at the aspects of having access to a local dam with (mean=2.35) and having access to private water tap with (mean=2.43) among others.

### **Significant Difference in the Extent of Management of integrated development programmes and Level of Rural Development**

The extent of management of integrated development programmes and level of rural development differed significantly between the districts as shown by the means (mean=2.96; 2.69, 2.85; 2.72) and t-values ( $t=2.695$ , Sig. =.008) and ( $t=3.074$ , Sig. =.002). The hypotheses were rejected on both variables.

### **Relationship Between the Extent of Management of integrated development programmes and Level of Rural Development**

The extent of management of integrated development programmes is not significantly correlated with the level of rural development in general ( $r = .007$ ,  $p = .886$ ). The null hypothesis was accepted.

### **Regression Analysis for Level of Rural Development and Extent of management of integrated development programmes**

The regression results showed that the extent of management insignificantly influence level of rural development ( $F=.021$ , Sig. =.886). The results indicated that generally the influence is minimal with only (2.1%).

## **CONCLUSIONS**

Based on the findings of this study, the following conclusions were drawn:

The null hypothesis of no significant differences in the extent of management of integrated development programmes and the level of rural development in Western Uganda based on the district was rejected.

The null hypothesis of no significant relationship between the extent of management of integrated development programmes and the level of rural development was accepted.

The study generated new knowledge which included the following; the findings revealed that the extent of management among local leaders in the districts of Ibanda and Kiruhura was better on leadership and mobilization and



participation aspects compared to implementation of plans and financial management.

The level of rural development was high in regard to access to social services compared to economic services in the districts of Ibanda and Kiruhura. The study revealed that the extent of management of integrated development programmes does not significantly impact on the level of rural development.

The structural theory of (Gordon, Edwards and Reich, 1982) was proven through the findings of this study which concluded that individuals have strong motivation to succeed; however, they are overwhelmingly prevented from success by structural barriers found in many sectors of the society which prevent them from access and accomplishment in key social institutions including jobs, education and political representation among others.

## **RECOMMENDATIONS**

Based on the findings of this study the following are recommended:

Training opportunities need to be enhanced by the districts through workshops and seminars for all the people in the areas especially females about leadership and what roles it can play in the communities, thereby creating awareness among females in their communities about the need to take up leadership in the various positions in order to make a positive contribution in their communities. To achieve this, districts should employ the services of experts and well skilled and qualified trainers to conduct the workshops and seminars.

The Local leaders should enhance sources of income for all the households in their respective districts. This can be achieved through diversification of the sources of income from the tradition ways especially farming which is seen as almost the only major source of income for local people, by embracing market oriented farming which is producing surplus to sale which can bring in more money, starting-up business related projects such as road-side businesses like making of crafts, stalls to sell various food items such



as fresh fruits and other edibles which would go a long way in boosting the standards of living for the people in the area.

Local leaders ought to regularly carry out awareness campaigns among local people about the plans to be implemented. This can be attained through local council meetings, public rallies and local media such local news papers and through radio stations in their respective areas. This is intended to provide a chance to the implementers and the would beneficiaries a fora to meet and discuss the aims and objectives of the programmes and also would ensure that local people input is captured which is critical in sustainability of programmes.

There is also need for local leaders to continue soliciting and mobilizing political support for plans to be implemented at the district from the members of Parliament, Resident District Commissioners since they are also stakeholders. Through regular meetings and briefings on the progress of the programmes being implemented. This is so because when there is involvement of all the stakeholders in the implementation of plans, there ought to be more acceptance to support the programmes and thus implementation is likely to be successful.

Local leaders need to involve local people in the design, implementation and evaluation of project activities from the start to the end by seeking the advice of the people, involving them in decision making issues related to the running of the programmes. This would raise morale among local people to fully participate in the implementation of these programmes because they would be valuing them as "theirs".

There is need by local governments to mobilize for more resources especially funds that are vital in implementation of plans at the districts. This can be attained by Central Government committing more funding to local governments through conditional and unconditional grants, timely releases of the funds, local governments partnering with other development partners such as IFAD which has the potential to fund development oriented programmes. Local Governments can also engage in income generating activities such as renting-out

their idle land and other properties to get more funds to supplement other sources.

There is need to promote use of new technology such as use of tractors in farming by government of Uganda because having access to technology increases to productivity. This can be done by both the government and development partners by increasing awareness among local people about the need to embrace new technologies in farming by pointing out the benefits associated such as increased yields in terms of output, subsidizing the cost of tractors so that they can be affordable to the local people.

Tourism and recreational facilities in rural areas could be promoted by the government of Uganda and districts as an alternative vehicle of development. This can be achieved by having established and clear policies put in place to boost tourism development activities in rural areas such as working in partnership with the local communities to enhance and market their natural resources, promoting sustainable development, extension of infrastructure like accessible roads and other amenities like electricity and water in the rural areas. This would go a long way in boosting the income levels of the residents and creating employment opportunities for the local people.

There ought to be increased access to advisory and information services from extension workers to rural people. This could be done by the government through hiring and training of more extension workers, motivating them through better and competitive salaries, placing more extension workers in every parish so that their services can be easily accessible by the local residents. This would go a long way in equipping the rural people with the necessary skills and information that would be helpful in boosting farming in their respective areas.

Access to safe water requires to be improved by both Central and Local Governments through construction of more local dams in the areas, prioritizing the need for having access to water through increased funding and reducing the cost that is involved in connecting private taps in homesteads by subsidizing to



those who can afford such facilities. Thus making water accessible to many households which is critical for human survival.

Road system should be improved by the Government of Uganda, by making them all weather roads which is intended to make them accessible and thus enhancing rural dwellers' production, distribution and consumption activities which in the long run lead to improvement in the quality of life.

There is need by government of Uganda to improve and promote access to electricity in the areas through government programme of rural electrification because having access and affordable electricity in rural areas is an engine for development because it boosts businesses in the respective areas, thus more funding is needed in this area and the cost of electricity needs to be subsidized so that it can be affordable by all the people in the country.

Local leaders in the districts of Ibanda and Kiruhura can further be equipped with further training in management to cover basics in terms of implementation, mobilization, leadership and financial management, this can be attained through refresher courses and seminars offered by skilled and trained experts in management which will go a long way in enhancing their managerial skills which are crucial in carrying out their roles.

There is need by the Government of Uganda to give due consideration to agriculture development in the areas of study in Western Uganda since it has been deemed as vital in improving lives of rural people. This can be attained through the government of the republic of Uganda committing more funds to development of the sector, improving infrastructure developments such as roads, post harvest facilities, lowering taxes on fertilizers and improved quality seeds to make them accessible. This will go a long way in improving lives of rural people since the majority of the people are in the rural areas.



## **Suggestions for further research**

Management of integrated development programmes has not explained the variations in the levels of rural development. Therefore more studies are still needed related to rural development in the context of Western Uganda to fill the gap of scanty literature. These may include; leadership abilities, education level, and role of stakeholders and rural development. Similar studies to this one may be conducted in other districts of Western Uganda or other parts of the country such as Northern, central and eastern regions to help in explaining variations in rural development.

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**APPENDIX I A**

**SAMPLE TRANSMITTAL LETTER FROM CHDR**

**OFFICE OF THE DEPUTY VICE CHANCELLOR (DVC)  
COLLEGE OF HIGHER DEGREES AND RESEARCH (CHDR)**

---

Dear Sir/Madam,

**RE: INTRODUCTION LETTER FOR Mr. Muzaare Gerald  
REG. NO. PhD.PMM/42781/92/DU, TO CONDUCT RESEARCH  
IN YOUR DISTRICT**

The above mentioned candidate is a bonafide student of Kampala International University pursuing a Ph.D. in Public Management

He is currently conducting a field research for his dissertation entitled, **Management of Integrated Development Programmes and Rural Development in Selected Districts of Western Uganda.**

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

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

Any assistance rendered to him will be highly appreciated.

Yours truly,

---

Novembrieta R. Sumil, Ph.D.

Deputy Vice Chancellor, CHDR

## APPENDIX IB

### TRANSMITTAL LETTER FOR THE RESPONDENTS

---

Dear Sir/ Madam,

Greetings!

I am a Ph.D candidate in Public Management of Kampala International University. Part of the requirements for the award is a dissertation. My study is entitled, **Management of Integrated Development Programmes and Rural Development in Selected Districts of Western Uganda**. Within this context, may I request you to participate in this study by answering the questionnaires. Kindly do not leave any option unanswered. Any data you will provide shall be for academic purposes only and no information of such kind shall be disclosed to others.

I or the research assistant may retrieve the questionnaire within five days (5).

Thank you very much in advance.

Yours faithfully,



Mr. Muzaare Gerald

(Researcher)

0772 665 699/0701 665 699

## APPENDIX II

### CLEARANCE FROM ETHICS COMMITTEE

Date \_\_\_\_\_

#### Candidate's Data

Name MUZARE GERARD

Reg. # \_\_\_\_\_

Course PUBLIC MANAGEMENT

Title of Study MANAGEMENT OF INTEGRATED DEVELOPMENT PROGRAMS AND RURAL DEVELOPMENT IN SELECTED DISTRICTS OF WESTERN UGANDA

#### Ethical Review Checklist

##### The study reviewed considered the following:

- ☐ Physical Safety of Human Subjects
- ☐ Psychological Safety
- ☐ Emotional Security
- ☐ Privacy
- ☐ Coding of Questionnaires/Anonymity/Confidentiality
- ☐ Permission to Conduct the Study
- ☐ Informed Consent
- ☐ Citations/Authors Recognized

#### Results of Ethical Review

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

#### Ethics Committee (Name and Signature)

Chairperson \_\_\_\_\_

Members \_\_\_\_\_



**APPENDIX III**  
**SAMPLE INFORMED CONSENT**

I am giving my consent to be part of the research study of Mr. Muzaare Gerald that will focus on Management of integrated development programmes and rural development in selected districts of Western Uganda.

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

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

Initials: \_\_\_\_\_

Date\_\_\_\_\_

#### APPENDIX IVA

### FACE SHEET: DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS

Please help me to classify your responses by giving the following facts about yourself:

**Gender (Please Tick appropriately):** ☐ (1) Male  
☐ (2) Female

**Age (Please Specify):**

- ☐ (1) 20-39 yrs  
☐ (2) 40-59 yrs  
☐ (3) 60 yrs and above

**Marital status (Please Specify):**

- ☐ (1) Married  
☐ (2) Single  
☐ (3) Separated  
☐ (4) Widowed

**Academic Qualifications (Please Specify):**

- ☐ (1) Certificate  
☐ (2) Diploma  
☐ (3) Bachelors  
☐ (4) Masters  
☐ (5) Ph.D

**District (Please Tick appropriately):**

- ☐ (1) Ibanda  
☐ (2) Kiruhura

**Income level (Please Tick appropriately):**

- ☐ (1) High  
☐ (2) Medium  
☐ (3) Low

## APPENDIX IV B

### QUESTIONNAIRE TO DETERMINE THE EXTENT OF MANAGEMENT OF INTEGRATED DEVELOPMENT PROGRAMMES (For programme coordinators, local leaders)

**Direction:** Please write your best preferred choice on the space provided before each item. Kindly use the scoring guide below. Be honest about your options.

Rating	Response Mode	Description	Interpretation
4	Strongly agree	You agree with no doubt at all	Very good
3	Agree	You agree with some doubt	Good
2	Disagree	Disagree with some doubt	Poor
1	Strongly disagree	You disagree with no doubt	Very poor

---

#### IMPLEMENTATION OF PLANS

- \_\_\_ 1. You clearly know what, when and how each activity of the plans are to be implemented
- \_\_\_ 2. All activities required to implement plans are clearly distributed
- \_\_\_ 3. You have most physical resources needed to implement plans
- \_\_\_ 4. You have adequate financial resources required to implement plans
- \_\_\_ 5. There are minimum delays in plan implementation
- \_\_\_ 6. You encounter challenges during implementation of plans
- \_\_\_ 7. You have adequate personnel required to implement the plans at the district
- \_\_\_ 8. You mobilize political support for the plans to be implemented
- \_\_\_ 9. There is adequate cooperation from all the stake holders when implementing plans
- \_\_\_ 10. You carry out awareness campaigns among the local people about the plans to be implemented
- \_\_\_ 11. You have clearly defined goals for the implementation of plans
- \_\_\_ 12. You translate project language contained in a statute into acceptable feasible plans and directives



\_\_\_13. You coordinate activities of different actors involved in implementation of plans

\_\_\_14. You rely heavily on persuasion and negotiation in attempting to bring other actors on board in implementation of plans

#### **MOBILIZATION AND PARTICIPATION OF LOCAL PEOPLE**

\_\_\_15. You share information with local people regarding projects at the district

\_\_\_16. You have adequate sensitization programme for local people taking part in running of the projects

\_\_\_17. Local authorities are involved in project activities

\_\_\_18. You involve local people in decision making in regard to projects at the district

\_\_\_19. You involve local people in mobilizing resources required to run the projects

\_\_\_20. Local people participate in distributing resources

\_\_\_21. You give local people the opportunity to set their own priorities

\_\_\_22. Local people influence the direction and implementation of development plans.

\_\_\_23. Local people are instrumental in the design, implementation and evaluation of projects.

\_\_\_24. You mobilize local people to support government projects

\_\_\_25. You involve local people in monitoring of projects in the district

#### **LEADERSHIP**

\_\_\_26. You influence local people to adopt to the new behavior needed for project implementation

\_\_\_27. You influence people toward the attainment of project goals

\_\_\_28. You persuade local people to support new strategies of implementation

\_\_\_29. You use power to affect the behavior of others toward development projects

\_\_\_30. You influence others to pursue official objectives of the projects

\_\_\_31. You settle conflicts between followers when they occur during implementation of projects

\_\_\_32. You clarify followers work role

- \_\_\_\_ 33. You make clear rules and procedures for others to follow
- \_\_\_\_ 34. You share information with the local people and involve them in decision making
- \_\_\_\_ 35. You participate in policy and decision making in the local community.
- \_\_\_\_ 36. You monitor the projects availed to the local community.
- \_\_\_\_ 37. You sensitize the local people about development projects.

#### FINANCIAL MANAGEMENT

- \_\_\_\_ 38. You have control over district financial resources
- \_\_\_\_ 39. You are involved in all activities concerned with obtaining money at the district
- \_\_\_\_ 40. You involve local people in budgeting for funds received at the district
- \_\_\_\_ 41. You monitor use of funds received
- \_\_\_\_ 42. Spending is planned and controlled in accordance with established priorities
- \_\_\_\_ 43. You have sufficient funds needed for running district projects
- \_\_\_\_ 44. You decide on most appropriate uses of funds received at the district
- \_\_\_\_ 45. You account for the funds allocated
- \_\_\_\_ 46. You participate in budget making activities

## APPENDIX IVC

### QUESTIONNAIRE TO DETERMINE THE LEVEL OF RURAL DEVELOPMENT (For local residents)

**Direction:** Please write your best preferred choice on the space provided before each item. Kindly use the scoring guide below. Be honest about your options.

Rating	Response Mode	Description	Interpretation
4	Strongly agree	You agree with no doubt at all	Very high
3	Agree	You agree with some doubt	High
2	Disagree	Disagree with some doubt	Low
1	Strongly disagree	You disagree with no doubt	Very low

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#### ECONOMIC SERVICES

Source of house hold income

- \_\_\_1. You have access to a trading business
- \_\_\_2. You have access to farming
- \_\_\_3. You have access to cattle keeping
- \_\_\_4. You have access to salary/wage

Modern farming practices

- \_\_\_5. You are using improved farming practices (e.g. use of fertilizers, Mulching) in your area
- \_\_\_6. You usually deworm and spray your animals (cattle, goats and sheep)
- \_\_\_7. You have access to advisory and information services (from agriculture extension workers)
- \_\_\_8. You have access to use of new technology (e.g. use of tractors in farming)

Financial services

- \_\_\_9. You have adequate access to savings and deposit facilities from banks in your area
- \_\_\_10. You have access to credit facilities (loans) in your area

Marketing facilities



- \_\_\_11. You have physical access to markets for your produce in your area
- \_\_\_12. You have access to transport services for your farm products to markets

#### Tourism and recreational facilities

- \_\_\_13. You have access to lakes, rivers and natural forests in your community
- \_\_\_14. You have access to cultural sites and camping sites in your community

### **SOCIAL SERVICES**

#### Sources of water

- \_\_\_15. You have access to private water tap in your area
- \_\_\_16. You have access to public water tap in your area
- \_\_\_17. You have access to protected water spring in your area
- \_\_\_18. You have access to a local dam in your area

#### Good sanitation

- \_\_\_19. You have access to a pit latrine
- \_\_\_20. You have access to a bathroom
- \_\_\_21. You have access to a rubbish pit
- \_\_\_22. You usually wash hands after visiting toilets

#### Basic meals

- \_\_\_23. You usually get breakfast
- \_\_\_24. You usually have lunch
- \_\_\_25. You usually have evening tea
- \_\_\_26. You usually have supper

#### Health facilities

- \_\_\_27. You have access to adequate medical Personnel (e.g doctors and nurses)  
in your area
- \_\_\_28. You have access to nearby health centre in your area
- \_\_\_29. You afford the cost of health services in private clinics in your area

#### Education services

- \_\_\_30. You have access to the nearby Universal Primary school in your area
- \_\_\_31. You have access to private educational services in your area (afford fees charged)
- \_\_\_32. You have access to quality educational services in your area (qualified teachers, permanent structures)

#### Housing facilities

- \_\_\_33. You have access to a permanent house (e.g., built with bricks, roofed with iron sheets)
- \_\_\_34. You have access to a semi permanent house (with walls of wooden poles)
- \_\_\_35. You have access to a temporary structure (e.g. a hut)

#### Roads

- \_\_\_36. You have access to turmac roads in your area
- \_\_\_37. You have access to murram roads in your area

#### Sources of energy

- \_\_\_38. You usually use fire wood for cooking
- \_\_\_39. You usually use charcoal for cooking
- \_\_\_40. You usually use electricity for cooking

#### Means of communication

- \_\_\_41. You have access to a radio
- \_\_\_42. You have access to television
- \_\_\_43. You have access to telephone services (mobile)
- \_\_\_44. You have access to news papers

## APPENDIX VA

### SAMPLE SIZE COMPUTATION

The Sloven's formula to determine the sample size;

$$n = \frac{N}{1+N(e^2)}$$

Where,      n = sample size

              N = Target population

              1 = Constant

              e = margin of error expected (0.05)

#### A. **Sample size for local leaders** (the formula applies to the two districts)

$$= \frac{65}{1+65*0.05*0.05}$$

$$= \frac{65}{1.1625}$$

$$= 55.91$$

$$n = 56$$



**B. Sample size for local residents** (the formula applies to the two districts)

$$\begin{aligned} & \frac{500}{1+500*0.05*0.05} \\ = & \frac{500}{2.25} \\ n = & 222.22 \\ n = & 222 \end{aligned}$$

## APPENDIX VB

### Cronbach alpha Reliability tests

Reliability testing (questionnaire for leaders)

#### 1. Extent of management

Cronbach's Alpha	N of Items
.951	46

Reliability testing (questionnaire for residents)

#### 2. Level of Rural Development

Cronbach's Alpha	N of Items
.908	44