

**PROPER MONITORING OF GOVERNMENT PROGRAMS AND THEIR
PERFORMANCE IN UGANDA CASE STUDY NATIONAL AGRICULTURAL
ADVISORY SERVICES IN NDORWA SUB COUNTY KABALE DISTRICT**

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DECLARATION

I **LUBAALE DERRICK** declare that this research work is my original work and has not been presented for examination in any other University.

Signature 

Date 28TH SEP. 2015

APPROVAL

This is to certify that this research report was conducted under my supervision and guidance and is submitted to the University with my approval.

AHEBWA SANURU

Signature 

DATE 28 / 09 / 2015

DEDICATION

I dedicate my work to my family especially to my loving daddy Mr. Kibuuka Johnson, My Mummy Mrs. Mwoona Jenifer thanking them for their love and support they have showed me.

ACKNOWLEDGMENTS

My gratitude first goes to God who has given me the strength to undertake this research.

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ABSTRACT

The research examined the relationship between proper monitoring of NAADS programs and its performance in Ndorwa Subcounty in Kabale district. The study was guided by three objectives that is to say; To examine the relationship between proper monitoring of NAADS programs and its Performance in Ndorwa Sub county Kabale district., To establish the challenges facing monitoring of NAADS programs in Ndorwa Sub county Kabale District. And To establish the solutions to the challenges faced during the monitoring of NAADS Programs in Ndorwa sub county Kabale District.

The study employed a case-study research design where both qualitative and quantitative data was collected involving careful and in-depth investigation of a particular unit or event under study for purposes of generalization. The research used questionnaire as the main data collection instrument which was given to 132 Sample of respondents selected from 200 people in Ndorwa sub county in Kabale district. The study used random sampling and purposive sampling to select the reliable sample for the research.

The findings showed that there is significant role of monitoring of NAADS projects and its performance. The findings showed that majority of the respondents were not sure if the programs of NAADS are effectively implemented however some of the respondents 34.1% reported that the programs are highly monitored. It was found out that participatory monitoring as the main form of program monitoring and evaluation. It was found out that that development of farmers groups is one of implementation methods used by NAADS. Farmers are argued to participate in the formation of farmers' groups. It was found out that corruption was the biggest challenges in NAADS, as reported by the majority. Majority of the people in office misuse the organization funds and resources in un ethical way.

The researcher recommended that there is need for increased beneficiary participation in NAADS programme implementation particularly at the lower level. Beneficiaries right from the group level need to get involved in all the activities of the programme including planning, identifying their needs, and selecting their own favorite enterprises, while the farmers' forum, sub-county technical staff and extension workers play an advisory role.

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CHAPTER ONE

INTRODUCTION

This chapter presents the background to the study, the statement of the problem, the purpose of the study, the objectives of the study, the scope of the study and the significance of the study. It provides proper analysis of the poverty conditions in Uganda as well as the proposed strategies to its reduction.

1.1 Background of the study

The production function alludes to a relationship between inputs and outputs. This in education reinforces the need for countries to have resources especially funds, strong monitoring and accountability systems in increasing development levels and success in all the government projects. A lot of research has been done in line with the fore mentioned assertions. To illustrate, scholars like Smith and Street, (2006) argue that monitoring of government projects plays a vital role in the performance of these projects designed to rural development.

Monitoring is an effective tool, which is utilized by developed countries to achieve good governance and effective service delivery. Uganda has also followed a culture of Monitoring and established the Government Wide Monitoring System. It is important that monitoring is effective. Because with effective systems, government can detect early warning signs of corruption or any other forms of ineffectiveness (K. Mackay, 2010).

Monitoring is key to reach the millennium development goals and in reducing poverty. Without adequate and accurate information on relevant benchmarks, targeting resources, improving services and social programs and identifying inefficiencies and ineffective expenditures is not possible. It allows government determine a baseline, where we are and provides a goal where the country wants to go, as well as allowing mid-course corrections, whether in the re-design of programs or, more importantly, in the change of practices (K. Mackay, 2010). The practice of monitoring has made great progress in the past decade. It nowadays not only takes place in the Bank's work but also around the world in governments assessing how in the longer term organizations are performing and government expenditures impact the population. It has moved from understanding the issues of monitoring to a process where we can exchange those ideas

within a particular country project or program. At the Shanghai Global Learning Conference, one of the key features identified in achieving poverty reduction was inclusion of monitoring in program or project management and extension of the traditional monitoring to the budget cycle (Piccioto and Rachel, 2014).

Donor and developing country public management policymakers, analysts and practitioners alike, are closely watching Uganda. Over the last decade, the country has achieved a rate of growth unparalleled in the Sub-Saharan region. Uganda has pioneered access to the Heavily Indebted Poor Country (HIPC) initiative debt write-off and the Poverty Reduction Support Operation (PRSO) modality (PRSOs involve grants, and they recently replaced Poverty Reduction Support Credits (PRSCs), the earlier form of programmatic support for Uganda's poverty reduction strategy. Substantial and multifaceted reforms in public sector management have been undertaken (Crawford and Pollack, 2006).

Uganda has been undergoing a major transformation since the late 1980s towards economic growth and poverty reduction. In the 1990s, gross domestic product (GDP) grew steadily by more than 6% per annum from a low rate of 3% in the 1980s , and the proportion of the population living under the poverty line declined from 56% in 1992 to 38% in 2003 (UBOS 2003). This remarkable turnaround from the depression associated with the political turmoil and economic mismanagement of the 1970's until the mid-1980s has been achieved through sound policies linked to investments and economic liberalization undertaken by the Government of Uganda (GOU) with support from the donor community and several other development partners. Despite the substantial progress made, several challenges remain in sustaining the momentum by way of increasing productivity, ensuring sustainable use of natural resources, and reducing poverty (Bahiigwa, G. B. A 2009).

Parallel to the unfolding reform in Uganda, increased international attention is being given to the role that monitoring plays within public management results orientation in general and development effectiveness in particular. Moreover, in Uganda monitoring has been identified as a priority area of cross-cutting public sector reform within the policy matrix of the PRSO series of operations that have been planned and implemented since early 2000. .

Recognizing the importance of a multi-sectoral approach to reducing mass poverty, the Government of Uganda has since 2000 been implementing the strategies and plan for Modernization of Agriculture (PMA) through NAADS as a key policy initiative aimed at reducing poverty to a level below 28% by 2014. The government has funded several NAADS projects aimed at enhancing production, competitiveness and incomes in rural agriculture. The government has funded infrastructure development projects, Agriculture development projects aim rural areas though a few benefits have been realized.

National Agricultural Advisory Services (NAADS) became operational in 2001 and is an innovative public-private extension service delivery approach whose projects have been funded by the government aimed at improving rural Agriculture as a way of poverty reduction. NAADS promotes development of farmer organizations and empowers them to procure advisory services, manage linkage with marketing partners and conduct demand-driven monitoring and evaluation (M&E) of the advisory services and their impacts (Bahiigwa, G. B. A 2009).

Empowering farmers, targeting the poor, mainstreaming gender issues and deepening decentralization are some of the key defining principles of NAADS (NAADS Secretariat 2000). The NAADS program targets the economically-active poor those with limited physical and financial assets, skills and knowledge, rather than destitute or large-scale farmers through farmers' forums based on specific profitable enterprises.

In 2005, a total of 13,202 farmer groups were registered in the NAADS program and engaged in enterprise development and promotion among many other projects (NAADS Newsletter, 2005). Under the NAADS approach, farmer groups contract private sector service providers (including non-governmental organizations (NGOs)) who fund their development projects. Despite these entire steps ahead, many projects have been registered as failures and have therefore failed to meet their objectives as planned.

1.2 Statement of the Problem

Uganda has made enormous progress in reducing poverty, slashing the countrywide incidence from 56 per cent of the population in 1992 to 24.5 per cent in 2009. The reduction of poverty in urban areas has been especially marked. Notwithstanding these gains, however, the absolute number of poor people has increased due to population growth and it remains firmly entrenched in rural areas, with over 60% still living below the poverty line (WHO, 2010).

There is a growing awareness that Uganda's progress with poverty reduction does not match the rate of increase in budget resources for the social sectors; there are indications of poor effectiveness and value-for-money in public service delivery. These concerns are focusing attention on the priority for a better understanding of development effectiveness what works, what does not, in which contexts, and why. Uganda's monitoring systems have the potential to provide this much-needed understanding.

Majority of the governments projects like NAADS development projects in areas like Kabale have failed to achieve their objectives due to improper monitoring of these projects, their budgets are bigger than the returns (Edwards 2011). This may be attributed to the ineffective monitoring in majority of these projects to ensure effective resource allocation and tracking performance. It's upon this background that the researcher would like to examine the impact of monitoring and evaluations on project performance.

1.3 Purpose of the study

The study examined the impact of proper monitoring on the performance of government projects taking a case of NAADS programs in Ndorwa Sub County in Kabale District.

1.4 Objectives of the study

- i. To examine the relationship between proper monitoring of NAADS programs and its Performance in Ndorwa Sub county Kabale district.
- ii. To establish the challenges facing monitoring of NAADS programs in Ndorwa Sub county Kabale District.
- iii. To establish the solutions to the challenges faced during the monitoring of NAADS Programs in Ndorwa sub county Kabale District.

1.5 Research Questions

- (i) What is the relationship between proper monitoring of NAADS programs and its Performance in Ndorwa Sub county Kabale district?
- (ii) What are the challenges facing monitoring of NAADS programs in Ndorwa Sub county Kabale District?
- (iii) What are the solutions to the challenges faced during the monitoring of NAADS Programs in Ndorwa sub county Kabale District?

1.6 Scope of the study

Subject scope

The study examined the role of proper monitoring towards the success of NAADS Programs in rural areas. It looked at the different forms of monitoring that have been employed NAADS programs analyzing the challenges that have been encountered in these programs.

Geographical scope

The study was carried out from Ndorwa sub county of the main three sub counties in Kabaale district a District bordered by Rukungiri District to the north, Ntungamo District to the northeast, the Republic of Rwanda to the east and south, Kisoro District to the west and Kanungu District to the northwest. The town of Kabale, where the district headquarters are located, lies approximately 420 kilometers (260 mi), by road, southwest of Kampala, the capital city. The sub county is surrounded by the other two sub counties of Rubanda and Rukiga together with Kabale Municipality to form Kabale District.

Time scope

The study covered a period of four months from June-September 2015 to fully un cover the truth and complete all the objectives of the study.

1.7 Significance of the study

The research will be used or presented by the researcher as partial fulfillment of the requirements for the Award of Bachelors Degree of Public Administration of Kampala International University.

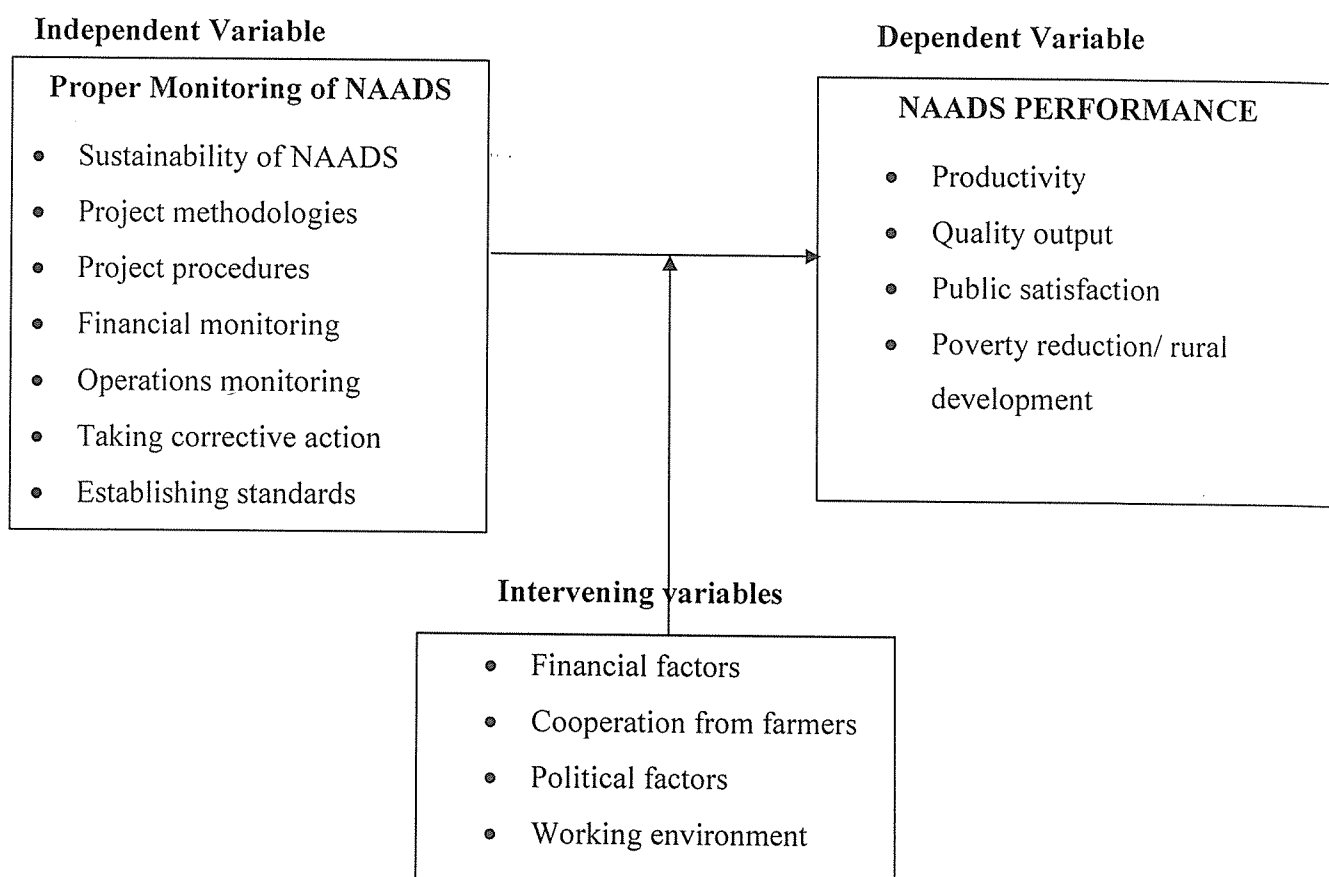
The academicians will use the study as reference while developing more research in the same field. The areas of further research can also be developed following the findings from this research.

The results and recommendations of the study will enable policy makers of public sector/ government design appropriate projects that will address the needs of particular stakeholders in order to eradicate promote project success.

The study will contribute to the available literature exploring the contribution of Monitoring and evaluation of Government projects in poverty reduction in Uganda and Africa.

The findings from this research will identify areas for further investigation in the area of poverty reduction and government development programmes in Uganda.

1.8 Conceptual frame work



The frame work defines the different components under effective monitoring of projects. It identifies concepts such as sustainability project methodologies, project procedures \, Financial monitoring, Operations monitoring and evaluation, Taking corrective action and establishing standards. These factors can impact on the programs in ways defined by factors such as productivity, quality output, and Public satisfaction among others. It however identifies factors such as financial factor, cooperation from farmers, and political factors among others as the intervening variables that may impact on project performance

1.9 Operational definitions

Performance : The accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. In a contract, performance is deemed to be the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract (Armstrong 2006).

Monitoring: Shapiro (2008) defines 'monitoring' as the “systematic collection and analysis of information as a project progresses”. On the one hand, Fookes (1996:24) characterizes monitoring as the collection of data and its analysis to provide information, reporting of the information and provision of feedback and review.

Programs: A plan of action aimed at accomplishing a clear business objective, with details on what work is to be done, by whom, when, and what means or resources will be used.

NAADS. The National Agricultural Advisory Services (NAADS) is a new program of the government of Uganda put in place to increase the efficiency and effectiveness of agricultural extension service. 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.

CHAPTER TWO

LITERATURE REVIEW

Introduction

Under this chapter the researcher brings out a critical review of the issues that have been explored and studied both theoretically and empirically in the existing literature on the Proper monitoring and its impact on government projects focusing on NAADS **programs** in Ndoorwa Subcounty Kabale and elsewhere in Uganda. It is important to note that the greatest part of the existing literature on the works of other scholars who have written about the topic of the study or those who have addressed similar issues as those of the variable that were available in the study.

2.1 The relationship between proper monitoring of NAADS programs and its Performance

Monitoring is key to reach the millennium development goals and in reducing poverty. Without adequate and accurate information on relevant benchmarks, targeting resources, improving services and social programs and identifying inefficiencies and ineffective expenditures is not possible. It allows government determine a baseline, where we are and provides a goal where the country wants to go, as well as allowing mid-course corrections, whether in the re-design of programs or, more importantly, in the change of practices (K. Mackay, 2010). The practice of monitoring has made great progress in the past decade. It nowadays not only takes place in the Bank's work but also around the world in governments assessing how in the longer term organizations are performing and government expenditures impact the population. It has moved from understanding the issues of monitoring to a process where we can exchange those ideas within a particular country project or program.

Within this conceptual framework, a Government Task Force with the participation of the donor community, put together the National Agricultural Advisory Service, NAADS as a programme of the Government of Uganda to increase the efficiency and quality of the agricultural extension services, through a decentralised, demand-driven and private sector-oriented approach, as a response to the poor performance and low stakeholder support of the existing Unified Extension Service (MAAIF, 2000a; World Bank, 2001).

The Monitoring and Controlling process oversees all the tasks and metrics necessary to ensure that the approved and authorized project is within scope, on time, and on budget so that the project proceeds with minimal risk. This process involves comparing actual performance with

planned performance and taking corrective action to yield the desired outcome when significant differences exist. Monitoring and Controlling process is continuously performed throughout the life of the project.

Monitoring is about assessing what work has been completed for a Programme or Project including costs, risks and issues. In addition the SRO and Board will routinely monitor if the business case continues to be viable in terms of alignment with strategic objectives. This usually takes the form of the production of documentation and reports at key stages. Reporting provides the Programme/Project Board with a summary of the status of the programme/project at intervals defined by them.

Controls usually relate to stages in projects and are established to control the delivery of the project's products (outputs). In project management controls take two forms - event driven and time driven. Event driven means that the control occurs because a specific event has taken place. Examples of event driven controls include End-Stage Reports, completion of a Project Initiation Document (PID) and creation of an exception plan. Time driven controls are regular progress feedbacks. Examples of time driven controls include checkpoint and highlight reporting

The NAADS program is mandated to provide agricultural advisory service to its stakeholders. The advisory service arrangement is powered by a combination of Advisory Service Providers (ASPs), Community Based Facilitators (CBF), Private Service Providers (PSPs) and Farmer Forum. The Farmer Groups arrangement is key in our advisory service since farmers are already organized therefore, mobilization becomes easy (Andersen, E A 2008).

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 (Bahiigwa, G. B. A 2009).

Measuring efficiency

In economic analysis, efficiency is generally defined in a number of related ways including: the use of resources in such a way as to maximize the production of goods and services; or comparison of what is actually produced or performed with what can be achieved with the same

level of resources (land, capital, labour, time, etc.). Farrell (1957) pioneered the methodology to measure technical, allocative and economic efficiency. According to Farrell and other subsequent literature, a producer is efficient if the producers' behavioural objectives are met; and inefficient if they are not (cited in Fare et al. 1985). Hence efficiency of the producer can be measured by comparing any given situation with (or the) situation that satisfies the producers' behavioural goal (Fare et al. 1985). This kind of analysis, often regarded as the data envelope analysis (DEA) compares producer efficiency to some ideal benchmark. Other related literature, however, simply define efficiency as the relationship between a set of inputs and output(s). Comparison of producer efficiency is conducted in terms of quantities (inputs and outputs) or values (costs, revenue and profit). As such, in agriculture, yield, which is output per land area under cultivation, is widely used as a measure of how efficiently land is used in production. In value terms, profit (gross or net) or revenue to cost ratio is used to measure efficiency. In most cases however, cost-effectiveness analysis (CEA) –which relates the resources to results and/or impact (e.g. yield) is applied (Eureval-C3E 2006).

Extension workers: Under the NAADS program two staff (crop and livestock) are contracted at sub county level to provide advisory services together with existing main stream relevant officer if available coordinated by Sub County NAADS Coordinator (SNC). These interact with farmers and other stakeholders in Agriculture to give advice. The advice is delivered in in different ways such as conducting community trainings directly to farmers, training of trainers (community change agents), and providing quick verbal information like phone call, on-farm visits, setting up demonstrations, organizing farmer groups to train others. The process also includes provision of written materials to farmers in form of posters, agricultural guides, leaflets, pictorial information and other media.

Community based facilitators (CBFs): This mechanism involves facilitators that offer farmers within the community with day to day information on crops and livestock best practices. They are trained, experienced, hands-on and backstopped by extension workers in the sub county. These set up demonstration sites to train farmers and mobilize them.

Farmer to farmer Advisory services: Here farmers that went through different trainings from NAADS extension workers and service, train and guide their fellow farmers on what they have learned and what they practice. The activity involves exchange of knowledge and skills which

improves our advisory services. The more a farmer trains others the more he gets the expertise and loves the work.

Private Service Providers: NAADS often contract Private Service Providers (PSPs) with specialized skills like value addition, marketing, new technologies among others. This is done through either a Memorandum of Understanding (MoU) or short term contract with the Private Service Provider over a specific enterprise.

Setting up Learning demonstration sites. They are established in farmer's community to allow observable information and practically try these on farm. It involves on-farm trials and multiplication sites where NAADS and NARO technicians get platforms to share with farmers.

Information and Communication: To facilitate commercialization of the agricultural sector, the Secretariat collects, collates, analyse and disseminate market, meteorological, research and other relevant information. In addition, from time to time the Secretariat undertakes commodity and market studies, and disseminate the results and recommendations of the studies to the Districts and Sub-Counties, for further dissemination to farmers (Andersen, E A 2008).

2.2 The challenges facing monitoring of NAADS Programs in Kabaale District

Project monitoring and evaluation are important components of local government councils' functions. Given the need to take governance to the grassroots, projects are regularly executed by this level of government. However, empirical evidences show that most local government councils incur huge financial losses and alienation of the citizenry due to poor project monitoring and evaluation to ascertain their level of compliance with laid down procedures of project management.

Ineffectiveness: One challenge for NAADS is that it spreads very slowly. It does not target whole villages, only groups of people, and then only a few members of a group get assistance initially, while other members wait sometimes for a up to a year before getting any much needed support. When it began, the service was only offered to 24 sub-counties in six districts. It has since spread to all 79 operational districts, but is still only reaching a few farmers in a few sub-counties within them, which means many farmers are not served. A 2007 study by the International Food Policy Research Institute (IFPRI) found that while NAADS had promoted the use of improved production technologies and high-yielding crop varieties, only a few farmers were using them even within sub-counties where there service was operating. As a result there

was no difference in yield growth between NAADS sub-counties and those without its assistance.

In early 2009, a report by Uganda's auditor general concluded that 63% of money allocated to NAADS activities was wasted because farmers disliked classroom-style training given by contracted service providers. The Ugandan president, Yoweri Museveni, publicly condemned this approach to training as "theft". NAADS has since revamped its approach. It now uses government extension workers for training, whose work plans must be approved by farmers before being implemented.

Other studies have found that because NAADS was favouring wealthier farmers as the poorest subsistence farmers in greatest need were unable to fully articulate their demands. A 2004 paper by Oxfam and the Forum for Women in Development said that only people with convertible assets (such as a cow) or external sources of funding were benefiting from NAADS.

The issue of corruption. Like any other department or institution in the government, NAADS was for some time facing the problem of the embezzlement of [financial] resources. Corruption in NAADS is 90 per cent procurement-related. NAADS officials and some local government officials in the procurement departments of the districts connive with suppliers to provide either air supply or substandard inputs. You have cases of people adding say an extra zero to one hundred to make it one thousand. We also have cases of farmers have been compromised by NAADS officials and sometimes from the procurement departments [of the districts].

Such farmers are misled into signing for non-existent deliveries. They are compromised to sign for materials that have not been delivered. And when the payments are later made, the conniving farmers are given a cut. These cases have been documented and the Criminal Investigations and Intelligence Directorate is investigating them.

The second challenge is that the expectations of the public are sometimes outside our mandate. Our mandate is to mainly provide extension services. The inputs that we are supposed to provide are supposed to be strictly for demonstration purposes. There have been people who have come to us asking for free seeds (Nagarajan, K. 2008). There have been some who came asking for tractors. There have been extreme cases whereby some people came here and asked for money to buy land. We have had requests to deal with emergencies such as hailstorms and landslides. Such

people think NAADS is a place where one goes to get free things. This is why sometimes some people think NAADS has done nothing (Nagarajan, K. 2008).

Staffing levels in the local governments. At one time, there was a ban on recruitment. That meant we did not have sufficient staff to provide extension services. A large proportion of the money going to the local government goes to salaries and operation costs such fuel and as servicing motorcycles. This is design issue, which is dictated by our mandate – to provide extension services that require that you move regularly among the farmers. But beyond these challenges, despite the good salaries we are paid, some of these people are not working. If these

In order to enforce performance at the sub-counties, the contracts of sub-counties NAADS coordinators and extension workers can only be renewed upon the of the sub-county farmers forum (Nagarajan, K. 2008).

Regarding other problems, there were differences across the three NAADS strata. For example, high prices, shortage of agricultural inputs and shortage of farmland were cited by groups in the trailblazing NAADS sub-counties as the next most constraining factors. In the late NAADS sub-counties, high prices, shortage of agricultural inputs and uncooperative members were cited as the next most constraining factors; while unfavorable weather conditions, shortage of farmland and pests and diseases were cited by groups in the non-NAADS sub-counties. That weather and pests/diseases were not problematic in NAADS sub-counties is consistent with the results showing positive impacts of NAADS in promoting improved crop, soil fertility, and water management practices. Surprisingly, lack of markets and lack of information and services were not seen as major constraining factors. This may be because production is still primarily for home consumption, although farmers do take advantage of buoyant local market conditions to market surpluses (OPM 2005).

The NAADS policy points out those co-operating partners would fund 80%, Government of Uganda 8%, local governments 10% and farmers 2%. These shares would change over the 25 year-period of NAADS program leading to farmers and local governments taking increasing funding responsibilities (NAADS News, 2003). This anticipation was however, faced with financial constraints especially following the abolition of graduated tax (NAADS, 2005). The amount of financial resources invested in agriculture is still very low in spite of the fact that

agriculture has been one of the fast growing sectors in the MTEF (Nyamugasira, 2004). This has vindicated the poverty alleviation funds national budgetary allocations (1.9 % to NAADS program).

NAADS interventions have not had a major impact on the output, productivity and income of the farmers in Iganga district. The results are consistent with previous studies including Benin et al (2007). In particular, this study shows that the high imputed cost of inputs provided by NAADS to farmers makes the intervention less cost effective. Moreover, NAADS programme faces implementation weaknesses such as nepotism that affects the selection of beneficiaries. Nepotism too has affected enterprise selection process, to the extent that some farmers are apathetic about the success or failure of NAADS Programme. But perhaps the major weaknesses in implementation of NAADS programme in Iganga district is the late disbursement of funds, very low counterpart funding by the LoG and the farmers, and overall weakness in Monitoring of the programme, this study reveals.

2.3 The solutions to the challenges of monitoring of NAADS programs in Kabale

What emerges from this study is the need for NAADS secretariat to simplify and make the process of farmer selection as well as enterprise selection more transparent and farmer- driven through the farmer groups rather than NAADS administrators. NAADS should consider using a voucher system and work with reputable input traders -where farmers redeem input subsidy vouchers for inputs rather than the present lengthy and corruption prone process of getting farmers inputs through NAADS coordinators. Or else, farmers should be given inputs as crop finance at concessionary interest rates through the SACCOS. That way, on one hand farmers will be obliged to choose and take good care of enterprises they consider profitable in order to repay back the credit while on the other hand the SACCO will take on the crop finance administration and recovery role. Finally, there is need to urgently revise the current NAADS M&E procedure to make it effective. We suggest that NAADS secretariat should be more involved in programme M&E at the district and sub- county level to make the implementers more accountable (Nagarajan, K. 2008).

Project is considered to be successfully monitored and evaluated if it among other things comes in on-schedule (time criterion), comes in on-budget (monetary criterion), achieves basically all the goals set for it (effective criterion), is accepted and used by the clients for whom the project

is intended (client satisfaction criterion). Thus, for any project in the local government to be considered successful, the criterion of time, efficiency, effectiveness and quality delivery among others are to be satisfied. It is a well known fact in Nigeria that some local government officials are in the habit of stage-managing the commissioning of projects whenever the President or the State Governors are visiting their areas of jurisdiction for impressionistic purposes. This, according to Obasi and Ofuebe, (1997) usually happens when in the name of meeting the deadline for completion and commissioning of projects, they overlook performance and execution standards or specifications and settle for completion. In some cases, the so called commissioned projects stop functioning after such hurried commissioning and the departure of the State Governors or Commissioner as the case may be.

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

This chapter presents the methodology which was used in the study; it was divided into eight sections. Research Design, Population of the Study, Sampling Procedures, Data collection Methods and Instruments, Procedure for Data Collection, Reliability and Validity, Data analysis and Presentation, Limitations and Solutions of the Study

3.1 Research Design

The study employed a case-study research design as a qualitative analysis that involved careful and in-depth investigation of a particular unit or event under study for purposes of generalization. This design is chosen in order to provide information on this particular study and also have in-depth study in the area under investigation (Ndorwa sub county Kabale district). The design was appropriate for qualitative studies of this nature which sought to investigate deeply into the phenomenon under study. This design was used to establish the areas of NAADS roles in poverty reduction.

3.2 Population of the study

Kabale district is a big area having a big population; the study therefore covered Ndorwa Sub County that has 90 farmers, monitoring team of 40 and 70 people from the public people. The population summing to 200 people was the one used to select the sample that participated in the study.

3.3 Sample size and selection.

The Slovene's formula was used to compute the sample size. Slovene's formula states that, for any given population (N), the sample size (n) is given by;

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

Where; n = the required sample size; N = the known population size; and α = the level of significance, which was fixed to be = 0.05. The sample size of this study was therefore computed as shown below:

$$n = \frac{200}{1 + 200(0.05)^2}$$

$$n = \frac{200}{1.5}$$

$$n = 132$$

3.4 Sample selection

Sample selection was done by use of probability sampling technique especially simple random sampling and purposive sampling. Simple random sampling was used because the study intended to select a representative without bias from the accessible population. This ensured that each member of the target population had an equal and independent chance of being included in the sample.

Purposive sampling was used to select respondents especially employees at supervisee level in order to collect focused information, typical and useful information to avoid time and money wasting. The study employed multi-instruments using both primary and secondary methods.

3.5 Data collection Methods and Instruments

Questionnaires

This was a discussion in written form whereby the responses of the participants were put on paper provided by the researcher, the questionnaire was in two forms, namely:

- *Open-ended questionnaire* in which the responses by the participants were free according to their understanding.
- *The close-ended questionnaire* in which responses were provided by the researcher and the participants one of them accordingly, for example strongly agree, agree or strongly disagree. The researcher left out questionnaires to mainly the literate group. These included project Managers, Accountants and supervisors. These had guiding questions which the researcher gave to individual respondents to fill. The researcher gave some two days to respondents to study and

fill the questionnaires. She requested the respondents to ask for clarification where they did not understand.

3.6 Validity and Reliability

Validity of the instruments

Validity means that a research tool actually measures what it is meant to measure. Alternatively it means that the tool is logical. For this case, the validity of the questionnaire was tested using the Content Validity Index test (CVI). This involved item analysis to be carried out by the supervisors and an expert who was knowledgeable about the theme of the study. The process involved examining each item in the questionnaire to establish whether the items used were to bring out what it was expected to bring out.

Reliability

Reliability means the degree of consistency of the instruments or the extent to which a test, a method, or a tool gives consistent results across a range of setting or when it is administered to the same group on different occasions. The reliability of research questionnaire was tested using Cronbach's alpha coefficient test for its internal consistency to measure the research variables.

3.7 Data analysis

The data filled in the questionnaires was copied and analyzed by tallying it and tabling it in frequency tables, identifying how often certain responses occurred and later evaluation was done. The information was later presented in terms of percentages, and frequency polygons like graphs, pie-charts were used for presentation. The collected data in form of questionnaires was entered in a computer package called MS- Excel and was analyzed

Editing and Spot Checking

The researcher edited and spot checked during and after each interview with the respondents. This was done in order to ensure that information given was logical, accurate and consistent. Obvious errors and omissions were corrected to ensure accuracy, uniformity and completeness so as to facilitate coding.

Coding

This was done in order to ensure that all answers obtained from various respondents were given codes and classified into meaningful forms for better analysis.

Some of the targeted respondents were not willing to set aside time to respond to the investigator's questions thus somehow end up frustrating the researcher's efforts to collect substantial data.

The researcher also faced a problem of some rude and hostile respondents, this was as well solved by both seeking prior permission and remaining calm.

3.8 Ethical considerations

It is important during the process of research for the researcher to understand that participation is voluntary; participants are free to refuse to answer any question and may withdraw any time.

Another important consideration, involved getting the informed consent of those going to be met during the research process, which involved interviews and observations bearing in mind that the area bears conflict.

Accuracy and honesty during the research process is very important for academic research to proceed. The researcher should treat the project with utmost care, in that there should be no temptation to cheat and generate research results, since it jeopardizes the conception of research.

Personal confidentiality and privacy are very important since the thesis was public. If individuals have been used to provide information, it is important for their privacy to be respected. If private information has been accessed then confidentiality has to be maintained.

3.9 Limitations

In the study the following limitations were met:

It was hard to find the right respondents willing to provide accurate required information concerning their NAADS since the study involved need for some vital information concerning the organization. This was however solved by being persistent and use of the best approach to respondents

Remoteness of the area. Ndorwa sub county is a very remote area making transport hard mainly during the rainy season.

Some respondents failed to return the questionnaires and I there had always follow the questionnaires which was tire some.

The research was tire some because it was hard to fix the researchers plans in to the plans of respondents who were always busy doing their work.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

Introduction

This chapter presents the findings/results of the study. The findings presented are both qualitative and quantitative in nature and the manner of presentation is both statistical and verbatim in form. The quantitative findings appear in statistical tabulations. The findings in statistical form are presented in frequency distribution tables that present responses in numeric frequencies and percentage values that can be compared to project differences in magnitude of the response to the study variable. This helps to give a vivid numeric picture for clear interpretation of the data. The findings in verbatim form appear in narrative form and direct quotations captured from the respondents' interview responses made during the interviews. The functionality of such presentation enables the reader to effectively analyze the research made and make better conclusions. The research findings are presented following the research objectives.

4.1 Demographic Characteristics of Respondents.

Socio- demographic characteristics of respondents include; Age, gender, educational level, marital status, religion and position in the community. Their responses are summarized using frequencies and percentage distributions as indicated in the following table.

Table 4.1:Profile of Respondents n=132

Items	Description	Frequency	Percentage
Age	15-25 Years	30	22.7%
	26-35 years	40	30.3%
	36-45 years	32	24.2%
	46-50	20	15.15%
	51-and above	10	7.5%
	Total	132	100
Sex	Male	70	53.03%
	Female	62	46.9%
	Total	132	100
Level of education	Primary	00	00%
	Secondary	30	22.7%
	Diploma	40	30.3%
	Degree	62	46.9%
	Total	132	100
Marital status	Married	50	37.8%
	Single	32	24.2%
	Divorced/separated	20	15.15%
	Widow	30	22.7%
	Total	132	100
Description	Beneficiary (farmer)	60	45.5%
	NAADS	52	39.4%
	Other	20	15.1%
	Total	132	100

Source: Primary data, 2015

From table 4.1, it can be clearly seen that majority of respondents were in the age category of 26-35 representing 40 (30.3%) of the respondents, while the minority were in the age category of 51 years and above, representing 10 (7.5%) of the respondents. 30 (22.7%) of the respondents were of the age category 15-25 years, 32 (16.7%) of the respondents were of the age category 25-35 years and another 32(24.2%) were of the age category 36-45.

For the case of sex, it is revealed that majority of the respondents were males that is 70 (53.03%) while a minority were females 62(46.9%). The distribution was however nearly even because the range is not big as can be seen from the table. This reveals that both males and females fully participated in the study. As regards the education level, the majority of the respondents were degree holders representing 62(46.9%) of the respondents, followed by diploma-holders represented by 40(30.3%) of the respondents, while a minority 30(22.7%) were secondary school leavers; with none from the primary level. This shows that the study mainly involved educated people and therefore the information provided by them can be trusted and is reliable.

Respondents provided their marital status and according to the data collected, the majority of the respondents 50(37.8%) were married, 32(24.2%) were single, 30(22.7%) were widows while a minority 20(15.15%) were divorced. This shows that the researcher got views from all the different categories of people; the married, single, divorced and widows.

Concerning categories where the different respondents were falling, the majority of the respondents 60(45.5%) were beneficiaries and these are mainly the farmers in the region, while NAADS representatives were represented by 52(39.4%) and the other participants that is to the say the general community was represented by 20(15.1%).

4.2 Relationships between proper monitoring of NAADS programs in its performance

In relation to the first objective, the researcher sought information from respondents regarding the level of monitoring of NAADS programs in the region. The researcher collected opinions from the respondents regarding the role played by monitoring toward the success of NAADS Projects. The findings were tabulated as shown below.

Table 4.2.1 Level of Monitoring of NAADS projects

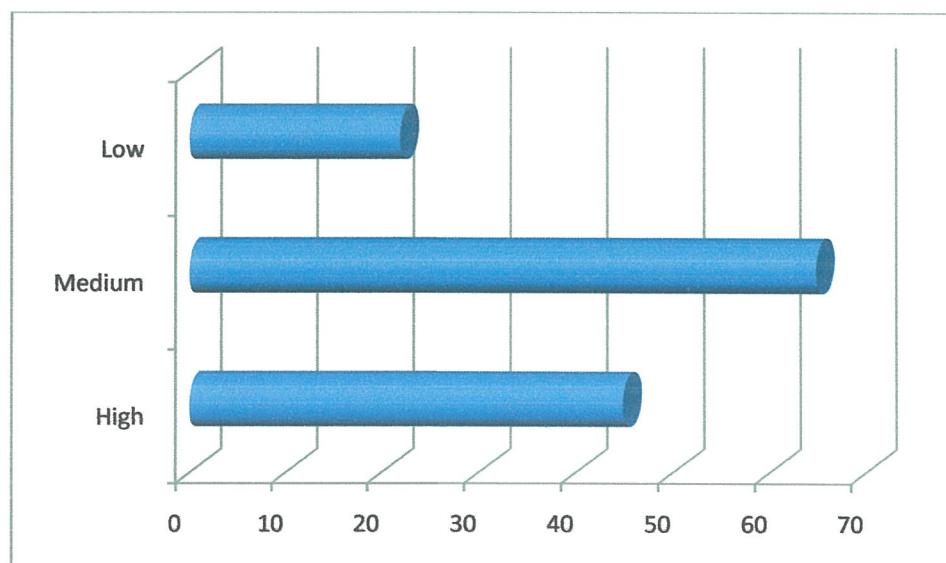
Response	Frequency	Percentage
High	45	34.1
Medium	65	49.2
Low	22	16.7
Total	132	100

Source primary data 2015

When the respondents were asked to give their view on the level of monitoring of NAADS programs in Ndorwa sub county, majority of the respondents 49.2% were not sure if the programs of NAADS are effectively implemented. Some of the respondents 34.1% reported that the programs are highly monitored while minority 16.7% reported that the level of monitoring is low in Ndorwa Sub County and this explains why the level of performance of NAADS programs is still low in the region.

The NAADS administrators reported that despite the low performance at some point, monitoring of these programs is in place.

Figure 4.2.1 Level of Monitoring of NAADS projects



Source primary 2015

4.2.2 The forms of monitoring NAADS programs

The respondents were asked to give the different forms of monitoring that NAADS has often implemented in its programs. Beneficiaries and NAADS administrators provided different ideas which were recorded and tabulated as shown below.

Table 4.2.2 The forms of monitoring NAADS programs

Response	Frequency	Percentage
Participatory monitoring	40	30.3
Formation of village farmer groups for easy mobilization	27	20.5
Farmer group meetings	28	21.2
Community based monitoring	20	15.2
Community training about NAADS programs	17	12.9
	132	100

Source primary data 2015

The respondents provided several forms that NAADS has implemented to effectively monitor the application or implementation of its programs. According to the findings, majority of the respondents 30.3% reported that participatory monitoring as the main form of program monitoring and evaluation. The response was provided by the NAADS officials and community leaders who said that the organization allows the beneficiaries or farmers to fully participate in the implementation of its programs.

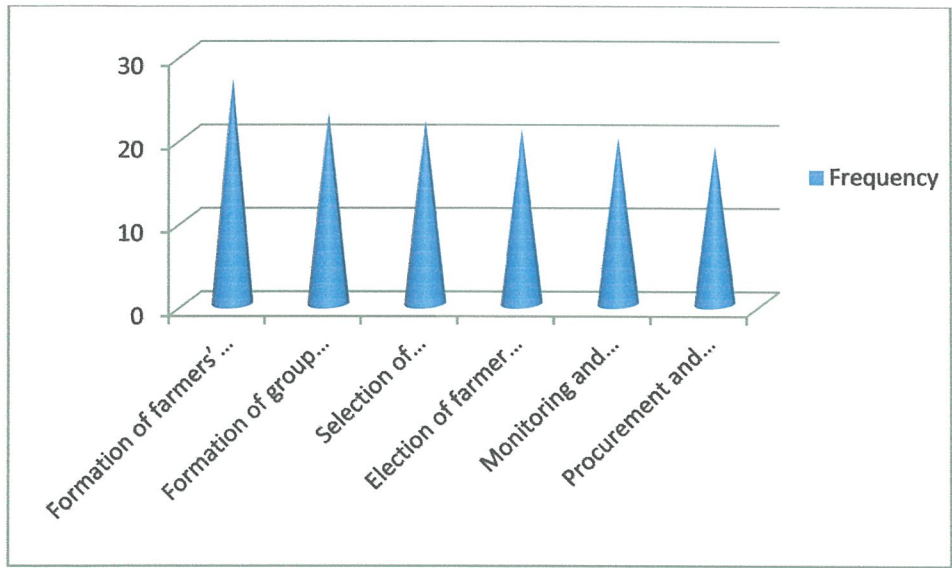
The Respondents noted that they participate in many forms such as in the formation of farmers' groups as reported by 20.5% of the respondents. The NAADS Programme by principle requires the beneficiaries to form groups through which agricultural and technology inputs are channeled to group members (MAAIF, NAADS implementation modalities report, 2006). Respondents said that they have group meetings which are held according to set group schedules and performance monitoring plans(21.2%). Group meetings are held once in a month to discuss issues regarding group enterprise activities. They also participate in Selection of enterprises to be supported in a given financial year. Respondents said that farmers' group members participate in selecting from the available enterprises which have already been determined by the Farmers' forum executive at the sub-county level with the assistance of the technical planning committee (TPC).

All the respondents said that they participate in elections to elect group leaders and other farmers’ representatives at different levels.

Some of the respondents (15.2%) reported that NAADS has got community based monitoring where it comes in to monitor all the activities in the community to establish their level of performance. Through community based meetings they as well train the public or community on how they are to benefit from their projects and what they are supposed to have.

4.2.3 Program implementation program

Table 4.2.1 Process of NAADS implementation



Respondents were asked to give their view on the different implementation processes / strategies of NAADS programs in their region and according to the findings, majority of the respondents 20.5% reported that development of farmers groups. Respondents noted that they are argued to participate in the formation of farmers’ groups. The NAADS Programme by principle requires the beneficiaries to form groups through which agricultural and technology inputs are channeled to group members (MAAIF, NAADS implementation modalities report, 2006).

17.4% of the respondents reported that they attend group and inter group meetings and trainings in which NAADS has been able to access them and effectively implement its programs. Respondents said that they have group meetings which are held according to set group schedules. Group meetings are held once in a month to discuss issues regarding group enterprise activities.

Meetings are very vital and are regarded as fora for planning, learning, exchange of views and ideas, and electing leaders among other things.

However, most respondents noted that in the recent past especially under the 'new NAADS' arrangement, attendance at meetings has drastically declined. This is largely attributed to failure by members in their application for assistance with setting up enterprises (to be considered for their applied enterprises).

Respondents (16.7%) reported that through these groups, NAADS selects what is to be financed in a given financial year. The NAADS programme implementation modalities (2006) state that one of the mandates of the NAADS programme was to empower farmers in enterprise selection. The report further notes that through a participatory process, farmers are guided to select profitable enterprises to be promoted in their groups. These are forwarded to the sub-county where farmers' fora and technical staff then select the main three priority enterprises to be supported.

The respondents reported that there is effective monitoring and evaluation of NAADS programs in their region. Some respondents said that as members of groups they participate in the monitoring of group enterprises. This is done through group field tours whereby they visit fellow group members who are engaged in NAADS enterprises. The monitoring exercise focuses on the assessment of the performance and progress of group enterprises. They look at how the activities are fairing, difficulties and challenges faced by group members, and advise accordingly. Other respondents said that sometimes they make rotational monthly meetings hosted by a group member. Members use this opportunity to visit the host member's activity site to assess the progress and advise accordingly. However, this practice varies from one farmer's group to another; thus, it is not cross-cutting in all farmers' groups. The practice is also not continuous but it is planned for only specific periods of time.

Most respondents said that according to the trainings they attended, they were aware that monitoring and evaluation of the NAADS programme and enterprise activities is the work of community based facilitators (CBFs), parish coordination committees (PCCs), chair person farmers' forum and the NAADS coordinator.

4.3 The challenges facing proper monitoring of NAADS in its programs

The researcher sought information regarding the challenges that are affecting NNADS hindering it from fully implementing and succeeding in its projects. Several challenges were laid forward and debated on by respondents as seen below.

Table 4.3.1 The challenges facing proper monitoring of NAADS in its programs

Questionnaire statement	Total+	Agreed		Disagreed	
		N	%	N	%
Corruption is the greatest challenges in NAADS					
Famers/ community members	100	80	80	20	20
NAADS Officials	33	20	60.1	13	9.8
Total	133	100	140.1	33	29.8
There is lack of full participation of the public in NAADS programs					
Famers/ community members	100	75	75	25	25
NAADS Officials	33	23	69.7	10	30.3
Total	133	98	144.7	35	55.3
The expectations of the public are sometimes outside NAADS mandate					
Famers/ community members	100	70	70	30	30
NAADS Officials	33	23	69.7	10	30.3
Total	133	93	139.7	40	60.3
The financial support is still low in communities like Ndorwa					
Famers/ community members	100	100	100	0	0
NAADS Officials	33	23	69.7	10	30.3
Total	133	123	169.7	10	30.3
Poor public relations and communication at Local Government (LG) level in conveying the message on provision of support to the six model farmers per parish					
Famers/ community members	100	90	90	10	10
NAADS Officials	33	20	60.6	13	39.4
Total	133	110	150.6	23	49.4

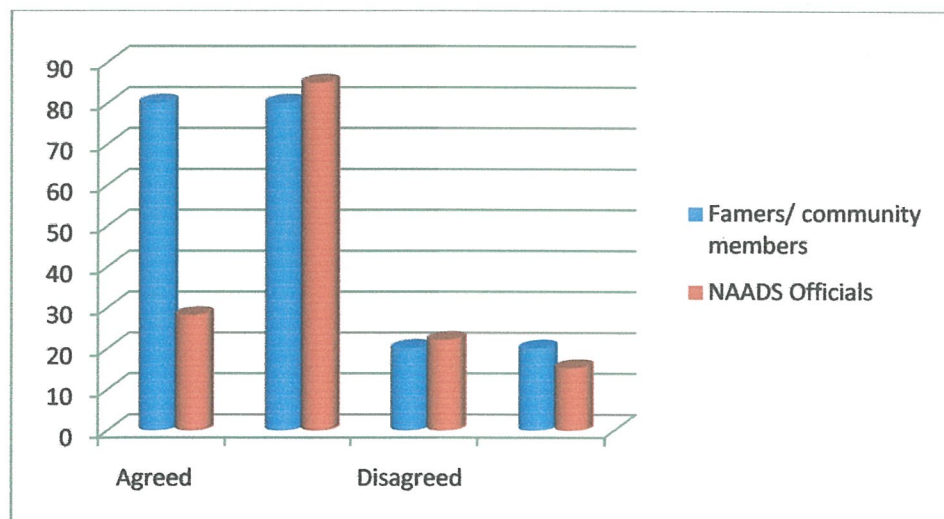
Over pricing and poor quality of the technology inputs supplied to farmers					
Famers/ community members	100	80	80	20	20
NAADS Officials	33	28	84.8	22	15.2
Total	133	108		42	35.2

Source primary data 2015

The researcher sought information on different challenges that have affected effective implementation NAADS programs.

When respondents were asked to give their view on whether corruption was the biggest challenges in NAADS, majority of the respondents 80% and 60% public and NAADS officials respectively agreed with this statements and reported that majority of the people in office misuse the organization funds and resources in un ethical way. Resources have been given to those they know or have relations with. A few respondents however disagreed with this statement.

Figure showing views on corruption in NAADS

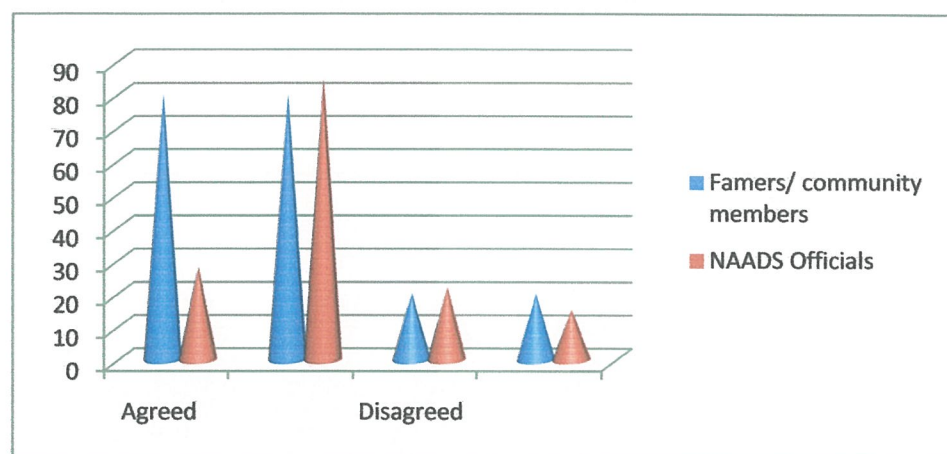


Source primary data

75% and 69.7% respondents reported that there is lack of full community participation in the implementation of NNADS programs. The respondents reported that some people are still not aware of how these programs work while the ones aware have failed to fully participate in these programs. This has limited the effective performance of these programs.

Majoti of the respondents 70% public and 69% NAADS reported that the expectations of the public are sometimes outside NAADS mandate. Because of this many farmers have failed to archive and increase their efforts with NAADS. These people expect a lot but because there expectations are some times out of the mandate of the organization, they are motivated and cause conflicts and poor attitude towards NAADS. Some respondents reported that they expected NAADS to construct roads, hospitals and schools which are not part of their programs.

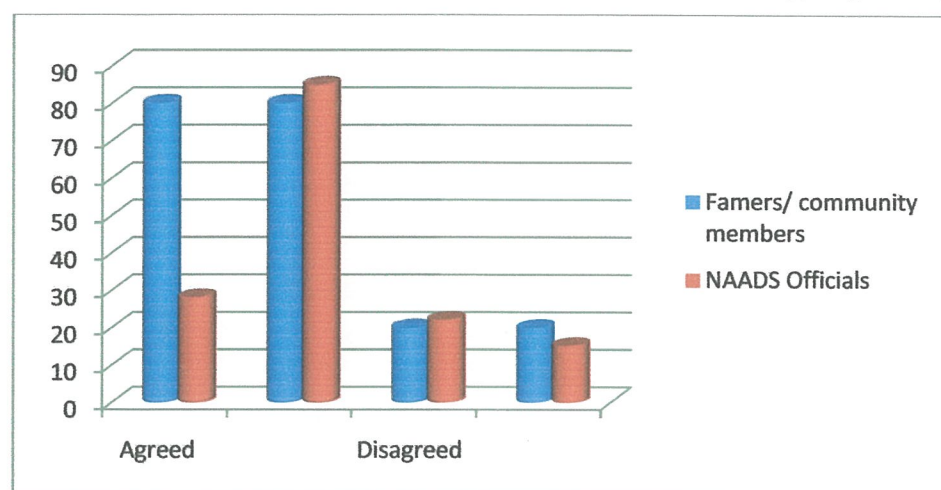
Figure 4.3.2 The expectations of the public are sometimes outside NAADS mandate



All the respondents 100% reported that NAADS has got lot to cover in rural areas yet its having a few financial resources. The respondents agreed that truly NAADS lacks financial resources to fully support its programs and meet the expectation of these local farmers. The respondents reported that financial problem explains why the organizations has failed to fully deliver a 100% impact on social transformation through Agricultural development. 90% and 60% Public and NAADS reported that there is Poor public relations and communication at Local Government (LG) level in conveying the message on provision of support to the six model farmers per parish. Some parishes in Ndorwa are not aware of strategies such as the six model strategy yet they are among the areas under support by NAADS. They therefore have not updated on the different strategies leading to failure of compliance with the organization.

The respondents 80% reported that there is over pricing and poor quality of the technology inputs supplied to farmers in Ndorwa Sub County. These farmers' are having very poor quality inputs and products that they sell highly making at a challenge for the organization to buy such produce and transform it.

Figure 4.3.2 Over pricing and poor quality of the technology inputs supplied to farmers



Source primary data 2015

4.4 Solutions to the challenges facing monitoring of NAADS programs

The researcher sought information regarding the solutions to the challenges affecting NAADS leading to its failure to effectively achieve its objectives.

Table 4.4 Solutions to the challenges of NAADS

Questionnaire statement	Total+	Yes		No	
		N	%	N	%
NAADs should ensure proper monitoring of its programs in the region					
Famers/ community members	100	80	80	20	20
NAADS Officials	33	20	60.1	13	9.8
Total	133	100	140.1	33	29.8
NAADS should improve community participation in its programs decision making					
Famers/ community members	100	75	75	25	25
NAADS Officials	33	23	69.7	10	30.3
Total	133	98	144.7	35	55.3
Capacity building on the farmers regarding how NAADS programs operate can be a solution to the challenges in NAADS					
Famers/ community members	100	70	70	30	30
NAADS Officials	33	23	69.7	10	30.3
Total	133	93	139.7	40	60.3

Enforcement bodies and teams at all levels of programs implementation should be put to work to increase the efforts of the organization					
Famers/ community members	100	100	100	0	0
NAADS Officials	33	23	69.7	10	30.3
Total	133	123	169.7	10	30.3
NAADS should develop rules and regulations governing the operations of its programs to reduce corruption.					
Famers/ community members	100	80	80	20	20
NAADS Officials	33	28	84.8	22	15.2
Total	133	108		42	35.2

Source primary data

The respondents provided their view on what should be done to overcome the challenges of affecting NAADS programs in Ndorwa Sub County. Majority of the farmers and NAADS 80% and 60% agreed that NAADS should ensure proper monitoring of its programs in the region. They argued that some of the programs taking place in are not effectively followed up like they are meant to be. Some operations are uncontrolled whereas others in the control of a few personnel's who focus on benefiting one another. There is therefore need to strengthen the monitoring and evaluation of the programs of NAADS for better performance.

Majority of the respondents 72% on average agreed that NAADS should increase community participation in its programs decision making if it is to improve its performance. Some of the community members like farmers are lacking proper information and participation into the programs of this organization. And that's why some people tend not focus on these programs just because they are not advised on how beneficial the programs are to them. The beneficiaries should as well be given chance in their farmer groups to take decisions aimed at increasing their performance. Some respondents further added that there is need for Capacity building on the farmers regarding how NAADS programs operate can be a solution to the challenges in NAADS

80% of the respondents reported that there is need to develop enforcement agencies or bodies at all levels of program implementation to fight against miss use of funds or corruption. NAADS should develop regulations and guidelines of its program implementation in the region.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The chapter provides the discussion regarding the findings of the study. The findings are discussed following the objectives of the study. The chapter also provides conclusions basing on the findings as well as development of suggestions or recommendations following the current situation. This chapter concludes with areas of further researcher or areas where more

5.1 Discussions of findings

Relationship between Monitoring NAADS projects and its performance

The findings showed the views of the respondents regarding the level of monitoring of NAADS projects and how beneficial it is. The findings showed that majority of the respondents were not sure if the programs of NAADS are effectively implemented however some of the respondents 34.1% reported that the programs are highly monitored.

According to the findings, majority of the respondents reported that participatory monitoring as the main form of program monitoring and evaluation. The response was provided by the NAADS officials and community leaders who said that the organization allows the beneficiaries or farmers to fully participate in the implementation of its programs. The Respondents noted that they participate in many forms such as in the formation of farmers' groups. The NAADS Programme by principle requires the beneficiaries to form groups through which agricultural and technology inputs are channeled to group members (MAAIF, NAADS implementation modalities report, 2006).

Regarding the other forms of participation and monitoring, Respondents reported that group meetings are held once in a month to discuss issues regarding group enterprise activities. They also participate in Selection of enterprises to be supported in a given financial year. Respondents said that farmers' group members participate in selecting from the available enterprises which have already been determined by the Farmers' forum executive at the sub-county level with the assistance of the technical planning committee (TPC).

All the respondents said that they participate in elections to elect group leaders and other farmers' representatives at different levels.

Some of the respondents reported that community based monitoring where it comes in to monitor all the activities in the community to establish their level of performance is the other form of monitoring used by NAADS implementation program. Through community based meetings they as well train the public or community on how they are to benefit from their projects and what they are supposed to have.

Challenges facing monitoring of NAADS programs

When respondents were asked to give their view on whether corruption was the biggest challenges in NAADS, majority of the respondents 80% and 60% public and NAADS officials respectively agreed with this statements and reported that majority of the people in office misuse the organization funds and resources in un ethical way. Resources have been given to those they know or have relations with. A few respondents however disagreed with this statement.

Respondents reported that there is lack of full community participation in the implementation of NNADS programs. The respondents reported that some people are still not aware of how these programs work while the ones aware have failed to fully participate in these programs. This has limited the effective performance of these programs.

Majority of the respondents reported that the expectations of the public are sometimes outside NAADS mandate. Because of this many farmers have failed to archive and increase their efforts with NAADS. These people expect a lot but because there expectations are some times out of the mandate of the organization, they are motivated and cause conflicts and poor attitude towards NAADS. Some respondents reported that they expected NAADS to construct roads, hospitals and schools which are not part of their programs.

All the respondents reported that NAADS has got lot to cover in rural areas yet its having a few financial resources. The respondents agreed that truly NAADS lacks financial resources to fully support its programs and meet the expectation of these local farmers. The respondents reported that financial problem explains why the organizations has failed to fully deliver a 100% impact on social transformation through Agricultural development.

Majority of the respondents reported that there is Poor public relations and communication at Local Government (LG) level in conveying the message on provision of support to the six model farmers per parish. Some parishes in Ndorwa are not aware of strategies such as the six model strategy yet they are among the areas under support by NAADS. They therefore have not updated on the different strategies leading to failure of compliance with the organization.

The respondents 80% reported that there is over pricing and poor quality of the technology inputs supplied to farmers in Ndorwa Sub County. These farmers' are having very poor quality inputs and products that they sell highly making at a challenge for the organization to buy such produce and transform it.

Solutions to the challenges facing NAADS projects

The respondents provided their view on what should be done to overcome the challenges of affecting NAADS programs in Ndorwa Sub County. Majority of the farmers and NAADS officials agreed that NAADS should ensure proper monitoring of its programs in the region. They argued that some of the programs taking place in are not effectively followed up like they are meant to be. Some operations are uncontrolled whereas others in the control of a few personnel are who focus on benefiting one another. There is therefore need to strengthen the monitoring and evaluation of the programs of NAADS for better performance.

Majority of the respondents reported that NAADS should increase community participation in its programs decision making if it is to improve its performance. Some of the community members like farmers are lacking proper information and participation into the programs of this organization. And that's why some people tend not focus on these programs just because they are not advised on how beneficial the programs are to them. The beneficiaries should as well be given chance in their farmer groups to take decisions aimed at increasing their performance. Some respondents further added that there is need for Capacity building on the farmers regarding how NAADS programs operate can be a solution to the challenges in NAADS

Respondents reported that there is need to develop enforcement agencies or bodies at all levels of program implementation to fight against miss use of funds or corruption. NAADS should develop regulations and guidelines of its program implementation in the region.

5.2 Conclusion

Basing on the findings above, it can be noted that monitoring has got an impact on the level of performance of NAADS projects. It was found out from the NAADS officials that the organization has got monitoring plans in its operations and

It was found out that that development of farmers groups is one of implementation methods used by NAADS. Farmers are argued to participate in the formation of farmers' groups. The NAADS Programme by principle requires the beneficiaries to form groups through which agricultural and technology inputs are channeled to group members (MAAIF, NAADS implementation modalities report, 2006). With the assistance of extension workers at the sub-county level specifically the community Development officer (CDO) farmers are mobilized voluntarily to form or join groups on the basis of the identified enterprise(s).

The attending of group and inter group meetings and trainings in which NAADS has been able to access them and effectively implement its programs. farmers reported that they have group meetings which are held according to set group schedules. Group meetings are held once in a month to discuss issues regarding group enterprise activities. Meetings are very vital and are regarded as fora for planning, learning, exchange of views and ideas, and electing leaders among other things. However, most respondents noted that in the recent past especially under the 'new NAADS' arrangement, attendance at meetings has drastically declined. This is largely attributed to failure by members in their application for assistance with setting up enterprises (to be considered for their applied enterprises).

It was found out that through these groups, NAADS selects what is to be financed in a given financial year. The NAADS programme implementation modalities (2006) state that one of the mandates of the NAADS programme was to empower farmers in enterprise selection. The report further notes that through a participatory process, farmers are guided to select profitable enterprises to be promoted in their groups. These are forwarded to the sub-county where farmers' fora and technical staff then select the main three priority enterprises to be supported.

Respondents said that leaders play a big role in as far as group enterprise activities are concerned. Notable roles of group leaders mentioned include convening and conducting group meetings, representing group members at higher level NAADS meetings at parish or sub-county level, monitoring group enterprise activities, and ensuring group cohesion.

It was found out that corruption was the biggest challenges in NAADS, as reported by the majority. Majority of the people in office misuse the organization funds and resources in an unethical way. Resources have been given to those they know or have relations with. A few respondents however disagreed with this statement.

The performance NAADS in Ndurwa sub county was found to be good due to the fact that it has transformed the agricultural sector of Ndurwa sub county through providing quality Advisory Services provided to farmers, promoting adoption of new crop and livestock enterprises that is evidenced by the improved yields and increase in the numbers of goats and pigs per household in Adyel Division. Though it is still wanting, the advisory services provided by NAADS is helping farmers a lot by teaching them better farming methods. This has helped to improve the quality of farm products, reduce costs and it has also helped farmers to get the most out of their small farm land.

Public Sector Organizations must put emphasis on results (outcomes & impacts). This means that the demand for monitoring and evaluation of the public sector must be located within the broader framework of the Government Systems and Policies. Monitoring is a powerful public management tool. This will track the status and progress made in policies, programs or projects, provides timely information to the relevant stakeholders and allows for greater accountability, set the basis for establishing key goals and objectives and provides a justifiable basis for budget requests. It can help policy makers, donor partners, decision makers and other stakeholders answer the fundamental questions of whether promises were kept and goals achieved.

5.3 Recommendations

Basing on the above findings, I would recommend increased beneficiary participation in NAADS programme implementation particularly at the lower level. Beneficiaries right from the group level need to get involved in all the activities of the programme including planning, identifying their needs, and selecting their own favourite enterprises, while the farmers' forum, sub-county technical staff and extension workers play an advisory role. This will make the programme more bottom-up as was originally designed in the NAADS Master document (2000).

All the NAADS programme key stakeholders need to ensure that the procurement and supply process is transparent and it actively involves farmers' elected community based selection /

procurement committees both at parish level and sub-county level. The process should be in accordance with the stipulated NAADS programme implementation guidelines (NAADS 2000; 2006, 2008).

The NAADS coordinators, elected leaders of farmers' groups and committees at different levels need to sensitize the programme beneficiaries most especially about the new programme implementation guidelines. Information is needed on the implication of these new guidelines for previous arrangements (first phase of NAADS programme). Most farmers especially in Rwampara are still waiting for a response from the sub-county NAADS coordinator to their applications for enterprises. Yet with these new guidelines, this arrangement is no longer applicable. The NAADS coordinator and other elected leaders at different levels should tell the farmers the truth regarding the fate of their applications for enterprises instead of keeping them waiting in vain which makes them demoralized, de-motivated and disinterested in participating in NAADS programme activities.

More sensitization and training is also needed because most farmers who joined the programme recently are not well conversant with it. This is mostly needed in Rwampara County, with particular emphasis on their roles, obligations, rights and desired degree of participation as beneficiaries of the programme. More training sessions for farmers on the ways to manage and develop their selected enterprises need to be carried out.

The NAADS Coordinators at sub-county and district levels as well as the National NAADS programme implementation agency(ies) need to pay adequate attention to all NAADS programme beneficiaries in their farmers groups but not only on the selected six lead and demonstration farmers per parish as the case seems to be today. This will keep the farmers actively involved in the activities of their selected farmer group's enterprises. Besides, the number of selected beneficiaries for each financial year should be increased to match the number of the registered beneficiaries in each parish.

NAADS programme implementing agencies also need to encourage more men and youths to get involved in the programme by identifying the factors inhibiting their participation.

Finally, politicking NAADS programme need to be avoided as much as possible so that the programme remains a development programme rather than a political tool. There is a need to

make a clear demarcation between the two programmes - NAADS and Prosperity For All, with each programme being given distinctive structures with different target beneficiaries. Otherwise, making NAADS programme a political conduit by the NRM political party members / supporters restrains the interest of the non-NRM members from participating in the programme.

5.4 Areas of further research

Similar research can be carried out in other districts / regions in this country.

Research can also be carried out to assess the impact of Rural Development programmes on the rural economy, with different case studies.

Research can be done about gender equity or age-specific and participation in the NAADS programme.

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APPENDIX QUESTIONNAIRE

Dear respondent,

Dear Respondent, this questionnaire is intended to facilitate a study on the impact of **Monitoring of NAADS projects and its performance**. You have been selected to voluntarily participate in this study and you are kindly requested to freely and objectively respond to the listed questions. Be assured that the information you give out will be treated with utmost confidentiality.

Yours faithful

LUBAALE PATRICK

Please tick in the box where necessary.

SECTION A

DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENT

GENDER:

Male ☐

Female ☐

AGE:

15- 24 ☐

25-34 ☐

35-44 ☐

45-54 ☐

55-64 ☐

65+ ☐

MARITAL STATUS

Single ☐

Married ☐

Divorced ☐

Separated ☐

Widowed ☐

LEVEL OF EDUCATION

No formal education ☐

Secondary education ☐

Diploma holder ☐

Degree holder ☐

Section B.

Role of monitoring on NAADS Projects performance

1. Are aware of NAADS Programs?

Yes ☐ No ☐

If yes how are you involved with NAADS?

Beneficiary (farmer) ☐

Employee in NAADS ☐

What is the level of performance of different NAADS Programs in this region?

High ☐

Uncertain ☐

Low/poor ☐

Do you think NAADS programs are effectively monitored in your region?

Yes ☐ No ☐

If yes what are the different forms of monitoring employed in NAADS programs

.....
.....
.....

Do you participate in monitoring of the NAADS programme as a beneficiary?

YES ☐ ☐

If no, who monitors the NAADS programme at the local level?

If yes, how did you come to participate?

What do you exactly monitor and evaluate in the NAADS programme?

How do you monitor the NAADS programme?

What are the reasons for monitoring the NAADS programme implementation?.....

Have you been trained in NAADS programme's monitoring capacity building?

YES ☐ NO ☐

If yes, how has this training helped you to monitor NAADS programme?

.....
.....
.....

How do you rate the performance of NAADS compared to what you expected as a farmer? -----

.....
.....

Do you think financial monitoring is often carried out in NAADS projects?

Yes ☐ No ☐

Are there set program/project procedures that are followed during the implementation of NAADS Programs?

Yes ☐ Not sure ☐ No ☐

Are the activities/operations of NAADS programs monitored?

Yes ☐ No ☐

What is the major form of program implementation used by NAADS in your region?

.....
.....
.....

Section c

The challenges facing NAADS projects in Ndorwa sub county Kabale District

Are there challenges NAADS projects in your region?

Yes ☐ No ☐

If yes; what are some of these general challenges in the implementation of NAADS Projects?

.....
.....
.....

Which challenges / problems do you face as NAADS programme beneficiary farmer?

.....
.....
.....

Do you think the beneficiaries are denied full participation in the decision making of NAADS programs?

Yes ☐ No ☐

The services and other materials as expected do not reach the farmer group in the region.

Yes ☐ No ☐

Do you think corruption is the main challenge/ problem affecting NAADS programs in your region?

Yes ☐ No ☐

There is limited support from the government towards NAADS programs?

Yes ☐ No ☐

Do you think that the public expectations are higher than what NNADS achieves and therefore public interest has reduced?

Yes ☐ No ☐

What are the other challenges affecting NAADS performance in Ndorwa Sub county?

.....
.....
.....

SECTION D

Solution to the challenges of facing NAADS projects

Do you think NAADS should ensure proper monitoring of its programs in the region?

Yes ☐ No ☐

NAADS should improve community participation in its programs in order to effectively manage the public expectations

Yes ☐ No ☐

Do you think capacity building on the farmers regarding how NAADS programs operate can be a solution to the challenges in NAADS?

Yes ☐ No ☐

NAADS should develop rules and regulations governing the operations of its programs to reduce corruption.

Yes ☐ No ☐

Enforcement bodies and teams at all levels of programs implementation should be put to work to increase the efforts of the organization.

Yes ☐ No ☐

What are some of the solutions that can be put in place to cover the challenges in section C above?

.....
.....
.....

THANK YOU FOR YOUR SUPPORT



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Office of the Head of Department

Date: 21st September, 2015

Dear Sir/Madam,

**RE: INTRODUCTION LETTER FOR MR.LUBAALE DERICK, REG.
NO.BPA/39520/123/DU**

The above mentioned candidate is a bonafide student of Kampala International University pursuing a Bachelor's Degree in Public Administration.

He is currently conducting a field research for his dissertation entitled, **MONITORING OF NATIONAL ADVISORY SERVICES (NAADS) AND ITS PERFORMANCE IN NDORWA SUB-COUNTY KABALA DISTRICT,**

Your organisation 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 accept and 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,

Gerald Muzaare, HOD-Administrative and political studies

