

**THE EFFECTS OF ADP IN SOCIO-ECONOMIC  
DEVELOPMENT OF RWANADA  
A CASE STUDY OF  
BUGESERA DISTRICT**

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**A RESEARCH THESIS SUBMITTED TO THE SCHOOL OF POST GRADUATE  
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## DECLARATION

I, MUJANAMA Pio to my knowledge hereby declare that, the work presented in this dissertation titled “The effects of ADP in socio-economic development of Rwanda” a case study of ADP Bugesera is my original work and has never been presented any where for any other academic qualification. Where other people’s work has been used, references have been made.

Student’s signature.....


Date...28/06/2015.....

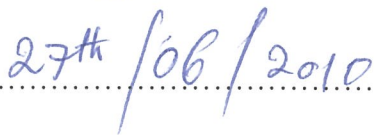


## APPROVAL

This work has been done under my supervision as the University supervisor, and submitted with our approval.

Names: Dr George Stanley Kinyatta

Signature.....

Date.....

## DEDICATION

To the Almighty God,  
My parents,  
Brothers and Sisters.

## LIST OF ABBREVIATIONS AND ACRONYMS

ADP:	Area Development Program
AU:	African Union
CBOs:	Community Based Organizations
CHH:	Children Headed Households
CIPs:	Children In Program
DAP:	Development Assistance Program
EDPRS:	Economic Development and Poverty Reduction Strategy
(ge.k):	Growth rate of the national income is equal to the Rate of Investment and the productivity of Capital
FARG:	« Fond d'Assistance aux Rescapés du Génocide »
FBOs:	Faith Based Organizations
GDP:	Gross Domestic Product
GNP:	Gross Net Product
GoR:	Government of Rwanda
HIV-AIDS:	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
ibid:	like above
KIU:	Kampala International University
IR:	Investment/Revenue
LDCs:	Less Developed Countries
MoH:	Ministry of Health
NGOs:	Non-Governmental Organizations
PRA:	Participatory Rural Appraisal
SD:	Standard Deviation
TD:	Transformation Development
TDI:	Transformation Development Indicators
WHH:	Women Headed Households
WHO:	World Vision Rwanda
WVT:	World Vision Taiwan
UN:	United Nations

UNDP: United Nations Development Program  
UNICEF: United Nations International Children's Educational Fund  
USA: United States of America

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## ABSTRACT

The aim of this study was to investigate the impact of ADP in socio-economic development of Rwanda. A case study of Bugesera District ADP was chosen as the area of study.

The general objective of the study was to assess the effects of ADPs in socio-economic development in Rwanda specifically for Bugesera ADP. The specific objectives were to examine the development system in Bugesera; to analyze the impact of ADPs in Socio-economic Development in Bugesera and to examine the extent of collaboration between ADP, local government and other partners.

The research design used was a case study method where Bugesera ADP was considered as the unit of analysis. The targeted population comprised of the World Vision Rwanda Management Team, Bugesera ADP Management Committee/local Leaders and Bugesera ADP Local staff. Sources of data included both primary and secondary. Data was collected using questionnaires and self administered interview methods. The study used scientific procedures to obtain a sample of 45 respondents who were selected using simple random and purposive sampling methods. Data was analyzed and interpreted in relation to the objectives of the study and the hypothesis.

The objectives of the study were reached and conclusions were made. The findings of the study revealed that community socio-economic development is understood by most of the residents in the area of Bugesera as confirmed by the respondents. It was further found out that Bugesera ADP/World Vision Rwanda has done a lot towards the transformational of Bugesera district in as far as development is concerned like construction of schools, building partnership spirit, fostering community ownership of developmental activities to mention but few.

Findings showed the extent to which World Vision Rwanda through ADPs collaborate with other stakeholders have done in the socio-economic development in Bugesera district. Findings continued to show that there is high rate of collaboration most especially with community Based Organizations (CBOs) and Faith Based Organizations (FBOs). These

CBOs and FBOs are strong partners in the development process both as beneficiaries and also as implementing partners. The findings led to the affirmation of the only hypothesis that ADPs have and are still playing a significant role in communities' development. Although there has been a lot of progress, there are several hindrances that were identified by respondents such as lack of enough funds of the stakeholders for socio-economic development for the community in Bugesera area. As such, policy makers should look forward to increase the efforts on community transformational development not only in the Bugesera but also in other parts of the country where this approach to development is used.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1. BACKGROUND OF THE STUDY**

The slogans of the day and concern of every institutions, governments, organizations and individuals are development and poverty reduction. The socio-economic development, poverty and community transformation, sustainability are repetitively mentioned in international and local media; Radio, Television, News Papers, Magazines, Internet, Meetings, Forums, Seminars, Workshops and individual conversations.

Rwanda is one of Africa's smallest, poorest and most densely populated countries. Its population of about 9 million is growing at a rate of 2.9% per year. Poverty is both persistent and wide spread; with 60% of Rwandans living below the poverty line most cases attributed to/caused the war and genocide of 1994 aggravated poverty. Geographically, Rwanda is bordered in the South by Burundi, Democratic Republic of Congo in the West, Uganda in the North and the United Republic of Tanzania to the East. With a total area of about 26,338 sq. km, Rwanda is one of the most densely populated countries in Africa, 340 in habitants/km MINECOFIN (2003).

According to MINECOFIN (2003), further indicates that in Rwanda poverty is characterized by: high morbidity and mortality, low levels of incomes and expenditure to the house holds, food insufficiency/insecurity, high levels of malnutrition, low levels of education attainment, lack of access to basic services, agricultural in puts, appropriate technologies, markets, income generating opportunities, insufficient access to land and shelter; Acute poverty is mostly a rural phenomenon, although urban poverty is on rise, as large numbers of people migrate to the city.

The population is predominantly rural with about 92% living in rural areas. Further projections show that the population should reach 16 million in 2020 with a GDP of USD 900 assuming that fertility rate declines from the present 6.5% to 4.5 Rwanda has a turbulent history, which climaxed into the 1994 war genocide. The current government of national unity assumed the reigns of power in July 1994 when the country was characterized by, among others, a state lawlessness, insecurity from within and outside the country, destroyed

infrastructure, a displaced and traumatized population, and a deeply divided society. With a new administrative structure, Rwanda is divided into four provinces: North, East, Southern and Western Province. All these provinces are also subdivided into 30 districts. The subdivision trickles down to sectors, cells and “Imidugudu”.

Rwandan government has undertaken an ambitious program recognized as Vision 2020 with a major goal of withdrawing the country from the list of Less Developed Countries (LDCs) in the year 2020. This program is based on five pillars namely, an effective and capable State underpinned by good governance, Human resource development and a knowledge-based economy, Infrastructure development, a private sector led economy based on a growing class of entrepreneurs with a competitive and creative culture, Productive high-value and market-oriented agriculture.

Post-1994, the emergency phase of World Vision Rwanda, like many other NGOs, was implemented up to the end of 1999 when it was decided that work of NGOs, as well other sectors of national life must follow the principles set out in Vision 2020 strategy. It is in this regard that World Vision Rwanda joined hands with government of Rwanda in her mandate to devise sustainable and long lasting development strategies.

World Vision Rwanda opened its doors immediately after the 1994 genocide in Rwanda, which led to a breakdown in the social, economic, infrastructure and services. World Vision intervened in May 1994 in response to the needs created by the war and the genocide. Since its inception, World Vision has contributed to alleviating the sufferings of people by addressing their needs in various areas such as distributing emergency relief supplies, providing assistance to unaccompanied children, and so on. These activities were followed by or accompanied with activities such as reconstructing and rehabilitating the infrastructures.

Upon return of refugees from the neighboring countries, World Vision Rwanda assisted in tracing and reunification of unaccompanied children, resettling and reintegrating returnees, especially after the 1996/97 influxes from Tanzania and the former Zaire. These continued with other activities such as supporting agricultural activities, improving the psycho social welfare of the affected people, promoting conflict resolution, identifying and supporting peace building and reconciliation initiatives, rehabilitation of public infrastructure like health

centers, schools, and bridges, construction of shelters, capacity building and enhancing survival skills of community and so on.

The Area Development Program (ADP) is a World Vision International concept and initiative. In Rwanda ADPs started in late 1999 with estimated life cycle of about 15 years and were mandated to enhance community's full involvement, participation, empowerment and guidance to be able to sustain ADP program activities after World Vision Rwanda will have left communities. Some of the best practices World Vision Rwanda has initiated are community ownership and empowerment, so community participation, empowerment is maintained at least 30% as of 2006 and with target of increasing it up to 50%.

It is from the above background that the researcher intends to know the impact of ADPs in socio-economic Development of Rwanda case of Bugesera ADP. Thus, this chapter sets out to present statement of the program, Objectives of the study, Significance of the study, Research questions, , Scope of the study and ends with the organization of the study.

## **1.2. STATEMENT OF THE PROBLEM**

The 1994 war and genocide weaved and strengthened multiple problems hampering development and wellbeing of Rwandans. World Vision Rwanda as a charity, relief and responsive Christian organization in May 1994 came in from a neighboring country Uganda to lend a helping hand; in the emergency period from 1994-1999. World Vision Rwanda was actively supplying food, clothing, house hold utensils, and shelter to mention but a few.

In 1999 Rwanda transition government formulated economic development strategies and drafted the vision 2020 calling for major focus of most partners as support to rural transformation and development, support to vulnerable group of people, promoting good governance, institutional development, among others.

It is in the above regard that World Vision Rwanda moved in with (ADP) development strategy as communities' durable/sustainable development strategy. World Vision Rwanda later on broadened its strategies to include children sponsorship activities aimed at enrolling children into the program with the main objective of transformational development through changing lives of children and families as the core concern.



From the year of 1999 up to 2008, ADPs have resorted to promoting education, culture and sports by constructing and equipping schools, recreation centers, providing didactic materials, facilitating training of teachers, commitment to community members' health (paying for their medical insurance), improvement of sanitation by construction of water dams, tanks and pipelines, supporting peace building, healing and reconciliation processes, Anti HIV/AIDS campaigns, Advocacy and Christian witness through church partnership programs etc.

Since 1999, all ADPs in Rwanda including Bugesera ADP have used considerable budgets, effort, time and commitment in undertaking development projects in collaboration with local government and other development partners. Having almost 15 years of existence and thereafter expected to be transformed into CBOs where and when World Vision will withdraw its support from the area and with just about three to two years remaining for most ADPs to start out process, one would question the role they have played in the socio-economic development. The problem is to find out the effects or the contribution that ADP has done in Bugesera District

The researcher sought to know whether ADPs (Specifically Bugesera ADP) have managed to fulfill their mandate of community development. The researcher also desired to know whether Communities ADPs operate recognize and appreciate their impact and take leadership of development activities as suggested by GoR development policy. Therefore, this study will find out impact of ADPs in socio-economic development in Rwanda taking a case study of Bugesera ADP.

### **1.3. OBJECTIVES OF THE STUDY**

#### **1.3.1. General Objective**

The general objective of the study was to assess the effects of ADPs in socio-economic development in Rwanda specifically for Bugesera ADP.

#### **1.3.2. Specific Objectives**

- i. To examine the development system in Bugesera;
- ii. To analyze the effects of ADPs in Socio-economic Development in Bugesera;
- iii. To examine the extent of collaboration between ADP, local government and other partners.

#### **1.4. RESEARCH QUESTIONS**

The study used the following research questions to achieve the objectives:

- What is GoR and ADP understanding of socio-economic development?
- What ADPs' contribution in development of local community?
- What is world the vision Rwanda doing to overcome the challenges?

#### **1.5. SIGNIFICANCE OF THE STUDY**

This study will be significant to the researcher, other researchers, World Vision/NGOs, Government of Rwanda especially Ministry of Local Government of an award of a Masters Degree in Project Planning and Management. It will also give the researcher clear understanding of ADPs functioning and contribution to Rwanda Development.

To World Vision Rwanda, Bugesera ADP community, other NGOs and the government of Rwanda, the study provides useful recommendations that will further enhance their intervention in the socio-economic development journey of Rwanda.

To other interested readers and researchers, the study adds to the existing literature on the subject. It also opens doors to further research work related to development.

#### **1.6. SCOPE OF THE STUDY**

Due to limited time and resources, the scope of the study focused only on Bugesera ADP located in the former Kigali-Ngali province. The researcher limited himself to the effects of ADPs in socio-economic development in Bugesera in the timeframe of years 2000 up to 2008.

Other geographical areas outside this scope were mentioned as an illustration of points concerned with the main focus so as to compare the feature of different geographical areas where the ADPs have been implemented in Rwanda. The study has also reviewed the existing literature in Rwanda and other relevant areas world wide.

#### **1.7 Conceptual Framework**

In this work, the dependent variable is the socio economic development of Bugesera and the independent variable is ADP Bugesera.

The positive effects are: collaborate with local leaders so that they can know the real needs of the population; trains beneficiaries so that they can know how to manage their assistance; intervene in medical care and education so that Bugesera can get sustainable development.

## **1.8. ORGANIZATION OF THE STUDY**

This study is organized into five chapters, which include the following:

Chapter one contains background to the study, statement of the problem, objectives of the study, research questions, significance of the study, scope of the study, and organization of the study.

Chapter two consists of the literature review. In this chapter, the researcher attempted to bring together some of the feelings, opinions, views and suggestions that were put forward by different authors on the subject matter. It is in this chapter that the researcher reviews some work written by other writers.

Chapter three is made of the research methodology used by the researcher. This chapter highlights methods and techniques used to find out all information concerning the topic under research, points out sources of data, nature and size of population under study, sample used, data collection and data processing and analysis.

Chapter four covers presentation, analysis and interpretation of data from the research study. Proper presentation, analysis and interpretation of research findings enable the researcher to draw the appropriate conclusions and recommendations.

Chapter five consists of summary of research findings, conclusion and recommendations. In this chapter, the researcher presents the summary of the findings; draws up the conclusions based on the findings and finally give recommendations for the way forward.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1. POVERTY

According to Technical Development Intranet (TDNET)-WOLRD VISION; January 2003, Poverty is defined as surmountable human condition of deprivation and broken relationships which often threatens human survival and involves unacceptable human suffering, preventing people from fulfilling their God-given potential. Poverty is the result of broken relationships and exploitation by unjust systems, processes and powers in the social, religious, economic, political, environmental and spiritual domains at the local, national, regional and global levels.

Poverty is the state of being deprived of the essentials of well being such as adequate housing, food, sufficient income, employment, access to required social services and social status. Poverty crushes the human spirit. Three billion people-half the world's population-live on less than two US Dollars per day, unable to meet their basic human needs. Malnutrition, lack of health care, substandard housing, and illiteracy breed desperation, disease and daily suffering. Poverty traps future generations in a vicious cycle without hope of opportunity. In an increasingly globalized world, no one is immune to these problems. (Malcolm and Sukhwinder, 2005). Poverty results in (among other things):

- Chronic inability to meet basic needs
- Erosion of human dignity
- Loss of identity and vocation
- Restrictions on human rights
- Minimal access to information for decision-making
- Limited development of employment related skills, means of production and capacities.
- Limited access to social support networks

##### 2.1.1. General Causes of Poverty

According to the World Bank report (1996), the causes of poverty are:

- ❖ Inadequate physical assets such as, Land and capital to the poor.

- ❖ Inadequate access to assistance for these living at the margin and victimized by the transitory poverty because of drought, floods, pests and war. This is caused by lack of well conceived strategies and resources.
- ❖ Inadequate participation of the poor in the design of development programs. This arises from not involving the representatives of the poor communities and hence not accounting for the needs of the poor in donor/government discussions.
- ❖ Destruction of nature resources. This has reduced the productivity of agriculture rangelands, forests and fisheries and is often exacerbated by the desperate survival strategies of the poor as well as inadequate and ineffective public policy on natural resource management.
- ❖ Inadequate access to market for goods and services that poor can sell. The poor often-remote geographical location, the inadequacy or non-existence of rural roads, ineffective communication and small volume and reasonability of the Poor's labor services and production causes this.
- ❖ Inadequate access to employment opportunities due to geographical locations of the poor, low saving rate, low domestic investment and a pattern of growth that does not generate large enough increases in employment.
- ❖ Inadequate means of supporting rural development in poor regions this is caused by the preference for the urban basis in the design of development programs.
- ❖ Endowment of human capital. This result from inadequate access to education, health, sanitation and domestic water services caused by inequitable social service delivery and resulting in the inability of that poor to live a health active life, and therefore take full advantage of employment opportunities

Poverty is also caused by “vicious circle of poverty” which is characterized by low incomes, low savings, low investments and low capital accumulation. (Tayebwa , 1998).

In Rwanda, the Ubudehe survey (2006) has identified causes of poverty among the Rwandese. Major causes of poverty identified by Ubudehe survey respondents were lack of land, poor soils, bad weather and lack of livestock. Exit strategies out of poverty were identified as paid employment, commerce and livestock. Over half of households sampled felt that their incomes or livelihoods had not improved in the past three years. Principal activities to be undertaken in future Ubudehe work were identified in the areas of as livestock rearing, agriculture, small business, water and roads.

**Table 1: Major causes of poverty identified**

	Share of respondents (%)
Lack of land	49.5
Poor soils	10.9
Drought/weather	8.7
Lack of livestock	6.5
Ignorance	4.3
Inadequate infrastructure	3.0
Inadequate technology	1.7
Sickness	1.7
Polygamy	1.2
Lack of access to water	1.1
Population pressure	0.7
Others	10.6
Total	100.0

**Source:** Ubudehe Survey (2006)

### **2.1.2. Indicators of poverty**

The indicators of poverty in Rwanda, which also are characteristics of many Sub-Saharan African countries, are presented in table 2.

**Table 2: Comparison of Poverty between Rwanda and Sub-Saharan Africa**

COMPARISON	RWANDA	Sub-Saharan Africa Average
Life expectancy at birth	49	51
Literacy, percentage of population aged 15	48	43
Combined first-second-third level of gross enrolment ratio %	43	44
Gross primary enrolment (1996/1997)	80	75
Access to safe water (% of population)	66	45
Access to sanitation (% of population)	86	37
Infant mortality rate (per 1000 live births)	131	91

**Source:** Rwanda Development indicators (Kigali, 2003)

### 2.1.3. Socio-economic Categories of Rwandese

It is interesting to compare objective poverty measures at level with subjective measures based on perceptions of poverty. One source of subjective information is the Ubudehe survey, in which communities identified seven socio-economic categories, into which households were asked to position themselves. The distribution of respondents by these categories is presented in Table 3. Most people were in the Destitute and Poorest categories, indicating they felt they were among the poorest. Vulnerable people were identified in order of greatest destitution as widows, landless, sick, Batwa, the elderly and child headed households.

**Table 3: Own distribution of poor by categories**

Status	Share of respondents (%)
Destitute	18.0
Poorest	52.5
Poorer	9.8
Poor	7.1
Vulnerable	4.8
Surviving	1.1
Others	6.8
<b>Total</b>	<b>100.0</b>

**Source:** Ubudehe Survey (2006).

#### **2.1.4. Priorities and Targets for the EDPRS**

This review of Rwanda's recent socio-economic performance together with the lessons from the PRSP suggests four priorities for the EDPRS:

- i. Tackle extreme poverty through improved foods security and targeted schemes of job creation and social protection.
- ii. Increase economic growth by investing in infrastructure, modernizing agriculture and promoting skills development.
- iii. Reduce population growth through family planning and education outreach programmes, while also improving the quality of health care and schooling.
- iv. Ensure greater efficiency in poverty reduction through better policy implementation which includes enhanced coordination among sectors and between levels of government, sharper prioritization of activities, better targeting, widespread mobilization of the private sector, and more effective use of monitoring and evaluation.

The priorities for the EDPRS have been translated into targets for the EDPRS are:

- Accelerated growth and poverty reduction.
- Widen and deepen the financial sector.
- Develop skills for a knowledge based society.
- Raise agricultural productivity and ensure food security.
- Manage the environment efficiently and equitably.
- Build economic infrastructures.
- Improve health status and reduce population growth.
- Improve access to safe drinking water and sanitation.
- Integrate and extend social protection.
- Promote decentralization, citizen participation and empowerment.

## **2.2. DEVELOPMENT**

### **2.2.1. Definition**

According to Development describes the growth of humans throughout the lifespan, from conception to death. The scientific study of human development seeks to understand and explain how and why people change throughout life. This includes all aspects of human growth, including physical, emotional, intellectual, social, perceptual, and personality



development. Development is empowerment: it is about local people taking control of their own lives, expressing their own demands and finding their own solutions to their problems.

Development has been defined differently by different authors and classical theories, according to certain theorists development means the acquisition of working methods and western organization, of the reflexes and gestures of industrial companies, conditioning of the populations, the “massification” of all the means and consumer goods, of production and accumulation. It also means the adaptation of manners and policy of Euro-American companies.

According to Michel (1992 and 1997), development has traditionally been thought of as the capacity of the national economy, whose economic conditions have been more or less static for a long period of time, to generate and sustain an annual increase in its Gross National Product at rates of perhaps 5 to 7 percent or more.

Economic development has in the past also been seen typically in terms of planned alteration of the production and employment structure so that agriculture's share of both declines where as that of the manufacturing and services industries increases. Development strategies therefore, have usually focused urban industrialization, often at the expense of agriculture and rural development.

Finally these principal economic measures of development were often supplemented by casual reference and general acceptance of non-economic social indicators gain in literacy, schooling, health conditions and services, provision of housing, etc.

In the whole, in the recent past years was nearly seen as an economic phenomenon in which rapid gains in overall and per capital GDP growth would either trickle down to the masses in the form of jobs and other economic opportunities, or create the necessary conditions for the wider distribution of economic and social benefits of growth.

**Social development:** According to Muth (2006) is a process which results in the transformation of social structures in a manner which improves the capacity of the society to fulfill its aspirations. Society develops by consciousness and social consciousness develops by

organization. The process that is subconscious in the society emerges as conscious knowledge in pioneering individuals. Development is a process, not a programme. Its power issues more from its subtle aspects than from material objects.

Not all social change constitutes development. It consists of four well-marked stages: survival, growth, development and evolution, each of which contains the other three within it. The quantitative expansion of existing activities generates growth or horizontal expansion. Development implies a qualitative change in the way the society carries out its activities, such as through more progressive attitudes and behavior by the population, the adoption of more effective social organizations or more advanced technology which may have been developed elsewhere. The term evolution refers to the original formulation and adoption of qualitative and structural advances in the form of new social attitudes, values, behaviors, or organizations.

While the term is usually applied to changes that are beneficial to society, it may result in negative side-effects or consequences that undermine or eliminate existing ways of life that are considered positive.

**Socio-economic development** is the process of social and economic development in a society. Socio-economic development is measured with indicators, such as GDP, life expectancy, literacy and levels of employment. Changes in less-tangible factors are also considered, such as personal dignity, freedom of association, personal safety and freedom from fear of physical harm, and the extent of participation in civil society, Muth (2006).

### **2.2.2. The New Economic View of Development**

In 1950 and 1960s a large number of third world nations achieved the overall UN growth targets but the levels of living of the masses of people remained for the most part unchanged, signaled that something was wrong with this narrow definition of development. A shout was raised by the increasing number of economists and policy makers for the dethronement of GNP and the promotion of direct attacks on wide spread absolute poverty, increasingly in equitable income distributions and the presence of the rising unemployment. In other words economic development was redefined in terms of reduction or elimination of poverty, in

equality and unemployment with the context of a growing economy. Redistribution from growth becomes a slogan.

Professor Dudley Seekers asked the following questions about the meaning of development: what has been happening to poverty? What has been happening to unemployment? What has been happening to in equality? If all three of these have declined from higher levels, then beyond doubt this has been a period of development for the concerned. If one or two of these central problems have occurred, it would be strange to call the result development even if per capita income doubled.

There are above assertion is not idle speculation, or the description of a hypothetical situation. There were for example, a number of developing countries which experienced relatively high rates of growth per capita income during the periods of 1960s and 1970 but which simultaneously showed little or no improvement or witnessed an actual decline in employment, equality and real incomes of the bottom 40% of the population. By the earlier growth definition, these countries were developing. By the more recent poverty, equality and employment criteria, however, they were not. The situation grew even worse in 1980s as real incomes declined in Africa and Latin America.

Development and under development however, represent more than economics and quantitative measurement of incomes, employment and inequality. Under development is a rural facts life for over all two millions of people of the world a state of mind as much as the state of national poverty.

As Denis Goulet has so forcefully portrayed it, under development is shocking: the squalor, diseases, unnecessary death and hopeless of it all. No man understands if under development remains a mere statistic reflecting low incomes, poor housing, premature mortality or underdevelopment.

The most emphatic observer can speak objectively about under development after under going personally the shock of under development. This unique culture shock comes to one as he is initiated to the emotions, which prevail in the culture of poverty. Those living in destruction when a new self-understanding reveals to them that their life is neither human nor inevitable feel the reverse shock.

The prevalent emotion of under development is a sense of personal and societal importance in the face of disease and death of confusion and ignorance as gropes to understand change, of servility towards men whose decisions govern the course of events, of hopelessness before hunger and natural catastrophe. Chronic poverty is a cruel king of hell, and can not know how that hell is merely by basing upon poverty as an object.

The condition of under development is thus a consciously experienced state of deprivation rendered and especially intolerable as more and more people acquire information about the development of their societies and realize that technical and institutional means for abolishing poverty, disease and misery that do exist.

Development must therefore be conceived of as multi dimensional process involving changes in structures, attitudes and institutions as well as acceleration of economic growth, the reduction of inequality and eradication of absolute poverty. In this essence, development must represent the entire gamut of changes by which an entire social system turned to the diverse basic needs and desires of individuals and social groups with in that system moves a way from a condition of life widely perceived as unsatisfactory, and towards a condition of life as materially and spiritually better.

### **2.2.3. The Objectives of Development**

According Muth (2006), development is normally struggled for because of its aims and objectives, which are of great importance in both spheres of life. Development should strive to achieve the following objectives.

- ❖ To raise levels of living, including in addition to higher incomes, provision of more jobs, better education and more attention to cultural and humanistic values. All these serve not only to enhance material wellbeing but also to generate greater individual and national self-esteem
- ❖ To increase the availability and widen the distribution of basic life sustaining goods such as food, shelter, health and protection to the all members of the society.
- ❖ To expand the range of economic and social choice to the individuals and nations of freeing them from servitude and dependence not only in relation to the other people and nations states but also to the forces of ignorance and human misery.

#### **2.2.4. The Core Values of Development**

According to Professor Goulet development is made up of the three basic elements or core values and these are life sustenance, self esteem and freedom representing common goals thought by all individuals and societies. They relate to the fundamental human needs and find their expression in almost all societies and cultures at all times.

Life sustenance: the ability to provide basic human needs, here all people have basic human needs without life would be impossible. This life sustaining needs include food, shelter, health and protection. When any of these is absent or in critically short supply, we may state, without reservation, a condition of absolute underdevelopment exists. A basic function of all economic activity is to provide as many people as possible with the means of overcoming the helpless and misery arising from the lack of food, shelter and protection. To this extent, we may claim economic development is a necessary for the improvement in the quality of life, which is development.

Without continuous and sustained economic progress of the individual as well as social level, the realization of the human potential would not be possible. Clearly one must have in order to be more. Raising per capita incomes, the elimination of the absolute poverty, greater employment opportunities and lessening income inequalities, therefore constitute the necessary but not the only conditions for development.

Self-esteem (to be a person); this is considered the second core value of development here a sense of worth and self respect, of not being used as a tool for others for their own ends. Clearly all the people and societies seek some form of self-esteem, although they may call it authenticity, identity, dignity, respect, honor and recognition. The nature and form of this self-esteem may vary from society to society and culture to culture.

However, with the perforation of the modernizing values of developed nations, many societies in the third world countries which may have possessed a profound sense of their own worth suffer from serious culture confusion when they come in contact with advanced economically and advanced societies. This is because national prosperity has become an almost universal measure of worth. Because of significant attached to material values in developed nations, high value and esteem are nowadays increasingly conferred only on those countries that possess economic wealth and technological power (those that are developed)

A gain professor Goulet said that the relevant point is that underdevelopment is a lot the majority of the world's population. As long as esteem of respect was dispensed on grounds other than material achievement, it was possible to resign oneself to poverty without feeling disdained. Conversely, once the prevailing image of the better life includes material welfare as one respected or esteemed. Nowadays the third world seeks development in order to gain esteem which is denied to societies living in a state of disgraceful underdevelopment. Development is legitimized as a goal because it is an important phenomenon, perhaps even an indispensable way of gaining esteem.

Freedom from servitude; to be able to choose: this is the third and final universal core of development is the concept of freedom. Freedom here is not to be understood in political and ideological sense but in a more fundamental sense from social servitude of men nature, ignorance, other men, institutions and dogmatic beliefs.

Freedom involves the expanded range of choices for societies and their members, together with the minimization of external constraints in pursuit of social goals that we call development from servitude when he concluded that the advantaged is not that wealth increases happiness, but that it increases that it increases the range of economic choice. Wealth can enable man to gain greater control over nature and his physical environment such as through the production of food, clothing, and shelter than if he remained poor. It is also gives him the freedom to choose greater leisure, to have more goods and services or to deny him importance of these material wants and live a life spiritual contemplation.

#### **2.2.5. Theories and Historical Models of Development**

The development was for a long time associated with economic growth and industrialization. Also theories and models of development applies in different countries still now privilege this only aspect of development, even in the developing countries where however, the social-economic situation is different from that of western countries where they are conceived. In the course of time, several theories and models of development were formulated. It would be tire some to review them all.

However, they can be classified in two categories:

1. Those, which identify the problem of development to the economic growth (linear theory of development). It is for example the case of the Rostowien Diagram or the model of Harrod-Domar.
2. Those, which consider that the development is more than the economic growth. This category includes among others the theory of the dependence, structuralism theory and institutionalism as well as internationalist theory of development.

### **2.2.6. Models and Linear Theories of Development**

The work of Rostow is a study of historical advance of the growth. The analysis rests on a certain number of hypotheses:

- The advance of the growth is comparable for all countries.
- The optic that of the growth, therefore of continuous augmentation, of the production in time, which leads to insist on the factors which can influence the production, accumulation of the capital, technological evolution, attitude to be innovated, etc.

The growth is carried out in 5 stages, which follow one another according to an internal logic in a regular way. These stages are:

- The traditional society
- The meeting of the conditions of “demarage” (take off)
- Take off
- Walk towards technological maturity
- Era of the consumption of the mass

### **The Model Harrod-Domar**

This model associates the growth of returned National to the ratio investment / Revenue ( $I/R$ ). The growth rate of national Income is a function of the rate of investment and the productivity of capital ( $g = e.k$ ) where  $g$  represents growth rate of the national income,  $e$  represents the rate of investment and  $k$  represents the productivity of capital. Indeed, the only difficulty of the developing of the developing countries would be the formation of the capital. Indeed, a sufficiently high rate of investment can generate high rates of investment, which would quickly lead to the take off.

### **2.2.7. Non-Linear Theories of Development**

#### **The Theory of Dependence**

This theory binds the underdevelopment of the developing countries to the neo-colonial imperialism. The world is like a city having a center and a periphery. The center is capitalist world and the developing countries constitute the entirely dependent and dominated periphery. This theory of dependence states but does not provide suggestions for solution.

#### **Structuralism Institutional Theories**

According to this theory, the problems of development are a scribble of a bad design of development. There are structural and institutional factors which make that suggested development policies non suitable; in equality is the reproduction of the grounds, access with appropriations, the control of the internal and external finances etc.

### **2.2.8. Internationalist Theory of Development**

Development is a problem of every one and exclusively does not relate to the developing countries. In spite of a very high growth of developed countries a certain number of people are still very poor. This economic growth is often realized with harmful consequences even of contradictions of physical and human environment.

## **2.3. RURAL/COMMUNITY DEVELOPMENT**

### **2.3.1. Introduction**

According to the annual report of the World Bank 1999; there quarters of poor people living in developing countries live in rural areas. The bank's poverty reduction objective can't therefore be met unless widely shared growth, food security, and sustainable natural resource management are achieved in these areas. Rural development especially in the thriving agricultural research and extension, irrigation, river basin management, natural resource management and rural finance as well as crosscutting areas of food security, gender in development and community based rural development.

This has been stressed upon the need for the proper integration of primary, secondary and tertiary sectors. The experience gained till now demonstrates that mere projects approach may



not be sufficient for the overall effective development of rural areas. The government and other development agencies have realized that efforts should be made to integrate various programs and establish appropriate linkage between primary, secondary and tertiary sectors of the optimal utilization of local resources made possible. (By Professor A.S Chawla in "management of rural development")

### **2.3.2. The Integrated Rural Development**

Integrated rural development is an angular stone of the objectives and the strategy of national development of the socio-economic for ground of development.

Therefore integrated development program should include three important aspects;

- ❖ The development of agriculture, animal husbandry, and social forestry;
- ❖ Village and cottage industry;
- ❖ Service and support sector.

The development of agriculture, animal husbandry and social and farm forestry in an integrated manner utilizes the local resources efficiently, increases the agricultural and husbandry products and also provides fuel and fodder to the rural sector. These activities increase the income and employment opportunities of rural population particularly the small peasant and agricultural labor house holds.

The development hand loans, sericulture bee keeping increases full or party time employment as well as income of the rural people. The development of different services such as shopping centers, education, transport facilities, etc provides not only employment and income to the rural people but also serves as a means of better rural living, availability of goods and services and attractive environment. These development loans minimize the income disparities decrease labor force for agricultural and other development works. The successful integration of these three sectors depends on the proper planning, organizing, controlling and directing in various activities of sectors in such a manner that the desired objectives such as increase in the agricultural production, income, employment, social justice, alleviation of rural poverty etc. May be achieved effectively and efficiently.

The achievement of these objectives requires the help and co-operation of weaker sections, farmers, rural labor, financial agencies, educational and scientific institutions, business organizations, etc.

### **2.3.3. The Goals of Rural Development**

It is to transform the rural life and activities especially their, social, cultural, institutional, ecological and human aspects in order to eliminate miseries particularly in improving the nutrition and aiming at being governed by policies to support the growth, the redistribution of economic and political capacity and the participation of the population.

According to the case, the plan of action of including the fixation of the maximum surface for private exploitations and generally the mobilization in order to increase investments resources, increase the production and employment, to reinforce economic bases of small farmers, to set up farmer associations, co-operatives and other groupings of rural poor as well as forms of the states to introduce technical innovations and use of the resources in rational way thanks to the application of stimulants and adequate prices, equilibrate the development of rural of rural zones and urban zones, to set out again in a right and equitable way of productive resources and advantages generated by progress.

As declares by Mr. Michel, the Regional manager of the UNDP for Africa in his intervention in the general meeting organized by AUO at Monrovia (Liberia), the rural sector plays a key role in the Africa economies. In the Africa countries where the local population represents more than 80% of the total population, talking about national development it is first of all talking about the development of rural zones. In other words, the rural development identifies it self more or less with the national development.

### **2.3.4. The Significant Factors for Rural Development**

As shown by Chinese experience to ensure full rural employment puts the country under good conditions for economic joining. In this case, multiple activities relating to the education and training of the agricultural and food crafts men, to the organization of the services and production equipment on the level of the villages and decentralization of industrial companies of the cities towards the campaigns must be made.

Rural employment can also be in the projects of production of building materials like bricks and tiles, concrete and cement, argillaceous products and non-metal materials and bricks worked with the hand. This creation could raise the economic and social situation of the people having resources and limited possibilities and to encourage their initiative spirit.

To create rural jobs, there can also be local transformation of the agricultural produce and the approach of the integrated agricultural development.

### **2.3.5. Population Participation**

The strategies of rural development can give their fruits only if rural population in particular its most under privileged layers is motivated, actively concretized and organized to the base for design and elaboration of policies and programs as well as creation of administrative, social institutions, etc... Including co-operatives and other forms of voluntary organizations intended to their evaluation and implementation.

## **2.4. DEVELOPMENT AND WORLD VISION INVOLVEMENT THROUGH ADPs**

### **2.4.1. Introduction**

Transformation, according to the Macmillan English Dictionary for Advanced Learners International Student Edition (pg 1529), is a complete into something or someone very different or the process during which this happens. Transformational Development is a process through which children, families and communities move toward fullness of life with dignity, justice, peace and hope. The scope of Transformational Development includes social, spiritual, economic, political, and environmental aspects of life at the local, national, regional and global levels.

### **2.4.2. Transformation Development Process**

The impact of Transformational Development is characterized by the following:

- Well-being of all girls, boys, families, and communities.
- Empowered girls and boys as agents of transformation.
- Restored relationships, dignity and identity.
- Interdependent and empowered communities.
- Transformed institutions, systems and structures.

Transformational Development process enhances the capacities of communities to:

- ❖ Ensure the survival and growth of all girls and boys
- ❖ Enhance access to health and basic education

- ❖ Provide opportunities for spiritual and emotional nurture
- ❖ Develop sustainable household livelihood and enhance the capacity of children to earn a future livelihood
- ❖ Protected all girls and boys from abuse and exploitation including from harmful tradition and gender based discrimination.
- ❖ Ensure the rights of children to life, protection, development and participation.

We recognize that Transformational Development process is not linear, and events such as natural disasters, destructive conflicts and pandemics (HIV/AIDS) would interrupt or set back this process. Therefore, Transformational Development process must reduce risks and enhance the capacities of families and communities to prevent, cope with, mitigate and respond to disasters, conflicts, and pandemics such as HIV/AIDS. World Vision's approach to Transformational Development is community-based, sustainable, focused on well-being of all children and holistic.

#### **2.4.3. Principles of Community Based Transformational Development**

Community-based transformational development recognizes that the community owns transformational development process. Therefore, families and persons in communities are the primary unit of the transformational development process.

Community-based transformational development requires active ownership of all aspects of development by the whole community. Community ownership of the development process empowers whole communities and builds interdependent and empowering linkages with others. Community ownership starts with analysis of community reality, which recognizes and builds on existing potential and opportunities, then develops and moves towards a shared vision. Vital to understanding community reality are its common bonds, diversity, and the relationships within and between different communities. Reciprocal relationship, shared decision making, values, development of capacity, critical awareness and community-based organizations are important in the Transformational development partnership between communities and World Vision. However, this partnership at the local level must result in enhance community's capacity to establish interdependent and empowering relationships with various development stakeholders at the national and international levels to address those matters that affect lives of people at the local levels.

**Community ownership:** Because Transformational Development is the responsibility of the people themselves, actions are taken that empower the community and all of its members to envision, plan, implement, monitor and evaluate the program in an interdependent relationship with World Vision, local government and technical oversight.

**Sustainability:** Transformation Development programs are designed with the expectation that the changes are sustainable economically, environmentally, socially, psychologically and spiritually.

**Holism:** Transformational Development programs reflect an integrated physical-spiritual understanding of human beings; the world they live in and the way people develop.

**Mutual transformation:** World Vision involvement in Socio-economic development seeks the continuing transformation of all partners, including World Vision staff, boards, donors as well as communities, churches, NGOs, businesses and governments.

#### **2.4.4. Sustainability**

Sustainability implies that people at different levels, including family, government, church, civil society and other stakeholders, continually maintain, improve and replicate positive changes that are achieved through Transformational Development, without compromising the welfare of future generations. Sustainability is not synonymous with self-sufficiency, but demands interdependent and empowering linkages with different development stakeholders.

Sustainability, from a holistic perspective, includes the following domains:

**Spiritual:** Freedom to grow in relationship with God and live out values appropriate to the Kingdom of God. A key element of this freedom includes knowing God through faith in Jesus Christ and the freedom to grow in this relationship with God within one's own ecclesiastical identity.

**Psychological:** Communities, families and persons have a lower threshold of tolerance for poverty with an improved sense of self-worth and abilities, 'adequate' worldview and capacity to continually exercise influence at policy levels, based on ethical and moral values.

**Social:** Acceptance and ownership of change by different groups that have an interest in the community, and their capacity to sustain further changes. This would include aspects such as culture relevance, human resources and organization capacity of communities, including influence of local public policies, structures and systems.

**Economic:** Capacity to address the economic underpinnings of poverty by generating assets, ensuring access to resources and increasing the ability for security that are require sustaining development changes.

**Environment:** Preserving and developing natural resources without compromising the welfare of future generations.

## **2.5. World Vision Rwanda-Profile**

### **2.5.1. Mission statement of World Vision**

World Vision is also an international partnership of Christian whose mission is to follow our Lord and Savior Jesus Christ in working with the poor and oppressed to promote human transformation, seek justice and bear witness to the good news of the kingdom of God. This mission is integrated through a holistic dedication to:

- a) Transformation development that is community based, sustainable and focused especially on the needs of children.
- b) Emergency relief that assists people affected by conflicts or disaster.
- c) Promotion of justice that seeks to change unjust structures affecting the poor among whom we work.
- d) Strategic initiatives that serve the church in the fulfillment of its mission.
- e) Public awareness that leads to informed understanding, giving, involvement and prayer.
- f) Witness to Jesus Christ by life, deed, word and assign that encourage people to respond to the gospel.

### **2.5.2. The birth of World Vision**

A young evangelist called Dr. Bob Pierce started World Vision in USA in 1984 and his idea was implemented on 22<sup>nd</sup> September 1950 when world vision started officially in Portland, Oregon, It began with Bob's response to one small claim upon his Christian compassion.

World Vision is not a strong movement but an organization that started as an act of obedience to the gospel.

The organization then started its course; to care for the orphans and widows, to help the poor and more disadvantaged people and to deliver to them the good news for the kingdom of God. The use of the name world vision international was adapted in August 1968 to indicate the world wide scope and its valid ministries. It is currently operating in over 90 countries in Africa, Middle East, Eastern Europe, Asia, Latin America and New Zealand. Countries that raise funds include Austria, Malaysia, Singapore, Canada, Finland, Germany, Hong Kong, Ireland, Japan, Korea, Netherlands, New Zealand, Switzerland, the United Kingdom and the USA.

### **2.5.3. World Vision Rwanda at a glance**

World Vision Rwanda is part of the larger international world vision partnership and is located at Kacyiru. It commenced its operation in 1994 with major emphasis on providing emergency relief to displaced people. Generally it tackles areas of

- ❖ Agriculture
- ❖ Rehabilitation and micro-enterprise development
- ❖ Reconciliation and peace building
- ❖ School health
- ❖ Psycho-social trauma support
- ❖ Community development

World vision Rwanda (WVR) is under the leadership of the National Director. The national director has the overall responsibility and authority for world vision Rwanda program. It has a labor force composed of both national and international personnel from different religious backgrounds. Its staff is more than 300 people.

The sole objective of world vision Rwanda is to transform the well-being of children through community activities including daily care, recovery of productive farming systems, initiatives for technical skills for self reliance, provision of selected primary health care, fostering of social and spiritual reconciliation.

It currently assists communities in former Butare, Gikongoro, Byumba, Ruhengeri, Umutara, Kigali rural and Kigali town provinces. It is currently under taking long term development through identification of key priority needs of the communities and those areas are:

- ❖ Area Development Programs (ADPs) to day there are different ADPs operating in Rwanda each having a geographical size equivalent to an administrative district. These include: former Rebero, Nyamata, Gashora, Ngenda, Bugesera, Nyamagabe, Nyaruguru, Mudasomwa, Karaba, Rushaki and Nyamatovu. Kanombe, Kisaro and Kahi and three other projects still in seed phase as part of expansion strategy.
- ❖ Development Assistant Program (DAP) the program supports agriculture sector through farmer's associations to improve food security in the country.
- ❖ Other programs include; emergency response and disaster mitigation, healing, peace building and reconciliation, HIV/AIDS and sponsorship, micro-finance, children and women headed households.

#### **2.5.4. Project Sustainability (ADPs)**

World Vision will involve government extension workers in the target districts in the program through joint training, planning and implantation of program activities. The project envisions that by the phase out period, these out period, these government extension agents will have acquired the capacity to initiate ADPs in other areas of the country.

Research organizations within the country will also be critical to the success of the the program, and the ADP has built alliances with the National research Institutions. Through these linkages, the community will learn the most up-to-date techniques in agriculture, community health, education etc.

#### **2.5.5. Links with other international organizations strategy**

As one of the Cooperating Sponsors for implantation of activities in Rwanda, World Vision will work closely with the local Missions and other Cooperating Sponsors and implementing partners. In order to make these programs sustainable, the development of networks and sharing of field best practices will continue to be under taken.

#### **2.5.6. Capacity Building of Local Community Groups/Association/Organizations**

ADP focus on building the capacity of local, groups/associations/organizations in the district in management, finance marketing constitution writing, basic recording and accounting, small



project planning and formulation, monitoring of activities resource mobilization, conflict resolutions, general HIV/AIDS training, modern farming methods and marketing skills. As the program progresses, it is expected that these groups who are partners of ADP will become capable of running their businesses with a high degree of efficiency and will be able to operate without the involvement of World Vision. As these community groups build their reputations with cooperative banks and other credit facilities, opportunities will increase for these groups to access agriculture credit.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1. INTRODUCTION**

This chapter dealt with research design, sources of data, study population, sample, methods of data collection and data analysis.

#### **3.2. RESEARCH DESIGN**

The researcher adopted a case study, which is restricted only to Bugesera ADP because it is among the leader development agent established in Rwanda, focusing on the development. The main objective of the study was ascertaining the impact of ADPs in socio-economic development in Bugesera.

The research design was a careful systematic study or investigation in the field of knowledge, undertaken to establish some facts. The researcher used questionnaire, observation and documentent to conduct a research at Bugesera ADP. Questionnaire has been chosen because the study was to collect people's views and opinions. This study is analytical because it goes beyond merely describing the characteristics, to analyzing and explaining why or how it is happening. This study is aimed at analyzing the impact of ADPs in Socio-economic Development. However, due to scarcity of financial resources and limited time, a case study approach was adopted in carrying out the research of Bugesera ADP as a chosen case study.

This case study has an intensive description and analysis of a single individual, organization or event based on information obtained from a variety sources, documents, test results and archive records; it has helped to explore and analyze life situations of the population of Bugesera district. It is a compact and intensive study of the actuality of socio-economic situation, on which the researcher brings to bear all his skills and ingenuity, and it helped a systematic gathering of adequate information about a socio-economic situation so that others understand the various realities of how functions.

### **3.3. SOURCES OF DATA**

The data collected was both secondary and primary

#### **3.3.1. Primary sources of data**

The primary sources came straight from the people and work being researched and therefore the most direct kind of information that could be collected. Primary sources of data were of paramount importance to research for they provided first hand observation and investigation. It was based on eyewitness of accounts written by employees and local leaders of the ADP under study. Primary data was obtained through administering questionnaires and interviews.

#### **3.3.2. Secondary Sources of Data**

The researcher collected the secondary data from WVR, others organizations related and through the internet. It was gathered from official annual reports, journals, text books and electronic sources.

### **3.4. STUDY POPULATION**

A population is the totality of persons or objects which a study is concerned. The population of employees and Bugesera ADP Management Committee is 86 and World Vision management Team is 15. Therefore, the total population under study was 101.

### **3.5. SAMPLE, SAMPLE SIZE AND SAMPLE SELECTION**

#### **3.5.1. Sample**

Manheim and Richard (1995) define a sample as a small group of cases drawn from a population to represent some larger group, therefore, a subset from a large population.

#### **3.5.2. Sample size**

This study was carried out by gathering information from 45 respondents selected from 101 as mentioned above. The sample size was selected in the sample. A combination of random sampling technique and purposive sampling were used to select the sample. The purposive sampling method was used to select respondents who the researcher thought would provide information related to the broader perspective of the organization under study. The

respondents who were selected using random sampling techniques included local leaders, ADP staff and ADP management committee members.

On the population selected using random sampling method, statistical considerations of determining the sample size were used to eliminate chances of a sampling error that can cause lack of accurate representation.

**Table 4: Shows the study population and the method used to select the sample**

Population	Number	Sampling method used
World Vision management team	15	Purposive
Bugesera ADP staff	22	Random Sampling
Bugesera ADP Management	64	Random Sampling
<b>Total</b>	<b>101</b>	

**Source:** Primary data, 2009

Let  $N$  = population size

$n$  = sample size

$t$  = student for a 95% confidence interval

$P$  = Probability anticipated

$q = 1 - P$

$d$  = Tolerable error margin

$n = \frac{no}{d^2}$

Where  $no = \frac{t^2 pq}{d^2}$

Where  $no$  is the estimation of “P” which is not yet known. We generally used the probability “P” to be equal to 0.5.

Leaving an error margin of 10% and 95% confidence interval;

$d = 0.1$

$t = 1.96$

$$p = 0.5$$

$$q = 1 - P = 0.5$$

$$n = 86$$

After calculation  $n = 45$

Therefore, the sample size was taken to be 45 persons.

**Table 5: Shows the proportion of the sample selected from the study population**

Population	Number	Sampling method used	Sample Size
World Vision Management team	15	Purposive	5
Bugesera ADP staff	22	Random Sampling	$20/86 \times 45 = 10$
Bugesera ADP Management Committee	64	Random sampling	$58/86 \times 45 = 30$
<b>Total</b>	<b>101</b>		<b>45</b>

**Source:** Primary data, 2009

### 3.5.3. Sample Selection

Purposive sampling and random sampling techniques were used to select the sample. Purposive sampling was used to target people in World Vision management who are well conversant with development process. Random sampling was used on some population in order to eliminate personal biases and also to be able to use statistical tests in data analysis.

More specifically, simple random sampling was preferred because it provided more precise results. It best allowed each individual element in the study population to be selected and it is often referred to as the purest form of probability sampling.

A sampling frame, which is a list of all employees in the study population, was obtained. The researcher made sure that the list was not arranged alphabetically. This was to make the whole process random and ensure ultimate protection against bias.

### **3.6. METHODS OF DATA COLLECTION**

The researcher used questionnaires, interviews, observation and document study as tools of data collection.

#### **3.6.1. Questionnaire**

As a technique of data collection, a questionnaire was used because it is easy to administer and it saves time. The questionnaire contained both structured and unstructured questions. In the structured questions, responses permitted to the subjects were completely predetermined, while in the unstructured questions, respondents were asked to give their ideas. Questions were undisguised such that questions were presented with exactly the same wording and in exactly the same order. The reason for standardizing the wording is to ensure that all respondents are replying to the same question. Some questionnaire were self-administered to get information from respondents who did not easily understand the questions.

#### **3.6.2. Document Study**

In this method of data collection documents related to the study were analyzed. This method was chosen in accordance with Bailey (1987) who asserted that: “One of the basic advantages of document studies is that they allow research on subjects to which the researcher does not have physical access, and thus cannot study by any other method”.

### **3.7. DATA ANALYSIS**

The research was engaged in a descriptive data analysis which combined both quantitative and qualitative data analysis methods. Qualitative data analysis methods involved summarizing information collected from various respondents to answer the research questions as expounded in the data collection instruments. Meanwhile the quantitative data analysis was applied to ensure the validity and reliability as you will find it in chapter four. In short, since the study was mainly quantitative, most of the findings were analysed statistically by using the tables and interpretation was been made.

## CHAPTER FOUR

### DATA PRESENTATION, INTERPRETATION AND ANALYSIS

#### 4.1. DATA ANALYSIS

To make data analysis easily understandable, the data was analyzed by categorizing the sampled respondents into residents of Bugesera district and these were represented by the local leaders/ADP Management Committee and World Vision (ADP staff) and World Vision Management Team. This section includes the profile of Bugesera district and historical Background of ADP in the particular district.

**Table 6: Distribution of respondents according to sex**

Sex	Number of respondents	Percentage (%)
Male	27	60
Female	18	40
<b>Total</b>	<b>45</b>	<b>100</b>

**Source:** field research, 2009

Table 6 reveals that 60% of the respondents were males indicating that the information obtained shows that gender balance was catered for among the respondents. This also shows women are actively involved in socio-economic development as respondents involved local leaders/ADP Bugesera management committee, ADP Bugesera Local staff and World Vision Rwanda Management team.

**Table 7: Distribution of respondents according to age**

Age group (Years)	Number of respondents	Percentage (%)
18-27	15	33.3
28-37	14	31.1
38-47	9	20
48 and above	7	15.6
<b>Total</b>	<b>45</b>	<b>100</b>

**Source:** field research, 2009

Table 7 indicates that majority of the respondents were in the age a group 18-27 (33.3%), this further means that majority of the sampled belonged to the middle age group following the population pyramid of our country. In addition to the above, a big percentage of respondents belonged to the age group of between 18-27 years of age that is an energetic/youthful working class. This age group is very dynamic and can act as strong agents of transformation development.

**Table 8: Distribution of respondents according to education Background**

Level of education	Number of respondents	Percentage (%)
Primary	14	31.1
Secondary	24	53.3
University	7	15.6
<b>Total</b>	<b>45</b>	<b>100</b>

**Source:** field research, 2009

Table 8 shows that a big number of respondents (53.3%) had at least secondary education. It shows that majority of the respondents were both primary and secondary dropouts. Following the 1994 mayhem in our country very many people dropped from school and this contributed to further illiteracy that continue to characterize less developed economies. It can further be interpreted that education is one the indicators of transformation development of which the ADP is trying to improve by construction of schools, increasing enrolment levels in both primary and secondary levels, to name but a few, in the area under study (Former Bugesera district). This automatically depicted that there were few people that had studied as far as university education level is concerned.



**Table 9: Marital Status of respondents**

Marital Status	Number of respondents	Percentage (%)
Single	15	33.3
Married	16	35.6
Divorced	2	4.4
Widow/widower	12	26.7
<b>Total</b>	<b>45</b>	<b>100</b>

**Source:** field research, 2009

Table 9 shows that there was a big number of widows and widowers (26.7%) and this borrow its origin in the 1994 genocide and war. However, there were also many of the respondents who were not yet married by the time the researcher was at the field. Nevertheless, some young men who talked to the researcher portrayed that lack of enough resources and wealth limited them from getting married. This was interpreted by the researcher as one of the indicators of poverty in the area under study (Bugesera).

#### **4.2. TO DEVELOP A GENERAL UNDERSTANDING OF THE DEVELOPMENT SYSTEM IN RWANDA**

**Table 10: Understanding the concept of “transformation”**

Personal understanding of the concept	Number of respondents	Percentage (%)
Well understand	4	8.9
Understand	27	60
Partially understand	14	31.1
Do not understand	0	0
<b>Total</b>	<b>45</b>	<b>100</b>

**Source:** field research, 2009

Table 10 depict that majority of the respondents (60%) understood the transformation as a concept in the development process. Important to note is that, the 10% who well understood

the concept of transformation were staffs of ADP (World Vision Rwanda). A big percentage of the respondents defined the concept of transformation as some thing that starts by and owned by the community. Donors only support their efforts and guide them in planning, implementation and financial support. However, the concept was defined as change of attitudes and looking forward to better future. Indicators that were put forward by the respondents were as follows;

- ❖ Need for reasonable shelter mainly for vulnerable groups (CHH and WHH)
- ❖ Supporting Health Centers to increase the number of people accessing medical care
- ❖ Repairing existing non-operational water sources to increase water supply in the area.
- ❖ Supporting poor families with micro-credit services to enable them increase household incomes.
- ❖ Supporting Education to increase the number of pupils in both primary and secondary schools.

The interventions to be undertaken in the ADP should go hand in hand with community Capacity building initiatives in all sectors of intervention.

According to World Vision International Core Documents (2003), transformation Development is defined as a process and actions through which children, families and communities move toward fullness of life with dignity, justice, peace, and hope, as the Bible describes the Kingdom of God.

**Table 11: Understand of the concept “Development”**

Personal understanding of the concept	Number of respondents	Percentage (%)
Well understand	9	20
Understand	28	62.2
Partially understand	8	17.8
Do not understand	0	0
<b>Total</b>	<b>45</b>	<b>100</b>

**Source:** field research, 2009

Table 11 shows that 62.2% of the respondents understood the concept of development and tried to define it as the development of human resource, capital accumulation, developing of infrastructures, strengthening of institutional framework and others. However, some economists like Michael (1999), portrayed that development has traditionally been thought of as the capacity of the economy, whose economic conditions has been more or less static for a long period of time, to generate and sustain an annual increase in its Gross National Product at rates of perhaps 5 to 7 percent or more. However, World Vision defines transformational development as a process and actions through which children, families and communities move toward fullness of life with dignity, justice, peace, and hope, as the Bible describes the Kingdom of God.

**Table 12: Beneficiaries' view on ADP support to their socio-economic development**

<b>Choice</b>	<b>Number of respondents</b>	<b>Percentage %</b>
Support	38	84.4
No support	7	15.6
<b>Total</b>	<b>45</b>	<b>100%</b>

**Source:** field research, 2009

ADP Bugesera has helped its beneficiaries as disclosed in above 12 by 84.4% of all respondents, consequently socio-economic effect is achieved through generating socio-economic activities to the beneficiaries such as paying medical insurance, vocational training, educational facilities and holistic development training. This has enabled ADP's beneficiaries to improve their living standards.

**Table 13: Respondents' views on ADP Bugesera impact on beneficiaries' mentalities' change**

Positive impact	Number of respondents	Percentage
Strongly agree	22	48.9
Agree	20	44.4
Disagree	3	6.7
<b>Total</b>	<b>45</b>	<b>100%</b>

**Source:** field research, 2009

From table 13 above, majority of respondents (48.9%) strongly agree that ADP Bugesera has contributed on mentalities' change of the beneficiaries. They have been trained on vocational training, petty trade, agricultural activities, family planning, AIDS prevention...

**Table 14: Do beneficiaries of ADP Bugesera live better than non beneficiaries?**

Respondents' response	Number of respondents	Percentage
Yes	40	88.9
No	5	11.1
<b>Total</b>	<b>45</b>	<b>100</b>

**Source:** field research, 2009

As table 14 above shows, majority of respondents (88%) acknowledge that beneficiaries of ADP Bugesera live better compared to 12% who reject the statement. Basically, they also express that they need a help of ADP.

#### 4.3. COLLABORATION BETWEEN ADPS, LOCAL GOVERNMENT AND OTHER PARTNERS IN ACHIEVING THE OBJECTIVES OF TD

**Table 15: Distribution of Respondents as whether they have partners**

Answer	Number of respondents	Percentage (%)
Yes	45	100
FNo	0	0
I do not know	0	0
<b>Total</b>	<b>45</b>	<b>100</b>

**Source:** field research, 2009

Table 15 indicates that 100% confirmed to the researcher that ADP-Bugesera had development partners and among those cited were CBOs, local leadership, Churches and other NGOs like World Relief, Caritas, to mention but a few. One can confidently argue that ADP (World Vision) is not the sole development practionner in the area under study.

The community Based Organization is common and active as partners of development in the area. These different CBOs do different economic and non economic activities that work together with ADP-Bugesera to improve welfare of community members the and achieve the targeted objective of Transformation Development.

#### 4.4. CONTRIBUTION OF ADPs IN COMMUNITY DEVELOPMENT

**Table 16: Partnership Activities in the Area**

Activity	Number of respondents	Percentage (%)
Training and Planning	24	53.3
Resources and Community Mobilization	17	37.8
Others	4	8.9
<b>Total</b>	<b>45</b>	<b>100</b>

**Source:** field research, 2009

Table 16 succinctly shows that majority of the respondents (53.3%) confirmed that their partners helped them in activities of Training and planning. According to the Data obtained from the field, it was revealed that community members are given capacity through training of designing and evaluation of micro projects that are profit generating which target to improve their standards of living.

Further still, in training there is personal development workshops which help staff and local leaders in healing psychological wounds of Genocide. It was also evident that ADP works with Vision Finance Company to avail soft loans to finance their income generating projects. As depicted in the table above, 37.8% of the respondents also confirmed to the researcher that resource and community mobilization are the activities offered by the development partners in the area. In resource mobilization, it was cited that activities like mobilizing funds, Ubudehe, Community work (Umuganda), Gacaca-peace building and reconciliation, among others are effectively performed by the development partners of the area.

**Table 17: Distribution of Respondents as whether there are challenges in community in development process**

<b>Problem</b>	<b>Number of respondents</b>	<b>Percentage (%)</b>
Strongly agree	41	91.1
Agree	4	8.9
Strongly disagree	0	0
Disagree	0	0
<b>Total</b>	<b>45</b>	<b>100</b>

**Source:** field research, 2009

Table 17 indicates that majority of the respondents (100%) confirmed to the researcher that there are several challenges encountered in development in former Kigali Ngali district; the current Bugesera district. Among the cited challenges were; limited rate of community participation, lack of enough financial resources to execute all the needed projects, donor funds with strings attached, extreme poverty in Area, Cultural values that don't permit development, high poverty levels, high rate of illiteracy and unemployment.

**Table 18: Distribution of Respondents as to whether ADP is doing enough to promote socio-economic development**

<b>Problem</b>	<b>Number of respondents</b>	<b>Percentage (%)</b>
Strongly agree	10	22.2
Agree	9	20
Not sure	3	6.6
Disagree	16	35.6
Strongly disagree	7	15.6
<b>Total</b>	<b>45</b>	<b>100</b>

**Source:** field research, 2009

Table 18 shows that majority of the sampled respondents confirmed that ADP is not doing enough in the socio-economic development of the area despite the relevant efforts it has shown. It was revelatory to the researcher that the ADP budget is quite very small compared

to the multitude of community needs to be addressed. It was therefore concluded that for community transformational development of Bugesera and other areas in Rwanda need additional efforts but not to recon with ADP (World Vision) only.

At the end of this chapter, the researcher discovered that a big number of people in Bugesera agree that ADP has had a positive impact on the socio-economic development of the community. Many orphans' children are goind to school as a result of Bugesera ADP. The researcher also discover any positive thing of ADP Bugesera in health sector wheresome children can now afford health services because ADP has paid medical insurance for them. There has been improved housing facilities and training for reproductive health, HIV/AIDS, malaria and other epidemics and pendemics deseases.



## **CHAPTER FIVE**

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

#### **5.1. SUMMARY OF FINDINGS**

The findings of the study are presented and interpreted in accordance with the objectives of the study and in relation to the theoretical framework. Results of the study are based on a sample population of 45 respondents from World Vision Rwanda Management Team, Bugesera ADP Management Committee and local staff.

The present study aimed at investigating the “The impact of Area Development Programs (ADPs) in socio-economic development of Rwanda” A case study of Bugesera. The area was deemed appropriate to the researcher since it is one of the rural (now 2009; semi urban) districts in Rwanda where ADP (World Vision) has had some fundamental activities in the context of socio-economic development of community. This is because ADPs’ mission is to develop rural communities essentially targeting Transformational Development Indicators (TDIs). The specific objectives of this study were:

- To examine the development system in Bugesera;
- To analyze the impact of ADPs in Socio-economic Development in Bugesera;
- To examine the extent of collaboration between ADP, local government and other partners.

In chapter two of this study, the researcher reviewed literature related to the subject matter of the study and attempted where ever possible to discuss his views on the contribution of all stakeholders. Considerable efforts were made to discuss the literature related to the role of Area development Programmers in socio-economic development. Most literature in this chapter was obtained from text books, Electronic sources and Technical reports.

The type of research methodology employed during this study was a case type where the Bugesera district was taken as the unit of analysis.

The data collected was both qualitative and quantitative. Both primary and secondary data were collected. Primary data was quite instrumental in providing quantitative data and was

collected from ADP (World Vision) staff, World Vision Rwanda Management Team and the residents (Bugesera ADP Management Committee). Interview schedules were prepared in advance and administered to respondents. Face to face and self-administered interviews plus questionnaires were employed at this stage.

## **5.2. MAJOR FINDINGS OF THE STUDY**

Major findings of the study are summarized in the following subsections organized according to the objectives of the study.

### **5.2.1. To examine the general understanding of the socio-economic development system in Rwanda**

The researcher set out to investigate the general understanding of the socio-economic development system in Rwanda. The findings revealed that majority of the respondents (62.2%) understood the socio-economic development as a concept in the development process. Important to note here is that the 20% who well understood the concept of development was the staff of ADP (World Vision Rwanda). A big percentage of the respondents defined the concept of development as some thing that starts by and owned by the community. Donors only support their efforts and guide them in planning, implementation and financial support. However, the concept was defined as change of attitudes and looking forward to better future. Development is about local people taking control of their own lives, expressing their own demands and finding their own solutions to their problems.

### **5.2.2. To examine the impact of ADPs in socio-economic development**

The research shows that there are several economic activities being executed by ADP Bugesera as confirmed by the respondents. These partners (ADP) helped them in activities of Training and planning as well as evaluation of micro projects. According to the data obtained from the field, it was revealed that community members are given capacity through training of designing and evaluation of micro projects that are profit generating which target to improve their standards of living. A big number of residents/respondents revealed to the researcher that their standards of living have tremendously changed compared to the standards before the implementation of ADP program in the Bugesera district. It was further put forward ADP help in training interpersonal development skills which help staff and local leaders in healing

psychology wounds of Genocide. It was also evident that ADP works with Vision Finance Company to avail soft loans to finance their income generating projects.

### **5.2.3. To examine the Extent of collaboration between ADPs, Local government and**

#### **Other partners in achieving the objectives of development.**

The researcher found that ADP-Bugesera had development partners and among those cited were CBOs, local leadership, Churches and other NGOs like World Relief, Caritas, to mention but a few. One can confidently argue that ADP (World Vision) is not the sole development practitioner in the area under study. There is high rate of collaboration between the ADP and other practitioners of development; this is depicted by the relation between CBOs and the ADP-Bugesera. The community based organizations in the area borrow their success from the ADP support. The local leaders in former Bugesera District make big part of Bugesera ADP Management committee, hence collaboration of local government in achievement of socio-economic development objectives.

### **5.3. CONCLUSION**

The Bugesera ADP is crucial to socio-economic development and poverty reduction. On account of the interpretation of the data collected and analyzed during the course of this study the researcher came up with the following conclusion:

The Government is dealing with the challenges that it faces context of its longer-term vision for the country, which encompasses the elements below and in so doing it is creating concrete foundation socio-economic development:

- (i) Good governance, democratization, national reconciliation, national political stability, and security, grassroots participation in development and decision making, an all-inclusive economic system that allows effective participation of all social and economic groups in the population and creates an economy of stakeholders.
- (ii) Macroeconomic stability and economic reforms; creation of an enabling environment for private sector development; and reduction of the role of the public sector in economic activity while increasing the efficiency of government.
- (iii) Elimination of human misery and poverty.

- (iv) Human resource development, improving access and quality at all levels of education, capacity building, informal education, improving health standards, and preventing the spread of HIV/AIDS which has become a major national preoccupation.
- (v) Progressive reduction of Rwanda's dependence on external resources/foreign Aid and promotion of exports.
- (vi) Promotion of regional economic integration and reduction in the costs of access to the ocean ports.

ADP (World Vision) has showed its tremendous efforts in the Community Transformational Development together with other partners of development. It was evident that, there is serious collaboration between ADP and Community Based Organizations and this commitment to wards transforming the community of the former Bugesera district. It should however be noted that World Vision through ADP in addition to other development practitioners like Caritas, World Relief among others in the area are not enough to pursue the underdevelopment the alarming situation that was aggravated by the 1994 Genocide and War in our country. Nevertheless, one can not skip the fact, there has been efforts employed by the WV through the ADP that have to some more or less extent transformed the community of the Bugesera district.

The researcher has to conclude that the general understanding of the socio-economic development system in Rwanda may be above average. The analysis of the contribution of ADPs in socio-economic development of the community has it that development partners like Bugesera ADP supported them in activities of Training and planning as well as evaluation of micro projects, capacity building skills, peace building and reconciliation and provision of soft loans to finance their income generating projects. Extent of collaboration between ADPs, Local government and other partners in achieving the objectives of socio-economic development of the community has also been strongly confirmed by respondents.

#### **5.4. RECOMMENDATION**

After collection, analyzing and interpretation of data, the researcher came up with the following recommendations. However, the recommendations are shared among the

government, the community and the Bugesera ADP/World Vision so as to develop good and effective strategies for community transformational development in Rwanda.

#### **5.5.1. Recommendations to Bugesera ADP/World Vision Rwanda**

1. Introduce a community feedback system in order to promote greater community participation and build their confidence with the organization.
2. Bugesera ADP/World Vision Rwanda should plant the culture of community leadership and ownership of all development activities and don't fix their eyes on the donors and think that will provide every thing.
3. Bugesera ADP/World Vision Rwanda should invest more and enhance institutional (CBOs) and civil society capacity development and have them partner in every activity where feasible.
4. Bugesera ADP/World Vision Rwanda should involve local workshop, seminars and study tours so that they can be prepared enough to overtake management responsibilities when World Vision Rwanda phases out its program support.

#### **5.4.2. Recommendations to the Community**

1. Bugesera ADP/Rwanda community should work to change the state of Community's understanding; from depending on NGOs rather than developing their own economic activities that can alter their standards of living.
2. The community should look forward to effectively and efficiently utilize the grants, infrastructures and resources provided by the World Vision through ADP
3. The community should also prevent Genocide and its ideology so as to avoid the unplanned country of social and economic fabric.

#### **5.4.3. Recommendation to the Government of Rwanda**

1. Government of Rwanda should put more energy to develop Transformational development strategy (Decentralization, Ubudehe, etc...) and make sure that all development partners adhere to it.

2. The government should also put more efforts in supporting the rural community through capacity building and setting up such programs which help them to design the independent and sustainable ways of living.
3. The Government of Rwanda should consider it imperative that the agenda for economic growth, development and poverty reduction be characterized by national/Community ownership. Moreover, it must be sustainable, through CBOs/ Local institution capacity building to enhance the capacity skills for designing, implementing and sustaining policies in the future.
4. Government of Rwanda should also put much emphasis on infrastructure development and resource mobilization in rural areas, creation of employment opportunities to avoid rural-urban migrations that is popular in our economy today. This would to a more or little extent improve their living standards.
5. The Government of Rwanda and policy makers should look forward to increase the efforts on community transformational development not only in the Bugesera but also in other parts of the country.
6. The government should put more effort supporting healing of memories, peace building and reconciliation which could be one of option to take care of those whose future is marred and too pessimistic about the possibility of change for good.

## **5.5. SUGGESTION FOR FURTHER RESEARCH**

Since this study focused on studying the “The impact of Area Development Programs (ADPs) in socio-economic development of the community ” A case study of Bugesera ADP, the researcher only investigated issues related to the subject matter of the study. However, a few other areas for further research were identified and these include the following:

1. The researcher believes that future researchers should look forward to compare ADPs activities with activities of other development stakeholders in the Bugesera District.
2. Future researchers should also look forward to investigate the role of ADPs in environmental protection one of the popular millennium goals.
3. The researcher recommends that further research can be carried on the how sustainable ADP activities will be after WVR phases out its activities in the area (Bugesera district).

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## APPENDIX 1: RESEARCH INSTRUMENTS

### a) QUESTIONNAIRE FOR WORLD VISION ADP STAFF OF BUGESERA

Dear sir/Madam

I am MUJANAMA Pio a student of Kampala International University. I am going my research on “**the effects of Area Development Program in Socio-economic development of Rwanda a case study of Bugesera**” This is a part of the requirements for the fulfillment of the award of a Mastres of Arts degree in Project Planning and Management of Kampala International University . I kindly ask you to sacrifice a few minutes of your time to answer this questionnaire insure you that the information provided will be treated confidentially and only be used for the academic purposes.

Therefore you are kindly requested to answer the questions according to the best of your knowledge by either ticking on the right option or filling in blank spaces provided.

Thank you.

#### SECTION A: BIOGRAPHIC DATA

1. Names (optional).....
2. Sex
  - a) male
  - b) female
3. Age
  - a) below 20
  - b) 20-30
  - c) 31-40
  - d) 41-50
  - e) 50 and above
4. Marital status
  - a) single
  - b) married
  - c) divorced
  - d) widowed

e) separated

5. Level of education\

a) Below senior four

b) Senior four

c) Senior six

d) Bachelors degree

e) Masters

f) Above masters

I understand what transformation is about

I understand.....

Partially understand.....

Not sure.....

I do not understand.....

If you agree, please provide more explanation about transformation

.....

.....

.....

If you disagree, please provide more explanation

.....

.....

.....

I understand what development is about

I understand.....

Partially understand.....

Not sure.....

I do not understand..... If you agree, please provide more explanation about transformation

.....

.....

.....

If you disagree, please provide more explanation

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

In your view then, what do you understand by transformation development?

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

What strategies does the ADP use to promote socio-economic development?

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

Do you have any partners in the development process?

Yes

No

Do not know

If yes, who are they?

.....  
.....

What partnership activities do you have with them?

Training

Planning

Resources Mobilization

Community mobilization

Others

Specify others

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

There are challenges in community transformational development process.

Strongly agree

Agree

Strongly disagree

Disagree

If you disagree, please provide some challenges you know.

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

What is the ADP doing to overcome those challenges?

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

The ADP is not doing enough to promote socio-economic development

Strongly agree

Agree

Not sure

Strongly disagree

Disagree

If you agree or strongly agree, what do you think the ADP can do more?

.....  
.....

What other general suggestions do you have to the

.....  
.....



## **b) QUESTIONNAIRE TO LOCAL LEADERS OF BUGESERA**

Dear sir/Madam

I am MUJANAMA Pio a student of Kampala International University. I am going my research on **“the impact of Area Development Program in Socio-economic development of the community a case study of Bugesera”**. I kindly ask you to sacrifice a few minutes of your time to answer this questionnaire insure you that the information provided will be treated confidentially and only be used for the academic purposes.

Therefore you are kindly requested to answer the questions according to the best of your knowledge by either ticking on the right option or filling in blank spaces provided.

Thank you.

### **SECTION B: TO LOCAL LEADERS OF BUGESERA**

6. Names (optional).....

7. Sex

- a) male
- b) female

8. Age

- a) below 20
- b) 20-30
- c) 31-40
- d) 41-50
- e) 50 and above

9. Marital status

- a) single
- b) married
- c) divorced
- d) widowed
- e) separated

10. Level of education\

- a) Below senior four

- b) Senior four
- c) Senior six
- d) Bachelors degree
- e) Masters
- f) Above masters

I understand what transformation is about

I understand.....

Partially understand.....

Not sure.....

I do not understand.....

If you agree, please provide more explanation about transformation

.....

.....

.....

If you disagree, please provide more explanation

.....

.....

.....

I understand what development is about

I understand.....

Partially understand.....

Not sure.....

I do not understand..... If you agree, please provide more explanation about transformation

.....

.....

.....

If you disagree, please provide more explanation

.....

.....

.....

In your view then, what do you understand by transformation development?

.....

.....

.....

.....

What strategies does the ADP use to promote sio-economic development?

.....

.....

.....

Do you have any parteners in the development process?

Yes

No

Do not know

If yes, who are them?

.....

.....

.....

What partnership activities do you have with the?

Training

Planning

Ressources Mobilization

Community mobilization

Others

Specify others

.....

.....

.....

There are challenges in community transformational development process.

Strongly agree

Agree

Strongly disagree

Disagree

If you disagree, please provide some challenges you know.

.....

.....

.....

What are the local leaders doing to overcome those challenges?

.....

.....

.....

.....

The local leaders are not doing enough to promote socio-economic development

Strongly agree

Agree

Not sure

Strongly disagree

Disagree

If you agree or strongly agree, what do you think the ADP can do more?

.....

.....

What other general suggestions do you have to the

.....

.....

Thank you for your cooperation, you have successfully completed a wonderful job

### **C) Interview Guide**

1. Do you understand the work of ADP Bugesera?
2. Have ADP Bugesera ever met you?
3. What have they done for you?
4. Do you think ADP Bugesera has helped your area? In wich way?
5. What are the projects has ADP Bugesera implemented in your District?
6. How do you compared ADP Bugesera and others partners in your District?



**KAMPALA  
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KAMPALA- UGANDA.  
TEL:-041-266813

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**OFFICE OF THE ASSOCIATE DEAN  
POSTGRADUATE STUDIES AND RESEARCH**

**RE: MUJANAMA PIO REG. NO. MPP/10004/81/DF**

The above mentioned is a bonafide student of Kampala International University pursuing a Masters of Arts in Project Planning.

He is currently conducting field research and the title of the Research Project is **"Impact of area Development Programme in Socio-economic Development" Case study of Bugesera.** As part of his studies(Research work) he has to collect relevant information through questionnaires, interviews and other relevant reading materials.

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

All and any information shared with him will be used for academic purpose only and we promise to share our findings with your institution.

Any assistance rendered to him will be highly

Yours truly,



**DR. ROSEANN MWANIKI**

**ASS. DEAN SCHOOL OF POST GRADUATE STUDIES AND RESEARCH**

