THE IMPACT OF COMMUNITY PARTICIPATION IN NON-GOVERNMENTAL ORGANISATIONS' PROJECTS MANAGEMENT: A CASE STUDY OF COMPASSION INTERNATIONAL LYANTONDE DISTRICT

BY

KYARIMPA DIANA

BDS/44786/143/DU

A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT AS REQUIRED FOR THE AWARD OF A BACHELORS DEGREE OF DEVELOPMENT STUDIES OF KAMPALA INTERNATIONAL UNIVERSITY UGANDA

JUNE, 2018

DECLARATION

I KYARIMPA DIANA declare that this research report is my own work and it has never been submitted for any academic award in any Institution or University.

Name of the researcher/student

KYARIMPA DIANA

Signature ....

Date ...8th. 05.2018...........

APPROVAL

This research under the title" the impact of community participation in non-governmental organizations' projects management: a case study of Compassion International Lyantonde District" was administered and presented for examination with my approval as a University Supervisor.

Name of the University Supervisor.

PR. RWABUHIHI EMMANUEL FESTUS

Signature...

Date...

DEDICATION

I dedicate this book to my mum (Mrs Nyakato Vilot) and My brothers, (Mr. Gakyiro George and Ndegyeya Charles) Sister (Namara Joy) and the rest of my relatives more especially my uncles for the moral support rendered to me in my entire course and my struggle to complete the book.

ACKNOWLEDGEMENT

First and foremost I acknowledge God's gift of life that he enabled to accomplish this piece of work.

I would like to express my thanks to all KIU lecturers especially those in the college of humanities and social sciences in the department of development and conflict studies.

I wish to express my sincere appreciation towards all those who greatly contributed to the successful completion of this research: - My Supervisor PR. Rwabuhihi Emmanuel Festus for his patience, calmness, guidance, and tireless encouragement towards the writing of this research report.

I am grateful to my parents for their endless support extended to me through this course. I thank all my friends in and outside studying circles who have always supported me towards the report evolvement and the entire course. In this special regard I extend special gratitude to my and support have been so much instrumental in my pursue of this course.

I wish to thank the Management of Compassion International Lyantonde Local Government for having greatly contributed to this study by giving me both moral and technical support.

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

LIST OF ABBREVIATIONS

ADRA: Adventist Development Relief Agency

AIDS: Acquired Immuno Deficiency Syndrome

GRO: Grassroots Organisation

HIV: Human Immuno Virus

ICEA: Integrated Community Efforts against AIDS

IEC: Information Education & Communication materials

IMF: International Monetary Fund

LCs: Local Councils

NGOs: Non-Governmental Organisations

PLWHA: People living with HIV/AIDS

PMTCT: Prevention of Mother to Child Transmission

PTC: Post Test Club

SAPs: Structural Adjustment Programs

VEDCO: Voluntary Efforts for Development Concerns

WB: World Bank

ABSTRACT

The major purpose of the study was to analyse the impact of community participation in project management and to suggest how best communities can participate in NGO projects management. The objectives of the study were: To find out the level of community participation; investigate the factors that influence their participation in project management; analyse how the benefits accrue to different beneficiaries and also to analyse how these factors can be mitigated to ensure effective community participation in projects management. The study employed the case study research design where careful and complete observation of a single unit or NGO was done in order to understand the phenomenon deeper .The study was about community participation and focused on Compassion International Lyantonde District from 2000-2005 where the sample size comprised respondents drawn from Luwero. The researcher employed both the qualitative and quantitative methods to analyse the data. Data were analysed using the thematic approach and descriptive statistics. The study established that the people were knowledgeable about community participation and NGO projects management however, there were few activities in which they participated and most of the local community members do not participate in Compassion International Lyantonde District.

On the level of community participation in Compassion International Lyantonde District management, it was established that the people are not given chance to adequately participate in Compassion International Lyantonde District. The evidence suggests that people's participation is passive, that training and capacity building can influence participation, and the benefits of participation were proved to be direct and indirect. Therefore, the whole study indicates that there are few people who participate in Compassion International Lyantonde District.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter examines the background to the study, the statement of the problem, the objectives of the study (both general and specific), the research questions, scope and significance of the study, as well as the study limitations and the conceptual framework.

1.1 Background to the Study

The term Non-Governmental Organisation (NGO) is very broad and encompasses many different organisations. In the field of development, NGOs range from large, northern-based charities such as CARE, OXFAM, Plan international, World Vision to community based self-help groups in the south. They also include research institutes, churches, professional associations and lobby groups. In Uganda, NGOs have played a vital role in recent years. From colonial times to early 1980s, there was a relatively small NGO sector, dominated mainly by the humanitarian and evangelistic organisations such as churches. Faith based organisations provided basic crucial services such as schools, medical care and counselling. Other NGOs such as women's organisations, social clubs, and professional organisations were organised to meet the demands of their constituents. Until recently, NGOs were not looked upon as significant alternative service providers to the state or as representing alternative policy framework to the state or private sector.

The resurgence of the neo-liberal paradigm in the political economy of the third world has made the NGOs become a critical factor in the management of political and socio-economic agenda in these countries. The neo-liberalists brought out clearly the issue that African states had failed to deliver. The market as a system used to allocate resources based on the principle of demand and supply also failed its task. It was taken up by profitability such that all was about survival for the fittest. So the poor who had no strong voices and who compose the biggest number of the population were left out in the development agenda. The state and the market having failed, the NGOs and civil society were seen as the only viable alternatives to the "failed" state and the "imperfect market."

1

The NGOs and the private sector were thought to be better in providing services needed by the people especially the poorest of the poor (Dicklitch, 1998).

Politically, NGOs and civil society were seen as "vehicles" for empowerment, participation, democratisation and development. Despite the positive roles the NGOs play, they have several weaknesses that have hindered their would-be effective response to people's needs in Uganda. The NGOs are fragmented, project-oriented, donor-driven, urban-based and sometimes poorly managed. The people to whom these projects are supposedly directed exist mainly in the abstract as social economic indicators. Popular participation is normally restricted to some hastily organised meetings in which outside 'experts' brief local people about the objectives and activities of the projects.

The enthronement of development as a new global value-idea had opened the way for the confluence of economic theory into sociology and political science under the impact of the Keynesian Revolution. Modernisation as formulated by the America social scientists in the 1950s and early 1960s did not use economic theory directly. But it swallowed the latter's key concept of directionality of social change as 'development', equating modernisation variously with 'political development' and 'social development', and a generation later, significantly broadening it to mean 'human development' (Goldthorpe, 1996).

Parsons' unit of analysis, 'the social system', blinded him to the importance of the contemporary political will to modernize. He purported to explain social change as caused by, 'deviation from institutionalized patterns and the imperfection of the integration of value-orientations' (Parsons and Shils, 1951). There is no mention of the state or planning and no suspicion that the international system of mushrooming sovereign nation-states dominated by the two superpowers in fact constituted 'the external situation of social system'. The social system with its four subsystems consisting of its 'societal community' assuring its solidarity, its economy carrying the function of adaptation to the environment, its polity that of goal attainment, and its subsystem 'pattern maintenance' of values and norms (Parsons, 1966).

At the same time, results of evaluations of participation have often been disappointing. Questions often remain over who participates; the elite or illiterates? What they participate in; limited or broader range of decision-making? How they participate, as benefit recipients or as project designers; and for what reason they participate; as means towards other objectives or as an end in itself? For most analysts, participation emphasises the decision-making role of the community. Such participation helps to improve the design of policies so that they correspond to the needs and conditions of the people to whom they are directed.

Eade, D. (2000) states that while people inside the NGO world think of themselves as occupying the moral high ground, the reality is that few people in the outside NGO world think of NGOs like this. The word on the street is that NGOs are charlatans racking up large salaries and many air- conditioned offices.

1.2 Statement of the Problem

NGO project management remains a challenge especially in service delivery. Whereas the participation of the communities in project management is very paramount in ensuring sustainability of the projects, community participation in NGO project management may not be effective. This may be so because the purpose for which the communities participate in projects management is not for the benefit of the communities but rather for the NGOs themselves and the donors. The bottom-top approach in appraisal of projects may not be used as an important element but as a requirement in the project management process. In addition, NGO project appraisal has been a top-bottom approach, which has led to the 'death' of the NGO-financed projects when they stop financing them or withdraw from the actual implementation. On the whole, without the community input, project management is a sham. The study therefore sought to analyse the impact of community participation in project management and to suggest how best the communities can participate in NGO project management.

1.3 General Objectives of the Study

To examine the role of community participation in Non-Governmental Organisations' projects management

1.3.1 Specific Objectives

i) To find out the role of community participation in Non-Governmental Organisations' projects management.

ii) To investigate factors that influence the participation of communities in project management;

iii) To analyze how the benefits of community participation in Non-Governmental Organisations' projects management compassion international.

1.2.2 Research question

i) What is the role of community participation in Non-Governmental Organisations' projects management?

ii) What are the factors that influence the participation of communities in project management;

iii) What are the benefits of participation in Non-Governmental Organisations' projects management accrue to the different beneficiaries;

1.3 Scope

1.3.1 Geographical scope

The study was carried out compassion international. The reasons as to why I chose this place are because compassion international attract many peoples participation.

1.3.2 Time scope

The study took a period of 8 years from 2010-2018 and data collection and analysis took a period of six months ie from march-July 2018. This was the best time to finish my research dissertation.

1.3.3 Content Scope

The study covered Compassion International Lyantonde District determining the role of community participation in Non-Governmental Organisations' projects management, investigate factors that influence the participation of communities in project management and analysing the benefits of community participation in Non-Governmental Organisations' projects management

4

1.4 Significances

The study will provide additional knowledge and insight to service delivery agencies like the government, NGOs and community based organisations on how to improve the level of community participation in projects management.

The knowledge from the study will guide community development agencies on how to design, implement and monitor projects for effective and sustainable community development.

Academicians, researchers and consultants in the area of community development may also use the study findings as reference to train and equip staff/employees with knowledge and skills of community participation in project management.

The study will be guided project implementation by suggesting approaches to involving communities, which would be paramount in ensuring project sustainability and creating a sense of ownership.

The study will be important to different beneficiaries, donors, the government, the project beneficiaries and the entire community in that, it would suggest effective participation mechanisms, which would eventually lead to sustainable management and creation of a sense of ownership of projects.

1.5 Definition of Key Concepts

For purposes of this study, the following concepts are defined as follows;

Community: A group of people who share common values, interests and needs.

Community Involvement: Is a planned process whereby individuals and groups from different communities identify and express their own views and needs and where collective action is taken to reflect on those views and meet those needs.

Non-Governmental Organisation: A private organisation established and pursues activities that relieve suffering, promote the interest of the poor, and promotes development on voluntary basis without profit making intentions.

Participation: The involvement of community members in decision-making, implementation, monitoring and evaluation as well as ownership and sustainability of the projects.

Project: A set of activities directed towards meeting the different needs of the community.

Project Management: Is planning, monitoring and control of all aspects of a project and the motivation of all those who participate in it to achieve the project objectives in time and to specify costs, quality and performance.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This section deals with literature review from different themes which has been reviewed in order to synthesise what is known and not known about the topic: Community participation in non-government organisations' project management.

2.1 Theoretical Review

The study was guided by three theories, namely: Social Development theory, rational choice model and mobilisation model. The study was drawn from the three theories in order to understand the phenomenon under study in detail.

2.1.1 Social Development Theory

This is a theory that was developed by Garry Jacobs and Hurlan Cleveland in November 1999. Social development theory can be described as the process of organising human energies and activities at higher levels to achieve better greater results. Development increases the utilisation of human potential therefore; social development theory has basic premises, which emphasises that the theory should focus on underlying processes rather than on surface activities and results. Since developmental activities, policies, strategies, programmes and results will always be limited to a specific context and circumstances, whereas as social development it encompasses a potentially infinite field in space and time. The theory should recognise the inherent creativity of individuals and of societies by which they fashion instruments and direct the energies to achieve great results. The theory views development as a creative process rather than a product of any combination of external factors or objectives of instruments that are created and utilised as the process unfolds and whose results are limited to the capacity of the instruments.

Society will discover its own creative potentials only when it sets to know the human being as the real sources of those potentials. The implication of this view is that even though it may be influenced, aided or opposed by external factors, society develops by

its own motive power and in pursuit of its own goals. No external force and agency can develop a society.

Paul Heffman, the administrator of the Marshal plan for European recovery who became the first head of the United Nations Development Programme said it sarcastically, "technical assistance cannot be exported, and it can only be imported". The aspiration of the collective expressed through the initiative of pioneering individuals is the determinant and driving force for the society's own development. Therefore, social development theory is calling for participation of all in all aspects of life. The study is therefore to analyse the level of community participation in social and economic development by Compassion international.

2.1.2 Rational Choice Model

Community participation in project management involves the decision making process. Different beneficiaries of the project have an input in the decision making process. It should be noted that effective decision-making, is dependent upon having a range of alternatives that are arranged depending on their preferences. Without alternatives, no choice can be made. The rational choice model argues that the rational man will always make a rational decision when confronted with a range of alternatives, and these alternatives are put in order of their preferences and the highest ranked preference in ordering is chosen (Herbert Simon, Down, 1957:6). Simon further argues that the alternative chosen is the best as far as the resources; time and money available are concerned. The rational man will therefore suffice.

Therefore, for project decisions to be made, they should be from a range of alternatives, and the community members, should be in position to make rational decisions for once confronted with a range of decision. The study sought to examine how communities participate in the decision making process and whether their participation conforms to the rational choice model or has something that it can offer to the rational choice model approach to decision making.

2.1.3 Mobilization Model

The model argues that some people participate in response to the opportunities available and do participate because they have been persuaded to do so. The model further argues that the socio-economic status of people determines their participation. The study sought to examine the opportunities available, persuasion initiatives that are in place to enable people participate in projects management as well as the opportunities available for the different categories of people to take part in the management of projects.

2.2 Community

In sociology, the concept community has led to significant debate and sociologists are yet to reach agreement on the definition of the term. There were ninety-four discrete definitions of the term by the mid-1950s. Traditionally a 'community' has been defined as a group of interacting living in a common location. Before 1910 there was little social science literature concerning 'community' and it was really only in 1915 that the first clear sociological definition emerged. This was coined by C.J Galphin in relation to delineating rural communities in terms of the trade and service areas surrounding a central village (Harper and Dunham 1959:19). A number of competing definitions of community quickly followed. Some focused on community as a geographical area; some on a group of people living in a particular place; and others looked to community as an area of common life. The word can also refer to the national community or global community.

A community is not just the people who are in it. A community usually already existed when all of its current residents were not yet born, it will likely continue to exist when all of them in it have left (Beck 1999:18). The debate still rages on and could be in future there can be some possibility of agreement for the term 'community'. Given the above tough debate, the word 'community' has been contentious as far as its definition is concerned. The term can mean a village, a district, a region or even a global community but for purposes of this study we shall take a community to mean a group of people living in a common location sharing a lot in common for example language, religion and social, economic and political needs.

9

2.3 The role of Community Participation in Project Management

The term participation covers a broad field of involvement and is a multi-layered concept, with the term being used to describe many different processes. Kirby et al., (2003) considers participation as the focus of decision- making, the content of decision-making; nature of the participation activity; frequency and duration of participation. The level and nature of participation can vary. Boydeb and Ennew (1997) state that there are two interpretations of the term participation. It can simply mean taking part, being present, being involved or consulted. Alternatively, it can denote a transfer of power so that participants have powers on decisions and knowing that one's actions and views are going to make a difference and may be acted upon, thus leading to what is known as empowerment. Not much is known whether community members have full power to influence decisions as they participate in NGO projects. The study therefore sought to establish how the different categories of people participate in the management of NGO projects. This will cover the level of participation; either in decision-making, planning, implementation or monitoring and evaluation. Whereas the people may be participating in NGO projects management, their ideas, needs and aspirations may not be taken into consideration in actual project design and implementation. Thus, it may be important for this study to assess whether community participation in NGO project management is 'passive' or 'active'.

2.3.1 Participation in Rural Development Programmes

As a result of the poor performance of top-down approaches, increasing concerns and pressure arose to re-examine orthodox strategies and subsequently adopt an alternative approach to development. In other words, the disenchantment with dirigiste and market-oriented development strategies led to the creation of participatory development as a new paradigm. The new paradigm marked a shift from top-down to adaptive bottom-up perspectives to rural development, a process that emphasises people's empowerment and participation through autonomous self-help Grassroots Organisations (GROs). Kleemeier (2000) argues that the driving force behind the effort to increase participation

was the assumption that it could solve problems experienced with regard to sustainability of development programmes.

Increasing attention is being paid to participation by people and local organisations because such participation is positively correlated with appropriate and sustainable development practices. The benefits of people's participation are reiterated by Pettit (2000). He argues that the current trend of supporting local organisations is based on evidence that sustainability of the development process is only possible if people are given the opportunity to set their own priorities and design locally appropriate solutions, with a high sense of ownership and personal investment. Cornwall and Gaventa (2000) also laud participation as a method of enhancing accountability and service performance. The high regard for participation is also embedded in the conventional assumption that civil society organisations have a comparative advantage regarding service delivery over government.

While there is widespread consensus about the importance of participation in the development process, there is less agreement on the nature and content of the participation process. Neither is there an agreement on the definition of participation. Arnstein (1996) refers to the term participation as a "controversial slogan" while White ((1994) describes it as a complex and dynamic phenomenon, seen from the "eye of the beholder", and shaped by the "hand of the power-holder". Pretty (1994) agrees that the concept of participation is complex, calling it a paradox. Her typology reveals clearly how double-faced participation can be. In one way it is used to justify the extension of the state while, in another it is about building local capacity and self-reliance. Because there is no universally agreed definition, different perspectives about the concept exist.

One perspective views participation as involving the people at the level of executing development programmes of projects. This is what Williams et al (2003) have termed "legitimising strategy" in the case of India's employment assurance scheme, where the poorer villagers were not empowered and therefore never benefited despite participating in the scheme. In similar light, Leeuwis (2000) argues that participation is sometimes used to create an organisational image for the purpose of attracting funds and/or

11

ensuring institutional survival. Participation is seen as [art of the inputs required for achieving predetermined objectives. According to Arnestein's eight –rung ladder, participation which involves manipulation, therapy, informing and consultation, is non-participation. In this case, the would be beneficiaries are seen as instruments, either to offer the required social support or to make material contributions (usually funds, materials or physical labour) to enable the development programme or project be implements successfully. The people are, therefore, not involved in the key process of deliberating on the kind of development they want and how to achieve it. This type of participation has been given different labels. Some scholars have labelled if "pseudo", "token" or "manipulative" participation.

At present there is considerable rhetoric about the necessity for participation, though some international agencies and governments still apply pseudo-participation principles (Edwards, 1989). They present preconceived development ideas and the intended beneficiaries are only involved at the last stage. People's participation involves being mobilised to form associations or attend mass meetings and seminars, at which they are informed about the development agenda and what they are expected to do. Similarly, government bureaucrats such as extension workers and community development officers practice government sponsored local development, an approach that involves giving instructions to rural people on what to do. This type of participation is limited and ritualistic.

The absence of genuine participation in a development programme seriously undermines its sustainability because people do not conceive of the development programme as theirs and people are not empowered to critically analyse their conditions and present independent ideas about how to improve their lives. No wonder manipulative participation has been criticised and blamed for the development woes in poor countries (Midgley (1995).

In contrast to the pseudo participation approach that involves people in the execution of predetermined programmes, another perspective views people's participation in terms of empowerment. More particularly, it emphasises grassroots or community participation.

12

Midgley argues that, while the idea of community participation emerged as part of the broader popular participation debate, this approach is more specific in its focus on deprived and disadvantaged groups in small communities. It connotes an active process of decision making where the beneficiaries influence the direction and implementation of development programmes, rather than merely receiving a share of development programmes. It perceives of power and citizen control to constitute genuine participation. The direct involvement of the community in the decision making process and their control over action is considered important prerequisites for development initiatives to succeed. Therefore, genuine or authentic participation involves empowering the community to democratically define and seek innovative solutions to their problems, and determine the course of action to be taken on a self reliant basis. In short, it enables people to move out of dependence relationships. In this way, participation enables communities to own the development process and ensure sustainability.

It is evident from the different perspectives of the notion of participation that there is disagreement about its exact meaning. In order to overcome this conceptual disagreement, it is important to decide whether participation should be seen as a strategy-a means to an end—or an end in itself. The perception of community participation as an end itself is utopian and therefore not relevant to the focus of this book. The view adopted for this specific analysis is that participation is a strategy or means to achieve development. In this context, community participation is supposed to serve a specific purpose, that of unleashing the potential of local people to define their own needs and priorities, influencing the decisions and determining the direction of their development. In short, participation should be seen as an instrument to dismantle the dependence of local people and to empower them to fight poverty through self reliance (Williams et al, 2003). Participation should be viewed in the context of local organisations that are owned, controlled and directed by the communities themselves.

Various research studies have been done about NGOs but none has looked at NGOs and community participation in project management in Uganda. There is considerable literature about NGOs and their activities. (Abigail. B, Marcel. F, Trudy. O, 2005). Eade,

D; (2000), says that a great variety of approaches and activities were and are still-bundled into the category of development covering anything and everything from building latrines and sinking tube wells through supporting union education program and human rights work. This means that there is lack of concentration by NGOs wherever they operate on specific issues but deal with almost everything at ago. However, this research does not bring out the real cause because implementing many projects at ago does not necessarily mean community participation in NGO project management. The study sought to find out whether Compassion international also engages in so many projects at a go in her modus operandi and why it does so.

2.4 Factors that impact on Community Participation in NGOs

Brohman, J. (1996), states that development is viewed as a top-down process in which important decision making is controlled by major international institutions in cooperation with local third world elites. Typically, international and national experts have conceived and designed development projects from outside. The people to whom these projects are supposedly directed exist mainly in the abstract as socio-economic indicators. Popular participation is normally restricted to some hastily organised meetings in which outside expert's brief local people about the objectives and activities of the projects. At the same time, results of evaluations of participation have often been disappointing. The study sought to establish whether the approach used in Compassion international project management impacts on community participation.

Questions often remain unanswered over who participates for example just an elite group or broader range of people, what they participate in; more limited or broader range of decision making, how they participate; as benefit recipient or as project designers, and for what reason they participate, as means towards other objectives or as an end in itself. For most analysts, participation emphasises the decision-making role of the community. Such participation helps to improve the design of policies so that they correspond to the needs and conditions of the people to whom they are directed (Cornia, et al; 1987:8). The study tried to find out whether community participation is necessary in NGO project management with particular reference to Compassion international.

14

Participation is regarded as a means of improving the quality and relevance of projects by facilitating their implementation including the contribution of local resources and acceptance. If people participate in the execution of projects by contributing their ingenuity, skills and other untapped resources, more people can benefit, implementation is facilitated, and the outcome responds better to the needs and priorities of the beneficiaries. The study sought to evaluate the responsiveness of Compassion international's project activities to peoples' needs and how it affects their participation in identifying their needs in the design of projects.

To Paul (1986:2), community participation is an active process by which beneficiaries influence the direction and execution of a development project with a view to enhancing their wellbeing in terms of income, personal growth, self-reliance or other values they cherish. There is increasing evidence that NGOs do not perform as effectively as has been assumed in terms of poverty reach, cost effectiveness, sustainability, popular participation (including gender), flexibility and innovation (Dale, R. 2000: 77). There is need for a study to establish whether or not communities participate in NGO project cycle and if so, at what levels they do it. The study also helped establish whether communities have real powers to influence decisions and whether their ideas are incorporated in the project design so that at the end of the day policies match with the people's needs.

2.5 Effective Community Participation in Ngos

In any democratic society, community participation is a most desirable component in most aspects of life. Since the 1960s, the tendency has increased to give consumers/beneficiaries a say in different aspects of the project life; in the design, implementation, monitoring and evaluation, to mention but a few.

According to Reid, J. N. (2000:5), community participation is not an idle principle. Communities that have chosen to follow it find that not only do they derive more satisfaction from the joy that comes from open community participation, but also achieve more results, more rapidly, and with greater benefit to the community as a whole. In short, participating communities succeed better than those that only pay lip service to this important principle.

15

The Guide to Effective Participation identifies ten factors that ought to be considered when empowering communities to participate in projects management. These include; confidence and capacity, ownership of ideas, commitment, partnership, beneficiaries and community, role of the practitioner, power and purpose, control, Initiation and process, level of participation. The Guide goes ahead to provide issues to take into consideration if the factors noted here in above are to ensure effective community participation in project management. The study therefore sought to establish how these factors impact on project management in Compassion international. The study further analysed how such factors have guided the management and implementation of projects in Compassion international so as to establish the relevance of the factors to project management.

Reid (2000) notes other factors that can make project management as participatory as possible. To encourage community participation, the management process should be welcoming. In here, welcoming does not necessarily mean just giving a smile but rather taking some actions that show that the process welcomes participation. Noted herein are; provision of opportunities to new participants to give contributions, updating participants up to the present stance of the project, allowing participants to exploit their talents and interests, and taking the newcomers' ideas seriously even when they represent viewpoints that have previously been considered and/or rejected. The author does not stress how these factors accelerate or stifle the management process. The study therefore sought to analyse how these factors link to successful implementation or serve to hinder the effective management of projects in Compassion international.

The author goes ahead to note other mechanisms that can be used to ensure effective community participation. He goes ahead to note the ways that each technique can use to ensure effective community participation. This does not show the impact of the method used onto project management. Whereas, reaching out has been identified with the corresponding ways of putting into practice the "Reaching Out" mechanism, over concentration on any of the means may not necessarily lead to effective community participation. The study therefore sought to establish the effectiveness of the means suggested to reaching out to communities to effective community participation, the

16

relevance of these means to project management in Compassion international and how these have been used in Compassion international's project management process.

Other issues of concern include offering of volunteer opportunities to the community. However, many a time, the NGO's have offered communities an opportunity to volunteer not because, they are to ensure community participation but rather communities are viewed as resources in the management process of projects. This is because when the communities are involved, the NGOs are given an opportunity to cut down the costs of administration.

"In an environment where paid officials are few and the resources to hire help are scanty, little happens without the leadership and labour of unpaid citizens."

Thus, the study sought to establish for what purpose is offering volunteer opportunities to communities and to whose benefit is it.

2.6 Benefits of Community Participation in Ngos.

Special attention should be given to ensuring that all the groups are able to participate including those with special needs and or, those who are marginalised and lacking a voice in decision making. While developing participation structures and procedures, requires targeted efforts and additional resources, as it is an essential way of reinforcing a sense of dignity, reducing vulnerability and helping to build a local capacity without undermining people's own coping strategies in the times of crisis. It is vital to remember that participation is a basic human right and it promotes other rights; it is enshrined in Article 27(1) of the Universal Declaration of Human Rights "Everyone has a right to freely participate in the cultural life of the community, to enjoy the art and share in scientific advancement and its benefits". Participation therefore, means that the residents and in some cases the community participates in discussion and decision making concerning the day to day lives of the community. This includes how it is set up, how it is run, cared for, maintained and how adjustments are made to ensure maximum and equitable protection and service delivery for all residents (ALNAP report, 2003/2004).

Community participation therefore, has the following benefits:

It helps the individuals and groups from different communities to identify and express their own views and needs to enable a collective action to be taken and meet those views and needs.

Participation especially in governance mitigates those affected by different decisions giving them back some powers and building self-reliance and a sense of achievement; influencing and controlling restoring some people's dignity that has been taken away is another benefit of participation. It gives people an opportunity to make choice that restore some sense of normality, enabling them to be the subjects and not objects.

Participation creates an opportunity for people to solve their own problems and can lead to growing self-esteem and help them overcome trauma; it is important because it helps to ensure that interventions are appropriate and effective and it raises standards in community, develops skills for life after displacement.

It puts people back into control of their own lives, decreases dependence and increases self reliance however, participation can have a positive impact not on the communities but also on the staff as well managed participation leads to a trusting and more open environment where both the residents and the staff feel respected and able to communicate their views and contribute to this environment to a greater transparency and accountability and this may reduce conflicts and corruption. This is likely to have a positive impact on the achievement of overall objectives.

2.7 Conclusion

On the whole, it can be noted that the study had to infer from the three theories, namely; systems theory, mobilization model and rational choice model in order to understand the phenomenon under study. This was because the assumptions therein could best be used to understand the phenomenon under study. Since NGOs operate with different beneficiaries and their participation is paramount, the decision taken at a time must take into consideration the concerns of different beneficiaries and the best decision should be

taken at that time. Thus, the rationality of the decision taken by the beneficiaries and how they were mobilised to make the best decisions was very necessary. The study focused on these aspects using the above theoretical postulations to understand NGOs and community participation with reference to Compassion international.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This section presents the research design, areas of study, study population, study sample, data collection, data processing and analysis, and anticipated limitations to the study. The methodology brings out the overall plan of executing the study. It looks at the area and population of study. It also described the various methods used in the collection and analysis of data. It also highlighted the problems anticipated during the study.

3.1 Research Methods

A specific research design that is pertinent to the topic to be studied is chosen and a methodology of the study is based entirely on the chosen research design (Mbabazi, 2000). This study used a case study design to examine the level of community participation in Plan-Compassion international management. This design if appropriately given, its assumptive nature and time frame provided enough information for people working in a similar situation. The study utilized both quantitative and qualitative approaches in data collection.

3.2 Research Design

According to Fisher (2007:59), case studies enabled the researcher to give a holistic account of the subject of your research. In particular, they help the researcher to focus on the interrelationships between all factors such as people, groups, policies and technology that make the studies. A case study research design was used in this study. A case study research design, which involves a careful and complete observation of a single unit, was used to understand the phenomenon (Sotirios, 1998). The design was selected because it helps to understand the phenomenon deeper. It helped the researcher understand why a certain case behaves the way it does.

3.3 Area of Study

The study was conducted compassion international district, and it covered three sub-counties of Mpumudde, Kashagama, Kinuuka and Lyakajura. Two parishes from each

20

sub-county was selected. The villages that was selected basing on the location of the projects under study. Compassion International Lyantonde District was selected because it had about 30 NGOs implementing different projects. The sub-counties were selected because they had the projects to be studied. This area was also be chosen because it gives the time and financial resources available, it was easily managed.

3.4 Study Population

Mugenda and Mugenda (1999) observed that population is the entire set of individuals, events or objects having common observable characteristics. Amin (2005) asserted that a population is the complete collection (or universe) of all the elements (units) that are of interest in a particular investigation and where inferences are to be made. Thus, the study population comprised of 80 respondents included top management, namely; 2 Programme Area Manager, 30 Finance and Administration Manager, 40 Programme Coordinators and 8 Frontline Staff plus the project committees in the community. These were selected because they were directly involved in decision-making and implementation of the projects. The study population was also included in community members; men, women and children of 14 to 18 years of age who benefited social service provision such as medical care, food, education a manager others from compassion international. This category of people were selected because they are the beneficiaries of the projects. NGO partners to Compassion international also constituted the study population because they helped to understand the approaches to be used by the different NGOs in enabling communities to participate.

3.4.1 Sample size

Sample of 80 was determined by the use of Krejcie, R, V, And Morgan, D.W. (1970) Respondents was selected to represent the views of entire population. This was selected in different propositions as presented above.

3.4.2 Sampling procedure

The researcher employed random and purposive sampling techniques to obtain the population required. Purposive sampling was used to select the respondents from the administration of Compassion International Lyantonde District, leadership, and the

community members from the district simple random sampling was used in the selection of members of the community. The technique ensured an equal representation of the respondents in their position and it helped to get key reliable and grass root data.

3.4.2 Sampling Strategies

Sakaran (2003) observed that reasons for samples are that the study of a sample rather than the entire population was likely to produce more reliable results. This is mostly because fatigue is reduced and a few errors were therefore result in collecting data. Amin (2005) contends by stating that there are many reasons why sampling is important among which is the reduced costs. Thus it becomes economical if the data are collected from a sample. The researcher therefore selected Compassion international basing on time of its activities in community. The key informants (respondents) from Compassion international was selected basing on the sampling techniques mentioned above.

3.5 Sampling Procedure

Random and non-random samplings as well as stratified random techniques were used. The researcher used stratified random sampling (http://www.country.ac.uk). Purposive sampling used in selection of the area of study. This was because the area where the projects located were considered for study. Purposive sampling also was used in the selection of key informants because they are believed to have knowledge and understanding of the issues to be studied. Purposive sampling was used in the selection of parishes. Here, parishes were selected in relation to the projects. Purposive sampling procedure still was used in the selection of the respondents in the selected parishes because there was different categories of respondents that is, men, women and children who were picked for because they were beneficiaries in order to obtain particular information by virtue of their categories and positions they held in the community.

3.6 Data Collection Instruments

The researcher used several methods during data collection that is both qualitative and quantitative methods. The researcher used the following instruments for data collection that is, questionnaires and an interview guide.

3.6.1 Questionnaires

A close-ended questionnaires were developed, a close ended questionnaire is the type of questionnaire where variables are chosen from given alternative of variables based on Likerts four-point scale model. The respondents were given a minimum of two weeks to fill the questionnaires. The main advantage was that the respondents had ample time to answer without fear or favour of the researcher since she was absent. Secondly, the respondents were reasonably educated and therefore could easily understand and fill the questionnaires in the absence of the researcher. According to Amin (2005:296), a questionnaire is a self-report instruments were used for gathering information about variables of interest in an investigation. It was after a one-time data-gathering device on the variables of interest to the researcher.

3.6.2 Interview Guide

Personal interviews with the help of an interview guide was administered to respondents to allow them further express themselves in a more detailed way and this complimented results from the questionnaire. Formal interviews were conducted using an interview guide that were administered to 8 Heads of departments in order to find out the level of community participation in Compassion international project management, the benefits and mitigation of hindering factors.

According to Mugenda and Mugenda (1999:86), probing in interview guide is time consuming and subjective as a lot of freedom is given to the interviewer. Therefore, because of these disadvantages, few key respondents were chosen from the senior staff.

3.7 Data Collection Techniques

3.7.1 Questioning

Amin, (2005) defines a questionnaire as a form consisting of interrelated questions prepared by the researcher about the research problem under investigation, based on the objectives of the study. The questions were embedded in the questionnaire, which consisted of sets of questions in simple language to which the respondents were respond in writing. This enabled the researcher to collect information from a large group in a short

period of time. Sensitive questions could as well be answered at ease since names was not be required (anonymity were observed) and in most cases the researcher was absent.

3.7.2 Interviewing

An interview was a purposeful discussion between two or more people (Saunders, 1997). Sekaran (2003) asserts that one method of collecting data is to interview respondents to obtain information on the issues of interest. Probing was the major aspect of the interview method; this helped to generate crucial results on the pertinent issues under investigations, through key informants who was the Heads of departments and project coordinators. Interviewing helped to notice and record information from the respondents' reaction to the subject.

Fisher (2007:167) explains that some questions have to be diplomatically phrased, hence, sensible to draft the question before the interview, memories them in order to avoid any stumbles or lengthy circumlocutions. Interviews were conducted to generate collaborative data and enhance issues, which could not be clear in the review of the documents as well as those that was emerged from the Focus Group Discussions.

3.7.3 Documentary Review

Yuko O. et al (2005) define document analysis as a critical examination of public or private recorded information related to the issue under investigation. Books, journals, published and unpublished academic papers were reviewed from libraries both private and public while minutes of meetings; reports and development plans of Compassion international was reviewed during the collection of data. These were obtained from Compassion international Resource Centre. This enriched the study and enhance the understanding of the issue under investigation.

3.8 Validity

Amin (2005) defined validity as the appropriateness of the instrument. Validity was measured using the pre-testing method. The researcher tested the instruments before the real research commenced in Compassion international project area. However, the

24

findings were obtained here was not used in the final report but was for purposes of testing the instruments.

3.9 Reliability

Reliability can be defined as consistency of one's measurement or the degree to which an instrument measures the same way each time it is used under the same condition with the same subjects (Trochim 2006). It is the repeatability of one's measurement. A measure was considered reliable if a person's score on the same test given twice is similar. The researcher used the test/retest method. This was where the same score on test one should be the same as test two.

The primary difference between test/retest and internal consistency estimates of reliability is that, test/retest involves two administrations of the measurement instrument, whereas the internal consistency method involves only one administration of the instrument.

3.10 Data Management and Analysis

Both qualitative and quantitative methods was used.

3.10.1 Qualitative Data Analysis

The qualitative data was analysed, edited, and coded meaningfully. Answers got using the different methods was collaborated to verify the authenticity of the data collected. A thematic approach was used to analyse data. Themes were developed basing on the objectives. Data was pooled into the themes. Verbatim quotations were used to enrich the discussion.

3.10.2 Quantitative Data

Simple descriptive statistics were used in analysis and presentation of data. This involved data entry, coding and editing. Data was entered into the computer and cleaned. Tables, graphs, percentages and charts were used to present the data collected.

3.11 Data Analysis

Qualitative and quantitative methods of data analysis was used as follows: The Quantitative data generated was summarised using descriptive figures, tables and measures of central tendency such as the mean, median and standard deviation. Relationships were analysed through regression analysis measures of association to get the contribution and effect of the independent variables to the dependent variables, (Fisher, 2007:216). After data was organised, it was subjected to Statistical Package for Social Scientists (SPSS) for analysis. However, qualitative data was organised in themes and sub-themes for easy analysis (Thematic analysis).

3.12 Research Procedure

A letter of introduction from the Department of NGO management with social work at Kampala international University was obtained. The letter was used to legitimize access to respondents. The letter was presented to the Programme area Manager, Compassion international, Chairperson LC III and the managers of NGO partners from where the respondents were selected. From the district field office, the researcher was directed to places where the beneficiaries were found. The local leaders and the Compassion international staff members were found in their offices. In-depth interviews were carried out with selected groups of people. Questionnaires that enabled respondents to answer were administered. Focused groups were conducted at their places of work. Documentary review was done on the existing studies, organisational policies; evaluation reports journals and magazines.

3.13 Limitations of the Study

Resources more especially funds may not enough to conduct the study smoothly and in a timely manner. To avoid such a problem from hindering the study, the researcher mobilised personal funds.

The study was carried out on Compassion international, therefore it may be very difficult to generalise the findings of the study to other projects of Compassion international because of their difference from those under study and the variance in places where they operate. However, those aspects that are common to the different projects were relevant

to the projects; therefore, care needed to be taken in drawing reference to the aspects of the study. Scheduling and rescheduling of appointments was done in order to access the respondents.

Notwithstanding the limitations, the study was carried out because of the precautions suggested herein above in cases where a limitation emerged.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESEARCH FINDINGS

4.0 Introduction

The study set out to investigate the relationship between community participation and Non-Governmental Organizations' projects management using compassion international as a case study. The objectives of the study were;-

i)   To find out the level of community participation compassion international's projects management; To investigate the factors that influence the participation of communities in projects management;

ii)   To analyse how the benefits of participation compassion international's programme management accrue to the different beneficiaries; and

iii) To analyse how these factors can be mitigated to ensure effective community participation in projects management.

Table: 1Returned and Un Returned Questionnaires

	Frequency	Percentage (%)
Returned Questionnaires	78	97
Not Returned	02	03
Total	80	100

Source researcher (2018)

The researcher administered 80 questionnaires to the respondents. Seventy eight (78) respondents filled the questionnaires satisfactorily and returned them; this was represented 97% of the sample. While two of the respondents did not return the questionnaire that make up 3% of the sample. The findings are based on the responses obtained from the returned questionnaires.

The study findings are presented according to the study objectives and qualitative and quantitative method is used in the presentation of findings.

4.1 Demographic Characteristics of the Study

The study was carried out compassion international Uganda. Compassion International Lyantonde District was selected because it is one of the major community development NGOs and its projects could help in understanding projects management and community participation.

The study covered 78 respondents who filled the questionnaires of which 46% were males and 54% females.

Table: 2 Gender of Respondents

		Frequency	Percent
Valid	Male	36	46.2
	Female	42	53.8
	Total	78	100.0

Source: Field Data

In the same study the respondents were asked how old they were. Responses were as indicated below.

Table: 3 Age-Groups of Respondents

		Frequency	Percent
Valid	13-22	22	28.2
	23-32	22	28.2
	33-42	18	23.1
	43-52	8	10.3
	>53	8	10.3
	Total	78	100.0

Source: Field Data

Table 4.2 shows that 28% were 13-22 years of age, 28% were 23-32 years old while 23% were 33-42 years old, 10% were 43-52 years old and 10% were 53 years old and above.

During the study, the researcher further probed to know the status of the respondents as indicated in the table below.

Table: 4 Marital status of Respondents

		Frequency	Percent
Valid	Single	32	41.0
	Married	40	51.3
	Separated	4	5.1
	Widowed	2	2.6
	Total	78	100.0

Source: Field Data

Compassion international, of the 78 respondents, 51% were married, 41% were single, 5% had separated and only 3% were widowed.

On asking what levels of education they had reached, responses were as in Figure 4.1 below.

Figure: 1Level of Education
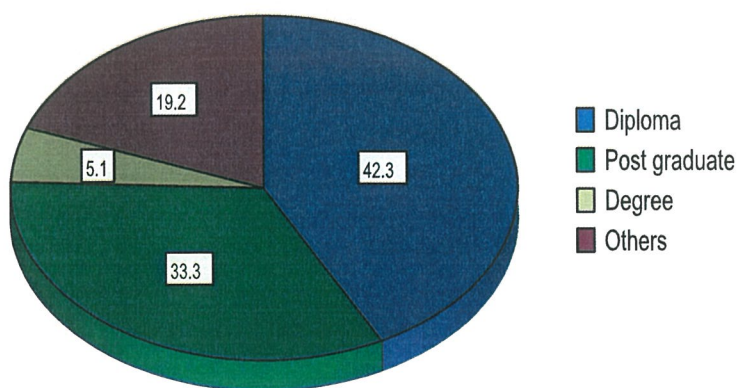
Source: Field Data

The study also indicated that 42% had attended diploma level of education, 33% had attended postgraduate education whereas only 5% had degrees and 19% had attended other forms of education. This came up when the respondents were asked whether they had ever attended school.

Probing for their religious affiliations, the figure below shows as follows:

Figure: 2 Religious Affiliation
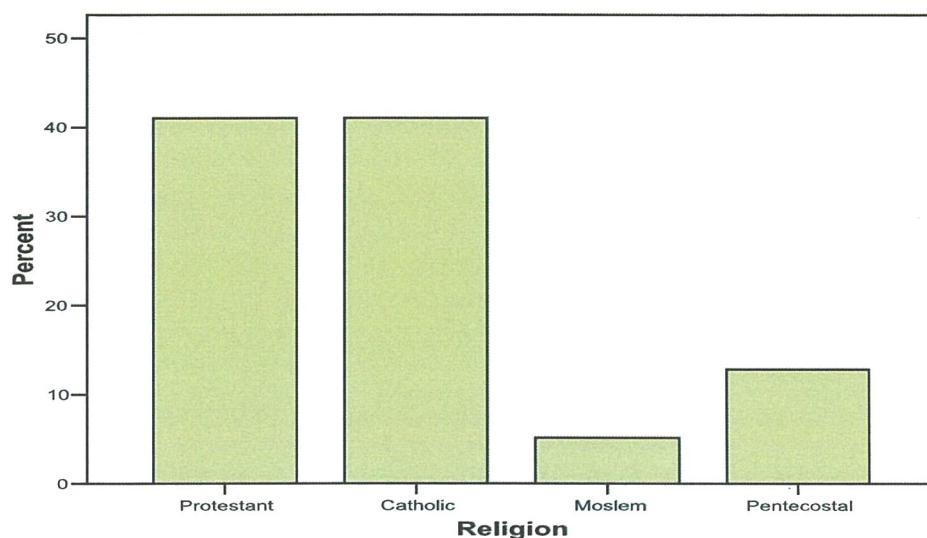
Source: Field Data

The findings also showed that compassion international people were God fearing, as 41% were Protestants, 41% Catholics and only 5% Moslems, other local religions had 13% as indicated in Figure 2 below.

4.2   Level of Community Participation in Compassion international Management

The study covered community participation in projects management where the focus was on the level of community participation in projects; the benefits of community participation in NGO project management; the factors that impact on community participation and how those factors could be addressed to ensure effective community participation in projects management so as to ensure sustainability.

The study was carried out on the different projects implemented Compassion international, namely; Education, Health, water and sanitation. The study covered a period of 2000-2005, since it was expected that the impact of these different projects could be traced from the five years of implementation.

Community participation compassion international Project Management is viewed in several ways. This can be looked at by first of all studying the various community projects that the NGO is implementing. Taking this into consideration, respondents were asked a number of questions relating to community participation in planning processes and what community projects were being undertaken. The objective was to find out the level of community participation in Compassion international Management.

In line with the objective, the researcher asked the respondents whether they participated in Compassion international as indicated in Table 4.4.

Table: 5 Community Participation in Compassion international

		Frequency	Percent
Valid	Yes	22	28.2
	No	52	66.7
	Not Sure	4	5.1
	Total	78	100.0

Source: field data

From the table above 28% out of 78 respondents agreed that they participated, whereas 67% of respondents disagreed and 5% respondents were not sure an indication that they either did not participate compassion international project or had never taken the initiative to participate in Compassion international. The findings show that the community did not participate in Compassion international.

Respondents were further asked for the projects that were being implemented Compassion international. In response, the following projects were identified as presented in Table 4.5 below:

Table: 6 Community projects implemented Compassion international for last 3 years

		Frequency	Percent
Valid	Empowering children	21	26.9
	Health education on HIV/AIDS	15	19.2
	Medical care	14	17.9
	Support for agriculture	12	15.4
	Birth and death registration	10	12.8
	No Response	6	7.7
	Total	78	100.0

Source: Compiled from Field data

The study established that the projects being implemented are in line with health education supported by 19% out of 78 respondents who said health education and 18% who supported medical care. Education had 27% out of 78 respondents who supported empowering children other projected like support to agriculture 15% out of 78 respondents and birth and death registration 13% out of 78 respondents were also identified whereas 8% out of 78 respondents had no response. The findings indicate that the common known project implemented was empowering children followed by health education, Medical care and Support to agriculture among others.

The researcher further asked respondents, the level at which the community participated in the planning processes of Compassion international. Three categories of people were interviewed in each sub-county.

Out of 78 respondents interviewed, only 27% emphasized that the project they had participated in was empowering children, 19% out of 78 respondents said that they participated in healthcare education, 18% respondents mentioned that they participated in medical care and 15% out of 78 respondents said support for agriculture and only 13% of the respondents emphasised Births and Deaths Registration projects. About 8% respondents did not know the Compassion international whereas 92% of the respondent knew about them. The disparity in the knowledge about the Compassion international between the respondents and key informants is insignificant to suggest that the respondents know the Compassion international very well, which include Education

(empowering children irrespective of their sex), which is very necessary, healthcare services, water and sanitation, agriculture, and environment protection. Other projects were HIV/AIDS prevention and victim support programme among others.

The 15 key informants who were involved in this study were working for Compassion International Lyantonde District. These included Community Development Facilitators and partners. NGOs like Voluntary Efforts for Development Concerns were among the key informants interviewed. Therefore, the people who were interviewed actively participated in the implementation of the projects and were close to the source of information about the Compassion international.

The objective under in this section was to assess community participation in projects management which was emphasised by many scholars. According to Bardhan (2002), community participation includes efforts towards sharing decisions in the management of local projects.

The respondents were further asked how communities participated in the Compassion international. The responses are shown in Figure 4.3.

Figure: 3 How communities participate in the Compassion international
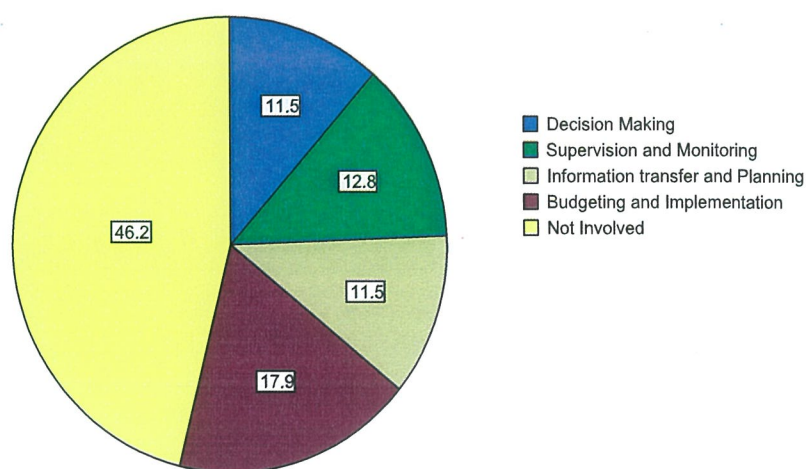
Source: field data

The findings indicate that 12% out of 78 respondents agreed that they participated in decision making, 13% said that they participated in supervision and monitoring, 12%

34

contended that they participated in information transfer and planning, 18% agreed that they participated in budgeting and implementation and 46% argued that they did not participate.

The findings here suggested that of sharing decision was not effectively achieved. This is because a significant percentage 46% of the respondents did not participate and did not know the planning processes of Compassion International Lyantonde District. In particular, the findings revealed that the highest percentage of local communities interviewed, who were beneficiaries of these projects did not participate in Compassion international. 56% had a different view of participation as noted from their responses. From the focus group discussions, it was observed that, "People participate but not adequately as key decisions are taken Compassion international staff and not by the people, for example, in deciding whose child to pay school fees for and why; the people do not participate in deciding whom they are to give cows to and when; they do not sit with people to decide who should get what and at what time". "The community only fulfils particular roles with limited decision making powers like forming the water user committees, which is supervised Compassion International Staff." Respondents were further asked how the communities participated in health related Compassion International.

Figure: 4 Participated in Health Education Trainings
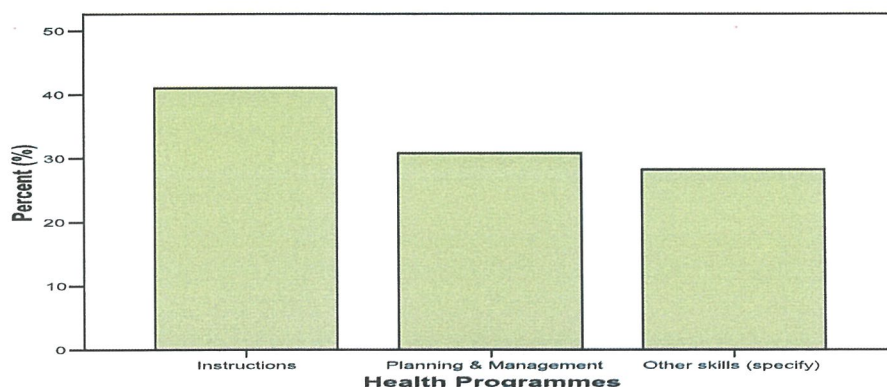
Source: Compiled from Field data

From the 78 respondents, it can be deduced that the community participated in health education through training of community members and giving them knowledge and skills on how to improve their health as indicated by 41% respondents who agreed that they were given some instructions on how to mobilise communities for self-help projects to uplift the standards of healthcare within their communities, 31% respondents agreed that they were inducted on planning and management of the community development projects and conducting planning meetings and only 28% contended that they were introduced to other basic skills like HIV/AIDS and some were instructed on how to treat mosquito nets with insecticides as illustrated in Figure 4.4 above.

It was noted from key informants, "Other skills like how to assess a child with dehydration and how to administer oral dehydration treatments were also practised. The trained community members use these skills to sensitise and mobilise the community for better health and also carryout home visits and home improvement campaigns."

From the 15 key informants, environmental protection was identified as the key activity that was emphasized Compassion international and 57% out of 15 key informants agreed that one of the major problems facing rural communities in Uganda was environmental degradation and lack of awareness which led to the massive cutting of trees for firewood and charcoal thereby causing environmental degradation. Wood and fuel account for 85% of the energy at household level and compassion international programme areas. This leads to the implementation of environmental protection. In line with above, communities have been trained in the construction of energy saving stoves, reforestation and environmental issues, the stoves are made from local materials, they are easy to make, they are smokeless and reduce wood consumption by 1/3. Beneficial results include reduced workload for women and improved health for women and children.

Respondents were further asked how the communities participated in education related Compassion international the findings are indicated in Table 4.8.

Table: 7 Participated in Education and Trainings

		Frequency	Percent
Valid	Construction of classrooms	18	23.1
	Paying school fees	28	35.9
	Provision of scholastic materials	15	19.2
	Techinical skills	17	21.8
	Total	78	100.0

Source: Compiled from Field data, 2018

From the table above, 23% out of 78 respondents agreed that they participated in construction of schools, 36% said that they contributed towards paying school fees, 19% respondents argued that they participated in the provision of scholastic materials and 22% argued that they participated in Technical skills (vocational skills development). The findings indicate that Compassion International enabled the people to participate in the implementation of the projects but not in planning processes.

From the 15 key informants, 53% out of 15 argued that they participated in all stages of project cycles but not only implementation.

When asked whether communities participated in other projects like agriculture, water and sanitation, 55% out of 78 respondents disagreed whereas 45% agreed. The findings suggest that majority did not participate compassion international agricultural related projects so was water and sanitation.

4.3 Capacity of People to Handle the Project

The objective in this section was to analyse how the benefits of participation compassion international's programmes accrue to the different beneficiaries. In accordance with this objective, the respondents were asked who the contributors to the project planning processes and implementation of activities were. The findings are as indicated in Figure 4.5.

Figure: 5 Contributors to Planning and Implementation activities
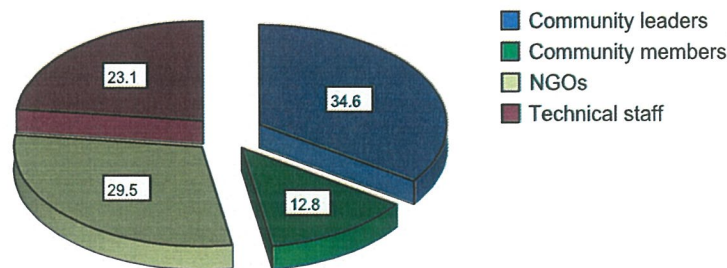
Source: Field data, 2018

According to Figure 4.5 above, only 35% of the respondents argued that community leaders contribute to Compassion International Lyantonde District planning and implementation activities, 13% contended that community members contribute, while 30% argued that NGOs contributed and only 23% contended that technical staff contribute in the planning and implementation activities of Compassion International Lyantonde District.

In here, the results suggest that although in the past Compassion international had limited inputs from the communities when planning and implementing projects, most projects were decided upon by community leaders and thereafter implemented mainly Compassion international and sometimes with plan-NGO partners.

This approach limited community empowerment and project sustainability, as they did not allow the communities to participate in the implementation process. The results suggest that local communities are supposed to be mobilised and through the assistance of Compassion International Lyantonde District, technical staff people engaged in meetings to identify and prioritise their local needs. These are then integrated into the Compassion international plans for implementation.

The results suggest that efforts to allow communities to participate in the planning processes are minimal which affects achievement of effective community participation. This approach limits community empowerment and project sustainability. Compassion International Lyantonde District has to enable communities to participate in planning and implementation thus building their capacity for sustainable projects and development. Otherwise, results revealed that there were few community members who participated in planning and implementation of Compassion international.

The implication of these findings is that more community members do not participate in Compassion international which lead to unsocial acceptability of Compassion international. Findings further show that knowledge about planning and implementation does not imply that local community members will be able to participate or will have the capacity to.

In this study, it has been shown that rural communities were more knowledgeable about the projects planning cycles but when it comes to actual implementation, few or no community member at all knew about the planning process and implementation of the projects. In here, findings reveal two types of participation identified by Oackley and Marsden (1990). These are passive participation and participation by consultation. Regarding passive participation, the findings established that the people participate by being informed about what had already been decided upon or had already happened and this cannot build the capacity with a better form of participation, at times people participate by being consulted on their priorities. The disparity in the participation of community members in the whole project cycle attributes to the differences in the efforts of community members to actively participate in Compassion international, which affects capacity building and sustainability of the projects.

4.4   Factors that influence participation of communities in Compassion international

Respondents were asked a number of questions relating to factors that influence the participation of communities in Compassion international. The objective was to assess factors that influence the participation of communities in Compassion international. Findings were as indicated in Table 4.7.

Table: 8 Factors that influence participation of communities

		Frequency	Percent
Valid	Decision making	17	21.8
	Information transfer & Planning	15	19.2
	Training & Capacity Building	19	24.4
	Budgeting & Implementation	14	17.9
	Supervision & Monitoring	13	16.7
	Total	78	100.0

Source: Field Data

While 22% out of 78 respondents argued that decision making can influence communities to participate in Compassion international, only 19% contended that information transfer and planning can influence them; 24% were of the view that training and capacity building can influence them, 18% of the respondents said that allowing them to participate in budgeting and implementation can influence them and 18% argued that supervision and monitoring can influence the communities to participate in Compassion international. The findings indicate that trainings and capacity building can influence respondents to participate in Compassion international.

On further probing from key informants, the findings revealed that before a project is implemented, Compassion International Lyantonde District holds meetings to inquire from the people what their priorities are in terms of projects. The community is assured that they would benefit from Compassion international. Added to this, Compassion International Lyantonde District puts aside funds to facilitate lunch and transport refunds for the people who participate in the meetings and other activities of the project like mobilisation and awareness programmes.

The findings suggest that the most common factors that influence participation are community mobilisation and awareness creation, implementation of community priorities and holding meetings as noted by some of the key informants that;

> "Plan involves people/communities in projects from initiation, planning and implementation; we identify the project with them and implement with

them. We have committees whereby we hold meetings, we do sensitisation
and mobilisation".

Also noted from the key informants, compassion international allows the community to participate in projects like income generating activities, making charcoal stoves and health programmes but concerning technical projects, they were only informed.

On further probing the key informants on the factors that influence community participation other than that mentioned above, their responses were as indicated in Table 4.8 below.

Table: 9 Other factors that influence Community participation

		Frequency	Percent
Valid	Sensitisation	16	20.5
	Mobilisation	25	32.1
	Holding meetings	37	47.4
	Total	78	100.0

Compiled from field data from Compassion International Lyantonde District Plan projects area

These findings suggest that the most common factor that influences participation is holding meetings 47%, followed by mobilisation through house to house visits 32% and awareness creation 21%. This shows that the influence on community participation is limited since not all aspects are captured.

On interviewing members of staff on this issue, 63% out of 8 agreed that the community participated at all stages of the project cycle starting from planning, implementation, monitoring and evaluation,

"We identify the projects and implement with them, we have community implemented plans and we have formed committees that monitor at all times and the community has been contributing resources like land, money and human resource inputs."

While 37% out of 8 argued that they do not participate,

41

"Communities have a lot of expectations as during planning they expect to participate but the local leaders of the areas hinder their participation as they want to own each and everything."

The findings showed that the community is not informed of decisions and actions. Though the key informants tried to defend their positions and actions that community members do participate effectively in the projects, the fact is that the community members have no say in either the processes or results.

Therefore, the community should participate in all aspects that affect them for it to be effective in influencing the performance of Compassion International Lyantonde District . The areas that influence their participation are only three namely meetings, awareness and mobilisation; they should also participate in other aspects like taking key decisions regarding the projects for example in financial management matters. The findings also revealed that even meetings are held in distant places where most community members cannot participate and if it had not been for transport refund and lunch that is provided by plan, the community members would not participate at all. The findings revealed that the majority of local women do not attend meetings because men (husbands) stop them from doing so. It's only the well to do and literate who attend; lack of facilitation and awareness also affect and influence community participation.

The findings further suggested that the level of participation of local community to certain activities of Compassion international is limited. This therefore shows that the planning process is not effective as local communities do not participate at all levels of the projects cycles of Compassion international.

4.5 Benefits of participation in Compassion international Management to different beneficiaries:

In here, respondents were asked a number of questions relating to benefits of participation in Compassion international. The findings revealed that there were both direct and indirect benefits to the community. According to the male respondents from Buyuki parish-Mpumudde sub-county, the benefits included building classrooms to

community schools, medical treatment to children, provision of improved seeds for food security and mosquito nets for prevention of malaria.

Table: 10 Benefits of participation in Compassion international

The benefits of participation compassion international project Management to different beneficiaries	Sub-County			
	Mpumudde	Kashagama	Kinuuka	Total
Medical care	7	7	4	18
	9.0%	9.0%	5.1%	23.1%
Improved seeds	4	5	1	10
	5.1%	6.4%	1.3%	12.8%
Water & Sanitation	6	3	4	13
	7.7%	3.8%	5.1%	16.7%
Classroom construction	2	8	11	21
	2.6%	10.3%	14.1%	26.9%
Environmental protection	5	2	9	16
	6.4%	2.6%	11.5%	20.5%
Total	24	25	29	78
	30.8%	32.1%	37.2%	100.0%

Compiled from field data from Compassion International Lyantonde District Plan projects area

According to the table above, responses from Kinwuka, Mpumudde and Lyantonde Kashagama sub-counties were as follows: 23% out of 78 respondents contended that there was provision of medical care services, 13% argued that they were provided with improved seeds, 27% of the respondents contended that Compassion International Lyantonde District constructed classrooms, 17% argued that they were provided with water and sanitation and 21% contended that they were provided with environmental protection skills.

According to the staff who were among the key informants, it was discovered that the benefits range from service delivery to goods like giving out books, drilling boreholes, awareness on safe water and sanitation, construction of classrooms and medical care as well as environmental protection.

The findings revealed that there were benefits as children were able to study in good environment; HIV/AIDS patients were getting drugs and other medical treatment. Findings from key informants indicated that Compassion International Lyantonde District constructed dormitories to vulnerable school children, supporting resource centres and constructed health centres, children centres for counselling and latrines for good sanitation. Other technical skills like vocational training and provision of bicycles and their repairs were also provided. As a result, some youths benefited directly from the bicycles received and the fees paid in the vocational centres for their training.

The findings from the key informants also revealed that corruption was very rampant more especially with the technical staff, and administrators of Compassion international as noted by 66% out of 15 key informants. It was noted that the contribution of 10% to each project by the community members limits many people from receiving some of the services. The benefits like giving out cows, building classrooms, supply of improved seeds and school uniforms to children as well as drilling of boreholes Compassion international are directed to a few community members. The benefit is still minimal; there are many complaints as majority of the people have not benefited from Compassion international due to unfair distribution of resources as mentioned by 73% of the key informants, "only 1% of entire population that benefits".

The findings from key informants therefore suggest that there are both direct and indirect benefits though limited. The problem being that there is lack of communication, feedback, and proper accountability, which make people not to appreciate the services. Pretty et al (1995) observed that feedback is important because if people know what has been done for them and what will be done for them, they tend to trust the programme and are ready to give it their support. However, findings suggest that this is not the case especially

compassion international program area. This could explain the sluggishness in the development process of the area.

The findings from key informants in the focus groups and the general observations also revealed that as Compassion International Lyantonde District introduced cost sharing where the community members were asked to contribute of 50% in cash or in kind, many people could not afford this much due to poverty and this limited their participation in the projects, though Compassion International Lyantonde District was changing from its traditional approach to a new one where they wanted people to own projects for their sustainability.

The fact is that many people in rural communities are poor to afford that 50% community contribution; others did not comprehend to the NGO's approach because they thought that the NGO was benefiting from them rather than the community benefiting from it (NGO) as noted by the key informants.

Added to the above, is the problem of bureaucracy whereCompassion international has many structures of organisations, which delay in some decisions; at times decisions are taken in favour of the donors' interests not the interests of the community. It was noted, "Donor interest always influences abrupt programmes, which do not give chance to community to participate".

The findings further revealed that Compassion International Lyantonde District takes a leadership role, focusing on their opportunities but not building on past community successes and this fosters participation; this is what is happening compassion international commented by key informants.

The findings also revealed that the few people who participate in Compassion international are the well to do individuals and those that are close to Compassion International Lyantonde District officials and this has undermined community participation in NGO projects management.

4.6   Mitigating hindering factors to ensure effective Community Participation in Projects Management

In this section, questions like what should Compassion International Lyantonde District do to improve or encourage the community to participate were discussed. The purpose was to analyse how these factors can be mitigated to ensure effective community participation in Compassion international. The findings revealed that Compassion International Lyantonde District does not facilitate the communities to participate directly in their projects and unless Compassion International Lyantonde District allows the people to participate in all projects cycles, they cannot ensure effective community participation and its associated benefits. Compassion International Lyantonde District at times does not have timely and planned projects; they need to have well planned, sustainable and focused programmes; mobilise the people and conduct awareness sessions for them before the actual implementation of projects. Compassion International Lyantonde District should also stop implementing predetermined projects but those which come from the communities themselves. This will attract community participation. The findings are shown in the Table 4.12 below.

Table: 11 Factors to encourage effective Community Participation

Mitigating hindering Factors	Frequency	Percent
Information transfer and Easy communication	17	21.8
Interaction	15	19.2
Material motivation	12	15.4
Persuasive	16	20.5
Project ownership	18	23.1
Total	78	100.0

Source: Compiled from field data from Compassion International Lyantonde District Plan projects area

Respondents had varying views of the factors that can encourage the community to participate in Compassion international as explained in the above table. 22% out of the

78 respondents suggested information transfer and easy communication which include gathering of information from the community and sharing the results involving implementation; 19% of the respondents suggested interaction where the community has to work with other actors; 21% of the respondents argued that persuasive factors which involve informing the community of the decisions and actions through printouts and media programmes while 15% of the respondents suggested material motivation which includes training of staff and beneficiaries and giving out of goods or cash in return for the community services or roles and, 23% suggested project ownership where the community controls decision making.

The findings from key informants revealed that the local leadership of the area hinders others from participating, as they want to own the programmes. Compassion International Lyantonde District should trust the community and community committees to handle and implement the projects, should be allowed to do everything on their own; be partners in Compassion international and build the capacity of the community and Compassion International Lyantonde District staff.

The findings suggest that there is need for more awareness and strengthening of Compassion International Lyantonde District programmes on radio and other media as well as community empowerment to manage the projects. As noted by key informants,

"There is need to strengthen the existing groups".

The findings also suggest that to mitigate community participation, Compassion International Lyantonde District has to remove or minimise bureaucracy and avoid following cooperate systems, make patterns that are user friendly, train staff and beneficiaries, increase funding so as to eliminate cost sharing on community projects, implement projects that are of community preference and on timely basis, the key informants noted.

The findings further revealed that lack of awareness and low levels of education are some of the key constraints that limit community participation compassion international project. The key informants noted,

"Lack of interest and elite attitude towards local community, that they are illiterate and ignorant, limits their participation and this kind of attitude needs to be changed so as people to be involved".

According to Oakley and Marsden (1990), some of the constraints that limit community participation are operational constraints. They include inadequate delivery mechanisms, lack of local coordination and inadequate funding. Others were wastage of time and difficulties in accommodating various views of people; if these are addressed then community participation will be achieved.

The general findings indicate that community participation in non-governmental project management as per Compassion International Lyantonde District to a large extent is limited.

CHAPTER FIVE

DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS

5.0   Introduction

This section presents the discussions, conclusion and recommendations of the study. It is divided into two sections. The first section presents the discussions and conclusions from the findings while the second section presents the recommendations to the study and research questions.

5.1 Discussions

5.1.1 Level of Community Participation

The study established that the key informants, focus group discussion and general respondents were knowledgeable of the community participation in non-governmental organisations project management. Community participation was viewed by Paul (1986:2) that it is an active process by which beneficiaries influence the direction and execution of a development project with view to enhancing their wellbeing in terms of income, personal growth, self-reliance or other values they cherish. There is increased evidence that communities compassion international program area do not participate in projects meant for them. This came up when they were asked about their level of participation in Compassion international Management. The findings indicate that the common known project implemented was empowering children followed by health education, medical care and support to agriculture among others. Though Births and Deaths Registration were identified, it is not common though the Compassion international are many, still people contend that they do not know 92% out of 78 respondents are in view of this.

However, evidence shows that community members knew the Compassion international meaning that they participated in the implementation but to a less extent. On accessing community participation in projects management, 67% contended that they did not participate. The findings showed that the community did not participate in Compassion international. When asked how communities participated in the Compassion international,

46% of the respondents argued that they did not participate; hence the findings show that sharing of information and decisions was not effectively achieved.

All in all, the findings of this objective indicate that the highest percentage of the local community members who are the beneficiaries of this project did not adequately participate in the projects.

In view of Boydels and Lnnew (1997) state that there are two entrepreneurs of the term participation. It can simply mean taking part, being present, being involved or consulted. Alternatively, it could denote a transfer of powers of decisions to participants and knowing that one's actions and views can make a difference and may be acted upon thus leading to participation.

It can be deduced that communities participate in Compassion international but not effectively. To have effective participation, there are factors to be considered that is, confidence, and capacity, ownership of ideas, commitment, partnership, beneficiaries and community, role of the practitioner, power and purpose, control initiation and process which seems to be missing compassion international.

5.1.4 Factors that influence Community Participation

In the study, the objective was to investigate the factors that influence participation of the community members in project management. The findings indicate that training and capacity building can influence community participation in Compassion international. Meetings were identified by key informants; mobilisation and awareness as impacting on community participation.

The factors identified cannot impact on community participation. This shows that the planning process is not effective as some questions on the factors that impact on community participation remained unconsidered.

In here, participation is regarded as a means of improving the quality and relevance of projects by facilitating their implementation including the contribution of local resources and acceptance. The research established that popular participation is normally restricted

to some hastily organised meetings where experts brief local people about the purpose of the projects rather than allowing them to participate in projects right from the beginning. It was noted by the staff of Compassion International Lyantonde District : "We identify the projects and implement with them".

This is an indication that projects do not come from the people. Therefore, the study established that the factors that impact on community participation would be involving them in training and capacity building, decision making, information transfer and planning, budgeting and implementation as well as supervision and monitoring. If these are not well applied, community participation cannot be complete. This implies that influence on community participation is limited since not all aspects that are necessary for community participation are captured.

More so, meetings that are conducted Compassion international officials are attended by the well to do-rich and literate. In general, factors that impact on community participation are participation in all processes of project cycle from planning, implementation, monitoring and evaluation According to Reid, J. N. (2000:5), community participation is not an idle principle. Communities that have chosen to follow it find that not only do they derive more satisfaction from the joy that comes from open community participation, but also achieve more results, more rapidly, and with greater benefit to the community as a whole. In short, participating communities succeed better than those that only pay lip service to this important principle.

5.1.5 Benefits of Community Participation

The objective of the study was to analyse how the benefits of participation compassion international program management accrue to the different beneficiaries. The findings here indicated that there were both direct and indirect benefits though limited. Among the benefits revealed were people getting medical care, improved seed, water and sanitation like drilling of boreholes, classrooms construction; provision of conducive learning environment for children and environmental protection.

The direct benefits identified were provision of medical treatment like drugs for the HIV/AIDS patients, provision of conducive learning environment and accommodation for the vulnerable, resource centres, health centres and counselling services; technical skills like carpentry, welding and saloon management and hair dressing among others and bicycles and their accessories for easy movement from home to the training centres.

On the contrary, there were some shortcomings which were mentioned like corruption, donor interest influencing abrupt programmes which do not give chance to community participation. The findings therefore, revealed that there are benefits for community participation. However, the real benefits of community participation should help individuals and groups from different communities to identify and express their own views and needs to enable a collective action to be taken to mitigate the problems and to build the capacity of the local people to solve their own problems. Though there are both direct and indirect benefits of Compassion international, decisions on these projects are not rooted from the people as noted by the respondents,

> "Some powers, self-reliance and controlling of these projects have been taken away".

In order for the people to realise real benefits from the Compassion international, they should have control, power, authority in decision making and full participation.

It is vital to remember that participation is a basic human right and it promotes other rights as it is outlined in Article 27(1) of the Universal Declaration of Human Rights which states, "Everyone has a right to freely participate in the cultural life of the community to enjoy the output and share in the scientific advancement and its benefits". Hence, for community to realise benefits, they must participate fully in each and every project of Compassion International Lyantonde District (The 1995 Constitution of Uganda).

5.1.6 Mitigating factors hindering Community Participation

Under this section, the objective was to analyse how these factors can be mitigated to ensure effective community participation. The study achieved the objective as the findings suggest that mitigating factors range from social, economical and political. The

study identified information transfer and easy communication, interaction, material motivation; persuasion and project ownership. Sharing of information includes gathering information from the community and sharing results for effective implementation; interaction means that the community is free to work with other actors; persuasion include informing the community of the decision and actions of the projects through various means including the media; material motivation involves training of staff and beneficiaries and giving out goods or cash in return for the services offered by the community members or roles for sustainability and lastly, project ownership is a process where the community controls decision making.

In view of Compassion International Lyantonde District staff, mitigating factors are meetings where different groups and families are mobilised provided with awareness sessions to help the community become aware of the problems surrounding them.

The findings revealed that to mitigate the factors that hinder community participation, there is need to create awareness through meetings, workshops and other programmes using the media and community empowerment. Compassion International Lyantonde District has to involve the community directly and eliminate all bureaucracies as observed by Oakley and Morsden (1990). Some of the constraints of community participation are operational; these include inadequate delivery mechanisms, lack of coordination and inadequate funding.

Compassion International Lyantonde District needs to empower the community as community empowerment acts as a cornerstone for motivating people to become committed to what they do and it involves the responsibility of the community for their actions which contributes to organisational goal. Empowerment has to take on a form in order to be felt that is, an initiative that organisations claim to be empowering people to be translated into convert practical arrangement, which sets a framework within which the empowered operate (Ripley & Ripley, 1993).

In an attempt to provide a means of locating, describing and analysing the forms of empowerment being introduced in a particular organisation, Lashley & McGoldrick (1999)

identified four forms of empowerment. These are task allocating, power dimension, commitment dimension and culture dimensions based on a bi-polar model that assumes 'top-bottom' approach at the extreme and a more empowered approach at the other. To mitigate hindering factors, Compassion International Lyantonde District needs to change its approach and involve people fully otherwise, the suggested mitigating factors are not comprehensive enough to support community participation.

5.2   Conclusion

The key informants who are co-implementers of Compassion international do all the work that plan does, yet the local people including respondents from community are only consulted at situation analysis level, but for the other major stages of project like the project identification level, implementation, monitoring and evaluation, they are left out completely hence the low level of participation.

5.2.4 Level of Community Participation in the Compassion international Management

The study established that the key informants and respondents were knowledgeable about community participation and non-governmental organisation projects management. This was attributed especially to the employment status of the key informants as compared to the respondents of the local community in the project area. Key informants were people actively or partially working with Compassion International Lyantonde District as well as partner NGOs while local community respondents were people who were on the receiving end of the services of the projects. As a result, the informants were closer to the source of information about projects management by virtue of their position. Thus, the key informants were more sensitised about community participation and Non-Governmental Organisations' projects management than the respondents from community. The key informants are the co-implementers to Compassion international meaning, they do almost all the worker that Compassion International Lyantonde District does, yet the local people including the respondents from community are only consulted at situation analysis level. They are left out at all other major stages of planning, hence the low level of community participation.

It was established that community participation is a process where the community is mobilised and through the assistance of Compassion International Lyantonde District , technical staff, people are engaged in meetings to mainly identify and prioritise their local needs; these are then integrated to the Compassion International Lyantonde District development plan for implementation. For effective community participation, Compassion International Lyantonde District should engage the community to organise, plan, share tasks with professional staff of Compassion International Lyantonde District , contribute financially to projects and help make decisions about the activities that affect their lives. This would ensure full ownership of Compassion international, which will guarantee their sustainability, and thus the performance of Compassion International Lyantonde District . The study established that most of the local community members were not involved in Compassion international; it further established that community participation in planning process was much limited. It established that the technical personnel and partner NGOs do only participate in implementation and monitoring of planned projects and local community and local leaders like LCs do not participate in supervision and monitoring the outcomes of the projects or programmes of Compassion International Lyantonde District . The only area where the community participates is in information sharing and identification of the problems, which at times are not implemented immediately or even never implemented at all.

The study established that the nature of community participation is only through meetings where they would share information, identification of the problem and prioritise. However, the local community was less knowledgeable of the many activities involved in community participation especially planning activities of technical staff. It was established that community participation did not effectively influence the performance of Compassion international; this is evidenced by some of their demands, which were not incorporated in Compassion international.

5.2.5 Factors that hinder Participation

Among many factors identified that hinder participation were, that, when Compassion International Lyantonde District introduced cost sharing whereby community

members were made to make contribution of 50% in cash or in kind, many people could not afford this much, due poverty and this limited their participation. Another hindering factors identified were too much of bureaucracy where Compassion international has many structures of organisations which makes delays in some decisions, this hinder people to participate as decisions are delayed, people loose interest.

In the study it was established that corruption is also a hindering factor as it was discovered to be very rampant more especially with technical staff, this corruption when the administrators limits many community members to participate and receiving some of the services, when Compassion International Lyantonde District introduced the cost sharing some officials abuse it, by demanding money from beneficiaries which hinder their participation

The findings also revealed that the local leadership of the area hinder others from participating; as they want to own the programmes and the project and due to this, few people participate in projects. The findings also revealed that lack of awareness and low levels of education are the key constraints that limit community participation and lack of interest and the elite attitude towards local community that they are unable to participate also limits their participation and this kind of attitude need to be changed so as to enable the people to participate freely and willingly.

5.2.6 Benefits of Community Participation

While developing participation structure and procedures, requires targeted efforts and resources. This was discovered as an essential way of reinforcing a sense of dignity, reducing vulnerability and helping to build a local capacity without undermining peoples own coping strategies in the times of crisis. In the study it was established that there were both direct benefits and these benefits include medical care, improved seed, water and sanitation like drilling of boreholes, classrooms construction; provision of conducive learning environment for children and environmental protection.

The direct benefits identified were provision of medical treatment like drugs for the HIV/AIDS patients, provision of a conducive learning environment and accommodation

for the vulnerable, resource centres, health centres and counselling services; technical skills like vocational training of orphans, facilitation in form of bicycles and their repairs. However, there is need for Compassion International Lyantonde District to organise programmes where the community can be taught some of the technical planning activities like project management. These do not need to be difficult for community to learn and thus in their planning for their local needs. However, because of the few activities that the community participates in, compassion international project, the level of local community participation compassion international project management was found to be limited, yet effective community participation requires that people of the local community organise, plan, share tasks with professionals, contribute financially to projects or programmes and help make decisions about activities that affect their lives, short of this, implied that people from local community partially own the Compassion international which does not generate their sustainability.

However, despite the fact that there are benefits as mentioned above, some cases of corruption were also observed which led to few people to benefit in Compassion international due to unfair distribution of resources; other shortcomings mentioned include donor interest which influences abrupt programmes and this does not allow the community to participate. Participation should allow and give individual chance to take decision in all aspect of project cycle.

5.2.7 How hindering factors can be mitigated for effective Community Participation

Among the hindering factors that can be mitigated are effective communication and feedback as well as proper accountability. Lack of effective communication, feed back and proper accountability has made people not to appreciate the services of Compassion International Lyantonde District project. Therefore, feedback is important and should be emphasised. The people should know what is done for them and what is to be done for them; they tend to trust the programme. The study identified information transfer and easy communication, interaction, material motivation and project ownership as the key

elements to be addressed so that Compassion International Lyantonde District can achieve its objectives.

5.3 Recommendations

There is need to ensure that all the beneficiaries in local communities are knowledgeable about community participation and project management as well as planning processes in Compassion international.

This can be achieved through awareness programmes conducted at village level, throughout Compassion international. The use of multiple media for this purpose would make the awareness effective because with multiple media information about the community participation, project management and planning would be easily taken closer to the local community.

There is need for empowerment of women through supporting their own initiatives, as this will sustain their self-reliance as women discrimination is seen to be common compassion international community project area. The approach should recognise that women experience is very valid control to the project approach of participation is the ideas that project activities must not impose ideas to the people! In this case, local women must diagnose what they want and need and Compassion International Lyantonde District should be able to incorporate them in their project planning and implementation. Otherwise, it was discovered that women are not free to participate due to economic factors and male domination.

5.3.4 Level of Community Participation

There is need for Compassion International Lyantonde District to organise programmes where the community can be taught some of the technical planning activities like project management. These do not need to be difficult for community to learn and thus in their planning for their local needs. However, because of the few activities that the community mainly participates in, in Compassion international, the level of local community participation compassion international project management was found to be limited, yet

58

effective community participation requires that people of the local community organise, plan, share tasks with professionals, contribute financially to projects or programmes and help make decisions about activities that affect their lives (Litvade, Junaid and Bird, 1995) institutional development groups 2002) short of these, implied that people from local community do partially own the Compassion international which does not generate their sustainability.

5.3.5 Factors that hinder Participation

Factors that hinder participation were identified as lack of awareness therefore there is need to create awareness through sensitisation programmes using the media and community empowerment Compassion International Lyantonde District has to involve the Community, plan has to empower community as community empowerment acts as cornerstone for motivating people.

Compassion International Lyantonde District should remove or minimise bureaucracy and not following the corporate systems, Compassion International Lyantonde District should make policies that are user friendly for example they should reduce community contribution from the current 50% to at least 10%, implement projects that reflect the communities' priorities, train staff and beneficiaries, increase the funding on community projects and ensure that they implement the projects in scheduled time and prepare the beneficiaries to receive and accept the project as people/community are not prepared as Compassion International Lyantonde District has no mechanism to explain the sustainability and communities not empowered fully to cope with the situation. In terms of weaknesses, there is a need for Compassion International Lyantonde District to put in place mechanisms of retaining staff as this may and also affect effective projects implementation and sustainability.

5.3.6 Benefits of Community Participation

In the study, the benefits were identified to be both direct and indirect though limited. Among the benefits revealed were people getting medical care, improved seed, water and sanitation like drilling of boreholes, classrooms construction; provision of conducive learning environment for children and environmental protection. The other direct benefits

identified were provision of medical treatment like drugs for the HIV/AIDS patients, provision of conducive learning environment and accommodation for the vulnerable, resource centres, health centres and counselling services; technical skills like vocational training and provision of bicycles and their repairs. This should be emphasised and at least the people who are the beneficiaries to be given chance to fully participate and be consulted at all levels of a project cycle. Enabling community to participate and giving them responsibility for some actions contributes to organisation development and better performance goals.

5.3.7 How hindering factors can be mitigated for effective community participation

There is a need to ensure that there is a feedback to the local community about the planning process, community participation and preparing them so that they can develop a sense of ownership. Lack of communication and clear feedback has been commonly identified as a major hindering factor. Clear feedback can be achieved by relying on a number of media, awareness meetings, newspapers and notice boards. This would increase the morale of community members to participate in Compassion international because of increased awareness on what is going on and can easily appreciate the community participation and projects management in Compassion international.

There is a need to facilitate community committees to participate at all levels of Compassion international and in so doing, it will help develop clear focused programmes/projects in line with current needs of beneficiaries, release funds in time, provide awareness to the community people. This will further help in creating a sense of ownership of the Compassion international by the community, lead to sustainability and prepare communities to live on their own.

5.4 Area for further Research

The following areas need research attention:

1. Has the community been informed about the reasons why they participate in their community development?
2. Have the programmes or projects of NGOs impacted on development of the community?
3. Do members of the communities and extended families have opportunities to learn about their development needs?
4. Are the communities and NGO beneficiaries, groups etc. aware of the extent to which their contribution affects the success of the projects or not?

REFERENCES

Andrea Cornwall and John Gaventa (2000); "From Users and Choosers to Makers and Shapers: Repositioning Participation in Social Policy", IDS Bulletin 31(4).

Barr A. Fafchamps, M. & Owen T, (2003): Non- Governmental Organisations in Uganda, A report to the Government of Uganda

Barr, A. Fafchamps, M. (2005): A client-Community assessment of NGO sector in Uganda, University of Oxford

Barr, A. Fafchamps, M. & Owen, T (2005): The Governance of Non-Governmental Organisations in Uganda. University of Oxford and Nottingham, UK

Beck, U. (1999); What is Globalisation? Cambridge: polity press.

Beresford, B. (1997): Personal accounts: Involving Disabled Children in Research, London: The stationering office

Brohman, J. (1996): Popular Development: Rethinking the theory and practice of development, Blackwell publishers, Oxford

Campbell, P. (1987); Management Development and Development management for Voluntary Organisations, Occasional paper No.3, International Council of Voluntary Agencies, Geneva

Cees Leewis (2000); "Re-conceptualising Participation for Rural Development: Towards a Negotiated Approach"

Clark, J. (1991); Democratising Development: The role of voluntary organisations, London: earthscan.

Dale, R. (2000): Organisation and development, Sage publications, New Delhi, India

Eade, D. (2000): Development, NGOs and Civil Society, Oxfam GB, UK

Elizabeth Kleemeier (2000); 'The impact of Participation on Sustainability: An analysis of Malawi Rural Piped Scheme Programme', Article provided by Elsevier in its journal World Development.

Glyn Williams, Rene Veron, tuart Corbridge and Manoj Srivasta (2003), "Participation and Power: Poor People's Engagement with India's Employment Assurance Scheme", Development and Change.

Giske C. Lillehammer, (2003): State-NGO relationships in transitional democracies: The case of CPA-ONG- a government centre for advancement of NGOs in Benin, April-2003

Goldthorpe, J. E. (1996); The Sociology of Post-Colonial Societies. Cambridge: Cambridge University Press.

Harper, E.H and Dunham, A. (1959); Community organisation in action. Basic literature and critical comments, New York: Association press.

James Midgley (1986); "Community participation: History, Concepts and Controversies", in James Midgley, Anthony Hall, Margaret Hardiman and Dhanpaul Narine (eds.) London: Methuen.

Jethro Pettit (2000); "Strengthening Local Organisation: Where the Rubber Hits the Road" IDS Bulletin 31(3)

Jules N. Pretty (1994); "Alternative Systems of Inquiry for a Sustainable Agriculture", IDS Bulletin, 25(2)

Kirby, Lanyon, et al (2003): Building a culture of participation: Involving Children and Young People in Policy, Service Planning, Delivery and Evaluation, Research Report, Department for Education and skills, London

Kissane, C. (2005): What is an NGO? (The Colgate scene)

Makara Sabiti: NGOs in Uganda: Their typologies, roles and functions in governance, Centre for Basic Research: Kampala

Michael Edwards (1989); "The irrelevance of development studies", third word quarterly

Norman, R. J. (2000): Community Participation: How People Power Brings Sustainable Benefits to Communities, USDA Rural Development, Office of Community Development

Parsons, T. and Shils, E. A., eds (1951); Toward a General Theory of Action. New York: Harper and Row.

Parsons, T. (1966); Societies. Evolutionary and Comparative Perspectives. Englewood Cliffs, NJ: Prentice-Hall.

Peck, Scott M (1998); The Different Drum: Community Making and Peace, New York: Touchstone Books, 1998, pp. 59-76 on books.zaadz.com/20428/the_different_drum/by_m_scott_peck - 28k

Sherry Arnstein (1996); "A ladder of Citizen Participation", in Richard T. Le Gates and Frederic Stout (eds), the City Reader, London and New York: Routledge

Shirley A. White (1994); "The Concept of Participation: Transforming Rhetoric to Reality", in Shirley A. White, K. Sadanandan Nair and Joseph Ascoft (eds).

Sotirios Sarantakos (1998): Social Research, 2nd Edition, Charles Stuart University, Australia

Uganda Report chapter (2005) civil society review and comments published by ANPPCAN

Vraneski, Ariella: Effective Community Participation in Urban Development. Is it Possible? Does it exist? Pp120-152 on www.ifz.tugraz.at/index_en.php/filemanager/download/559/Ariella-Vraneski.pdf

William Muhumuza (2007); Credit and Reduction of Poverty in Uganda Fountain
    Publishers Kampala.

World Bank Website (2001): Non- Governmental Organisations and civil
    Society- An overview

Community participation and empowerment: Putting theory into practice: The
    Guide to Effective Participation on
    http://www.jrf.org.uk/knowledge/findings/housing/h4.asp 13th march 2008

http: www.press.unich.educpdf/0472106201-ch2.pdf 13th May 2009

http://en.wikipedia.org/wiki/Systems theory 13th march 2008

Non-Governmental Organisations, Wikipedia, the free encyclopaedia

The guiding principles on internal displacement 1998

The universal Declaration of Human Rights 1948

www.odi.org.uk/mnap/publications/participation-study-htm#

www.brockings.edu/projects/idp/gp-page aspx

www.UN.org/overview/rights.html

APPENDIX A

QUESTIONNAIRE

I am **LKYARIMPA DIANA** (or acting on behalf), a bachelor's degree in Development Studies of Kampala international University, undertaking a research on **"Community Participation in Non-Governmental Organisations' projects management: A case study of Compassion International Lyantonde District"**.

This study is purely academic and is a partial requirement for Bachelor's degree. Being a stakeholder in participation and organisations projects, we purposively selected to participate in this study by responding to the questions in the questionnaire. The names of the respondents and the answers given will be kept confidential. Thank you for accepting to participate in this study.

Date: _____

Names of the interviewee: _____

Age: _____

Sex: Female ☐ Male ☐

Designation: _____

Level of qualification/Education: _____

1. What community projects are being undertaken Compassion international ?

_____

_____

2. How are communities being involved?

_____

_____

3. What are the factors that hinder or enable community participation?

_____

_____

4. Who are the target beneficiaries of Compassion International Lyantonde District and how are they identified?

_____

_____

5. What problems so far have you identified with Compassion international?

_____

_____

6. What are some of the benefits of participation in Compassion international?

_____

_____

7. In your opinion, what should Compassion International Lyantonde District do to improve or encourage community participation?

_____

_____

8. In case Compassion International Lyantonde District phases out in Compassion international how people are ready and prepared to cope with and sustain themselves?

_____

_____

APPENDIX C

TABLE FOR DETERMINING SAMPLE SIZE FROM A GIVEN POPULATION

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size

"S" is sample size.

Krejcie, Robert V., Morgan, Daryle W., "Determining Sample Size for Research Activities", <u>Educational and Psychological Measurement</u>, 1970.

APPENDIX D: TIME FRAME

ACTIVITIES	PERIOD OF ONE YEAR				
	2 Months	3 Month	2 Months	3 Months	2 Months
A Pilot study	███	███			
Study analysis		███	███		
proposal design		███	███		
proposal development and submission			███	███	
Data collection and analysis				███	
Final report writing and submission					███

APPENDIX E: RESEARCH BUDGET

No	Item	Particulars	Description	Unit cost	Total
1	Stationery	Ream of papers	1	14,000	14,000
2	Field work	Transport	5 trips	30,000	150,000
		Accommodation	10 nights	20,000	200,000
		Laptop	Dell	800,000	800,000
5	Miscellaneous				50,000
	TOTAL				**1,473,000**

KIU **KAMPALA INTERNATIONAL UNIVERSITY**
EXPLORING THE HEIGHTS

Ggaba Road, Kansanga* PO BOX 20000 Kampala, Uganda
Tel: +256 700292329, Fax: +256 (0) 41 - 501 974
E-mail: aine.rosette@kiu.ac.ug,
* Website: http://www.kiu.ac.ug

COLLEGE OF HUMANITIES AND SOCIAL SCIENCES
DEPARTMENT OF DEVELOPMENT, PEACE AND CONFLICT STUDIES

March 12th 2018

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: INTRODUCTION LETTER FOR Ms. KYARIMPA DIANA
REG NO: BDS/44786/143/DU

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

She is currently conducting a field research for her dissertation entitled, "The Impact of **community participation in Non-Governmental Organisations Projects Management : Acase of Lyantonde District'**

Your organisation has been identified as a valuable source of information pertaining to her Research Project. The purpose of this letter is to request you to accept and avail her with the pertinent information she may need.

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

Any assistance rendered to her will be highly appreciated.

Yours faithfully,

Dr.Rogers Barigayomwe
Head of Department