FACTORS AFFECTING THE PERFORMANCE OF THE FARM INCOME ENHANCEMENT AND FORESTRY CONSERVATION PROJECT: A CASE OF SOROTI DISTRICT

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DECLARATION

I, Maureen Anino, declare that the work presented in this dissertation is original. To the best of my knowledge, such a study has never been submitted for any award in any institution or publications as a whole or in part and other works have been acknowledged where cited.

Signed …….

MAUREEN ANINO

Date:…….

APPROVAL

We certify that Maureen Anino conducted a study and wrote this report under our supervision. The report has been submitted for examination with our approval.

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DEDICATION

To Baba and Mama, Dr and Mrs. Engoru, for making me what I am today.

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TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF ACRONYMS

ADB	-	African Development Bank
FIEFOC	-	Farm Income Enhancement and Forestry Conservation
GDP	-	Gross Domestic Product
GOU	-	Government of Uganda
MAAIF	-	Ministry of Agriculture, Animal Industry and Fisheries
MDG	-	Millennium Development Goals
MOFPED	-	Ministry of Finance, Planning and Economic Development
MOLG	-	Ministry of Local Government
MWLE	-	Ministry of Water Lands and Environment
NDF	-	Nordic Development Fund
NGO	-	Non Governmental Organization
PEAP	-	Poverty Eradication Action Plan
PMA	-	Plan for Modernization of Agriculture
PPP	-	Public Private Partnerships
SFM	-	Soil Fertility Management
SSI	-	Small Scale Irrigation
UBOS	-	Uganda Bureau of Statistics

ABSTRACT

This study was an investigation into the factors affecting the performance of the Farm Income Enhancement and Forestry Conservation Project (FIEFOC) in Uganda, taking Soroti District as a case study. It was guided by the general objective of examining the factors affecting the performance of FIEFOC project which included institutional factors, stakeholders, involvement and farmers' attitudes.

A cross sectional survey research design was used to conduct the study. Questionnaires, interview guides, and observation checklists were used as tools of Data Collection with data being analyzed quantitatively using SPSS and the thematic themes applied for qualitative data annalysis. The study found that institutional factor, stakeholders' involvement and farmers attitudes all have a positive significant effect on the performance of the FIEFOC project with moderate regression coefficients of 0.531, 0.594 and 0.603 respectively.

The study concluded that institutional factors, stakeholders' involvement and farmers' attitudes have significant effects on the performance of the FIEFOC project and these need to be improved by recruitment of more staff, involvement of local leaders in decision making and establishment of demonstration sites for the different technologies being implemented.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This study was an investigation into the factors affecting the performance of the Farm Income Enhancement and Forestry Conservation Project (FIEFOC) in Uganda, taking Soroti District as a case study. In this study, factors will be the independent variable while the performance of the Farm Income Enhancement and Forestry Conservation Project will be the dependant variable. This chapter will present the background to the study, the statement of the problem, the purpose of the study, the objectives of the study, the research questions, the hypotheses, the scope of the study, the significance of the study and operational definitions of terms and concepts.

1.1 Background to the Study

Farm income is the measure of income from the sale of farm related goods and services obtained from agriculture, as well as forms of direct payments from the government.

Globally, there is ample evidence of continued low income levels, starting at little change and low agricultural productivity. Thus the leading cause of rural poverty is the lack of sufficient access and low productivity of land (de Janvry and Sadoulet, 1989 a).Furthermore, concern about problems of environmental degradation and long term survival increasingly focuses on problems of peasant access and use of land resources (Thieusenhusen, 1991). In this vein, Reardon and Vosti (1995) offer a new conceptual framework to explore the poverty environment links asserting the range of types of poverty is lack of various income flows derived from natural resources.

Evidence is presented in favor of an approach to food security that promotes off farm income generation and land access enhancement as complementary parts of a policy regime. However Stanfield (1985) argues that farmers are affected by a number of factors such as alternative investment opportunities, accessibility of production inputs, the farmers present debt structure and overall profitability of farming and the availability of investment capitals. These facts are dependent on agriculture and macroeconomic policies. More over the assumption that credit is available must be seriously questioned. In an environment of imperfect capital markets, small farmer's access to credit is rationed.

Agriculture is the backbone of Africa's economy contributing to 20% of the GDP with about 70% of Africans and roughly 80% of the continents poor living in rural areas and depend on mainly agriculture for their livelihood (UN, 2007).In 2001, poverty was established as a rural phenomenon in the Africa with about 47% of the population living below the poverty line (World Bank Report, 2002). This majority is generally unable to meet basic food and other needs due to the continuous poor performance of the agricultural sector, therefore the sector performance and rural development are critical in the successful attainment of the Millennium Development Goals in Africa.

African leaders have recognized the importance of increasing farm incomes through agriculture and natural resource management and adopted in 2004 a target in the Maputo Declaration to allocate 10% or more of the national budgets to agriculture and rural development by 2008(NEPAD, 2003).This has not been achieved since by 2004, many of

the countries were only allocating between 3.5 -4 % indicating little progress towards this target. In line with its Agriculture and Rural Development Sector Policy 2001, the African development Bank (ADB) assists African countries to develop comprehensive and realistic plans for rural development and agricultural modernization.

1.1.1 Historical Background of FIEFOC

FIEFOC was established in 2004 as a joint concerted effort involving the GoU, ADB and the Nordic Development Fund (NDF).Farm income and forestry conservation project was designed to support GoU's Plan for Modernization of Agriculture (PMA). PMA is a strategic framework which was launched in December 2000, as part of GoU's strategy to address poverty eradication through agricultural transformation; as contained in the PEAP.

In order to reduce on the income poverty levels, Uganda in 1997 developed a comprehensive multi-dimensional development programme called the Poverty Eradication Action Plan (PEAP) with the main aim of enhancing production, and increased agricultural performance to increase on the income levels. PEAP is a comprehensive National Policy Framework that was drawn in 1997, and revised in 2000 and 2003 to guide development planning in Uganda. It committed GoU to the overriding priority of tackling poverty, targeting its reduction to a level of less than 10% by 2017.

The PEAP has now been revised into the National Development Plan (NDP) which was launched in March 2010.With about 86% of Uganda's population depending on natural resources for their livelihood by engaging in agriculture or forestry related activities,

presence of fertile soils, and a conducive environment have made the agricultural sector the backbone of Uganda's economy (MOFPED, 2004).Over the last five years, the share of Agriculture to GDP has declined from 40.9% in 1999 to 38.5% in 2003/2004 as a result of a decline in production, caused by poor farming methods, land degradation, long dry spells, use of low yielding seed varieties, environmental degradation, poor linkages between extension staff and farmers and inadequate training of farmers among others. This has resulted into a percentage decline of population employed in agriculture, from 70% in the 1990's to 57%, due to fall in real per capita incomes from agriculture, rather than an increase in agricultural productivity (MAAIF, 2004).

Taking into account the aims of PEAP and PMA, and in line with the Uganda country strategic paper of the Bank, an identification mission was fielded to Uganda in February 2003 to diagnose the problems and assess the development needs of the agricultural sector (ADB, 2004). As a result, the MAAIF and the MWLE wrote two concept papers on Integrated Agriculture and Watershed Management respectively which were integrated to reduce on the project cost by designing the FIEFOC project (FIEFOC, 2004). The project is anchored on the Bank's Agriculture and Rural Development policy of empowering the rural population to improve their productivity and real incomes in an equitable and environmental sustainable manner (ADB, 2004) and the core MDG objectives of poverty alleviation and sustainable development.

The overall goal of the project is to contribute to poverty reduction while it has the objective of improving incomes, rural livelihoods and food security, through sustainable natural resources management and agricultural enterprise development.

The five year project started in January, 2004 in 36 districts selected based on poverty levels, status of environmental degradation, and high population densities among others.

However the project started implementing its activities in Soroti District in January 2008, due to a number of delays and has now spread to 56 districts due to creation of new districts within the initial target districts. Two core components and one sub component have been designed to guide project implementation to meet the overall goal of contributing to poverty eradication and ensure rural income enhancement. Forestry is one of the two core components and has sub components of tree planting and community watershed management while Agricultural Enterprise Development is another core component within the project and constitutes of four sub components of small Scale Irrigation (SSI), Soil Fertility Management (SFM), Apiculture promotion and Agricultural marketing. The support component guiding the project implementation is project coordination and management to support coordination between the various implementation agencies and ADB.

1.1.2 Theoretical Background

The researcher used the systems theory to investigate the factors affecting the performance of the FIEFOC Project. The systems theory was put forward by Hanagan (1998) stating that; modern management views an organization as a single integrated system, for which the knowledge of the system's theory is centered. The theory was first

proposed in the 1940's by the biologist Ludwig Von Bertalanny (General Systems Theory, 1998), and furthered by Ross Ashby (1956).Von Bertalanny was both reacting against reductionism and attempting to revive the unity of science. He emphasized that real systems are open to and interact with their environments and that they acquire new properties through emergence resulting in continual evolution. Rather than reducing an entity into to the properties of its parts, systems theory focuses on the arrangement of the relation ships between the parts which connect them into a whole. It was recognized that organizations are complex social systems, reducing the parts from the whole reduces the overall effectiveness of organizations (Schein, 1980).

The theory further prescribes that: Managers should focus on the role each part of the organization plays in the whole organization rather than treating each part in isolation. The systems theory therefore, highlights the necessity or the importance of all the links or parts, as in this case, the institutional factors, stakeholders' involvement and farmers' attitudes are a requirement for high project performance. The systems theory takes account of the different needs of the various functional areas of the organization to ensure that each one is strong. The theory has the following basic assumptions:

- The life of a social system is more than the sum of the activities of the different parts.
- There is a high degree of interaction and interdependence among the different parts.
- All systems are sub systems of large systems.
- A system is adaptive and goal oriented or purposive.
- A change in one part of a system affects the nature of the social system as a whole.

Roger (1995) supports the systems theory; similarly the Path- Goal Theory states that manager's job is to create goal orientation and improve the Path towards the goal, hence facilitating their attainment. The goal in this case is to improve performance of the FIEFOC. This should be supported by, available facilities, competent staff and stakeholders support.

1.1.3 Contextual Background of FIEFOC

In Soroti District, the sub components of watershed management and forestry are being implemented in the three sub counties of Gweri, Olio and Bugondo while the agricultural component is being implemented in the Sub Counties of Katine, Atirra and Pingire.

The project is being implemented nationally with the core components of watershed management and forestry with the agriculture component being integrated in order to improve incomes, rural livelihoods and food security through sustainable natural resources management and agricultural enterprise development. However there are still some areas that reflect poor performance and the agriculture component is not being implemented while service delivery is poor for the forestry and watershed component. The factors behind the poor performance in such core areas are not clear. The project only seems to be implementing the watershed management and forestry component. So far 120 ha of degraded watersheds have been re-vegetated in the three project sub counties, 15520 tree seedlings distributed to 14 schools, 1500 farmers trained and sensitized on FIEFOC project outputs, goals and objectives; 210 farmers trained on planting, site preparation and plantation management and 200 political leaders and

technical staff trained on the project outputs and their roles and responsibilities in implementing the project (DFO's report, 2008/2009).

Although there have been some achievements, the following targeted activities have not been done, these include, production of 300,000 seedlings produced from tree nurseries established at the sub counties, establishment of 6 on farm demonstration sites, agro forestry demonstration plots, 2,000 Km of contour hedges to protect farm land and 10 hectares of seed stands.

On the other hand, not much has been achieved under the agriculture component due to unclear reasons. So far, three farmer groups have been formed under the apiculture component with 170 registered group members, only one capacity training has been conducted, a survey has been carried out on most productive hives, farmer preferred hives and honey production levels in the three implementing sub counties (DFO'S annual report, 2008/2009).Furthermore, equipment for honey processing and harvesting for two groups have been provide, these include: honey refractometor, honey press, solar wax extractor, hive tools, stainless tanks, hive suites and protective gear. However since then, the groups have not been active, the equipment is not being put into use and honey production has not improved among the farmer groups.

The performance is equally low for the soil fertility management subcomponent, a total of six farmer groups have been registered with total of 150 members, three sites have been identified though establishment of the demonstration sites and training of the farmers has not been carried out and yet the District has been facing famine due to low

agricultural yields caused by erratic weather patterns and low fertility of the soils. This background reflects that the performance of the project has been low in terms of area of watersheds revegetated, area replanted, and number of demonstration sites established, therefore, the factors behind this needed to be assessed for future sustainable project performance.

1.2 Statement of the Problem

The farm income and forestry conservation project was designed to support GoU's Plan for Modernization of Agriculture to address poverty eradication through agricultural transformation for sustainable natural resource management and agricultural enterprise development. However, since its establishment in Soroti District in 2007, the project has only implemented the watershed and forestry component by forming 12 farmer groups, revegetation of 120 hectares of watersheds, planting of 15520 seedlings and training of farmers. Despite formation of groups for the agriculture component, training of the members has not been done and no demonstration sites have been established due to unclear factors. There have been several complaints from both the District staff implementing the project and the beneficiaries at community level about low service delivery and little training of farmers on both tree planting and soil fertility improvement. Since the project started in the District in 2007, 110,000 seedlings of different tree seedlings have been disbursed in the three implementing Sub Counties; however, only 50% of them are surviving (DFO's Annual Report, 2008/2009).

In Soroti District, despite the Government releasing 57,000,000/= for implementation of activities for the financial year 2008/2009, 35,000,000/= of this was not spent (Soroti District status report, 2008/2009).The project seems not to be meeting its predetermined objectives of improving incomes, rural livelihoods and food security, despite the Government and development partners' support and effort through putting in place both financial and non financial resources towards the project activities. Therefore the factors behind the continued poor project performance which were not clear needed to be investigated for better project performance in the future. If the factors that affect the performance of the project are not assessed, there could be likely danger of the project not achieving its overall goal of poverty reduction and environmental conservation.

1.3 General objective

The general objective of this study was to examine the factors affecting the performance of the Farm Income Enhancement and Forestry Conservation Project in Uganda taking Soroti District as a case study.

1.4 Specific Objectives

The study was guided by the following specific objectives:

1. To examine the effect of institutional factors on the performance of the FIEFOC project in Soroti District.

2. To establish the effect of stakeholder involvement on the performance of the FIEFOC project in Soroti District.

3. To establish the effect of farmers attitudes on the performance of the FIEFOC project in Soroti District.

1.5 Research questions

This study was guided by the following research questions;

1. To what extent do institutional factors affect the performance of the FIEFOC Project?

2. To what extent does stakeholder involvement affect the performance of the FIEFOC project in Soroti district?

3. How do farmer's attitudes affect the performance of the FIEFOC project in Soroti District?

1.6 Hypotheses of the study

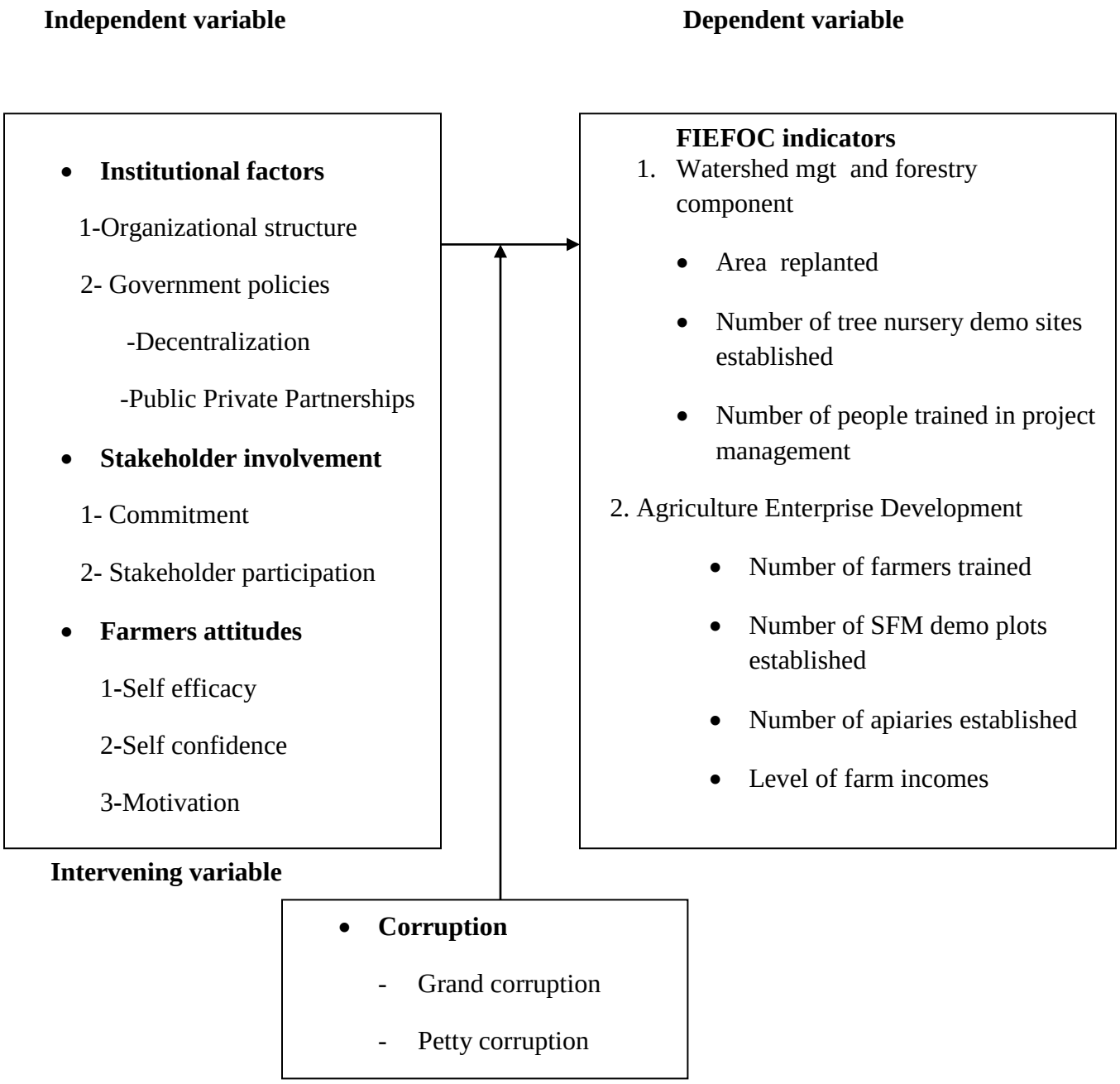
The following hypotheses guided the study

1. There is no significant relationship between institutional factors and the performance of the FIEFOC project in Soroti District.

2. There is no significant relationship between stakeholder involvement and the performance of the FIEFOC project in Soroti District.

3. There is no significant relationship between farmer's attitudes and the performance of the FIEFOC project in Soroti district.

1.7 Conceptual framework showing the relationship between factors affecting performance of the FIEFOC Project



Source: Adapted from Ezewu (1998)

The frame work traces the relationship that is theorized to exist between performance and the factors identified by Ezewu (1998). It shows that performance is determined by institutional factors, stakeholder participation and stakeholders' attitudes. From the conceptual framework above, the independent variable are the factors affecting the performance of the FIEFOC Project while the dependent variable is the performance of the FIEFOC Project.

When the independent variable is favorable, the dependent variable will be positively influenced and where the independent variable is not favorable, the dependent variable will be negatively influenced. Favorable Institutional factors like, organizational structure and Government policies may increase on the level of effectiveness of performance by improving on service delivery to achieve the overall objectives (Amstrong, 2000).Stakeholders' participation may influence the willingness of the project being accepted and to participate fully in project activities in order to achieve success. Positive attitudes of farmers can influence that willingness to implement knowledge and skills gained through the project to improve on their livelihood and to adopt new technologies introduced by the project (Oladosu, 2000). Meanwhile intervening variables may negatively impact on the project. Corruption is most likely to reduce on the overall performance of the project.

1.8 Significance of the Study

The findings of this study are expected to be used as a yardstick for FIEFOC and other projects to identify the factors affecting their project performance and design strategies for improvement. Furthermore, this study will identify other services that FIEFOC may not be offering and yet the stakeholders are in need of them. The policy makers and planners may follow the recommendations in this study to plan better. The study will also act as a secondary source of data for future scholars, academicians and researchers in the field of project planning and management and other related disciplines.

1.9 Justification of the Study

The GoU, NDF, and ADB, in order to improve livelihoods and farm income by promoting improved agriculture practices and tree growing established the FIEFOC project. Despite the project being launched in 2004, effective implementation in many districts did not take effect until January 2008, due to explained reasons. Further more, the project could not meet some of the predetermined objectives and yet no study has been conducted to find out the underlying reasons behind this. It was therefore important to find out the factors affecting the performance of the FIEFOC project for improved livelihoods and farm income.

1.10 Scope of the study

Geographically, the study was carried out in Soroti district specifically in Olio, Bugondo, Atirra and Gweri sub counties. Soroti District is located in Eastern Uganda; it borders Kamuli, Lake Kyoga, Kumi and Paliisa in the south, Kaberamaido in the west and

Katakwi in the North East. This study was carried out in Soroti because this is where the researcher works and therefore the study would cost less in terms of time and resources. The study was carried out in the Sub Counties of Gweri, Olio, Bugondo, and Atirra where the project is being implemented .Furthermore, although many factors affect project performance, this study was limited to institutional factors, stakeholder involvement and farmers' attitudes and how they affected project performance. The study covered the period between 2007 when the project started in Soroti District up to 2010 because that was when the project implementation started in the district.

1.11 Operational definitions

Performance is the results of activities of an organization or investment showing the general accomplishments of tasks against preset standards over a given period of time.

Performance indicators are a numerical set of standards or measurements of the degree to which the preset objectives are being achieved.

Institutions can be defined as relatively stable collections of practices and rules defining appropriate behavior for specific groups of actors in specific situations [March & Olsen 1998]. They consist of humanly devised informal (sanctions, taboos, customs, traditions, and codes of conduct), as well as formal constraints (constitutions, laws, property rights) shaping human interaction (North, 1990, 1991].

Implementation is the *process* that turns plans into action assignments and ensures that such assignments are executed in a manner that accomplishes the plans stated objectives (Kotler (1984) cited in Noble (1999b).

Strategy implementation may be viewed as a process inducing various forms of organizational learning, because both environmental threats and strategic responses are a prime trigger for organizational learning processes (Lehner, 2004).

Farm income is defined as the measure of income from the sale of crops, livestock and farm related goods and services as well as forms of direct grants from the government.

Conservation is defined as shifting resource use toward the future.

Forests are defined as land spanning more than half a hectare with trees higher than five meters and a canopy cover of more than 10%.

Organizational structure is defined as how job tasks are formally divided, grouped and coordinated

A stakeholder is any person, group or institution that has an interest in a project or programme.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

In this chapter, literature and working definitions will be analyzed for purposes of guiding the study. The framework used in this study is premised on the standpoint of project performance as it is today. This is a form of a situational analysis. Later the section will incorporate models, theories and applications that talk about project performance. The actual review will be presented objective by objective.

2.1 Theoretical review of project performance

The most prominent theory in this study is the systems theory put forward by Hanagan (1998) stating that; modern management views an organization as a single integrated system, for which the knowledge of the system's theory is centered. The theory further prescribes that: Managers should focus on the role of each part of the organization plays in the whole organization rather than treating each part in isolation. The systems theory therefore, highlights the necessity or the importance of all the links or parts, as in this case, the institutional factors, stakeholders' involvement and farmers' attitudes are a requirement for high project performance. The systems theory takes account of the different needs of the various functional areas of the organization to ensure that each one is strong. This should be supported by, available facilities, competent staff and stakeholders support.

2.2 Institutional Factors and Performance of FIEFOC

2.2.1 Organizational structure

Robins (2003) defines organizational structure as how job tasks are formally divided, grouped and coordinated. He emphasizes that when designing an organization structure, the key elements that managers need to address amongst others are work specialization, departmentation, chain of command and span of control. Jones (2004) further emphasizes this by saying that organizational structure is the formal system of task and authority relationships that control how people coordinate their actions to achieve organizational goals and this improves on the overall performance of the Organization. This is done to ensure organizational effectiveness. Organizational structure is a relevant factor in the regulation of an organizations performance as reflected in its information processing demands and capabilities (Burton and Obel 1998).

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Robin and Peter (1999) points out that there are different perspectives on organizations, one focusing on problems of power in society and how these are experienced in organizations and the second is ,it has its managerial tradition, the concerns for which are effectiveness and efficiency. They go on to argue that performance and structure are inextricably linked and of course the desire to improve performance is the underlying reason for studying the management process in organizations. If the organization structure is poor, the efficiency of the department will be severely affected and this will in turn affect its performance (Wilson and Mclaren, 1977). This is supported by Miller and Friesen (1980) who agree that developing an adequate Structure is one of the most important challenges and may lead to poor performance if wrongly chosen. This is further

supported by Donaldson (1987) who states that a good structure means better performance.

Butler (1984) states that the members of an organization optimize performance in pursuit of the stated organizational structure. These should be judged on the results it produces and no other criteria. The structure of an organization incorporates a network of roles and relationships and is there to help in the process of ensuring that collective effort is explicitly organized to achieve specific ends. The researcher however emphasizes that all the members in an organization should be aware of their different roles and responsibilities towards achieving the overall goal. In addition to that, there should be policies and measures to ensure and maintain effective performance of all the members. This can be in form of rewards and punishments for either performing well or poorly respectively.

However, although the researcher agrees that a good organizational structure contributes to better performance of projects, not much has been researched on the contribution of different types of organizations to project performance. Furthermore, the level of contribution of organizational structure to the performance of the whole organization has is not clear. In conclusion, the researcher agrees (SCALES paper, N200214), that although theory has been developed accordingly, empirical insights have lagged and variations in the empirical structures of small and medium sized projects are often not acknowledged.

2.2.2 Government Policies

Several government policies influence performance of projects. Decentralization is one of the major policies influencing the performance of FIEFOC policies of decentralization are intended to improve governance, well being of the poor and shift from government inefficiency in service provision with proper implementation (FAO, 2004).

2.2.2.1 Decentralization

Decentralization can be defined as the devolution by central government of specific functions with the entire administrative, political and economic attribute that these entail to democratic local governments that are independent of the center within a legally delimited geographic and functional domain (Manor, 1999)

Over the past few decades, decentralization has become one of the most debated policy issues throughout both the developing and developed worlds. It is seen as a central to the development efforts of countries. Advocates agree that decentralization can make governments more responsive by tailoring levels of consumption to the preferences of smaller more homogenous groups (Walis, et al, 1990). Decentralization enables the transfer of services from the center, closer to the beneficiaries in order to improve delivery, accessibility, and sustainability of public goods and services (MoLG, 2004, pg1). This policy has been adopted by Uganda since 1997.

FAO (2004), noted that decentralization of services can be undertaken with a view to improve relevance, cost effectiveness and responsiveness and relevance, can be improved

because many problems and solutions are site specific, which cannot be addressed by a centralized extension system. Responsiveness to farmers' problems is expected due to decentralization if the project team is close to the farm For example Bugondo Sub County where FIEFOC is being implemented in Soroti District is majorly hilly while Gweri and Olio sub counties are flat; with Gweri being majorly wetland. All these diverse conditions require site specific solutions and project designs in order to achieve project goals. Decentralization can help to improve on performance by increasing on cost effectiveness of projects by acquiring services from local service providers within the project implementation area. For example seedlings for tree planting can be procured from pre-qualified nursery operators within the District or Sub County (Manor, 1999).

However, the researcher has noted that in some cases the costs associated with decentralization increase on the overall cost of the project. The researcher also agrees with (UBOS, 2005), that decentralization can be affected by other factors like the nature and number of the service providers and their physical proximity. Local governments are too susceptible to elite capture and too lacking in technical, human, and financial resources to produce heterogeneous range of public services that are both reasonably efficient and responsive to local demand (Crook et al, 1990) .In their wider ranging 1983 survey, Rondenillli et al noted that decentralization has seldom if ever lived up to expectations due to serious administrative problems. The researcher notes that although few comprehensive evaluations of the benefits and costs of decentralization efforts have been conducted, those that were attempted indicate limited success in some countries not others. The researcher agrees with Manor (1999) and concludes that while

decentralization is no panacea, it has many virtues that can positively affect performance and is worth pursuing.

2.2.2.2 Public Private Partnership

Public private partnership (PPP) is a working arrangement that is planned to bring various resources and abilities from the Government ,civil society and private sector to achieve specific results that none of the parties working alone would get (Stella K, 2008). It is a range of relationship between the public and private agencies and is a minimum element to some degree of formal systematic participation in a traditionally and previously dominated by the public service. Governments are looking to PPPs to improve and enhance service delivery to their people by sharing risk and responsibility with private firms but ultimately retain control of assets while avoiding some of the pitfalls of privatization which include unemployment, higher prices and corruption. In theory, PPPs may potentially bring the efficiency of business to public service delivery and avoid the politically contentious aspects of full privatization. Often the private sector can do the job more efficiently which can lower prices and improve rollout.

In order to improve the performance of projects there should be collaboration between the actors in this case the FIEFOC project, independent experts, communities and families. Projects can benefit by partnering with Government to influence the use of public resources and policy, leverage government resources, gain access to national and community leaders, enhance cooperate visibility and deliver social responsibility commitments (George I, 2006). Where governments have entered into partnerships the

results have been impressive. NGO's and private organizations are often noted for their innovations, aggressive approach, quality outputs and implementation structure that allows them to be at the grass root level where the majority non literate live (LITADO, 2003). The Uganda poverty reduction strategic paper strongly supports different forms of partnerships in service delivery (PEAP, pg 175).

Adequate and effective delivery of public services is central to achieving the MDGs central to which are poverty reduction, reduction of extreme hunger and environmental sustainability on which the project is anchored towards. PPPs can deliver major benefits in economic growth, poverty alleviation, and environmental sustainability but only when it provides services that respond to demand and does so effectively (World Bank, 1994). However it should be noted that the private sector is not always more efficient and the service provision is often more expensive to the consumer.

2.3 Stakeholders involvement and performance of projects

A stakeholder is any person, group or institution that has an interest in a project or programme; they share a common interest (FAO, 2009). Participatory processes are the result of a complex interaction among a variety of primary, secondary & tertiary stakeholders. Primary, include community and society activities in the projects and programs. For primary stake holders opportunity costs are of major significance.

Secondary, included the local government and inter face institutions such as technical schools, NGOs and the project activities. Tertiary, include national level development agencies, national NGOs, policy makers and international support agencies.

2.3.1 Stakeholder commitment and project performance

Shared understanding without commitment of the stakeholders involved may result in "counter effect" and negatively affect performance (Wooldridge and Floyd, 1989).

This may be especially true if the stakeholders were not consulted during the development phase of the project (Heradeous, 2000).During the development phase of FIEFOC, districts selected were based on results from a survey carried out between the consultants and communities taking into account the level of deforestation, fuel wood problems, status of environmental degradation, and availability of local forest reserves, high population densities and drought prone areas among others. The stakeholders in FIEFOC include the development partners, ADB, NDF and GoU, service providers, project team, District technical and political leaders, technical and political leaders in the implementing sub counties, communities living adjacent to the project areas, and the selected farmer groups and individuals.

Involvement and commitment of stakeholders should be developed and maintained throughout the project implementation if good performance is to be achieved (Alexander, 1985). Guth and MacMillan (1986) suggest three fundamentally different sources of low to negative individual stakeholder commitment which affects performance. These include low perceived ability to perform successfully, low probability that the proposed outcomes will result even if individual performance is successful and low capacity of the outcome to satisfy individual goals/needs.

2.3.2 Stakeholder participation and project performance

Stakeholder participation – is a process whereby stakeholders, those with rights and responsibilities and interests, play an active role in decision making and in the consequent activities that affects them and this helps to design appropriate project design and commitment to achieving objective is likely to be maximized (FAO, 2001). It is also more sustainable because people are more likely to carry on the project even after funding stops, improving on the performance (Fowler, 1994). A wide and differentiated array of benefits and effects is expected from Stakeholder participation (FAO, 2009). These include improvement in livelihoods, enhanced management, changes in policy and politics and overall performance of the project.

Relatively consolidated methods for stake holder's participation like PRA or farmers field schools are always used in combination with common sense means such as consensus building practice, social communication and adoption of a participatory style of management. However findings suggest that the overall participatory methodology adopted by projects to facilitate stake holder's participation cannot be reduced to the application of a single standardized method rather a particular specific blend of these different means is developed to fit the particular social and institutional setting and the political content within which the participatory process takes place (FAO,2009).

Stakeholder participation in policy analysis is increasingly recognized to improve the quality of the decision making process addressing complex problems (Beirlee and Cayford 2002, Kofmaceher, 2001, Fiorino 1991). The comparison is made to the more

traditional process of governmental policy developments, in which experts in administrative agencies perform the policy analysis where three types of rationales are commonly cited in favor of stakeholder involvement in policy decisions, a democratic a substantive, and a pragmatic rationale (Fiorino, 1990). The substantive rational is based on the idea that relevant expertise is not limited to professionals and public officials, and that participation of stakeholders will provide essential inspiration and insights. The substantive attribution of stakeholders is recognized in the literature for management of uncertainty and risks as well. Recent literature shows an increased interest in participation methods to improve the management of expertise's and its related uncertainty (Refsgaard et al, 2007, Navig et al 2005).

The stakeholder participation is evaluated based on stake holder's assessment of the process and the outcome of the policy analysis (Rowe et al, 2004). Policy is considered best when it keeps performing well under different perceptions of the problem, the system and alternative future developments. Robustness of the policy is closely related to the risk of the policy. A policy that is more robust has a lower risk since the probability that the policy will not have the intended effect but leads to adverse consequences is lower (Hoestra 1998). The robustness of the policy can be increased by taking into account more perspectives during the analysis or by including mechanisms that enable the adaptation of the implemented policy to unforeseen future developments (Pahl-wost, 2007). In contrast however, an argument in the literature relating stakeholder involvement to less robust policy decisions (Yosie and Herbst 1998, Maxim and Van derSluijs 2007), states that stakeholders decrease the legitimacy of a policy analysis by

one the one hand including non scientific knowledge of questionable validity and on the other hand negotiation on putting less value to established expertise and available tools that are considered important by professionals. However the influence of stakeholder participation on the overall robustness of policy decisions has never been examined systematically (Bijlsma RM, Wolters HA, Kok Jl and AY Hoestra).

2.4 Farmers' Attitudes and Performance of projects

Positive farmer attitudes increases adoption rates among farmers operating subsequently increases on the performance of extension workers (Oladosu, 2000, p.1).Performance is a factor of ability and motivation the findings indicated that attitudes can be broken down into self efficacy, self confidence, motivation, positive thinking, proactivity and will to achieve and these can enhance or inhibit the propensity to change and improve performance (IFMC, 2003).

Bamberry, Dunn and Lamont (1997), suggest little concise evidence exists of a relationship between levels of formal education and agricultural activity but in contrast Kilpatrick ((1996) found that successful farmers were highly educated. Barriers to further learning have been linked to low self efficacy and esteem in that people often under estimate their own experience and knowledge and overestimate others (Jonestone, Bone and Knight, 1996).

Dasgupta(19980 recommends that farmers feelings, what motivates them, what appeals to them, their priorities and needs should be understood by the extension programme

planners. This will engender positive attitude with the clients. Masangano, 1996, Franzel et al, 2001) also identifies some of the farmers characteristics that may influence adoption rates as farmers age, education level, gender, wealth, family size ,tenure, access to credit or inputs and labour .Education in general increases the facility and speed with which new skills and technologies can be learned and adopted hence extension has the potential to increase the rate of adoption by directly increasing awareness, imparting skills and knowledge of the new technology (Namubiru and Buyinza, 2007). The researcher argues that technologies compatible with existing farm practices encourage a positive attitude towards change, improving the agent's credibility and may be adopted faster.

However Ban Vanden and Hawkins (1998) argue that attitudes are difficult to measure because people have different goals at the same time and it can be very difficult to estimate how each characteristics of an attitude contributes to the optimization of the aggregate of these goals.

The main beneficiaries of the FIEFOC project are resource poor farmers who will be availed opportunities for their farm enhancement. The project has been designed in such a way that it has a community based development approach and many of the farmers are carrying out activities in groups. Each member of this group being engaged in similar activities. The purpose of the farmer groups was to create institutions that would enable the farmers to effectively organize, formulate and prioritize their needs and to change their attitudes towards abandoning poor farming methods and adopt the new improved methods in order to increase their farm incomes. 15 private farmers have also so far been

identified to host on farm demonstration plots for tree growing based on their experience in tree planting.

2.5 Summary of Literature Review

The systems theory which guided this study highlights the necessity or the importance of all the links or part of an organization, in this case, the institutional factors, stake holder's involvement and farmers' attitudes are a requirement for high project performance (Hanagan, 1998).

Jones (2004) urges that saying that institutional factors like organizational structure and government policies are the formal system of task and authority relationships that control how people coordinate their actions to achieve organizational goals and this improves on the overall performance of the Organization.

Stakeholder involvement creates sustainability because people are more likely to carry on a project even after funding stops, improving on the achievement of objectives and overall performance (Fowler, 1994).

Stakeholder attitudes can be broken down into self efficacy, self confidence, motivation, positive thinking, pro activity and will to achieve and these can enhance or inhibit the propensity to change and improve performance (IFMC, 2003).

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter highlights the methods that were used to carry out the study. It includes the research design, study population, sample size and selection, sampling techniques and procedure, data collection methods and instruments, pretesting of instruments, procedure for data collection, and data analysis.

3.1 Research Design

A research design is the plan for carrying out a research study (Amin, 2005). It is the conceptual structure within which the quantitative research is carried out and constitutes the blue print for the measurement of variables collection and data analysis. The research design outlines the whole research process and it facilitates an efficient research process with minimal expenditure of effort, money and time.

A cross-sectional survey research design was used considering that the sample size is large and varied. This design is justified by the fact that all the necessary data for the study has to be collected within a short period of time (Sarantakos, 1998). In this design, surveys are used to gather data from a sample of a population at a particular time. The results are then extrapolated to the entire population.

A research instrument in form of a questionnaire was used to elicit data from household respondents. The study conducted desk review of theories and related literature on factors

affecting project performance. The purpose of the review was to gather as much supportive data as possible on the factors affecting project implementation. A qualitative approach was also used since the aim of the farm income enhancement and forestry conservation project is aimed at improving the quality of life among the people and the environment.

3.2 Study population

The study involved representation of the following; project management team, District technical and political leaders, and farmers. The study population studied were people involved in implementing the FIEFOC project, these included the five staff assigned to the FIEFOC project implementation ,twenty technical District staff including two Forest Officers, four agricultural officers, the Senior Environment Officer, the District Natural Resources Officer, the Chief Administrative Officer, four Sub County Chiefs, parish chiefs and Assistant Community Development Officers and the Councilors from each of the sampled Sub Counties were also purposively selected from the Parishes implementing the project. There were also a total of 1820 farmers registered in all the six sub counties implementing the FIEFOC project in Soroti district; these included 1500 under the watershed and forestry component and 320 under the agriculture enterprise component. Of these 200 farmers were randomly selected from each of the four sampled sub counties.

The sample used for the study was obtained using a Krejcie and Morgan's sample size estimation table and the farmers were randomly selected to give each of the farmers an equal opportunity of being selected and was representative of the entire population.

3.3 Sample size and Selection

The Krejcie and Morgan's sample size estimation table was used because according to Sarantakos, (1998) and Amin, (2005), it gives accurate and reliable results, is easy to use and not time consuming.

Table 1: Sample size and selection

Category	**Population**	**Sample**	**Method**	**Technique**
FIEFOC staff	5	5	Krejcie & Morgan	Purposive
District staff	20	19	Krejcie & Morgan	Purposive
Councilors	12	12	Krejcie & Morgan	Purposive
Farmers	800	260	Krejcie & Morgan	Simple random
Total	**837**	**256**	Krejcie & Morgan	

Source: Adapted from Amin (2005)

3.4 Sampling techniques and procedure

Simple random sample was used to select the samples. This gives every item in the population equal chance of being selected (Neuman, 2006; Amin, 2005; Mugenda and Mugenda, 1999).Purposive sampling was also used to select the technical staff, project team and councilors because based on the judgment of the researcher since they have the information required about the project being involved in its implementation (Amin,

2005).The study was conducted in 14 days and out of 256 questionnaires distributed, 186 of them were returned. This gave a response rate of 73%.

3.5 Data collection methods

According to Amin, 2005, both quantitative and qualitative methods of data collection are ideal for triangulation purpose and to capture in-depth information from respondents During data collection, the researcher used both qualitative and quantitative methods. These included questioning, face to face interviewing, documentary review, and observations.

3.5.1 Data collection instruments

Data collection instruments included the following.

3.5.1.1 Questionnaires

According to Sarantakos (1998) and Amin (2005), questionnaires are ideal for collecting information from literate respondents and have the advantage of considering the respondent's anonymity, they are convenient for the respondent since they can be picked at any time, more respondents can be reached at the same time and they have a higher response rate. These had both structured and unstructured items. Selected respondents answered both open-ended and close-ended questions that included questions that had been generated by all the hypotheses in the literature review. Questionnaires were administered to officials from the line ministries and the project management team. For

this research, the researcher delivered the questionnaires and research assistants were used to collect information from the farmers.

3.5.1.2 Interview guides

Amin, 2005, defines an interview as an oral questionnaire and recommends it for the respondents who are not literate. Interviews were conducted with the farmers and key informants using the interview guides. Information collected using this method will relate more to the activities carried out by the farmers in the FIEFOC project and the challenges faced by the farmers. This method involved contact between the researcher and respondents. These two were involved in a question–answer situation with the aim of eliciting necessary information for the study.

3.5.1.3 Observation check lists

These instruments were used by the researcher to make sure respondent bias could be eliminated. On participant observation using observation checklists was used because of its advantage of the researcher controlling the research by avoiding biases and prejudices of respondents (Enon, 2002).

3.5.1.4 Secondary Sources of Data Collection

Secondary sources of information like the libraries, internet, newspapers, journals and magazines among others were also used. These constituted research from both published and unpublished literature for example from dissertations, and annual reports and

publications like books recorded about project implementation. These enabled the research to get a wiser view of the topic under investigation.

3.5.1 Pre-testing

Pretesting a research instrument is used to test their validity, and reliability (Sekaran, 2001; Mugenda and Mugenda, 1999).

3.5.2.1 Validity

Validity may be external or internal; the former refers to the applicability of the study elsewhere and obtaining similar results while the latter refers to effectiveness of the data collection instruments (Amin, 2005).Validity is the ability to produce findings that are in agreement with theoretical or conceptual values, this means to produce accurate results and to measure what is supposed to be measured and that the data collected honestly and accurately represents the respondents opinion.

For the purposes of this research, content validity was measured and this focused upon the extent to which the content of an instrument corresponds to the theoretical concept it is designed to measure. CVI (Content validity index) was used and this is given by the number of items declared valid divided by the total number of items. For the instrument to be accepted as valid, CVI should be 0.7 or above. The validity of the study was found to be 0.922.

The interview instruments were judged according to positivist criteria of credibility, transferability, dependability and conformability (Denzin & Lincoln, 1994). The data collected was further strengthened and supported through similar criteria suggested by Lincoln and Guba (1985) as: credibility; triangulation, through the use of different data sources and various methods of data collection to confirm similarities and differences in data; peer debriefing, through discussion of their findings between the researcher and work based supervisor and finally the UMI supervisor; study colleagues checks, by checking observations and inferences with respondents' confirmation and correction of data; including counter examples, alternative views and dominant positions all these were to ensure content validity

3.5.2.2 Reliability

Reliability is the measure of the extent to which a research instrument is able to provide the same results upon being tested repeatedly (Mugenda & Mugenda, 1999). The reliability of the questionnaire, observation checklist and interview instruments were pre-tested by administering to peer- group and making corrections to avoid vagueness and ensuring face validity and consistence with research questions. An instrument is reliable if it is repeatedly used to measure trait or concept from the same respondents even by other researchers. Reliability is expressed numerically, usually as a reliability coefficient which is obtained by using a correlation. Reliability between 0.7 to 1.0 is high. The following figures show the reliabilities of the different variables under study.

Figure 1: Reliability of the effect of institutional factors on the performance of FIEFOC

Reliability Statistics	
Cronbach's Alpha	**N of Items**
.778	**10**

Source: Primary data

Figure 2: Reliability of the effect of stakeholders' involvement on the performance of FIEFOC

Reliability Statistics

Cronbach's Alpha	**N of Items**
.900	**11**

Source: Primary data

Figure 3: Reliability of the effect of farmer's attitudes on the performance of FIEFOC

Reliability Statistics

Cronbach's Alpha	N of Items
.833	5

Source: Primary data

Figure 4: General reliability for all the dependent variables

Reliability Statistics

Cronbach's Alpha	N of Items
.922	26

Source: primary data

The reliability coefficient of the effects of institutional factors, stakeholders' involvement and farmers attitudes on the performance of the FIEFOC project were all found to be

more than 0.7 with the general reliability being 0.922.This high reliability that confirms that the research instruments which were used for data collection can be able to produce the same results upon being tested.

3.6 Procedure for data collection

After approval of the proposal by the review panel, the researcher proceeded to the field for data collection with the introductory letter from the higher degrees department of UMI. This letter acted as an assurance to the respondents that the researcher‘s intention is purely academic and building confidentiality so as to enhance data collection. The data was then analyzed and interpretation of the findings, conclusions and recommendations made.

3.7 Data analysis

Data management exercise constituted coding, cleaning and editing of the collected data. The aim was to iron-out any inconsistencies elicited during data collection. Data entry was done and analyzed using SPSS to establish how the factors under study affect the performance of FIEFOC. Analytical techniques were employed at three levels namely: descriptive, explanatory as well as predictive techniques where necessary to make the report reader friendly (Mugenda and Mugenda, 1999).The data was coded and then tabulated. Through frequency tabulation, the relationship between the variables being unwanted was established. These quantitative methods like correlation and regression were selected and done because of their specificity and accuracy in establishing the relationships and impacts and measuring the magnitude of this impact as regards how one

variable affects the other. Qualitative data collected through in depth interviews were continually analyzed using thematic and content for the purpose of checking the authenticity and correctness.

3.8 Measurement of variables

The factors affecting performance of the FIEFOC Project implementing Sub Counties were determined using a 5- likert scale. Options 5,4,3,2 and 1 represent alternative answers such as strongly agree, agree, disagree, strongly disagree and neutral were used (Mugenda & Mugenda, 1999, p. 74, 75) .Nominal and ordinal scales were also used. Nominal scales included questions that required the respondent to answer yes or no while ordinal required the respondent to answer a question by ticking the appropriate answers ranking in ascending order.

CHAPTER FOUR

PRESENTATION, ANALYSIS, AND INTERPRETATION OF RESULTS

4.0 Introduction

This chapter presents the findings, analysis and interpretations of the results. The analysis is both qualitative and quantitative based on the major variables; the performance of the FIEFOC project, and factors affecting performance and their dimensions as presented in the conceptual framework.

This chapter presents the results that were obtained from the data that was collected. Data is presented in form of tables and the key indicators are pointed out in relation to the study objectives in chapter one.

4.1 Background Characteristics of the respondents;

This included the characteristics of the respondents as gender, age distribution, marital status, and educational level.

4.1.1 Gender of the respondents

The distribution of the respondents was established by collecting information on gender. It was necessary for the study to capture the sex of respondents as one of the guiding policies of the FIEFOC project is to have at least 30% participation by females in every activity being implemented. This is because females are the most affected by degradation of natural resources since they are the ones who mainly do the domestic chores like fetching water, firewood, cooking, and other agricultural activities which involve using natural resources. Table 2 below shows the distribution of respondents by gender.

Table 2: Distribution of respondents by gender

		Frequency	Percent
Valid	Male	128	68.8
	Female	58	31.2
	Total	186	100.0

Source: Primary data

The findings revealed that more of the respondents were male with a total of 68.8%, compared to the females at 31.2%. The study confirmed that males participated more in the project because traditionally they are the land owners and further more they are bread winners of their families and have to be more engaged in income generating activities.

4.1.2 Marital status of respondents

It was necessary for the study to capture the marital status of respondents as it directly relates to their commitment to work. Table 3 below shows the distribution of the respondents by marital status.

Table 3: Marital status of respondents

		Frequency	Percent
Valid	Married	137	73.7
	Single	26	14.0
	Widow(er)	21	11.3
	Others	2	1.1
	Total	186	100.0

Source: Primary data

The study revealed that more respondents were married with a total of 73.7%, single respondents at 14% and the widowed with 11.3% this confirmed that Married people have more responsibility and therefore have to engage in more income generating activities.

4.1.3 Age of respondents

The study sample provided accurate non biased information since they (respondents) were in mature age groups and also revealed that people between 30-40 years are more physically strong and active and have a bigger responsibility of providing for their families. Also agreeableness and Consciousness rate are reported to increase with age (Costa el al 2004).

Table 4: Distribution of respondents by age

		Frequency	Percent
Valid	Below 20 yrs	12	6.5
	20 - 30 yrs	43	23.1
	31 - 40 yrs	68	36.6
	45 - 50 yrs	20	10.8
	50 - 60 yrs	25	13.4
	Above 60 yrs	18	9.7
	Total	186	100.0

Source: primary data

A significant percentage of respondents were in the age bracket of 31-40% with a total of 36.6% as presented in table below ,23.1% aged between 20-30 years,10.8%aged between

45-50 years ,13.4% aged between 50- 60 years ,9.7% aged above 60 years and the least number of respondents being below the age of 20 with a total of 6.5%. Therefore, the study sample provided accurate non biased information since they (respondents) were in mature age groups and also revealed that people between 30-40 years are more physically strong and active and have a bigger responsibility of providing for their families.

4.1.4 Educational level of respondents

The education levels of the respondents were categorized as secondary, tertiary, university, and others which referred to no education and primary. Table 5 below shows the educational level of the respondents.

Table 5: Level of education of respondents

		Frequency	Percent
Valid	Secondary	53	28.5
	Tertiary	25	13.4
	University	3	1.6
	Others (specify)	104	55.9
	Total	186	100.0

Source: Primary Data

The study revealed that the highest number of respondents (55.9%) had not been to school or only had a primary level, while 28.5% had attained secondary education, 13.4% tertiary and 1.6% university education as presented in the table below.

This shows that the biggest number of farmers implementing the project may not be having alternative sources of income since they are illiterate while those with university

and tertiary are fewer because they may be formally employed in towns hence having more responsibilities and other sources of income.

4.2 Descriptions of the various perceptions on effect of institutional factors on the performance of FIEFOC

The purpose of this objective was to establish the relationship between institutional factors like organizational structure and government policies and the performance of the FIEFOC project .this was based on the idea that favorable institutional factors may increase on the level of effectiveness of performance by improving service delivery to achieve overall objectives (Amstrong, 2000).In this study, government policies include decentralization and private public partnerships. Table 8 below shows the results of the study.

Table 6: Various perceptions of farmers on Institutional factors on FIEFOC performance

ITEM	S A		A		NC		D		SD	
	No	%	No	%	No	%	No	%	No	%
The FIEFOC staff provide adequate knowledge on farm income and forestry	94	50.5	56	30.1	12	6.5	13	7.0	11	5.9
The number of FIEFOC staff is adequate enough to provide services	49	26.3	37	19.9	34	18.3	54	29.0	12	6.5
The FIEFOC staff conduct regular monitoring and supervisory visits	56	30.1	69	37.1	11	5.9	28	15.1	22	11.8
We receive appropriate training on the activities the project is implementing	56	30.1	70	37.6	22	11.8	15	8.1	21	11.3
The services provided by FIEFOC suit our local needs	102	54.8	44	23.7	17	9.1	12	6.5	11	5.9
Majority of FIEFOC staff are physically close to us	48	25.8	47	25.3	18	9.7	49	26.3	23	12.4
Service providers are physically close to us	21	11.3	19	10.2	53	28.5	61	32.8	32	17.2
Service providers provide services as and when needed	11	5.9	19	10.2	33	17.7	79	42.5	44	23.7
FIEFOC reaches out to more remote areas with poor farmer groups	66	35.5	58	31.2	26	14.0	18	9.7	18	9.7
FIEFOC has increased farmers access to knowledge and information	67	36.0	73	39.2	20	10.8	12	6.5	13	7.0

Source: Primary data

The table 6 above reveals 50.5% of the respondents were reported to strongly agree with the view that the FIEFOC staff provides adequate knowledge on farm income and

forestry while 7.0 %and 5.9% disagreed and strongly disagreed and 6.5 were not sure. This reflects that the farmers have trust in the information provided by the FIEFOC staff and they are competent to provide the information the farmers need. This is further supported by the fact that the staff provide appropriate training and conduct regular monitoring and supervisory visits as reflected in the proportion 67.7% and 67.2% respectively.19.4% and 26.9% disagreed that they receive appropriate training neither that the staff conduct regular monitoring and supervisory visits which may be as a result of inadequate staff in some areas as reflected by the proportion that disagreed that the FIEFOC staff are adequate enough to provide services while 26.3% strongly agreed ,19.9% agreed and 18.3% were not sure. The interviews revealed that at least 65% of the farmers have attended at least one training especially on tree planting while only 10% of those interviewed had attended training on apiculture. The farmers interviewed however revealed that the training conducted only last a day within which several topics are covered and this resulted in the farmers not understanding appropriately. The technical staff interviewed blamed the inadequate monitoring and supervisory visits to delay in access in funds to facilitate them to procure fuel and other inputs needed. They revealed that sometimes a requisition can take as long as one month before payment is effected.

A big proportion of the respondents strongly agreed that the services provided by FIEFOC suits their local needs as reflected by 54.8% while 5.9% strongly disagreed and 6.5% disagreed this may be as due to the fact that 51.5 % of the respondents agreed that the majority of the FIEFOC staff are physically close to them understand their local needs since they are familiar with the area. 12.4% disagreed and 26.3% disagreed that the

majority of the FIEFOC staff are physically close to them and this may have contributed to the poor performance of the project. This calls for more staff to be stationed closer to the communities implementing the project. The interviews revealed that all the extension staff assigned to the project sub counties prefer to live in Soroti town while the other technical staff assigned from the sub county live at the sub county headquarters at least 20 kilometers from the beneficiaries. This has negatively affected the project since the farmers can not get guidance and advice as and when needed and may not feel free with the extension workers to reveal their problems as they do not feel comfortable with them.

The study also revealed that government policies like decentralization has increased on farmers access to knowledge and information by reaching out to more remote areas with poor farmer groups as reflected in the 35.5% and 31.2% who strongly agreed and agreed respectively .however, provision of services has not been decentralized and this has resulted into services not being provided as and when needed as reflected by 42.5 % and 23.7% who disagreed and strongly disagreed respectively that services are provided by the service providers as and when needed. This may have probably been caused by the fact that the service providers are not physically close to the farmers. The technical staff revealed that the seedlings are most times delivered towards end of the rainy season despite several reminders to the project coordination unit. They further revealed that often the seedlings are over loaded during transportation and yet they are brought from Tororo or Kampala which is a long area from the project sub counties. This has resulted into the seedlings being over stressed and this has affected their quality and subsequently the survival rate.

4.3 Relationship between institutional factors and performance of FIEFOC

When the findings were analyzed using Pearson's coefficient, they indicated that there was a relationship between institutional factors and the performance of the FEIFOC project as indicated the table below.

Table7: Correlation results for institutional factors and the performance of the FIEFOC project

Correlations

	correlation	INFA	DV
Institutional factors(INFA)	Pearson Correlation	1	.531**
	Sig. (2-tailed)		.000
	N	186	184
Dependant variable(DV)	Pearson Correlation	.531**	1
	Sig. (2-tailed)	.000	
	N	184	184

**. Correlation is significant at the 0.01 level (2-tailed).

Source: primary data

Table 9 above shows a weak correlation coefficient of 0.531 between institutional factors and performance of the FIEFOC project. This shows that there is a significant relationship between institutional factors and the performance of the FIEFOC project, implying that a unit improvement of institutional factors by 0.531 would lead to improvement in performance.

4.3.1 Regression for institutional factors and performance of FEIFOC

Since the correlation results between institutional factors and performance of FEIFOC were significant, the researcher wanted to confirm the impact of these factors on performance of the project. This was done by running a regression analysis and calculating the coefficient of determination.

Table 8: Regression for institutional factors and performance of FEIFOC

Coefficients[a]

Model		Un-standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.414	.125		19.291	.000
	INFA	.384	.045	.531	8.462	.000

a. Dependent Variable: DV

Source: primary data

The multiple regression results confirmed a positive and significant impact of institutional factors on performance of FEIFOC with a beta value of 0.531 at 95% of confidence. This implies that a unit improvement in institutional factors leads to an increase in performance by 0.531.Therefore; institutional factors should be emphasized and improved in order to achieve successful and better performance of the project by improving on organizational structure and government policies like decentralization and public private partnerships.

4.4 Descriptions of various perceptions of farmers on stakeholder involvement on FIEFOC performance

The purpose of this objective was to establish the relationship between stakeholders and the performance of the FIEFOC project .this was based on the idea that stakeholders may increase on the level of effectiveness of performance (FAO, 2009).in this study; stakeholder commitment and participation were examined. The table 9 below shows the results of the study.

Table 9: Various perceptions of farmers on stakeholder involvement on FIEFOC performance

ITEM	S A		A		NC		D		SD	
	No	%	No	%	No	%	No	%	No	%
Information about FIEFOC activities is provided to the staff and sub county leaders	80	43.0	61	32.8	28	15.1	4	2.2	12	6.5
I have ever attended a training organized by FIEFOC at least once	70	37.6	74	39.8	4	2.2	11	5.9	27	14.5
I actively participate during trainings organized by FIEFOC	70	37.6	64	34.4	6	3.2	20	10.8	26	14.0
I attend regular meetings for my group	62	33.3	58	31.2	7	3.8	31	16.7	28	15.1
I participate during group meetings	59	31.7	59	31.7	16	8.6	26	14.0	26	14.0
I participate in making decisions for the group	61	32.8	51	27.4	26	14.0	24	12.9	23	12.4
FIEFOC has increased on my knowledge and skills on farm income and tree planting	68	36.6	73	39.2	11	5.9	16	8.6	18	9.7
More than 50% of the trees planted are surviving	13	7.0	35	18.8	21	11.3	46	24.7	70	37.6
There is increased crop production in my sub county because of FIEFOC	19	10.2	27	14.5	28	15.1	56	30.1	56	30.1
There is increased food security in my area because of FIEFOC	28	15.1	25	13.4	23	12.4	60	32.3	50	26.9
My income has increased ever since I joined a FIEFOC farmer group	16	8.6	15	8.1	19	10.2	64	34.4	71	38.2

Source: Primary Data

A significant proportion of the respondents (37.6%) strongly agreed while 39.8% agreed that they have attended at least one training organized by FIEFOC and 37.6% Strongly agreed and 34.4% agreed that they actively participate during the trainings as opposed to 10.8% and 14.1% who respectively disagree.Furthermore,33.3 % strongly agreed and 31.2% agreed that they attend regular meetings for their group while 15.1% strongly disagreed and 16.7% disagreed of these 31.7and 32.8% strongly agreed respectively that they participate during group meetings and making decisions 14.0% and 12.9% disagreed that they neither participate in meeting nor making decisions for their groups. Generally, the above results reflect that there is active participation by the stakeholders in the implementation of the FIEFOC project.

However the stakeholders seem not to be committed in the project as reflected by the high proportions of those who disagree that the project has neither increased the crop production, food security or income since they joined the project. Of these, 37.3% strongly disagreed and 24.7% disagreed that more than 50% 0f the trees planted are surviving while 18.8% agreed, 30.1% strongly disagreed and 30.1% disagreed that there is increased crop production while 13.4% agreed, 32.3% strongly disagreed and 26.9% disagreed that there is increased food security while34.4% strongly disagreed, 38.2% disagreed and 8.1% agreed that their income has increased since they joined the project .this reflects that the project is not achieving one of its major objectives of increased food security, livelihoods and farm income.

When the findings were analyzed using the Pearson's coefficient, they indicated that there was a relationship between stakeholders involvement and the performance of the FIEFOC project as indicated in the table below.

4.5 Relationship between stakeholders' involvement and performance of FIEFOC

Findings analyzed using the Pearson's coefficient, they indicated that there was a relationship between stakeholder participation and the performance of FEIFOC as showed in the table below.

Table 10: Correlation results for stakeholder participation and the performance of the FIEFOC project

Correlations

		STHP	DV
Stakeholders involvement (STHI)	Pearson Correlation	1	.594**
	Sig. (2-tailed)		.000
	N	186	184
Dependent variable(DV)	Pearson Correlation	.594**	1
	Sig. (2-tailed)	.000	
	N	184	184

**. Correlation is significant at the 0.01 level (2-tailed).

Source: primary data

Table 10 above shows a weak positive correlation coefficient of 0.594 between stakeholder participation and performance of the FIEFOC project .This shows that there is a weak but significant positive relationship between stakeholder participation and the performance of FIEFOC. Therefore, an improvement in stakeholders' involvement contributes positively to the performance of the project.

4.5.1 Regression for stakeholder participation and performance of FEIFOC

Since the correlation results between stakeholder participation and performance of FEIFOC were significant, the researcher wanted to confirm the impact of these factors on performance of the project. This was done by running a regression analysis and calculating the coefficient of determination.

Table 11: **Regression for stakeholder participation and performance of FEIFOC**

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.116	.136		15.579	.000
	STHI	.461	.046	.594	9.974	.000

a. Dependent Variable: DV

Source: primary data

The multiple regression results confirmed a positive impact of stakeholder participation on performance of FEIFOC with a beta value of 0.594 at 95% of confidence. This explains a positive and significant impact of the stakeholders' participation on the performance of the FIEFOC project. This implies that a unit improvement in

stakeholders' involvement leads to an increase in performance by 0.594.Therefore; stakeholders' involvement should be emphasized and improved in order to achieve successful and better performance of the project by improving on stakeholders' participation and commitment.

4.6 Descriptions of various perceptions of farmers' attitudes on performance of FIEFOC

The purpose of this objective was to establish the relationship between farmer's attitudes and the performance of the FIEFOC project .This was based on the idea that farmer attitudes affects adoption rates among the farmers and subsequently on the performance of extension workers (Oladosu, 2000).The table 12 below shows the results of the study.

Table 12: **Various farmer attitudes on performance of FIEFOC**

ITEM	**S A**		**A**		**NC**		**D**		**SD**	
	No	%	No	%	No	%	No	%	No	%
I put to practice what the FIEFOC staff teach	71	38.2	36	19.4	36	19.4	30	16.1	13	7.0
The presence of FIEFOC has changed my understanding of farming from subsistence production to commercialized farming	45	24.2	30	16.1	24	12.9	64	34.4	23	12.4
I put into practice the knowledge learnt from soil fertility improvement	54	29.0	24	12.9	35	18.8	46	24.7	27	14.5
FIEFOC has established demonstration sites in my sub county	34	18.3	11	5.9	26	14.0	66	35.5	49	26.3
I have adopted the new technologies introduced by FIEFOC	51	27.4	26	14.0	35	18.8	37	19.9	37	19.9

Source: Primary data

The results in the table above shows that 38.2% farmers strongly have a positive attitude by putting into practice what the FIEFOC staffs teach while 7% strongly disagreed. 24.2% strongly agreed and 16.1% agreed of the farmers agreed that the presence of FIEFOC has changed their understanding of farming from subsistence production to commercialized farming whereas 34.4% disagreed and 12.4% strongly disagreed. This implies that the project should provide the farmers with more resources to be able to practice subsistence farming. The interviews revealed that the farmers do not understand the concept of subsistence farming and do not have the income to invest in commercialized agriculture. The interview further revealed that the farmers do not have large areas of land to carry out commercialized farming due to the high population and land fragmentation in the areas especially in Gweri and Bugondo sub counties.

The results obtained revealed that a significant percentage of the farmers are not practicing soil fertility improvement (24.7%) ,29% agree that they practice soil fertility management while 18.8% are not sure because they probably have not understood the concept of soil fertility management.19.9% strongly disagreed and 19.9% disagreed of the respondents disagreed that they have adopted new technologies introduced by FIEFOC, while 27.4% agreed to have adopted the new technologies this may have been caused by there being few demonstration sites established for the farmers to learn from the new technologies as reflected by 35.5% who strongly disagreed and 26.3% who disagreed that the project has established demonstration sites in their area as opposed to only 18.3% who strongly agreed.

4.7 Relationship between farmer's attitude and performance of FEIFOC

When the findings were analyzed using the Pearson's coefficient, it was revealed that there is a positive relationship between farmers attitudes and the performance of FEIFOC as indicated in the table below.

Table 13: Correlation results for farmer's attitudes and the performance of the FIEFOC project

Correlations

		FATT	DV
Farmers attitudes(FATT)	Pearson Correlation	1	.603**
	Sig. (2-tailed)		.000
	N	186	184
Dependant variable (DV)	Pearson Correlation	.603**	1
	Sig. (2-tailed)	.000	
	N	184	184

**. Correlation is significant at the 0.01 level (2-tailed).

Source: primary data

Table 13 above shows a significantly moderate correlation coefficient of 0.603 between institutional factors and performance of the FIEFOC project implying that there is a significant positive relationship between farmer's attitudes and the performance of FIEFOC. Therefore, an improvement in farmers' attitudes leads to better project performance.

4.7.1 Regression for institutional factors and performance of FEIFOC

Since the correlation results between institutional factors and performance of FEIFOC were significant, the researcher wanted to confirm the impact of these factors on performance of the project. This was done by running a regression analysis and calculating the coefficient of determination.

Table 14: Regression for farmer's attitudes and performance of FEIFOC

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.207	.125		17.724	.000
	FATT	.410	.040	.603	10.205	.000

a. Dependent Variable: DV

Source: primary data

The multiple regression results confirmed a positive significant impact of farmer's attitudes on performance of FEIFOC with a beta value of 0.603 at 95% of confidence. This implies that a unit improvement in farmers' attitudes leads to an increase in performance by 0.603.Therefore, self efficacy, self confidence and motivation should be made favorable to improve the framer's positive attitude towards the FIEFOC project for the sustained performance.

4.5 Description of various perceptions on performance of FIEFOC

The purpose of this objective was to establish the responses on the performance of the FIEFOC project. The table 15 below shows the results of the study.

Table 15: **Various perceptions on performance of FIEFOC**

ITEM	S A		A		NC		D		SD	
	No	%	No	%	No	%	No	%	No	%
My group regularly receives inputs from FIEFOC	11	5.9	69	37.1	9	4.8	65	34.9	30	16.1
The number of trainings by FIEFOC is adequate	17	9.1	101	54.3	11	5.9	43	23.1	12	6.5
FIEFOC demonstrates to us appropriate technologies using demonstration sites	1	0.5	22	11.8	33	17.7	90	48.4	37	19.9
FIEFOC has established a tree seedling nursery in my sub county	10	5.4	25	13.4	101	54.3	47	54.3	47	25.3
Since I joined FIEFOC, there is an improvement in the livelihood of my household.	5	2.7	48	25.8	8	4.3	77	41.4	46	24.7
My group has received a variety of tree species (at least two).	11	5.9	64	34.4	14	7.5	67	36.0	28	15.1

Source: Primary data

From table 15 above, it was revealed that 37.1% of the respondents agreed that they regularly receive inputs from FIEFOC while 34.9% disagreed. This reveals that FIEFOC is not satisfying all the needs of the farmers who expect to receive herbicides, spray pumps and other inputs which the project has not supplied to them. The number of

trainings conducted by FIEFOC is adequate as reflected in the 63.4% who agreed, while only 29.6% disagreed. These could be the areas where the agriculture component is being implemented. Furthermore, 8.7% of the respondents disagreed that FIEFOC demonstrates to them appropriate technologies using demonstration sites which is made worse by the fact that 79% 0f the respondents also disagreed that the project has established a tree seedling nursery in their sub county compared to only 18.4 % who agreed. This could have contributed to the failure by the farmers to improve their livelihoods since they may not know how to put into practice the knowledge from the trainings.66.1% of the respondents revealed that their household livelihood has not improved since they joined the project while 28.5% agreed. A bigger proportion of the respondents revealed that they have only received one type of tree species (51.3%) while 40.3% had received at least two types of tree species which included Pinus caribea and either *Grevilea robusta* or Eucalyptus.

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CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter briefly discusses the findings in relation to the objectives under study and draws conclusions and recommendations on the subject.

5.1 Summary of Findings

The findings from the study revealed that there is a relationship between institutional factors, stakeholders' involvement, farmers' attitudes and the performance of the FIEFOC project. From the study it was revealed that there is a significant positive relationship between institutional factors, stakeholders' involvement, farmers' attitudes and project performance with moderate values of regression of 0.531, 0.594 and 0.603 at 95% confidence intervals respectively. This implies that a unit improvement in institutional factors, stakeholders' involvement and farmers' attitudes leads to an improvement in project performance by 0.531, 0.594 and 0.603 respectively.

5.2 Discussions of findings

5.2.1 Extent to which Institutional Factors affect project Performance

From the first hypothesis of the study which states that there is no significant relationship between institutional factors and performance of the FIEFOC Project, the findings from the study disproved this. Organizational structure and government policies were aggregated under this variable of institutional factors. The findings revealed that there is a positive significant relationship between the variables disputing the hypothesis earlier stated that there is no significant relationship between institutional factors and the

performance of the FIEFOC project. The multiple regressions showed a weak positive impact of institutional factors on performance of FIEFOC with a coefficient correlation of 0.531 and coefficient of determination of 25% at confidence level 99%. This implies that improving institutional factors will improve performance of the FIEFOC project by 0.531.Therefore, in order to increase on performance; institutional factors need to be improved by increasing on the number of staff, conducting more monitoring and supervisory visits, increasing on the number of trainings and decentralizing provision of services.

These findings agree with views by scholars such as Jones (2004) who argues that the organizational structure improves on the overall performance of organizations by controlling coordination of activities. Robin and Peter (1999) further agree by stating that performance and structure are inextricably linked. Furthermore, Miller and Tesen (1980) and Donaldson (1987) also agree that adequate organizational structures are one of the most important challenges and may lead to poor performance if wrongly chosen. In the same way, Burton and Obel (1998) further support this by arguing that organizational structure is a relevant factor in the regulation of an organization's performance as reflected in its information processing demands and capabilities.

From the findings of the study, it was revealed that 26.9% of the respondents disagreed that FIEFOC staff conduct regular monitoring and supervisory visits which may be attributed to the inadequate number of staff as reflected by 46.5% who disagreed that the number of staff is adequate.

This contributes to the poor performance of the project since the few staff cannot adequately supervise and monitor activities and are not located in their villages where the activities are being implemented.38.7% of the respondents disagreed that the majority of the FIEFOC staff are physically close to them because the few staff are based at the sub county headquarters and cannot adequately reach out to all the farmers in their villages.

During face to face interviews with farmers it was revealed that the number of the staff monitoring and supervising the project are not adequate enough, some of the group leaders were not adequately trained to guide the other group members especially on silvicultural practices. The group leaders revealed that most times after the seedlings are delivered follow up visits by the staff are not done and this has resulted into some of the farmers planting the seedlings with the polythene pots on which has contributed to the low survival rate. In some cases also it was revealed that the farmers due to lack of supervision plant the seedlings without leaving them to recover from the stress caused by the transportation and often use the wrong spacing leading to over crowding of the trees planted .this has affected their performance due to the high competition between them and also with the crops interplanted along them.

In addition, government polices like decentralization also have an impact on performance of the FIEFOC Project. Decentralization policies are intended to improve governance, well being of the poor and shift from government inefficiency in service provision with proper implementation. Manor (1999) agrees by arguing that decentralization can help to improve on performance by increasing on cost effectiveness of projects by acquiring

services from local service providers within the project implementation area reduce on associated procurement costs. The findings reveal that 75.2% of the respondents agreed that due to decentralization, the project has increased farmers' access to knowledge and information by reaching out to more remote areas with poor farmer groups. However, decentralization can be affected by other factors like the nature and number of service providers and their physical proximity (UBOS, 2005). This is reflected by 66.2% of the respondents who revealed that services are not provided as and when needed and this has been caused by the service providers not being near and it has resulted into delay of delivery of seedlings and other inputs which has subsequently caused low survival of the seedlings since they are not timely planted during the rainy seasons. In all the four sub counties of Bugondo, Atirra, Olio and Gweri the farmers revealed that service delivery has been poor in terms of supply of seedlings which are delivered late towards the dry season and subsequently end up drying up. The farmer's recommended that supply of seedlings should be decentralized to identify suppliers in the sub counties to avoid unnecessary delays and loss of seedlings. During observation, the study confirmed that the survival rate of seedlings is less than 50% especially in Awoja, Abelet, Agule, Kikota, Kabola, Agolololo villages due to late planting. In Olio Sub County, the survival rate in Okulonyo was observed at least 50%.

Furthermore, the study revealed that Bugondo Sub County is the largest Sub County with over seven villages implementing the project. However the villages are far apart and the group leaders have no means of transport to move during supervision on interviewing the group leaders it was noted that the project promised those bicycles which they have not

yet received to date. Also in olio Sub County, group leaders interviewed revealed that when the seedlings are delivered to a central point usually at the sub county headquarters, they lack transport to distribute them to their respective group members who are based in the different villages.

In conclusion, while decentralization is no panacea it has many virtues that can positively affect performance and is worth pursuing (Manor 1999).

5.2.3 Extent to which stakeholders' involvement affects project performance

The findings from the study disagreed with the second hypothesis which states that there is no significant relationship between stakeholder involvement and the performance of the FIEFOC Project. Stakeholder commitment and participation were tested under this variable and the findings revealed that there is a positively significant relationship between stakeholder involvement and the performance of the FIEFOC project. Stakeholder commitment and participation were integrated under this variable.

The multiple regressions showed that there is a weak positive but significant impact of stakeholder involvement on the performance of FIEFOC, with a coefficient of correlation of 0.594 and a coefficient of determination of 35%. This implies that improvement of stakeholder involvement would lead to increased performance of the project. Shared understanding without commitment of the stakeholders involved may result into "counter effect" and negatively affect performance, especially if they were not consulted during the development phase of the project (Wooldridge and Floyd, 1989; Heradeous, 2000).

Goth and Macmillan (1986) further agree by stating that low to negative individual stakeholder commitment affects performance.

Stakeholder participation alone without commitment does not necessarily need to better performance. This is reflected from the finding of the study where at least 60% of the respondents agreed that they attend group meetings and have ever attended at lest one training and yet the survival rate of the trees planted is less than 50% for the majority as well as low income rates, low food security and low food production. This implies that much as the farmers participate in the meetings and trainings, they may be having low commitment as reflected by the low perceived ability to perform successfully and low capacity of the outcome to satisfy individual needs and goals.

In the study, low commitment may be attributed to lack of understanding by the farmers on the activities being implemented by the project, this could have been caused by inadequate trainings in some areas as revealed by the 23.1% and 6.5&who respectively disagreed and strongly disagreed that the number of trainings conducted by the project are adequate. Furthermore, low commitment may have also resulted due to failure by the project to provide the framers with their needs. The study revealed that 39.5% and 16.5% disagreed and strongly disagreed that the project has provided useful inputs like herbicides, spraying pumps. Field observations revealed that proportion of the tree deaths is attributed to destruction by termites which have resulted due to lack of pesticides.

However, participation is also very important because it ensures ownership of the project by the beneficiaries and makes it likely for the project to be more sustainable even after funding stops therefore improving on the performance (Fowler, 1999).

In Atiira Sub County, the interviews revealed that more than 50% of the farmers and local leaders did not participate in making decisions regarding the project. Interviews with the group leaders of Asilang, Alela and Amoroacan villages elicited such responses as "we did not participate in any decision making", "it came and disappeared "this project has never met any of its objectives because we have never attended a meeting neither any activity being implemented and we are not consulted".

5.2.4 Extent to which Farmers' attitudes affects project Performance

The study disagreed with the third hypothesis that states that there is no significantly positively relationship between farmers' attitudes and performance of the FIEFOC Project. The findings from the study revealed that there is a significant relationship between farmer's attitudes and performance of the FIEFOC Project.

The multiple regressions showed a moderate positive impact of farmers' attitudes on the performance with a correlation coefficient of 0.603 and a correlation of determination of 36%. This implies that improving farmer attitudes would lead to increased performance. Positive attitudes have a lower use of negative tactile interactions which in turn may be related to higher production or performance (Brever et al, 2000).This view is supported

by Oladosu (2000), who agrees that positive farmer attitudes increases adoption rates among farmers operating, subsequently increasing on the performance.

In Bugondo Sub County, some of the farmers revealed that they fear planting trees distributed by the project because the government may come back in future and claim for the mature trees. Many people in rural areas look upon extension agents as government prosecutors rather than facilitators in the process of rural development. The extensionists' duties should be clearly defined and they should not be made to handle other responsibilities that may compromise their professional integrity.

Furthermore the negative attitude of farmers towards tree growing can be attributed to the fact that trees take long to mature, a minimum of three years and yet the farmers are used to getting annual harvests from crops such as cassava. The field observations revealed that many of the farmers have intercropped the trees with cassava and yet the cassava has a faster growth rate thereby suppressing the trees and leading to their poor performance. Born (1989) found widespread resentment toward extension agents among farmers because they resent advice from agents who adopt superior attitude. Moreover, Mac Donald (1984) revealed that farmers mistrust outsiders and so will resent agents who take readymade plans for them to follow without prior consultation because they felt they were being directed or told what to do rather than being helped to make their own decisions.

According to Arene (1994, the quality of the extension services is higher if fewer farmers were visited and the level of formal education of farmers, farm size land age of farmer's adoption rate and the high adoption farmer groups shoed positive attitude towards the extension services. The employment of more qualified and experienced extension agents, especially subject matter specialists are recommended for farmers to show a positive attitude towards the extension service.Dasgupta (1998) explains the variation in farmers' attitudes towards extension agents by recommending that their feelings, what motivates them, appeals to them, their priorities and needs should be understood by the extension programme planners to engender a positive working relationship.

Demonstrating technologies compatible with existing farm practices encourage a positive attitude towards change, improve the agents credibility and may be adopted faster (Oladosu, 2000).however during the study, it was revealed that the FIEFOC project has not established appropriate technologies to demonstrate to the further the various activities so as to improve their skills and knowledge in a more practicable manner apart from the sensitization meetings. The results from the study show that 26.3 % strongly disagreed and 35.5 % disagreed that the project has established demonstration sites. This has contributed to the low adoption rates which have negatively affected the performance of the project.

Also no single extension method is sufficient in the training of farmers. A combination of two or more methods produces positive effects on farmers' acceptance of information than only one technique (Isiakai, 2001).and yet the interviews revealed that the project is

only doing in door training of farmers without practical included. This has led to farmers failing to practice and apply what they learned theoretically.

However, based on the findings from the study, the researcher agrees with Ban Vanden and Hawkins (1998) who argue that attitudes are difficult to measure because people have different goals at the same time. This was revealed during the interviews where different responses were given on the expectations and level of performance of the FIEFOC project. While at least 40% agreed that the project had met its objectives by providing them with seedlings and training them on forestry management, about 60% disagreed that the project had met their expectations. This is because they revealed that they wanted their livelihoods to be improved through direct cash payments to them since trees take long to reach maturity.

5.3 Conclusion

The study discovered that institutional factors have a significant contribution towards the performance of the FIEFOC project. Low service provision can be attributed to the inadequate number of staff and their failure to reach out to all the areas on a more regular basis. Furthermore, the delay in provision of inputs by the contracted service providers has greatly affected the implementation of the project with the outputs being less than 50%. The study also revealed that there is inadequate involvement by the stakeholders in making decisions that regard the implementation of the project especially by the local political leaders who play a big role in mobilization of communities. The farmers are also

not involved in choosing the species of seedlings that they prefer hence they sometimes neglect the ones they are supplied with and leave them to dry.

The study discovered that farmers' negative attitudes towards the project include their feelings, action, as well as behaviors towards the extension workers. Also lack of appropriate demonstration technologies has contributed towards a negative attitude as the farmers do not know what to do.

Uganda's economy heavily relies on the environment and natural resource base and agriculture continues to determine Uganda's success in terms of economic growth and poverty reduction. Therefore, more effort needs to be put into the implementation of the FIEFOC activities in order to improve its performance and achieve the overall goal of contributing to poverty reduction by improving on livelihoods, household incomes and food security in an environmentally sustainable manner. If the FIEFOC project aims to achieve its overall goal of contributing to poverty reduction then institutional factors, stakeholders' involvement and farmers' attitude needs to be transformed positively since inter-grating environmental factors into economic planning is critical to the achievement of prosperity for all.

The study concludes that although institutional factors, stakeholders' involvement and farmers' attitudes affect the performance of the FIEFOC project, further research needs to be done on the effect of natural factors like weather on the project.

5.4 Recommendations

The following recommendations have been made based on the findings of this study.

5.4.1 Institutional factors

i. Arising from gaps in staffing, there is need to recruit more staff to the based at the parishes in order to improve on monitoring and supervision of the project activities.

ii. The problem of low survival rate of trees planted can be improved by delivering seedlings to the farmers at the onset of the rainy season instead of toward the end of the rains which leaves the planted trees to be scorched by the sun leading to the low survival rate.

iii. Furthermore, service providers nearer the implementing areas should be identified to supply seedlings. This can be done by training specific people on nursery management and contracting them to supply seedlings to the other farmers. This would reduce costs of transportation, as well as ensure seedlings are timely delivered at the same time it would increase on the income of the local people.

5.4.2 Stakeholders' involvement

i. In order to improve on performance of the project, all the stakeholders need to be more involved decision making at all stages.

ii. The farmers should be involved in choosing the species of trees suitable for their needs as the study revealed that the framers prefer fruit trees to the pine the have received from the project.

iii. Furthermore, the political leadership need to be more involved in monitoring and supervision .this can be achieved by motivating them in terms of provision of fuel and allowances.

5.4.3 Farmers' attitudes

i. Failure by the farmers to readily adopt new technologies can be improved by the project setting up demonstration sites for the various activities being implemented at each parish this will ensure the farmers get hands on experience on some of the activities implemented in order to improve performance.

ii. The farmers' attitudes can also be transformed positively by consulting them prior to submission of work plans by the technical staff to ensure they feel they own the project since they participated in decision making.

iii. Again, the problem of low income levels by the project beneficiaries can be improved by the project distributing mainly fruit trees which mature in a shorter period than pine and other timber trees which take over 15 years to attain maturity; for them to the sold.

5.5 Areas for further research

i. Effect of natural factors on the performance of the FIEFOC project.

ii. Effect of the Donor policies on the performance of the FIEFOC project

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Appendix 1
Questionnaire to farmers

Dear respondent, my name is Maureen Anino, a student at The Uganda Management Institute. I am conducting a study into the factors affecting the performance of the Farm Income Enhancement and Forestry Conservation Project (FIEFOC) in Soroti District. This study will result to partial fulfillment of the requirement for the award of Masters Degree in Management Studies (PPM). You are kindly requested to answer all questions in this questionnaire. Your answers will be used for research purposes. Please answer the questions as honestly as possible. Your responses will be treated confidentially and used only for this research. You may not write your name on the questionnaire. Answer by ticking the correct alternative to the question according to you.

SECTION A : Background information		
1.	Sex	1. Male. 2. Female.
2.	Marital status	1. Married 2. Single 3. Widow(er) 4. Other(Specify)
3.	Age	1. Below 20 yrs. 2. 20-30 yrs. 3. 31-40 yrs. 4. 45-50 yrs. 5. 50-60 yrs. 6. Above 60 yrs.
4.	Level of education	1. Secondary. 2. Tertiary. 3. University. 4. Other (specify).

In this section, use the following scale to indicate the best option that reflects your opinion on each of the statements. You may tick the number that best describes your opinion on each of the statements. For example, if you strongly agree with the statement, circle or tick number 1 against that statement. ***(1 – strongly agree, 2 – agree, 3 – neutral/no comment, 4 – disagree, 5 – strongly disagree).***

SECTION B : Institutional factors and performance of FIEFOC						
	Tick the most appropriate option in relation to the questions or statements below	***5***	***4***	***3***	***2***	***1***
	Organizational structure and performance of FIEFOC					
1	The FIEFOC staff provide adequate knowledge on farm income and forestry					
2	The number of FIEFOC staff is adequate enough to provide services					
3	The FIEFOC staff conduct regular monitoring and supervisory visits					
4	We receive appropriate training on the activities the project is implementing					
	Decentralization and Performance of FIEFOC					
5	The services provided by FIEFOC suit our local needs					
6	Majority of FIEFOC staff are physically close to us					
7	Service providers are physically close to us					
8	Service providers provide services as and when needed					
9	FIEFOC reaches out to more remote areas with poor farmer groups					
10	FIEFOC has increased farmers access to knowledge and information					
SECTION D: Stakeholder involvement and performance of FIEFOC						
	Stakeholder participation					
11	Information about FIEFOC activities is provided to the staff and sub county leaders					
12	I have ever attended a training organized by FIEFOC at least once					
13	I actively participate during trainings organized by FIEFOC					
14	I attend regular meetings for my group					
15	I participate during group meetings					
16	I participate in making decisions for the group					
	Stakeholder commitment					

17	FIEFOC has increased on my knowledge and skills on farm income and tree planting					
18	More than 50 % of the trees planted are surviving					
19	There is increased crop production in my sub county because of FIEFOC					
20	There is increased food security in my area because of FIEFOC					
21	My income has increased ever since I joined a FIEFOC farmer group					

SECTION C: Farmers attitudes and Performance of FIEFOC						
		5	***4***	***3***	***2***	***1***
22	I put in practice what the FIEFOC staff teach					
23	The presence of FIEFOC has changed my understanding of farming from subsistence production to commercialized farming					
24	I put into practice the knowledge learnt from soil fertility improvement					
25	FIEFOC has established demonstration sites in my sub county					
26	I have adopted the new technologies introduced by FIEFOC					

In your opinion do you think FIEFOC has met its objectives Yes……No……

Give reasons

In your opinion, how can FIEFOC improve on its performance in your area?

Appendix 2

Questionnaire for FIEFOC staff, District staff and Area Councilors

Dear respondent, my name is Maureen Anino, a student at The Uganda Management Institute. I am conducting a study into the factors affecting the performance of the Farm Income Enhancement and Forestry Conservation Project (FIEFOC) in Soroti District. This study will result to partial fulfillment of the requirement for the award of Masters Degree in Management Studies (PPM). You are kindly requested to answer all questions in this questionnaire. Your answers will be used for research purposes. Please answer the questions as honestly as possible. Your responses will be treated confidentially and used only for this research. You may not write your name on the questionnaire. Answer by ticking the correct alternative to the question according to you.

SECTION A: Background information

1	Job title:	
2	Sex	1 Male. 2 Female.
3	Marital status	1 Married 2 Single 3 Widow(er) 4 Other(Specify)
4	Age	1 Below 20 yrs. 2 20-30 yrs. 3 31-40 yrs. 4 45-50 yrs. 5 50-60 yrs. 6 Above 60 yrs.
5	Level of education	1 Secondary. 2 Tertiary. 3 University 4 Other (specify).

PART B: SUBJECT INFORMATION

Under this section, you are kindly requested to tick the option that bests your view and opinion and where necessary use the blank space provided to explain in details.

1. The FIEFOC project has effectively, efficiently and appropriately managed community watershed project.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

Explain ……..

……

2. The tree planting project has been effectively, efficiently and successfully implemented in Soroti District

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

Explain ……..

……

3. There is great improvement in soil fertility management in Soroti District since the introduction of FIEFOC project.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

Explain ……..

……

4. As a result of soil fertility management, there has been a great improvement in the level of crop production in the area

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

Explain ……..

……

5. Since the Introduction of the FIEFOC project, there has been a great improvement in food security in Soroti District

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

Explain ……..

……

6. Since the introduction of the FIEFOC project in Soroti District, a number of farmers and community leaders have been trained in various farm income and forestry tree planting activities.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

Explain ……..

……

7. Following the FIEFOC training of farmers on Watershed management and forestry conservation, many trees have been planted in Soroti District.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

Explain ……..

……

8. The FIEFOC project has successfully, effectively and efficiently implemented the small-scale irrigation and rain water-harvesting project in the area

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

Explain ……..

……

9. The FIEFOC project has greatly achieved Apiculture development in the area

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

Explain ……..

……

10. The FIEFOC project has played a significant role in agricultural marketing in Soroti District.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

Explain ……..

……

11. The FIEFOC project has faced a number of challenges in implementing its activities in Soroti District.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

Give details (out line them) ……..

……

12. What areas has the FIEFOC project successfully implemented in Soroti District?

1. Community watershed management
2. Tree planting
3. Soil fertility management
4. Small-scale irrigation and water harvesting
5. Apiculture development
6. Agricultural marketing
7. Project coordination
8. All the above
9. Other (Specify ……)

13. What challenges have you faced in the process of implementing FIEFOC activities

……

……

14. The government of Uganda has since 1990 implemented a number of policy reforms that affected the economy in general and agriculture sector in particular since the inception of FIEFOC in 2005, has the policy of decentralization affected the performance of FIEFOC?

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

Explain ……..

……

15. Stakeholders' involvement in the FIEFOC project has played a significant role in the implementation of the project activities in Soroti District

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

Explain ……..

……

16. Farmers' attitude towards FIEFOC activities has been influential in the implementation of FIEFOC project activities in Soroti District.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

Explain how ……..

……

17. The FIEFOC has adequately trained farmers and provided them with knowledge about farm income and forestry conservation?

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

18. The staff regularly visit farmers, monitor and supervise farmers' activities?

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

19. Since the introduction of the FIEFOC project farmers now have knowledge about farm income and tree planting.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

20. Farmers in Soroti District have transformed from subsistence farming to commercialized farming as result of FIEFOC project.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

21. Farmers are provided with the right, correct and appropriate farm inputs as per their requisition.

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

22. There is great interference by political leaders in the activities of FIEFOC project in Soroti District

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

23. Farmers are regularly trained on FIEFOC project activities

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

24. Farmers have adopted the new technologies introduced by FIEFOC

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

25. FIEFOC project has fully and /or successfully achieved its objectives

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

Explain in details ……

……

26. Farmers have interest in FIEFOC project and are willing to participate in its activities

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

Explain ……..

……

27. Farmers are motivated by FIEFOC project to actively participate in farm income and tree planting activities

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

Explain ……..

……

28. Farmers have confidence in and cope up with the FIEFOC project

Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree

Explain ……..

……

29. What should be done in order for FIEFOC project to improve performance of its activities in Soroti District

Appendix 3

INTERVIEW GUIDE TO FARMERS

1. What is your occupation?
2. When did the FIEFOC project begin in your area?
3. How long have you been engaged in the FIEFOC Project(s) activities?

PART B: SUBJECT INFORMATION

4. Does the FIEFOC staff provide you with adequate knowledge about farm income and forestry conservation?
5. How often (if so) does the FIEFOC staff regularly visit you and supervise your project?
6. Have you ever been trained on any of FIEFOC activities?
7. If yes, what specific activity?
8. Have you benefited out FIEFOC project? If yes please explain in detail.
9. Do you receive FIEFOC services as and when you need them? Please explain.
10. Has FIEFOC improved on your income?
11. How has FIEFOC contributed to your knowledge and skills on farm income and tree planting?
12. To what extent has FIEFOC contributed to crop production in your sub-county?

13. Has FIEFOC contributed to increased food security in your area? If so, give details
14. Has the FIEFOC project helped increase on your income ever since you joined the farmer group? If so, give details
15. Do you receive adequate and professional services from FIEFOC?
16. Are you happy with the way the FIEFOC staff conduct themselves?
17. Are the FIEFOC activities conducted in a transparent manner?
18. Are you provided with the correct number of seedlings, enough and appropriate farm inputs as per your group requisition?
19. Do political leaders interfere with the FIEFOC activities

Appendix 4

Interview Guide for FIEFOC staff, District Officials and Councilors

PART A: BACKGROUND INFORMATION (BIO DATA) ***Please Tick Appropriately***

1. What is your job title?
2. What is your department?
3. What is your age?
4. What is your level of education?
5. For how long have you been working with Soroti District or your area?

PART B: SUBJECT INFORMATION

6. How do you rate FIEFOC project and activities in regard to community watershed management and implementation?
7. Comment on the role played by FIEFOC tree planting project in Soroti District.
8. How do you comment about FIEFOC soil fertility management in Soroti District?
9. How has this contributed to farmers' income and forest conservation in this area?
10. How has soil fertility management contributed to the level of crop production in the area?
11. Is there any improvement/increase in food security in Soroti since the introduction of FIEFOC project? Please explain.
12. How do you comment about the number of farmers trained by the FIEFOC project since its introduction in Soroti District
13. Comment about the FIEFOC small-scale irrigation and water-harvesting project in the area.
14. How successful has the project been implemented?
15. How has this influenced farm income and forestry conservation in Soroti District?

16. Generally how has the FIEFOC contributed to Apiculture development in Soroti?
17. What role has the FIEFOC project played in agricultural marketing in Soroti District?
18. What policy challenges has the FIEFOC project faced in implementing its activities in Soroti District?
19. How has decentralization affected the FIEFOC project activity implementation in Soroti District?
20. How have you as the district helped the FIEFOC project effectively and successfully implement its activities in the area?
21. Do you think farmers are willing and interested in the FIEFOC project? Explain?
22. How has the FIEFOC motivated farmers to participate in its project activities?
23. What are farmers' attitudes towards the FIEFOC project implementation in Soroti?
24. Comment about the FIEFOC project farmers' training, does it provide adequate and appropriate training to farmers? How has this contributed to their knowledge about farm income and forestry conservation?
25. Does the FIEFOC staff regularly visit farmers, monitor and supervise farmers' their?
26. Since the introduction of FIEFOC project, do you think this has changed farmers' farm income? Give detailed explanation.
27. Comment about the fact that FIEFOC project has transformed farmers from subsistence farming to commercialized farming.
28. Are farmers provided with the right, correct and appropriate farm inputs as per their requisition? If no, comment.

29. Is there any interference by political leaders in the activities of FIEFOC project in Soroti District? If yes how has this affected the farmers' activities and their farm income and forest conservation?
30. Does the FIEFOC project provide regularly training to farmers about farm income and fore conservation activities if yes how often?
31. Have farmers adopted the new technologies introduced by FIEFOC project?
32. Has the FIEFOC project fully and /or successfully achieved its objectives?
33. Do farmers have confidence in and cope up with the FIEFOC project?
34. What should be done in order for FIEFOC project to improve performance of its activities in Soroti District?

Appendix 5

OBSERVATION CHECK LIST

This check list will be used by the researcher in data collection for this study. It will be used to collect vital data for this study. The researcher will continuously make brief notes of the observations and will do it carefully not to raise curiosity of the respondents.

1. Do farmers carry out activities managed by the FIEFOC project in Soroti District?
2. If yes, what type of activities do they practice?
3. What activities are carried out by the FIEFOC project?
4. What crops do they cultivate?
5. What trees are planted by the FIEFOC project
6. What trees are planted by farmers in Soroti District?
7. What trees are recommended under the FIEFOC project?
8. Does the FIEFOC supply (provide) farmers with farm inputs and seedlings?
9. Do farmers receive seedlings and farm inputs?
10. Are Farmers practicing subsistence farming or commercialized farming?