



UGANDA MANAGEMENT INSTITUTE

**THE CRITICAL SUCCESS FACTORS (CSFs) FOR THE IMPLEMENTATION OF  
PHYSICAL DEVELOPMENT PLANS (PDPs) IN LIRA MUNICIPAL COUNCIL –  
UGANDA.**

By

Joseph Acai

**Reg. No. 10/MMSPPM/22/039**

**A DISSERTATION SUBMITTED TO THE SCHOOL OF MANAGEMENT SCIENCE IN  
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF A  
MASTER'S DEGREE IN MANAGEMENT STUDIES (PROJECT PLANNING AND  
MANAGEMENT) OF UGANDA MANAGEMENT INSTITUTE**

**October, 2015**

**DECLARATION**

This dissertation is my original work and has not been submitted previously to this or any other institution of higher learning for any degree.

Signature:.....

Date:.....

JOSEPH ACAI

## **APPROVAL**

This dissertation has been submitted with the approval of the supervisors:

Signature: ..... Date: .....

DR. MARY BASAASA MUHENDA

Signature: ..... Date: .....

MR. ANACLET MUTIBA NAMANYA

## **DEDICATION**

This piece of work is dedicated to my loving and supportive wife Teddy Nalule Akinyi, my children Benjamin Raphael Achai, Abraham Jude Opio – Acai, and Gabriel Jordan Ochen – Acai; my niece Christine Akullu and to my parents Mr. S.R Achai – Akoro and Mrs. Eseza Achai. Thank you for your constant encouragement and the keen interest that you continue to show in all my endeavours.

## **ACKNOWLEDGEMENT**

As a rule of thumb; colleagues who have requested not to be referred to by name have not been so mentioned; but there are some whose activities are so inseparably woven into the final work presented herein, that it has been impossible to follow such a rule in all cases for whom am deeply indebted. Special thanks to my academic supervisors, Dr. Mary Basaasa Muhenda and Mr. Anaclet Mutiba Namanya who provided selfless guidance, constructive criticism and encouragement throughout the study. To you all, I say Thank you! A vote of thanks goes to the staff, lecturers and fellow MMS participants of the School of Management Studies, Uganda Management Institute for the guidance and support during the research workshops. I am afraid I cannot mention all of you by name here. I am also very grateful to Mr. Vincent Ateenyi Byendaimira, who in his capacity as the Commissioner Land Use Regulation and Compliance department at the Ministry of Lands, Housing and Urban Development was very understanding and always gave me the opportunity to undertake this study despite tight departmental responsibilities and obligations, and my colleagues at the department of Land Use Regulation and Compliance for their various contributions and occasionally sharing my work load to allow me concentrate in undertaking this study. I owe special thanks to the persons who availed the necessary data and information for this study. These include my respondents, Dr. Fredrick Omolo - Okalebo, lecturer at the department of Architecture and Physical Planning - Makerere University; Dr. Charles Amooti Koojo; Mr. Godwin Othieno, and Mr. Joseph Semambo, Consultant Physical Planners for sharing insights in implementation of physical development plans; Mr. Daniel Christopher Kaweesi - Town Clerk Lira Municipal Council; Mr. Geoffrey Omara - Physical Planner LMC; Mr. David Bagenda - Municipal Engineer LMC; staff of LMC; and my respondents for providing the core information for the study. To you all, Thank you! Ms Carolyn Akot – District Physical Planner, Kole District Local Government and Mr. John Akoro for their assistance during data collection. Finally, to my immediate and broader family for their support most especially my wife Teddy for her relentless encouragement, prayers and support; my children Benjamin, Abraham and Gabriel, you have all been part of this struggle.

**I love you all!**

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## LIST OF ACRONYMS

BOARD	National Physical Planning Board
CBOs	Community Based Organizations
CDOs	Community Development Officers
CIS	Common Implementation Strategy
CSFs	Critical Success Factors
CSOs	Civil Society Organizations
CVI	Content Validity Index
FBOs	Faith Based Organizations
GOU	Government of Uganda
JICA	Japan International Cooperation Agency
KOICA	Korean International Cooperation Agency
LMC	Lira Municipal Council
MoLG	Ministry of Local Government
NDP	National Development Plan
NEMA	National Environment Management Authority
NGDOs	Non-Governmental development Organizations
NGOs	Non-Governmental Organizations
NR	Non Relevance
PDP	Physical Development Plan
PPA (2010)	Physical Planning Act (2010)
R	Relevance
SPSS	Statistical Program for Social Scientists
TPC	Technical Planning Committee
UMI	Uganda Management Institute
WFD	Water Framework Directive



## **ABSTRACT**

Physical development planning provide the spatial framework for the implementation of land use decisions in urban areas like Lira Municipal Council. However, this spatial interventions have often attracted criticisms for its poor implementation and yet it's a fundamental tool to guide public expenditure and investments in urban infrastructure and services towards urban development. The study established the critical success factors (CSFs) necessary for the implementation of the physical development plans (PDPs) in Lira Municipal Council (LMC). The study adopted a cross-sectional design in which data was collected using self-administered questionnaires, interviews and focus group discussions. Qualitative data was analyzed using content analysis while descriptive statistics and multiple regression was applied to analyze quantitative data. The findings of the study indicated a positive significant relationship between stakeholder participation, financial resource and regulatory framework and implementation of physical development plans, while human resource was found not to be significant. Regression analysis conducted at 99% confidence level concluded that the most critical success factors for the implementation of physical development plans in lira municipality were; stakeholder participation, regulatory framework, financial resources and human resources chronologically. The study recommended the upscaling of stakeholder participation in the entire physical development planning process, recruitment of adequate and skilled technical personnel, mobilization of extra funding from development partners outside the central government disbursements for physical planning activities, and harmonization of conflicting laws and regulations governing land use for effective administration of land.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Introduction**

The study examined the critical success factors essential for the implementation of physical development plans in Lira Municipality. The critical success factors comprised the independent variable and plan implementation the dependent variable.

This chapter presents the background to the study, statement of the problem, purpose of the study, research objectives, research questions, hypotheses, conceptual framework, significance of the study, justification of the study, scope of the study, operational definitions, and assumptions.

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

This section explored the background to the study on the four continuum of historical, theoretical, conceptual and contextual so as to provide information regarding implementation of physical development plans in the dynamic spectrum of land use planning.

#### **1.2.1 Historical Background**

Conscious planning of land use and development has been practiced ever since man first acquired the knowledge and skills that enabled him to settle in places of his own choice around about 160,000 years ago [Liu, Prugnolle, Manica, and Balloux (2006); Golany (1969), and Maleche (1970)]. Internationally, the evolution of town planning can be traced through series of periods starting from the pre-historic, classical, medieval, renaissance, the nineteen century up to and including the modern times. The pre-historic period was characterized by the need of man to stay together for safety and this period saw the commencement of barter trade. Evidence of town planning during this period was seen in the regions of the Tigris and

Euphrates rivers that included Sumeria, Akkad and Mesopotamia; the Nile valley and the Indus valley [Maleche (1970)].

The classical period saw the emergence of cities in Mesopotamia which is modern day Iraq around 4500 years ago with Ur the capital of ancient Samaria as the world's first city [Maleche (1970)]. Whilst Athens and Rome grew organically, evidence of town planning in ancient cities was in Priene of Asia Minor. The medieval period was characterized by the growth of medieval organic towns which grew naturally, expanded gradually and flourished organically as need arose [Maleche (1970), Golany (1969)]. Most of these town's nuclei were centered around churches, catches, town halls and areas of natural eminence and the streets however zigzag they were, used to lead to these centres. Typical medieval towns were characterized by illogical and haphazard patterns that tended to have irregular shapes which were largely dictated by the site [Maleche (1970)].

Town planning during the renaissance period emanated from the realization of the intellectual and general limitations of the medieval period. This period is referred to in urban circles as the "Golden age" of town planning and development. The renaissance towns fell under five broad categories, namely; the renaissance primary straight streets; the renaissance fortifications; the renaissance garden design; the place and the renaissance chess board [Maleche (1970)].

Town planning during the nineteenth century was marked by greater urban growth and development and this period saw an increase in the urban population compared to the previous periods [Maleche (1970)]. This increase is attributed to the push factors, pull factors and the industrial revolution. Urban planning in Africa can be traced to have originated in ancient Egypt although relatively little is actually understood about the general designs of Egyptian towns during that period [Kemp (1977)]. Most evidence of these cities has been

excavated at el-Lahun, Deir el-Medina, and Amarna, though evidence of urban planning exists at other sites as well [Uphill (1988)].

Before the colonization of Uganda, areas of high human settlement concentration in central Uganda and Buganda in particular, which could by definition be equated to contemporary urban areas were only limited around kings and chiefs' palaces [Omolo (2011a)]. Urban planning in Uganda can be traced back to the colonial times with the growth of post-colonial primate cities such as Kampala, which grew out of the indigenous town, the *Kibuga* which had been the royal capital of the Kingdom of Buganda since the 1600s. Urban settlements in Uganda originated and developed as headquarters of the administrative hierarchies of central and local governments; through concentrated settlements at major road junctions; at transshipment points; at rural market centres; at rural manufacturing and processing establishments; at health, educational and missionary establishments, and on large agricultural (tea, sugar-cane and other) estates [Koojo (2005); Lwasa (2006)]. As such they were mostly spontaneous, unplanned and un-demarcated settlements. Later on, the administrative headquarters got demarcated, gazetted, planned and developed as towns by the Public Health and Works departments [Koojo (2005)]. Modern town planning in Uganda can only be traced from the inception of the British colonial government particularly after the enactment of the town and country planning ordinance of 1903 [Omolo (2011a)]. The demands of colonial management, as well as the new technologies of the industrial revolution had created the need for new occupational roles in handling colonial affairs and accordingly, the setting of settlements and/or cities that would serve as headquarters for colonial administration overseas [Curtin (1985)] as cited in Omolo (2011a).

Early urban planning efforts of Kampala and indeed in Uganda may be seen to have been initiated by Professor Simpson, who, having visited the country in 1905, submitted a report

advocating, inter-alia, town planning and housing policy not only for Kampala and Jinja but also for other trading centres in Uganda [Kajugira (1992)]. Koojo (2005) asserts that formal urban planning as well as gazetting and declaration of planning areas started in 1912 when outline schemes and written provisions were prepared for Kampala under the Town and Country Planning Ordinances. The scheme was approved in 1919 and emphasized physical separation of Europeans, Asians and Africans using greenbelts that none would be permitted to encroach upon [Omolo (2011a);Koojo (2005)]. Preparation of master plans were initiated in the 1950's, but was superseded by preparation of structure plans in the 1960's under the Town and Country Planning Act of 1964, the Urban Authorities Act and the Local Administrations Act, Koojo (2005).

In as far as the planning ideas and form advanced during the last part of the nineteenth century and the beginning of the twentieth century was concerned, Omolo *et al* observes that:

“Using racial and health segregation ideas, colonial urban planning increasingly sought to enforce separation of white from black, migrant from native, traditional from modern, men from women and family. This created disparities in the quality of urban space created, with the initially European areas having better facilities and the native areas more marginalized. ....many other towns in East Africa, and the African continent and other areas under colonial rule experienced similar forces and outcomes, though varying in dimension” [Omolo, Haas, Werner, and Sengendo (2010) :166-167].

Other planning interventions in Uganda were being carried out at regional level that saw the division of the country in to 4 main regions of central, northern, western and eastern. The regional headquarters supervised the districts within their area of jurisdiction. The central region was headquartered in Kampala and included districts of Buganda; the northern was in

Gulu and included districts of Lango, Acholi and West Nile; the eastern was in Mbale and included districts of Bugisu, Teso, Karamoja, Sebei, Busoga and Bukedi; whilst the western region had its headquarters in Fort Portal and had districts of Ankole, Kigezi, Toro and Bunyoro. As far as physical planning was concerned, technical officers at the Ministry in charge of lands were assigned for planning concerns within those regions. Planning was a centralized activity that was a preserve of the 'Board' as established by the laws of the day (the Town and Country Planning Ordinance of 1951 and the Town and Country Planning Act, 1964).

With the adoption of the decentralization form of governance and the coming in to force of the Physical Planning Act (2010), physical planning function was decentralized to the respective urban and local authorities with the Board providing only advisory, policy & regulatory framework, monitoring, guidance and approval of the schemes. Lira Municipality is considered one of the fast growing municipalities in Uganda today and is among the early urban centers that was planned and zoned along the concept of racial segregation of neighbourhoods during the colonial era [Omolo (2011a); Omolo (2010); Koojo (2005)]. This segregation saw the rise of residential areas like European (senior) quarters, Russian quarters, and Junior (African) quarters with the central business district dominated by traders of Asian origin. This racial segregation was however diluted in the first quarter of the 1970's with the expulsion of the Asian communities in Uganda by President Idi Amin Dada. The Municipality is composed of four divisions that include Central, Adyel, Ojwina and Railway. The four divisions cover a total area of 774ha (modified from national population and housing census 2002). Lira became the headquarters of Lango sub-region in 1914 when it was transferred from Amolatar because of its centrality so as to serve the region appropriately.

### **1.2.2 Theoretical Background**

This sub section engages the theoretical constructs used to unravel the notion of successful implementation of physical development plans. Faludi's (1973) procedural planning theory was used to elaborate the principles of participation in the planning approaches that is key in physical planning interventions. Advocacy planning has aspects of community work where the advocacy planning is meant to strengthen the power of the weak groups to create an equal situation among participants by a planner who acts as an advocate. The study was underpinned by procedural planning theory developed by Faludi (1973) that tries to explain how planning proceeds and how decisions are reached. The theory postulates that planning must be carried out in sequentially and with the people and in so doing, it is believed that it will lead to participation. Therefore the underlying principle of participation that this theory advocates did help to focus the study in assessing the extent to which the interplay between public participation, human resource, financial resource and regulatory framework, all envisaged as core in the planning cycle impacts on the successful implementation of physical development plans.

### **1.2.3 Conceptual Background**

The key concepts in the study were stakeholder participation, human resource, financial resource, regulatory framework, continuous improvement and partnerships and many studies have shown that for any meaningful urban development to be achieved supportive policies, good governance and citizen participation in the planning process are a pre-requisite [Koojo (2005); Lwasa (2006); Omolo (2011b)]. Turyatunga (2004) asserts that participatory decision-making relies heavily on consensus building. Achieving consensus, however, requires the identification of feasible, participatory processes as well as accumulation of data and information to support the planning process throughout its various stages, ranging from

problem identification, analysis, and priority setting to solution identification, implementation, monitoring and evaluation.

Mazmanian and Sabatier (1981) defined implementation as the carrying out of a basic policy decision, usually made in a statute. Ideally the decision identifies the problem(s) to be addressed, stipulates the objective(s) to be pursued, and in a variety of ways, “structures” the implementation process. Adoption of current perspectives on implementation that is the division between policy, planning and implementation is fuzzy, and the definition of implementation will vary relative to the level of organization or government concerned (Alexander, 1985).

Some researchers have investigated the factors that contribute to higher standards of plan quality (Berke & French, 1994; Dalton & Burby, 1994). At one end of the implementation spectrum, only literal or face-value implementation (strict linearity) may be accepted as constituting success (Wildavsky, 1973). At the other extreme, mere consultation of a plan may be viewed as an act of successful implementation [Faludi and Alexander (1989)]. However, all this has not taken in to consideration the people side of the plan and therefore not achieved the ultimate goal of planning, which is to re-organize space for efficient and effective utilization of land as an inelastic resource. This has consequently hampered implementation of these plans because of the massive resistance of the would be beneficiaries on the land use proposals prepared as a result of inadequate involvement.

Faludi (2013b), asserts that conformance of plans is linked to project plan, which implies that adoption of plan is expected to have a determined effect, therefore an evaluation can follow an ends-means logic, measuring conformance between what the plan states and the outcomes on intervention. To others, conformance means concurrence between the original plan and changes in the outside world [Barrett and Fudge (1981)]. Conformance approaches range



from models with a determinate relationship between intention and outcome, to decision-centered view, where so long as plans are valued in operational decision making the connection between implementation of plans and success is not relevant [Faludi and Alexander (1989)]. Faludi and Alexander (1989) emphasizes evaluation of success on the degree of rationality in decision-making, taking into account the fact that during implementation process the meaning of plans are continually renegotiated. Performance of plan implementation has to do with the way in which strategic plan holds the deliberations which follows its adoption, Faludi and Alexander (1989). The prime concern in performance is not with whether or not the plan is followed, but with whether the plan plays a role in those decision situations in which it was meant to be used.

Davidson (1996) contends that planning does not take place in a vacuum, but is affected by the external economy, population dynamics, and attitudes to government and by attitudes to planning itself. It is also affected by the competence and credibility of the organizations developing and trying to implement the plan. He reviews changing environment of planning in three areas of local context, policy change and practice change. He argues that these are the qualities required from the urban planning point of view to make it an effective tool to promote sustainable urban development.

#### **1.2.4 Contextual Background**

Physical development plans (structure and detailed plans) provide a long term strategic vision of an area and is meant to guide, steer and propagate development in that area. It is the most important instrument in Uganda's physical planning system, it is legally binding and every measure affecting the use of land has eventually to be tested against and judged to be in conformity with that plan. In principle, the plan consists of description of land uses indicating

the permitted land uses in planned areas, regulations concerning future elaborations, adaptations or exemptions, Koojo (2005).

Although there is no clear information on the exact time pertaining the initial town planning of Lira Municipality, the available data indicates that the first comprehensive planning scheme of Lira Town was approved in 1959. Other planning interventions carried out included the 1969 detailed schemes of the town center that was prepared based on the 1959 outline scheme, the 1974 planning scheme that saw the boundary revision of Lira Town. The administrative boundary of Lira was increased in 1991 to 29.2km<sup>2</sup> to include areas of Akitenino, Bar-legi, Teso-bar, Kirombe, Ober, Railways, Obanga-pewany, Bar-ogole and Adekokwok. The 1996 structure plan that was approved in 1997 saw the revision of Municipal Council areas of senior quarters, Adyel housing estate, Blue corner/Jinja camp, and Odokomit shopping centre. This structure plan was partially adhered to within the old boundaries of the Municipality where proposed land uses were followed. Beyond the old boundaries, developments have been unguided especially in the periphery areas of the Municipality. The existing Structure Plan did not specify land uses in the areas of Ober, parts of Adekokwok, parts of Akiteninio village and parts of Odokomit where development has gone on to take place haphazardly, Norplan (2007).

The current structure plan (2007) was prepared by NORPLAN and commissioned by Ministry of Local Government in conjunction with Ministry of Lands, Housing and Urban Development. The current area of the municipality is 29.2 km<sup>2</sup> (approximately 774 hectares). The plan revised the approach to land-use zoning that reflected the present and anticipated socio-economic and political situations in Lira. In essence, the zoning classifications called for considerably less segregation of land uses and economic classes than the earlier plans, Norplan (2007). The primary objective of the land use zones was to encourage, rather than

discourage, the kind of mixed use which had arisen over the past several decades. Within the plan, five basic zones were proposed that included residential, commercial, industrial, institutional and environmental. While it was anticipated that the mix of land uses would occur throughout Lira, the purpose of the designations was to give primary preference to particular uses in particular areas, Norplan (2007).

### **1.3 Statement of the problem**

Urban planning and management in Lira Municipality has been criticized for its poor performance and weak implementation and that many fragile ecosystems have been and continue to be tampered with, all due to either absence of the relevant land use plans or poor implementation of such plans where they exist (MoLG, 2010; Lira Municipal Council, 2007).

The implementation of the physical development plans in LMC is receiving strong resistance from the communities especially those whose properties are affected [LMC (2011); LMC (2008)]. The reports acknowledges council's challenges in service provision especially opening up new access roads and creation of public open spaces that were proposed in the 2007 physical development plan. In a community sensitization meeting on physical planning held on July 20<sup>th</sup> 2011 at Starch Factory Ward - Adyel Division, residents echoed their concern on lack of awareness about the provisions in the plan and implications therein, and the limited consultations carried out during the preparation of the plan. It is against this background that the researcher intends to establish whether stakeholder participation, resources (financial & human) and regulatory framework are critical success factors in the successful planning and implementation of physical development plans in LMC. Unless addressed, the town will continue to exhibit an environment which is disorganized, emergence of slums in squalid, unplanned, chaotic and haphazard developments. The springing up of

these slums will result in to crimes and achieving a well-planned, safe, clean and pleasant urban-space shall remain a dream that will never be realized.

#### **1.4 Purpose of the study**

The purpose of the study was to establish the effect of some critical success factors on the implementation of the physical development plans in Lira Municipal Council.

#### **1.5 Objectives of the study**

The study was guided by the following specific objectives.

- i. To assess the extent to which stakeholder participation to the planning process affects the implementation of physical development plans in Lira Municipal Council.
- ii. To assess the extent to which human resources affects the implementation of the Lira Municipal Council Physical development plans.
- iii. To assess the extent to which financial resources affects the implementation of the Lira Municipal Council Physical development plans.
- iv. To examine the moderating effect of regulatory framework on the implementation of the LMC Physical Development Plans.

#### **1.6 Research Questions**

- i. How does stakeholder participation in the planning process affect the implementation of the Lira Municipality physical development plans of 2007?
- ii. Does human resources impact on the implementation of physical development plans in Lira Municipality?

- iii. Does financial resources affect the implementation of physical development plans in Lira Municipal Council?
- iv. How has the regulatory framework impacted on the implementation of the Lira Municipality physical development plans of 2007?

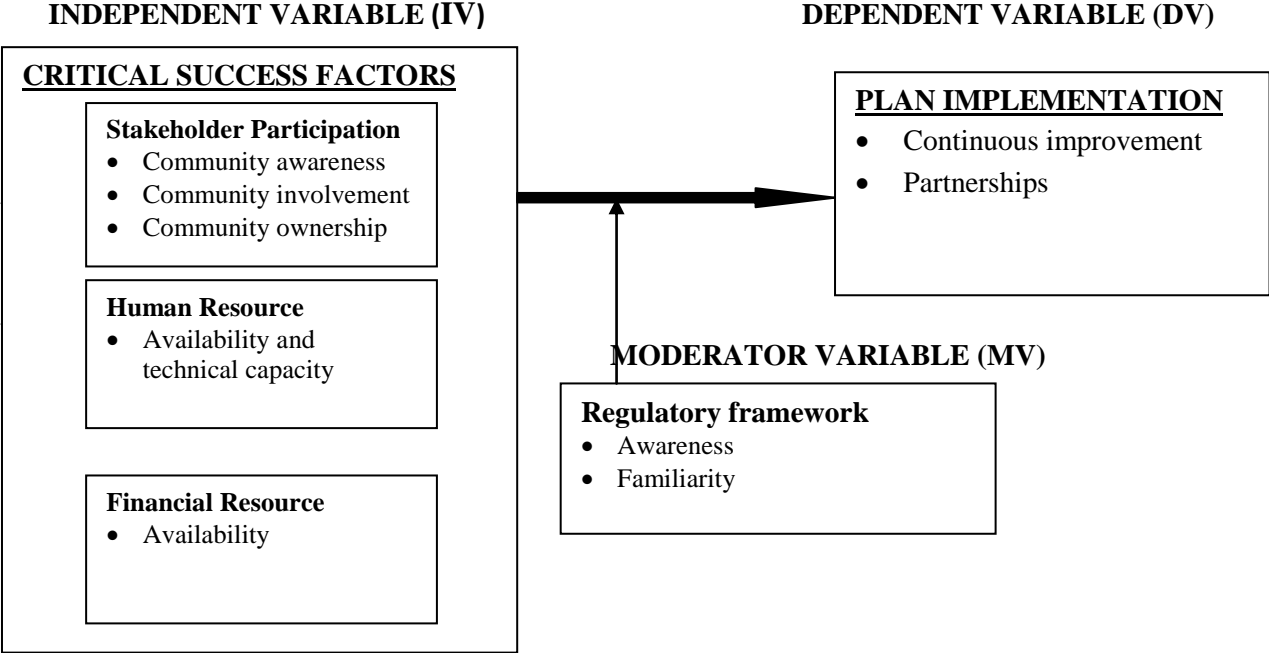
### **1.7 Hypotheses of the study**

The hypotheses of the study included:

- i. Stakeholder participation in the planning process significantly affects the implementation of physical development plans in Lira Municipality.
- ii. Human resources significantly affects the implementation of physical development plans in Lira Municipality.
- iii. Financial resources significantly affects the implementation of physical development plans in Lira Municipality.
- iv. The regulatory framework of planning significantly affects the implementation of physical development plans in Lira Municipality.

**1.8 Conceptual Framework**

**Figure 1: An illustration of critical success factors and implementation of physical development plans**



*Source: Adopted from Faludi’s (1973) and Turyatunga (2004) and modified by the researcher*

The conceptual framework shown in Figure 1 was used to guide the study in examining the Critical Success Factors for the implementation of PDPs in Lira Municipality. The study hypothesizes that stakeholder participation, human resource, financial resource and regulatory framework are key critical success factors in the successful implementation of physical development plans in Lira Municipality. The framework shows that the level and extent of stakeholder participation in the planning process affects the successful implementation of the PDP. It is conceptualized that stakeholder participation is key in the planning and implementation of PDPs and it is operationalized in terms of community awareness, involvement and ownership of the process. It is believed that since planning is not done in a vacuum and involves making broad land use decisions on peoples’ land, then public awareness of the activities going around their land and their involvement in the whole process would trigger them to own not only the plan but also result into their involvement in the

implementation process. The study also conceptualized that the successful implementation of the PDP is contingent to the availability of financial and human resource and that these resources will influence the capacity of each other. The relationship between these three variables is moderated by regulatory framework.

Human resource is operationalized as availability of technical capacity of staff to address land use issues and to handle all the required activities. It is believed that when the technical staffs are skilled, knowledgeable and available, this will contribute to successful plan implementation and will fail if the staff are lacking in skills, knowledge and are insufficient in numbers.

The financial resource was operationalized in terms of its availability for physical planning interventions. It has been conceptualized that when this resource is limited/or inadequate, plan implementation will be negatively affected while when its available for PDP interventions, it would lead to successful and sustainable implementation of land use activities proposed in the plan.

The moderating variable, conceptualized as the regulatory framework is believed to provide favorable conditions and guidelines to facilitate not only the preparation of the PDPs but also to ensure their successful implementation so as to realize the broad objectives for which the plan was prepared. The dependent variable, Plan Implementation is operationalized as continuous improvement and partnerships. It is believed that plan implementation is not an end in the planning cycle but the beginning of a rigorous process of continuous improvement of the contents in the plan so as to adjust and suit within acceptable and practical limits so as to realize the broad objectives. It is also believed that because the plan is making broad decisions on people's land that in essence involves a multitude of activities, it is inevitable to avoid partnerships with other stakeholders if the vision of the plan has to be realized.

### **1.9 Significance of the study**

The researcher anticipates that the dissemination of this study report can assist physical planning practitioners, urban councils, policy makers and government bodies/authorities to develop criteria that is suitable for urban regeneration strategies in developing countries such as Uganda in ensuring that prepared physical development plans are implemented. Additionally, the study will assist urban authorities responsible for the planning and implementation of physical development plans to appreciate the critical success factors that need to be observed so as to achieve the desired goal of creating order in our urban areas. The study will also aid the researcher to meet the requirement for the award of the degree of Masters of Management Studies in Project Planning and Management of UMI thereby adding to the number of Project management professionals in the country. Finally, it is hoped that the study shall act as a source of literature for researchers in conducting further research in the area of implementation of physical development plans in urban areas especially in municipalities.

### **1.10 Justification of the study**

The goal of planning is not limited to making of plans but on attaining a built environment as nearly as possible to local goals and objectives as is feasible. Planning has not achieved its goals in many urban centers of developing countries and there are possibly many explanations of the failure of planning including institutional weaknesses, financial limitations, human resource constraints and governance, Lwasa (2006). The study is hinged on the 2007 structure plan that revised the approach to mixed land uses with less segregation of land uses and economic classes as was in earlier Lira plans. Whereas the influence of the planning system on allocation of land to suitable uses is a known fact in the developed world, in cities and municipalities of the developing countries there is a different experience drawn not only on



the informal land markets and their influence on the development sequence, but also on the implementation bottlenecks of these planning schemes. These plans have basically focused on the technocratic mode of plan preparation with little reflection in detail on how these plans should be implemented, Koojo (2005).

This study is justified in two-folds. Firstly, because plan implementation has proved to be more difficult such that if a plan is implemented when developments have taken place as it has been the case, the procedures involved are not only costly, but also generates political controversy, Lwasa (2006). Secondly, all studies that have investigated physical planning concerns in Uganda have focused mainly on Kampala city [Omolo (2011a); Omolo (2010); Omolo et al. (2010); Omolo and Sengendo (2010); Lwasa (2006); Koojo (2005)] and therefore left other urban areas uninvestigated that could probably advance a different view on the implementation of physical development plans. The gap between what urban managers want their urban areas to be and what actually the urban areas are is widening. As a result, it became imperative that a study is carried out to get a deeper insight into what could be the critical success factors for the implementation of physical development plans in Lira Municipality.

## **1.11 Scope of the study**

### **1.11.1 Content Scope**

The study investigated critical success factors focusing on selected issues of stakeholder participation, human resources and financial resources, together with the moderating effect of regulatory framework on implementation of physical development plans in Lira Municipal Council. The study was limited to the implementation of physical development plans in LMC.

### **1.11.2 Geographical scope**

The choice of the study area and scope was informed by three key conditions. First, the area was to be outside Kampala since most of the studies conducted on PDP has all been in Kampala. Secondly, since this was a work-based research, the area comprising the study should be relevant to the researcher's duty area, in this case northern Uganda. Thirdly, the area of study was to be conducted in an urban area of a higher administrative hierarchy (municipality) other than the city and should have an approved PDP within the mid-term implementation period (5-7 years). From the above, three municipalities qualified for consideration as the study area, namely; Arua, Gulu and Lira. However, at the time of conducting the study, Arua and Gulu municipalities did not have approved PDP since they were under preparation and this left Lira as the most suitable study municipality since it had an approved PDP 2007-2017 and therefore met the above three conditions.

Lira municipal council is comprised of four divisions of Railway, Central, Ojwina and Adyel with a total of twenty three wards. Eight out of the twenty three wards had PDP prepared, and they included Omito, Starch Factory, Ireda East, Kakoge, Ober, Ayago, Bar-onger, and Te-Mogo. The study was conducted in the wards of Ayago, Ireda East, Kakoge and Starch Factory in the divisions of Railway, Central, Ojwina and Adyel respectively in Lira Municipal Council, Lira district, Lango sub-region in Northern Uganda as shown in Appendix V. Three main reasons informed the choice of these wards. Firstly, the wards must to have an approved structure and detailed plans. Secondly, the wards must exhibit the colonial, post-colonial and contemporary planning interventions that have evidence of planning that was premised on the concept of racial segregation of neighbourhoods on the one side, and current contemporary planning interventions of mixed development on the other side. Thirdly, the wards must exhibit a relatively high rate of development change so as to permit a concise assessment in

terms of compliance and conformance to the approved plan to provide a springboard of examining the development control interventions currently applied in the municipality. The remaining four wards (Omito, Ober, Bar-onger, and Te-Mogo) did not meet the second selection condition aforementioned.

### **1.11.3 Time scope**

The study was carried out within the academic calendar year at UMI and focused on the first half (5 years) of the 2007 - 2017 LMC structure plan encompassing the 2007 – 2012 implementation period.

## **1.12 Operational Definitions**

**Critical Success Factors:** for the purpose of this study critical success factors refers to those key strategies that facilitate the effective realization of the ultimate objective of the intended plan so as to achieve the desired outcome.

**Physical Development Plan:** this is a broad comprehensive document that lays down the strategic vision of a locality in plan and written provisions prepared with sectoral plans and elaboration of implementation schedules. It consists of a description of land uses; one or more maps indicating the permitted land uses in planned areas, regulations concerning the use of land and buildings, and regulations concerning future elaborations, adaptations or exemptions.

**Continuous improvement:** as far as this study is concerned, continuous improvement shall mean the tendency of the organization/implementers to pursue incremental and innovative improvements of its processes, products and services.

**Stakeholder:** a person or entity who has a legitimate or vested interest in the activities of the organization.

**Partnerships:** for the purpose of this study, partnerships shall mean the enduring relationship between actors with some continuing interactions. It is where there is a continuing relationship, the parameters of which is negotiated among members from the beginning period and is scheduled to end at a specific time.

**Implementation:** is the carrying out of a basic policy decision that identifies the problem(s) to be addressed, stipulates the objective(s) to be pursued, and in a variety of ways structures the implementation process, usually made in a statute.

**Human resource:** is the group of individuals who make up the workforce of an organization (in this case, LMC).

**Financial resource:** is the money planned, budgeted and appropriated for the execution of an activity, in this case implementation of PDPs in LMC.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

In this chapter, literature was reviewed on different facets of implementation of physical development plan and more so on themes from the study objectives. The chapter provided critical analysis of the works that were already done through a review of journals, books, articles, publications and reports. The literature provided a background to examine the critical success factors for the implementation of physical development plans in Lira Municipality.

#### **2.2 Theoretical review**

There are several theories that explain physical development planning also referred to as urban planning, town and country planning, and or regional planning by practitioners in the trade. The theoretical perspective of the study starts from a point that can be considered common and agreed upon in the field of planning theory, Koojo (2005). The goal of planning in general is ‘doing good’ for everybody, enhancing the quality of life within cities and nations. Many descriptions of what constitutes a valid planning theory has been argued by planners for decades. These theories include: rational model, incrementalism, mixed scanning, advocacy planning, the critical theory, procedural, transactive planning, strategic planning and others [Faludi (1973); Faludi (1983); Faludi and Altes (1994); Faludi (2013b)]. Each of these theories not only defined the planning process, but also defined the role of planners as well, Koojo (2005).

Therefore, planning as a process is guided by certain theoretical basis for different aspects of development. The planning theory in this research was procedural developed by, however not all planning theories are procedural. The procedural theory tries to explain how planning proceeds and how decisions are reached. According to Friedmann (1987), planning theory is

concerned with knowledge, action and the public domain with linkage as the fourth concept. In recognition of this, Faludi (2013b) makes distinction between two types of theory, substantive and procedural. Substantive theory that is borrowed from science used in the solution of concrete planning problems, which he calls theory in planning. This encompasses questions concerning process, participation, actor roles, etc., Koojo (2005). According to Faludi (2013b), this is what he calls planning theory proper or theory of planning. In his opinion, this type of theory is superior to substantive theory, because the way planning process is carried through is decisive to the substantive result, Koojo (2005).

Allmendinger (2002), notes that until the early 1980s, the dominant typology of planning theory was derived from Faludi (1973), who based his approach on the distinction between substantive and procedural theory. He argues that in Faludi (1973) typology procedures, or means, were to be the business of planning and planners, and that planning theory was dominated by the systems and rational approaches both of which emphasized process above substance. Allmendinger (2002), observes that criticisms of this were led by, inter-alia, Thomas (1982), and Reade (1987) who argued that Faludi's approach assumed planning to be apolitical and technical. Subsequent developments by Faludi and Alexander (1989) to account for this criticisms merely accepted that different kinds of substantive theory existed but the proper concern of planning was procedural as evidenced in Faludi (2013a). Earnest R Alexander (1997), asserts that notwithstanding the criticisms, the substantive-procedural distinction remained a popular typology with which to approach and understand planning theory.

The planning theory is also associated with transactive planning theory, the corresponding self-help planning approaches and advocacy theory. Advocacy planning theory has aspects of community work. Davidoff (1965) observes that Advocacy planning is meant to strengthen

the power of weak groups to create an equal situation among participants by a planner who acts as an advocate. Transactive theory is based on man's own action through social learning that encompasses the cognitive aspect in planning theory, Koojo (2005), which centered around the ideas of developing self-awareness [Friedmann (1973); Friedmann (1998)]. According to the theory, planning must be carried out in face-to-face contact with the people on the learning process since this will lead to participation, Koojo (2005). The central issues under this theory is the decentralization of power, the right of the people to take part in the processes, which in turn influences their lives and dialogues between the expert and the client and there is an potential of identifying early enough conflicting goals and objectives.

The advocacy theory emphasizes the principles of social justice and advances the view that poor people, and people with lower formal education, would be overrun by more powerful interest groups and the planners could help these people to get their views and interests heard and respected. Klosterman (1985) and Klosterman (2003) argues that advocacy theory vindicated the objective of the sponsor while transactive planning justifies the disadvantaged groups and this becomes the basis for learning process. Friedmann (1998) classifies advocacy planning as a kind of societal guidance while transactive is given less priority.

## **2.3 Conceptual review**

This section presents the researcher's review of literature on concepts that underpinned and informed the study and views of other scholars on the subject matter. The review has been done on an objective-by-objective basis

### **2.3.1 Stakeholder participation and implementation of physical development plans**

The notion that stakeholder participation can contribute to successful implementation and realization of development plans for sustainable urban development, need not be over

emphasized. Several scholars contend that public participation provide for a better-informed general public, legitimate remediation plans, more efficient implementation of measures, and a reduction of conflict among stakeholders [Jonsson (2005); Jönsson (2004); Lauber and Knuth (2000); Priscoli (1990); Hanchey (1998); Ostrom, Schroeder, and Wynne (1993); Koojo (2005); Oduwaye (2009)]. It has been observed that public participation could also replace traditional enforcement activities, and thereby save costs [Khalifa (2012); Boussauw (2012); de Graaf and Dewulf (2010); Garstka (2010)]. Increased public participation may also improve the democratic process by involving people in decision-making processes [de Graaf and Dewulf (2010); Boussauw (2012); Halla (2007); Halla (2005)], and this is in conformity with what Khalifa (2012), observed that through a participatory process, local stakeholders are involved in preparing a strategic urban plan which should provide a road map for developing their city.

Halla (2005), observes that during both the colonial and post-colonial eras, technocratic and comprehensive planning was applied because decision-making in political and government systems was top-down, centralized and technocratic. However, economic liberalization and political democratization that emerged in the many east African countries from the 1980s to mid-1990s had prompted the democratization of one of the professional roles of urban planners namely, the preparation of a general planning scheme. The move has required the participation and partnerships of city stakeholders in both the planning and implementation of urban development, Choguill (1999); Steinberg (2005); Halla (2005).

### **2.3.1.1 Community awareness and implementation of physical development plans**

Stakeholder participation is a process whereby those who are affected, interested or advocating for a particular course of action, play an active role in decision-making and in the consequent activities which affect them.



According to Turyatunga (2004), participatory decision making relies heavily on consensus building. Achieving consensus requires the identification of feasible, participatory processes as well as the accumulation of data and information to support the planning process throughout its various stages, ranging from problem identification, analysis, and priority setting to solution identification, implementation, and monitoring and evaluation. Therefore, this entire process of participation increases the community's awareness in the physical development planning interventions being developed. The European Water Framework Directive (WFD) Common Implementation Strategy (CIS) document identifies several advantages of public participation that includes; increased public awareness, better use of knowledge and experiences from different stakeholders, increased public acceptance through a more transparent decision-making processes, reduced litigation, delays, and inefficiencies in implementation, and a more effective learning process between the public, governments, and experts (European Commission, 2003). Public participation is not however seen as a goal in itself. Public participation involves stakeholders in problem identification, design of alternative solutions, ownership and building consensus on implementation strategies.

Nyakaana, Sengendo, and Lwasa (2007) observed that:

“Whereas earlier urban policy and planning used to be a privilege of political decision makers and technocrats, it is generally recognized that the solution of urban social and environmental challenges requires the participation of social groups and their organizations. To achieve sustainable governance, urban communities need to be involved in the planning process moving from technocratic to socio-cratic planning in which massive education and inclusion in decision making is a requirement for sustainable urban development”.

In a study conducted to investigate the governance of Non-governmental organizations in Uganda, Barr, Fafchamps, and Owens (2005) acknowledges the many difficult roles that NGOs play in society, especially as providers of services, catalysts of social capital, and advocates for vulnerable groups. Some of these roles are geared towards creating awareness amongst the affected communities in order to solicit for their participation in finding a lasting solution to the existing challenges. Such interventions by development partners helps to reduce the burdens on the part of the municipal authorities in rallying for support to the physical development planning interventions.

Until around the 1990's, general planning schemes were prepared using the technocratic and comprehensive concepts and approaches, Halla (2005). Several scholars have observed that during both the colonial and post-colonial eras technocratic and comprehensive planning was applied because decision-making in political and government systems was top-down, centralized and technocratic [Halla (2005); Halla (2007); Oduwaye (2009); Koojo (2005)], and Uganda for that case did practice that approach even after the introduction of the decentralized governance system that required independent local governments to do their own planning interventions. This extended in to the late 2000's as a result of the capacity gaps in the local governments to handle their own planning activities in Uganda. Halla (2005), notes that the economic liberalization and political decentralization that emerged in most developing countries from the late 1980s to mid-1990s required the participation and partnerships of city stakeholders in both the planning and implementation of urban development. This saw the genesis of active community participation in physical development planning in Uganda in determining the future of their city and urban centers.

### **2.3.1.2 Community involvement and implementation of physical development plans**

Hannah (2008), argues that the ultimate objective of enhancing major groups' and stakeholders' involvement in implementation should be increase and improve effectiveness of that implementation.

Jonsson (2005), argues that:

“..... the importance of involving actively important stakeholder groups as early as possible in the planning cycle. This would both enable the use of local knowledge and other resources of stakeholder groups in developing cost-effective mitigation plans and increase the acceptability of these plans among stakeholders. .... the participatory methods considered most efficient in reaching the general public were information leaflets, street events, school activities, e-democracy, formal consultation, and media coverage”.

Jonsson (2005), concludes by observing that people are more likely to react and engage in circumstances where something concrete were about to take place affecting the local environment or local life. Spiers (2009) observed that planning with people approach to solicit community participation and people renewal ensures acceptance of the whole exercise.

All literature relating to public participation advocates for stakeholder involvement at all the processes right from problem identification up to and including implementation so any meaningful success to be achieved [Khalifa (2012); Garstka (2010); de Graaf and Dewulf (2010); Halla (2007); Halla (2005); Landman and Napier (2010); Oduwaye (2009); Ogundele, Ayo, Odewumi, and Aigbe (2011); Jonsson (2005); Jönsson (2004); Halla (2002); Boamah, Gyimah, and Nelson (2012); S.-W. Wong, Tang, and van Horen (2006)]. This however does not seem to be achieved effectively as observed by Das and Takahashi (2009), who

investigated emerging issues in slum upgrading and observed that the major failures of scaling up the successful implementation of slum upgrading projects has been as a result of centralized planning and top-down execution. They concluded that the biggest challenge to the implementation is due to the fact that community involvement is apparent during the implementation and post-implementation stages but much less in the planning and design stages. In as far as the implementation of physical development plans in LMC is concerned, this could probably explain why there has been resistance to the implementation of the plan since the community's interests were not effectively captured during the planning and design stages of the 2007 PDP.

In a separate study conducted in Latin America, Steinberg (2005), observes that strategic urban planning is a modern, participatory and democratic form of thinking about urban development which permits to establish a reference for all those economic and social actors who can harmonize their own strategies with those scenarios which are desired for their city or territory. This element of strategic urban planning reiterates the importance of community involvement in realizing a functionally balanced, spatially integrated, polycentric and connected city of urban territory like LMC. In a related study, S.-W. Wong et al. (2006) while investigating strategic urban management in China, observed that insufficient responsiveness and public participation are major problems in many Chinese cities, with urban management still following a government-led model in which government departments are responsible for controlling the entire process of urban affairs. S.-W. Wong et al. (2006), concludes that due to the lack of public involvement, many officials especially those at the local level pursue urban management projects by setting unrealistically high objectives for their city development. This seems to portray the case in Uganda where public participation is still at an initial stage,

which is characterized by informing the public rather than collecting opinions for improving urban development policy making.

The literature reviewed on the importance of community involvement in planning and determination of the future of their locality cannot be over-emphasized and these has been under scored by several scholars [S.-W. Wong et al. (2006); Steinberg (2005); J. M. Wong, Ng, and Chan (2010); Seabrooke, Yeung, Ma, and Li (2004); Roy (2009); Varol, Ercoskun, and Gurer (2011); Ogu (2000)], since it leads to acceptance and minimizes the chances of resistance

### **2.3.1.3 Community ownership and implementation of physical development plans**

The aspects of participatory action according to Wisner and Adams (2002), depends on a continuous dialogue, where provisional goals are set and tested, subsequent action is based on analysis, research, education and experience is fed back in to the process. In so doing the community is motivated to be part of the entire process and hence owning the outcome of the project/plan. Opolot (2003), observes that community participation is aimed at involving stakeholders and building consensus about projects under government direction and setting mechanisms that reflect the needs and aspirations of the people. In a study investigating centralized spatial planning practice and land development realities in Tanzania, Lerise (2000), observed that village land-use plans produced by experts in the Ministry of Lands and Settlements Development have, however, largely failed to provide the needed guidance to local authorities, village councils and small holders in their long term as well as day-to-day decisions and actions in land development because of lack of ownership.

When the group process in decision- making is used properly, discussion is focused on the decisions to be made and communication is cleared and adequately understood, Sinha (1995). In addition, decisions are reached promptly, clear-cut responsibilities are established and tasks

are performed rapidly and productively, Kataama (2009). Whilst Dubrin (2015) and Muraya (2006) concurred, they hitherto alluded that group work and decision-making brings knowledgeable people into decision-making process and worthwhile possibilities may be uncovered that will contribute to project implementation instead of relying on one's individual's ideas and views. They further noted that group decision-making process leads to increased acceptance of a solution while many decisions fail after the final choice is made because people don't accept the solution, if they are not involved in the process. The group members who participate in the decision-making are likely to support the decision and encourage others to accept it and hence, fostering the spirit of community ownership.

Wisner and Adams (2002), argue that participatory approaches have been widely tested in the fields of water, sanitation and hygiene, and found to produce wide-ranging benefits. They assert that the main principles of carrying out community participation are: communities can and should determine their own priorities in dealing with the problems that they face; there are enormous depth and breadth of collective experience and knowledge in a community that can be built on to bring about change and improvements; when people understand a problem, they will more readily act to solve it and that people solve their own problems best in a participatory group process. They further argue that community-focused programmes should aim to involve all members of a society in a participatory process of: assessing their own knowledge; investigating their own environmental situation; visualizing a different future; analyzing constraints to change; planning for change; and implementing change.

Although a significant body of literature currently exists which focuses on stakeholder participation and ownership, there appears to be no consensus about what ownership entails. While it is generally agreeable that public participation in the planning and design of public infrastructure is crucial to their success and eventual ownership, Li, Ng, and Skitmore (2012)

acknowledges that public participation may not always yield a mutually acceptable solution, especially when the interests of stakeholders are diverse and conflicting. Other scholars have alluded to the fact that effective community participation translates to acceptance and ownership of the project/program and ensures successful implementation and sustainability [Li et al. (2012); Albrechts (2003); Ernest R Alexander (2000); Beierle (1998); Cain (2014); Garstka (2010); Gutschow (2004); Jonsson (2005); Jönsson (2004); Kataama (2009); Katarikawe (2006); Halla (2005); Halla (2002); Halla (2007); Koojo (2005); Lwasa (2006)]. All the aforementioned participatory arguments are geared towards the creation of community ownership in the entire process.

### **2.3.2 Human resource and the implementation of physical development plans**

Given the historical legal framework for physical planning, human resource capacity for this function at local government level is very limited (GOU-BKS, 2003). Available data shows that quite a number of district councils and urban councils have not filled the posts of physical planners who ideally are supposed to be responsible for developing the planning schemes in the decentralized arrangement.

Sharma (2002) and Fowler (2002) concur that human resource needs in any organization are defined in terms of competency to do the various tasks of translating vision to action. They further noted that this competency is in terms of skills, knowledge, attitudes and values/talents which are required for effective implementation of a given task. To this effect, therefore, competent persons have to be recruited and deployed in positions/areas of the organization that can effectively promote the attainment of the organizations' objectives, Kataama (2009). Birungi (2003), alludes to the fact that the quantity and quality of personnel required to do a given task should be the main aim of recruitment and selection process in an organization. In a related study Richard (1992), observed that human resource is the ultimate means by which

all other resources are acquired and the quality of the human resource is one which could have a strong bearing on the implementation of projects in an organization.

However, the unfortunate situation in some organizations is their inability to attract and recruit management and professional staff thereby limiting their capacity to implement certain activities that are crucial to the organization's attainment of its goals, Barr et al. (2005). Other scholars have observed that some organizations with increasing human resource requirements and skills shortage may be reluctant to incur the risks associated with adding regular employees and this result in those organizations' failure to achieve their objectives [Buckingham and Vosburgh (2001); Storey (2000); Heneman, Schwah, Fassum, and Dyer (1987)]. They also noted that another challenge to some organization's is their capacity to recruit and retain the required quantity and quality of personnel as more growing businesses offer more carrier opportunities and less threats of layoffs. However, they suggested that in such situations, the organization's should either lease the needed competence from agencies that specialize in supplying temporary employees, or hire directly on contract basis or introduce flexible hours and part time working as a response to acquire the needed quantities and expertise for effective project/plan implementation.

While the researcher concurs with Sharma (2002), Fowler (2002), Barr et al. (2005), and Richard (1992), that there is a positive correlation between human resource and project implementation, there are however ways of mitigating the challenge of staff shortage in an organization as noted by Storey (2000) that should be optimally utilized to achieve organizational goals. Therefore this study investigated how the human resource requirement in LMC has impacted on the successful implementation of PDP.



### **2.3.3 Financial resource and the implementation of physical development plans**

The pursuit of sustainable goals by local authorities is largely conditioned by the availability of financial resources and technical assistance [Tavares and Mamede (2011)]. For any activity to be successful and achieve its desired goals, adequate financing should be availed for the purpose as alluded to by several scholars [C. Heimann and Oranje (2008); Omolo (2011a); Cox (2000); C. R. Heimann (2007)]. Physical planning as a product is a very expensive exercise whether done in-house or contracted to private consulting planners and therefore the amount of financing devoted to it will determine the level of success to be realized. The implications of lack of funding to physical planning are far reaching (BKS, 2003) because at the most fundamental level, schemes cannot be prepared and land cannot be acquired so the basic for urban management are not put in place. Secondly, staff cannot be employed or best posts cannot be sustained, so even if schemes were done, the implementation of them would be thwarted.

Robinson and Riddell (1995) notes that financial resource is needed to provide both the physical resources and nurture organizational commitment to achieve its objectives. Whereas, Fowler (2002) contend that sufficient financial resources are required to strengthen capacities and capabilities among grass root groups to enable them play a more effective and independent role in development. In as far as the implementation of physical development plans in LMC is concerned; the issue of financial resources need not be over emphasized since it is of immense importance. Because these PDPs provide for broad land uses that range from infrastructure developments like transportation, education and health to social services like safe and clean water supply, sanitation, electricity supply, etc., achieving this desired goal requires a lot of funding that may overwhelm the capacity of the council. Some scholars have noted that many organizations have had increasing difficulty in raising funds especially from

government resources that has led to limitation of services provided [Anthony, Govindarajan, and Dearden (1998); Shapiro (1995)].

The successful implementation of physical development plans require adequate resources for the realization of the desired goals that includes compensation for land and property envisaged to be affected during the implementation process. This has been acknowledged by Lin and Ho (2005), who observed that under China's constitution, the state had the right to expropriate collectively owned land if it was in the public interest and in so doing the local government, acting on behalf of the state, would first expropriate the land and then allocate to the state unit. They observed that in such cases the state unit paid the collective a compensation for the land and the state made arrangements for the resettlement of the displaced peasants. Some scholars believe that financing urban renewal and redevelopment initiatives should be done using income from national resources as observed by Cain (2014) that "an opportunity is being missed to use today's income from high-priced natural resources and the current easy access to Chinese credit lines and technical expertise to address the very large backlogs in urban upgrading of basic service infrastructure and housing for the poor". However, the Uganda's situation depicts a donor driven approach where funding for physical development planning is sought from development partners like World Bank, AfDB, IDA, DFID, KOICA and EXIM Bank of China. The challenges with such funding is that the entire process is governed by the lending institution which many times have tight implementation conditions levied on the recipient. Some of these conditions tend to favor procurement of consultants from countries of the funding organization who may not have ample time to internalize the planning challenges in Uganda.

In a separate study to investigate the effects of institutional design in program performance, Tavares and Mamede (2011) observed that the implementation of sustainable development

policies at the local level remains plagued by financial limitations, technical difficulties, and collective action problems. Empirical evidence available suggests that local sustainable development initiatives are often piecemeal and fail to attract collaboration between different levels of government, private firms, and non-governmental actors (Gibbs *et. al*; 1996; Gibbs & Jonas, 2000). This collaboration is important in as implementation of PDPs in concerned since the provision of services and infrastructure many times cut across various administrative boundaries of the local governments and therefore helps in ensuring continuity and maintenance of the infrastructure.

For the case of LMC, the conditional grants from central government that are the major source to fund their activities is grossly inadequate and therefore priorities are given to the most needy sectors like health and education, leaving physical planning activities not catered for. The researcher believes that difficulty in mobilizing funds especially for physical planning could be attributed to the poor or inadequate implementation of the PDPs in LMC.

#### **2.3.4 Regulatory Framework and implementation of physical development plans**

The legal, policy and institutional framework for planning in Uganda is the overall mechanism through which laws for the enforcement of physical plans are implemented, monitored, supervised and coordinated [Koojo (2005)]. It is therefore imperative that the study be located within the various intersecting legal and institutional frameworks within the wider context. At the apex of this legal framework is the constitution of Uganda (1995) which is the supreme law of Uganda and provides for environmental protection. Others include; the Land Act (1997), the Physical Planning Act (2010), the National Land Use Policy (2007), the Physical Planning Standards and Guidelines (2011), National Environment Act (Cap 153), the Local Government Act (1997), the Land Act (1998), the Physical Planning Regulations (2011), Public Health Act, Traffic & Road Safety Act, and the National Land Policy, etc.

These instruments are envisaged to guide development in a sustainable manner for the benefit of the citizenry.

While Land is the most basic resource that absorbs all activities, its control and use continues to be a critical factor for human existence and national development [Lwasa (2006)]. Inappropriate use of this most valued resource by the present generation is bound to create a great challenge for the future generation to meet their needs. This therefore calls for a holistic approach to guide the use of and development of land.

In an attempt to guide and streamline land use activities, the Government put in place regulatory instruments to facilitate and guide physical planning activities in Uganda. These include among others; the Constitution of Uganda (1995 as amended), the Land Act (1997), the Physical Planning Act (2010), the National Land Use Policy, the Physical Planning Standards (2010), NEMA Statute, Public Health Act, Traffic & Road Safety Act, and is in the process of finalizing a National Land Policy, etc. These instruments are envisaged to guide development in a sustainable manner for the benefit of the citizenry.

The Constitution of the Republic of Uganda (1995) is the supreme law governing the country and provides for land ownership and bestows the ownership of land in Uganda to the citizens and vests in them in accordance with the land tenure systems (customary, freehold, mailo, and leasehold) provided for under this constitution. The Land Act (CAP 227) of 1998, provides for the tenure, ownership and management of land and particularly while it upholds the tenure and ownership of land as prescribed under section 237 of the constitution, it hitherto provides for land use planning and zoning and emphasizes under section 45 that “any use of the land shall conform to the provisions of the Town and Country Planning Act (now repealed and replaced with the Physical planning Act, 2010) and any other law”.

The Local Government Act (CAP 243) of 1997 bestows the powers and functions of development planning to the various levels of local governments under the decentralization form of governance for effective service delivery. The Access to Roads Act (CAP 350) of 1969 provides for access to a public highway to a private land owner who has no reasonable means of access to a public highway and for other purposes provided there with. The Land Acquisition Act (CAP 226) of 1965 provides for the compulsory acquisition of land for public purposes and for matters incidental thereto and connected therein. Most importantly, section 2(2) provides that government shall pay for compensation to any person who suffers damage as a result of the exercise of the powers conferred by subsection (1).

The National Environment Act (CAP 153) of 1995 provides for sustainable management of the environment and gives rights to all persons to a decent environment and provides restrictions on the use and management of wetland. The Roads Act (CAP 358) of 1949 provides for the establishment of road reserves and maintenance of roads and restricts the erection of any buildings and or plant any tree or permanent crops within a road reserve. It also vest the authority to prescribe the building lines in towns and the distance from the center of the road within which no building shall be erected in such a town or area to the Minister concerned with Works and Transport. The Physical Planning Act 2010 declares the entire country a planning area and provides for various physical planning interventions including special areas, change of use, development control and procedures to be followed in the preparation of physical development plans. Therefore, any PDP interventions in Uganda should take into considerations all the key issues in the Act before the plan can be approved and gazette as a legal instrument to guide socio-economic development.

Other scholars have advanced many views on the role of regulatory framework in effective planning and management of land. Lin and Ho (2005) analyzed the role of the Chinese

Socialist State in land management and land development and examined more closely the paradoxical nature of the socialist state in its articulation with land development process.

They observed that:

“..... in handling the issue of land use control, the Chinese Socialist State has been both powerful and powerless. It is powerful in the sense that it has, theoretically, what Kornai (1992) refers to as ‘*an undivided power*’ in making of rules (laws, regulations, and policies) to control land development. It is also powerless because state rules have not always been effectively enforced. Instead, the rules have often been contested, circumvented, and manipulated not only by land developers and users but also by state agencies and managers at various local administrative levels”.

In a separate study, Pacione (1987) observed that during the fascist period, urban development was influenced by laws forbidding change of domicile, but an economic policy which favored concentration of industry and this had the net effect of confirming the status of cities in the urban hierarchy. The study concluded that the continuing power of the property capital faction and the ineffectiveness of urban planning legislation can be explained by several factors that include amongst others; the presence of a mass of ill-informed of the linkages between planning decisions (e.g. to allow peripheral urban development) and the economic consequences (e.g. scarcity of social services); the long established split between the physical planning and economic planning; and the lack of executive power at the local level which hampers the attempts of even communist administrators to effect development plans.

Urban areas are dynamic and represent growing centres of industry, financial services, trade, education and other services. Urban people enjoy better incomes, a higher life expectancy and tend to maintain smaller families (Brookfield & Byron, 1993). As they grow, urban areas become centres of entrepreneurship and innovation that attract talented and skilled workers.

However, if not properly planned and controlled, urbanization can cause congestion, environmental degradation, housing shortages, and formation of informal settlements and slums (GOU NDP, 2010). Chan and Yung (2004), observes that key legal framework must be put in place if meaningful development control has to be achieved and this includes planning control, building control, and environmental control.

### **2.3.5 Physical development plan implementation**

The preparation of PDPs is not an end in itself but the beginning of the realization of the vision of a locality. Implementation of the plan is a gradual but systematic process that can only be achieved through continuous improvement and partnerships with key stakeholders in urban development. In a study assessing post-conflict urban development in Kosovo, Boussauw (2012), observed that the spatial development of Kosovo yielded two parallel tracks of urban development, firstly, the official development track marked by visionary urban plans for major industrial, commercial and social housing projects, which were centrally funded and shaped by an often very expensive form of social-realist architecture that was intended to embody economic progress on the one hand, and secondly, the private initiative development track that was followed by the growing cities that witnessed challenges of proper implementation or enforcement of the planning instruments.

In a related study conducted in Kosovo, Garstka (2010) acknowledges that not all is lost when it comes to informal settlements since informal communities are being brought in the formal urban plan of cities so that citizens may have full right to the city, through a process called ‘regularization’ or ‘upgrading’ of community areas to a standard that meets an adequate or minimal municipal standard similar to formal neighborhoods. A number of scholars contend that plan implementation is a core characteristics of strategic urban planning that must be consciously, deliberately and strategically planned, managed and budgeted so as to develop

implementation structures or frameworks for executing development decisions to ensure that the transition from plan making to plan implementation will be successful [de Graaf and Dewulf (2010); Bryson (2011); Halla (2002)].

In a separate study conducted in Tanzania, Halla (2007), asserts that the planning approach adopted determines the level of implementation success and highlights three key planning approaches used in PDP interventions in Sub-Saharan Africa, namely; the general planning scheme, the urban and regional development planning and management (URDPM) , and the strategic urban development planning framework (SUDPF). Halla (2007), observes that the urban design approach to preparing and implementing an urban general planning scheme leads to uncoordinated city form and pattern in terms of packaging spontaneously a series of detailed planning schemes of various and diverse environmental neighborhoods such as residential, industrial, commercial, institutional, etc. This approach was practiced in England as a response to the dynamics of the then industrial revolution, but was replicated to the rest of world as a mission activity along with the colonization process [Halla (2007)]. This approach is what Omolo (2011a) and Omolo (2011b) refers to as ‘planning based on racial discrimination’ that was practiced by the colonial masters at that time and is still widely practiced today as part and parcel of the other two major approaches to planning. Evidence of this approach can still be traced in the majority inner city of major urban areas in Uganda, including LMC and was characterized by limited stakeholder participation and in a top-down manner. The second approach to preparing and implementing an urban general planning scheme is the ‘master planning’ as observed by Halla (2007), that leads to a coordinated but predetermined framework for city form and pattern in terms of a citywide rigid zoned land-use pattern comprising a series of general planning schemes of various-but-conforming environmental neighborhoods. This approach was practiced in the United States of America



since early 20<sup>th</sup> century and was replicated to the rest of the world as a mission activity along with then colonization process, Halla (2007). In East Africa, the concept was introduced in Dar es Salaam since 1949 in the form of Dar es Salaam Master Plan that saw most of the outer parts of the city's built-up area adhering to the master-planning concept, Halla (2007). In Uganda, Omolo and Sengendo (2010) observe that, the beginning of the post-independence era saw significant changes in government's attitude towards urban planning and towards the task of master planning for Kampala in particular following upon the government's representation at Conference on Urbanization Problems in Africa held in Addis Ababa in 1962. However, it's important to note that the procedural or master-planning approach have been widely but negatively analyzed in existing literature by several scholars, Omolo (2011a); Omolo (2011b); Omolo (2010); Omolo et al. (2010); Halla (2007); Halla (2005); Halla (2002); Choguill (1999); Halla and Majani (1999); P Healey (2010); Patsy Healey (1992); Armstrong (1987). The third approach to preparing and implementing an urban general planning scheme according to Halla (2007), is SUDPF which leads to a coordinated-but-flexible framework for city form and pattern in terms of mixed land-use pattern comprising a series of general planning schemes of various-but-diverse environmental neighborhoods. Several scholars acknowledge that currently most of the successful development planning stories in cities of developing countries and the world over owe much to the managerial concepts of adherence to legislative and political-economy realities, stakeholder participation and partnerships, being strategic in choice and action, mixed land-use assignment, and development promotion, Halla (2007); Albrechts (2009); Asamoah (2010); Boamah et al. (2012); Beeckmans (2013); Bryson (2011); Cain (2014); Das and Takahashi (2009); de Graaf and Dewulf (2010); Halla (2005); Halla (2002); Oduwaye (2009); Ogundele et al. (2011).

## **2.4 Summary of Literature Review**

The discussions in the literature above highlighted the importance of stakeholder participation in the planning and design process and underscored the key role they play in the implementation process. Several scholars contend that adequate participation is a pre-requisite to the successful implementation of development programs and ensures acceptance and sustainability.

The literature reviewed also suggested without adequate and competent human resource, no meaningful results can be achieved in any development initiative, be it social, economic, physical, etc. information from the literature shows that human resource is the fulcrum of all the resources required to cause a significant positive change in a physical environment since they are in charge of ensuring efficient and effective utilization of resources in the entire planning cycle.

From the literature reviewed, all the various scholars unanimously agreed that importance of funding (financial resources) is critical for any meaningful development intervention and to create a positive change to the environment. The literature showed that a well-prepared physical development plan that cannot be translated from the blue-print to the actual ground is meaningless since it only shows the wishes of the urban locality. The authorities should be able to translate the blue-print to the actual ground by implementing it and this requires financial resources to open new access, construct drainages, extend utility services, put in place key social services and related infrastructure so as to realize the vision.

The literature reviewed also echoed the importance of a clear regulatory framework that provides the incentives that facilitate physical development planning processes and disincentives that help to address the resistance to the successful implementation by the stakeholders.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter presents the research design that was used, the population from which the sample was selected, the sampling techniques and procedures adopted, data collection methods and instruments used, validity and reliability processes and data analysis carried out.

#### **3.2 Research Design**

The study used cross-sectional design applying both qualitative and quantitative approaches. A cross-sectional study was preferred since it provided the researcher with the right data collection procedures that delivered on the study objectives, in which data was gathered just once over the study period.

A cross-sectional survey was used because data was collected once over a specific period of time on the events that had been happening for some time to answer the research questions and assessed the critical success factors for the implementation of physical development plans in Lira municipality. It gives a detailed description of events as they were at the time as reported by a cross section of people involved in and/or with informed opinion about implementation of physical development plans.

The justification for the choice was because this study was an in-depth investigation on the critical success factors for the implementation of physical development plans in Lira municipality in limited time period. Data collection methods and tools used were triangulated to collect both quantitative and qualitative data. This research design was further chosen because it allowed this study to be conducted within the stipulated time meeting the requirements of the awarding institution. The quantitative approach enabled the researcher to

statistically analyze the data and helped him in determining the relationships between the critical success factors and implementation of physical development plans in LMC. The quantitative approach was also used to test the hypothesis.

The qualitative design on the other hand enabled the researcher to investigate the perceptions, experiences, feelings, beliefs and attitudes on the influence of the critical success factors on the implementation of physical development plans in LMC as well as other attributes of respondents that could not be accurately measured in quantitative terms. The two approaches were applied because they complement each other and data was enriched and made more explicit, easy to aggregate and derive meaning as recommended by Babbie (2013).

### **3.3 Study Population**

The total study population considered was 6,001 persons comprised of 5,951 heads of households in the four selected wards of Starch Factory, Ireda East, Kakoge and Ayago, 30 technical personnel, 10 urban managers, 2 representatives from utility providers and 8 from NGOs.

### **3.4 Sample size and selection**

The researcher stratified the study population by category (households, technical personnel, urban managers, utility providers and NGOs), then adopted the generalized scientific guidelines developed from a table of Krejcie and Morgan (1970) as extracted from Amin (2005) to determine the sample size of 405 persons. The sample of households obtained was then distributed in the 4 wards to get a sample proportional to the ward size. This helped in drawing inferences about specific wards and allowed for appropriate sampling method to be applied to individual strata. The following formula  $[s = (p/P) \times S]$  was used to generate the required sample; where  $s$  is the sample of the households required from a specific ward,  $p$  is

the number of households in the ward, **S** the total sample of households and **P** the total number of households in all the participating wards. A total of 405 respondents constituted the sample size as shown in table 1.

**Table 1: Sample size and selection**

<b>Category</b>	<b>Population size</b>	<b>Sample size</b>	<b>Sampling technique</b>
Heads of Household	5,951	357	Simple random sampling
Technical personnel	30	28	Purposive sampling
Urban managers	10	10	Purposive sampling
Utility providers	2	2	Purposive sampling
NGO's & CBO's	8	8	Purposive sampling
<b>Total</b>	<b>6,001</b>	<b>405</b>	

In order to limit researcher bias, simple random sampling was used and conducted in such a way that a household was picked after every 17 households.

### **3.5 Sampling techniques and procedures**

Purposive sampling was used to choose urban managers, utility providers, technical staff and representatives of local NGOs and CBOs so as to ensure that the right respondents with the relevant knowledge, authority and experience on the different themes were adequately selected, Sekaran (2003), while simple random sampling was used to choose respondents from the heads of household [Mugenda and Mugenda (1999)].

In order to limit researcher bias, simple random sampling was applied to choose the respondents in such a way that a household was picked after every 17 households from each cell in the study as a way of ensuring an equal chance of representation among all categories.

### **3.6 Data Collection Methods**

In this study, primary data was captured using the questionnaire, interviews, focus group discussions and observations of phenomena while secondary data was collected by documentary analysis.

#### **3.6.1 Survey**

This was used to collect data from the heads of household respondents. Questionnaire survey was chosen because of the speed and ease of use in collecting data within a short period especially when respondents are able to read and write as opposed to interviewing, Sekaran (2003). This method was used to collect primary data from heads of households using closed ended questionnaires.

#### **3.6.2 Interviews**

The researcher used face-to-face interview of key informants (urban managers, technical personnel, utility providers and local NGOs) to obtain data about implementation of physical development plans in LMC.

#### **3.6.3 Focus group discussion**

This was conducted at ward level where groups comprising of 5-8 heads of household were chosen per ward and allowed to freely share their experiences and views for in-depth understanding of the implementation of physical development plans in LMC.

#### **3.6.4 Documentary review**

In documentary review for data collection, researchers study documents more specifically and more in-depth, Sarantakos (2012). This calls for identification, listing and sorting of the documents to be reviewed. In the study, the researcher developed a checklist based on the objectives of particular interest to this study using items harmonized with the questionnaire

measuring the critical indicators of variables to guide the study and was used to collect secondary data.

The documentary review covered the structure and detailed plans for LMC prepared and implemented over the planning period. This was done so as to show the level of detail, the level of plan implementation and the spatial urban forms created over time and to corroborate evidence from direct observations. This facilitated the preparation of time series images to provide an overview on the planned spatial areas of LMC at an appropriate and manageable scale and super-imposed on the prepared plans to ascertain the extent and degree of land use changes regarding their implementation.

### **3.6.5 Observation**

This was applied to get primary data on the existing situation on the ground. It helped to observe the existing land uses that would help to provide comparison with the proposed land uses in the PDPs. This helped to ascertain whether there was progress in realizing the implementation of the plan.

## **3.7 Data Collection Instruments**

### **3.7.1 Questionnaires**

The researcher applied closed-ended questions for data collection for the households and to facilitate data coding. The questionnaire adopted a 5-point Likert - like scale ranging from 5(strongly agree) to 1(strongly disagree), the higher the number, the greater the influence on plan implementation (See appendix i). The questionnaires were self-administered and consisted of interrelated questions about the problem under investigation based on the objectives of the study as justified by Amin, 2005. The independent variable “critical success factors” contained 34 questions distributed as; 23 (stakeholder participation), 6 (human

resource) and 5 (financial resource). Regulatory framework which was the moderating effect had 6 questions. The dependent variable identified as plan implementation of PDP consisted of 13 questions. Open ended questionnaires were used for collecting data from technical personnel in LMC so as to allow them give an expansive response to the subject matter since they are the initiators and implementers of the plan (see appendix i).

### **3.7.2 Interview guide**

Semi structured interview guides were used for urban managers to stimulate them into detailed discussions of the critical success factors necessary for the implementation of physical development plans in LMC through a face to face interaction (see appendix ii).

### **3.7.3 Focus group discussion guide**

Focus group discussion guides (see appendix iii) was used for groups of 5-8 representatives of households to allow for easy flow of information about what they thought about the implementation of physical development plans in LMC and how this had been achieved.

### **3.7.4 Documentary checklist**

For the collection of this data, existing literature on previous studies and cotemporary practices on PDP implementation was reviewed to provide both qualitative and quantitative data. The nature and types of documents reviewed are as shown in appendix iv.

## **3.8 Procedure for data collection**

The data collection process started with the planning phase. The researcher forecasted on the duration taken to collect data from the different categories of respondents and developed a plan. When a plan was put in place, the reliability and the validity of the data collection tools were ascertained and cleared to proceed for data collection. The researcher obtained an introductory letter from Uganda Management Institute Kampala (appendix xviii) prior to



administering questionnaires and interviews guides to a total of 405 respondents that included the community, technical resource personnel, and urban managers, utility providers and NGOs /CBOs. Sufficient support team of five (5) research assistants was employed to ensure that questionnaires were well distributed and collected on completion from the entire target study area. That data was collected using tools developed and tested. These tools included questionnaires, interview guides, guided focus group discussions and documentation checklist. Each questionnaire was accompanied by a letter to the respondent with instructions on how to fill the questionnaire. Each selected respondent was given ample time period of three days in which to fill the questionnaire after which they were collected for data analysis. Interviews were conducted after making appointments and scheduling the interviews. Review of documentation was done following the document review guide. Four focus group discussions were held, one in each division so as to collect respondents' self-expressions on key issues. One radio call-in talk show was held at Radio Unity in Lira Town and was graced with the presence of the Municipal Physical Planner and Community Development Officer who are key resource persons in the implementation of physical development plans. This was meant to collect the greater public opinion on the critical success factors in the implementation of physical development plans.

### **3.9 Data Quality Control**

In order to ensure that the instruments used for data collection were devoid of inconsistencies and therefore yield consistent results, the researcher subjected the instruments for pretesting for validity and reliability.

#### **3.9.1 Validity**

Validity of a data collection instrument refers to the appropriateness of the instrument to measure a variable or construct and come up with the intended results [Amin (2005)] it also

refers to the truthfulness or accuracy of measurement [Page and Meyer (2000)]. The validity of the research instrument was checked using face and content validity approach by expert judgment. In order to ensure validity of the instrument, the drafted questionnaire was given to supervisors and colleagues for critical assessment of each item. They were requested to state the relevance (R) of non-relevance (NR) of each item. The content validity index (CVI) was computed using standardized measures and appropriate adjustment was made. The CVI was generated from the following formula;

$$CVI = \frac{\textit{Items rated relevant}}{\textit{Total number of items on the questionnaire}}$$

The items that were rated relevant were 62 out of 63 and yielded a CVI of 0.984. According to Amin (2005), a coefficient is acceptable if it is within the statistical range 0.5 to 1 and thus for this study it is acceptable. In addition, the researcher took full control of the data collection and documentation process, including documentation of sources. After collection of data and compilation of draft study report, the key informants were given the opportunity to read copies of the report and verify whether the contents reflected the empirical material given by them, without any misinterpretations and generalizations.

### **3.9.3 Reliability**

The reliability is the consistency of the measurement, or the degree to which an instrument measure the same way each time it is used under similar conditions with the same subject [Page and Meyer (2000)]. Reliability is about consistency and repeatability. According to Page and Meyer (2000), there are four ways of reliability estimations i.e. total reliability, test-retest reliability, split-half reliability and internal consistency reliability. Total reliability is achieved when the instrument provides identical repeated measures relating to some constant

factor, for example weight measurement. Page and Meyer (2000), observes that test-retest reliability is where the instrument is applied on the same group of people who are tested twice and responses from the two sets for the groups or individuals is compared. Split-half reliability refers to the testing of summed ordinal scales or indices in which the index items are split to create two separate sets of items for the purposes of correlating one half with the other, while internal consistency reliability is where items in the instrument thought to be or claimed to be measuring the same thing ought to be highly correlated [Page and Meyer (2000)]. It measures consistency within the instrument and questions how well a set of items measures a particular behaviour or characteristic within the test. For a test to be internally consistent, estimates of reliability are based on the average inter-correlations among all the single items within a test [Drost (2011)]. But Rosenthal and Rosnow (1991) as cited in Drost (2011), argues that the test-retest reliability technique has several limitations. Basing on the argument above, in this study the research used internal consistency using coefficient alpha that was popularized by Cronbach (1951) and now referred to as Cronbach alpha method. Cronbach's alpha is useful for estimating reliability for item-specific variance in a unidimensional test [Cortina (1993)]. That is, it is useful once the existence of a single factor or construct has been determined, Cortina (1993). The *Coefficients* of internal consistency however increase as the number of items goes up, to a certain point. For instance, a 5-item test might correlate 0.40 with true scores, and a 12-item test might correlate 0.80 with true scores. In this study therefore the reliability of the data was measured using the Cronbach's alpha coefficient which gave an acceptable estimate of 0.987. This was also ensured through testing and retesting of both the questionnaires and interview guide. The supervisors also reviewed the questionnaires and the interview guide to ensure that they are capturing the right and required data.

Data collected from pilot test at the non-participating wards in LMC was analysed using Statistical Package for Social Scientist (SPSS) software. The value of the Cronbach's Alpha was calculated when the item deleted and used to compute the correlation value among the questions using the analysis scale Alpha which yielded the Cronbach's coefficient Alpha, ( $\alpha$ ). The obtained results are shown in table 2.

**Table 2: Reliability Test Result for the Questionnaire**

<b>Item</b>	<b>Cronbach's Alpha coefficient , <math>\alpha</math></b>	<b>No. of Items</b>
Stakeholder participation	0.981	21
Human resource	0.959	6
Financial resource	0.960	5
Regulatory framework	0.964	6
Plan implementation	0.977	14
<b>Overall reliability of the Instrument</b>	<b>0.987</b>	<b>62</b>

From the results in table 2, the questionnaire yielded an overall reliability alpha of 0.987, which is 98.7% indicating a very high internal consistence of the instrument. Stakeholder participation had 21 items with an alpha of 0.981 implying 98.1% of the items where reliable. Human resource had 6 items with an alpha of 0.959 implying 95.9% of the items where reliable. Financial resource had 5 items with an alpha of 0.960 implying 96.0% of the items where reliable. Regulatory framework (moderating variable) had 6 items with an alpha of 0.964 implying 96.4% of the items where reliable. Plan implementation had 14 items with an alpha of 0.977 implying 97.7% of the items where reliable. The reliability coefficient alpha range from 0 to 1, with zero representing an instrument full of error and 1 representing total absence of error. The value 0.7 and above was considered reliable for the research instrument [Sekaran (2003)].

### **3.10 Data Analysis**

The researcher checked the returned instruments for completeness, accuracy, consistency and comprehensiveness. Data analysis is a process of inspecting, cleaning, transforming and modelling data with a goal of highlighting useful information suggesting conclusions and supporting decision [Mugenda and Mugenda (1999)]. Analysis is ordering of data into constituent parts in order to obtain an answer to the research questions. Each questionnaire was assigned a serial number for identification prior to data entry process using SPSS tool. Data was analysed in order to establish the relationship between the dependent and independent variables. The researcher analysed the data using qualitative and quantitative methods.

#### **3.10.1 Qualitative Data Analysis**

Data from the field were typed, cleaned and themes developed as per the guides of in-depth interviews. The researcher scrutinized the different categories of data to fit them under a particular theme. Dey (2003), points out that qualitative data analysis helps to describe opinions of respondents regarding variables under study. Further analysis followed to ascertain similarities in response from different respondents during the interviews to generate deeper understandings about issues and compare them with the literature reviewed.

#### **3.10.2 Quantitative Data Analysis**

This analysis was done on responses from questionnaires. The Responses were assigned codes to convert non-numeric data to numeric data. The data was checked for completeness and accuracy. The data was entered and analysed using SPSS version 19.0. Descriptive statistics in form of frequencies, standard deviation and means were generated while inferential statistics in form of Pearson product moment correlation and regression techniques were used

to determine the relationship between critical success factors and implementation of physical development plans.

The quantitative data was gathered through interviews to measure variable during in depth interpretation of quantitative data and confirmed the findings that should be measured using the ordinal and numerical scales. Themes were developed and analysed objective by objective.

### **3.11 Measurement of variables**

Variables are the elements that the researcher measures, controls and manipulates. In this study the researcher used ordinal scale to measure variables. The researcher measured the variable at ordinal scale and at numerical scale. Ordinal scale was used to represent relative position or order among the values of the variables.

The numerical scale was also used to help minimize subjectivity and makes it possible to use quantitative analysis; here the rating scale used was a five-Likert like scale. According to Mugenda and Mugenda (1999), these types of scale are used to measure perception, attitude, values and behaviours. In this study the variables were dependent, independent and moderating variables.

Levels of measurement in the data collection tools considered the use of the following;

The nominal scale was applied to variables that were mutually exclusive and exhaustive and where there was no order of category that suggested one category to be better than the other. Such variables included sex, marital status and area of residence.

The ordinal scale was used to order or rank categories to imply level of importance. Ordinal scale was applied to such variables such as education, occupation, ownership of property and duration spent within a living area.

The interval scale was applied to this study. Such variables adopted the use of equal interval settings or meaningful distance between ranks. Such variables included age range of respondents.

A 5 point Likert-like scale was used in the study and encompassed all the above scales. This Likert-like scale had the options of 1,2,3,4, and 5 which were used to measure various variables in the study. The range continuum of response categories included for the Likert-like scale was from; Strongly Agree (**5**), Agree (**4**), Undecided (**3**), Disagree (**2**) and Strongly Disagree (**1**). The five options given represented alternative strengths of answers to each question given by the various respondents.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

#### 4.1 Introduction

In this chapter, the results are presented, analyzed and interpreted. It starts with an exposition of the quantitative data and qualitative data collected between the months of March and April 2014. These findings are presented in the form of frequencies and percentages. The general objective of the study was to analyze the critical success factors in the implementation of physical development plans in Lira Municipality. The demographic factors of the respondents are presented first, followed by the empirical findings in relation to the four research hypotheses. The study generated qualitative and quantitative data. Analytical reports are presented following the findings.

#### 4.2 Response rate

Response rate shows the ratio of the returned answered questionnaires, results of the face-to-face interviews, and focus group discussion results to the sampled respondents that were involved in the study and these were; heads of households from the four participating wards, technical personnel from the municipality, urban managers, utility providers and development partners like the NGOs, CBOs and FBOs. The total response rate was 355 out of the sample population size of 405 which represents 87.65%. This response rate is very good (Lin, 1976) and it's in agreement with Bailey (1999) who said a response rate of 70% and above is acceptable in social science research. The study group responded to the specifically designed questions to meet the researcher's interests. Technical resource persons were also interviewed to capture detailed information to support the questionnaire responses. Table 3 illustrates the response rates of each category and percentages.



**Table 3 - Response Rate**

<b>Category</b>	<b>Sample size</b>	<b>Responses</b>	<b>Percentage Response Rate</b>
Heads of Households	357	321	89.92%
Technical personnel	28	28	100%
Urban managers	10	5	50%
Utility providers	2	1	50%
NGOs, FBOs & CBOs	8	0	0%
<b>Total</b>	<b>405</b>	<b>355</b>	<b>87.65%</b>

*Source: From researcher's field data (June 2014).*

From the table above, it can be observed that out of the 405 sample size, 355 responded to the questionnaire representing a combined response rate of 87.65%.

Out of the 357 questionnaires, 89.92% were completed and returned by the heads of households. Also 28 technical personnel sampled for interviews as key informants were all interviewed giving a response rate of 100% while the 10 urban managers and 2 representatives from the utility providers sampled for interviews each yielded a 50% response rate and no response was received from the 8 representatives sampled for interviews from the NGOs, FBOs and CBOs.

#### **4.3 Results on the background information on respondents**

The researcher investigated some demographic characteristics of the respondents to generate more accurate information of the group of persons involved in planning and implementation of physical development plans. The purpose of including demographic data in the survey was to understand the characteristics of the respondents in order to make better conclusions and relate the characteristics to planning and implementation of physical development plans. The demographic characteristics of the respondents are presented and discussed.

### 4.3.1 Gender of respondents

This was captured to establish the participative level and responsive generic concern of respondents, towards the implementation of physical development plans as illustrated in tables 4.

**Table 4 Gender of respondent**

Category of respondents	Male		Female	
	Frequency	Percent	Frequency	percent
Heads of households	140	43.6%	181	56.4%
Technical personnel	20	71.4%	8	28.6%
Urban managers	4	80.0%	1	20.0%
Utility service providers (UMEME & NWSC)	0	0.0%	1	50.0%
NGOs, FBOs & CBOs	0	0.0%	0	0.0%

Out of the 321(100%) total household sample population, 43.6% were males while 56.4% were females. Although meeting the family needs has been predominantly perceived to be men's role, the data above indicates that women's emancipation interventions have tremendously yielded the role of women in providing for the necessities as seen by the higher response rate of 56.4% compared to the males 43.6%, in regard to security of tenure and ownership especially in as far as land use decisions are concerned.

It can also be observed that the gender of Technical personnel reflect 28.6% female compared to 71.4% males holding technical offices of responsibilities in the municipality. While this does not necessarily reflect a fair share of posts within the entire municipality, available data however indicate that women are holding key portfolios of natural resources, municipal education officer, and building inspector within the municipal headquarters. This can be attributed to Uganda's emancipation strategy of adding 1.5 points for admission to females seeking university entry. Apart from exhibiting trust in the execution of their duties, women are hitherto seen as key in information dissemination at the work place and also good team

players at developing by-laws that constitute the regulatory framework, a “critical success factor” for the implementation of physical development plans.

The respondents that constituted the urban managers’ category included the Mayor, Municipal Town Clerk, LCIII chairpersons and Senior Assistant Town Clerks based at the divisions. From the results in table 5, only one female held the portfolio of Senior Assistant Town Clerk representing 20% and yet these are key positions in decision and policy making. These could be as a result of women having less interest in taking up challenging tasks at the higher level and these may affect making gender sensitive decisions at the strategic level. The remaining 80.0% of the urban managers were male.

The field data from the respondents’ category of utility service providers attracted the least response with only one interview conducted to a female respondent. The reasons for this could be due to the fact that the majority of their activities are field based and most of which are carried out by male counter-parts and therefore are quite often than not out of their work stations for field work.

Out of the 8 key informants that was sampled to cater for the final category of respondents from the NGOs, CBOs and FBOs, none was interviewed since no appointment was arranged for the interviews to take place for reasons that were unknown to the researcher and yet they are critical stakeholders in sensitizing and mobilizing the masses on development programs.

#### **4.3.2 Age of respondents**

This was meant for the sole purpose of helping the researcher to assess the level of involvement, participation and authenticity of information arising from responsibilities attached to specific age brackets. The captured age groups included: below 18, 19-35, 36-45 and above 45 years.

**Table 5: Age of respondents**

<b>Age of respondents</b> <b>Category of respondents</b>	<b>Below 18 years</b>	<b>19 – 35 years</b>	<b>36 – 45 years</b>	<b>Above 45 years</b>
Heads of households	2.5%	65.4%	18.7%	13.4%
Technical personnel	0.0%	46.4%	39.3%	14.8%
Urban managers	0.0%	0.0%	80.0%	20.0%
Utility service providers (UMEME & NWSC)	0.0%	0.0%	100.0%	0.0%
NGOs, FBOs & CBOs	0.0%	0.0%	0.0%	0.0%

*Source: From researcher's field data (June 2014).*

The results in table 5 show that majority of the heads of household respondents fall between 19 - 35 years (65.4%) and 36 - 45 years (18.7%). This could explain the enthusiasm with which the matter was treated given that family-heads shoulder the responsibility to protect their kin. These categories of respondents were more vibrant and tough talking and responded in person with the hope that they will not be grossly affected by the proposals in the plan. They were more articulate and had a rational sense of judgment. The category of 18 years and below constituted a small fraction (2.5%) of the respondents and this was included to check for juvenile headed families as a result of passing-on of their parents. They were found preoccupied in fending for the basic needs and day-to-day survival with most living deplorable conditions. Their attachments to implementation of physical development plans were minimal with all expressing not only limited understanding but also no interest on the subject matter.

The Technical personnel category is one of the most important category in as far as implementation of PDPs is concerned since they are the technocrats responsible for preparing, implementing, monitoring and reviewing the success of these plans on ground. From table 5, 46.4% of the respondents were between the age bracket of 19 – 35 years, 39.3% in the range of 36 – 45 years and 14.3% above 45 years. From the findings, 85.7% (19 – 45 years)

cumulative of the respondents in this category were highly productive and therefore constitute the bulk of the staff who should contribute in ensuring the successful implementation of PDPs in Lira Municipality.

The results in table 5 reveal that majority of the Urban managers category representing 80% fall within the 36 – 45 years age bracket and only 20% above 45 years of age. This implies that cumulatively 100% provide the pool of personnel who still have a decade and a half to offer their services to the municipality and contribute in the leadership and strategic development of the municipality including providing oversight roles in the implementation of PDPs.

The category of utility service providers entirely yielded a 100% representation in the 36 – 45 years age bracket while the category of NGOs, FBOs and CBOs registered no entry.

### 4.3.3 Levels of education of respondents

This was captured so as to appreciate the in depth understanding and knowledge of the various categories of respondents in relation to implementation of PDPs. PDPs provide the spatial vision of a particular locality and therefore its successful implementation is contingent to the knowledge base of the entire stakeholders.

**Table 6: Education level of respondents**

<b>Category of respondents</b>	<b>Heads of households</b>	<b>Technical personnel</b>	<b>Urban managers</b>	<b>Utility service provider</b>
<b>Education level</b>				
None	4.0%	0.0%	0.0%	0.0%
Primary	36.4%	0.0%	0.0%	0.0%
O-level	34.9%	0.0%	0.0%	0.0%
A-level	7.5%	0.0%	0.0%	0.0%
Certificate	10.3%	0.0%	0.0%	0.0%
Diploma	5.0%	1.4%	20.0%	0.0%
1st degree	1.9%	50.0%	60.0%	100% <sup>s</sup>
Postgraduate diploma	0.0%	21.4%	0.0%	0.0%
Masters	0.0%	7.1%	20.0%	0.0%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

*Source: From researcher's field data (June 2014).*

From the results of table 6, majority of the head of household respondents (36.4%) had attained primary level education although the researcher could not establish whether they all completed primary seven, 34.9% had attained ordinary level education, 7.5% advanced level education, 10.3% attained certificate level of education, 5% were diploma holders and 1.9% first degree holders. The study revealed that 4% of the respondents had not undergone any formal education training completely. Cumulatively, up to 78.9% of the respondents had acquired up to A-level education and this means that they were able to interpret the questions.

For technical personnel, the results revealed that 21.4% of the respondents were diploma holders, 50% first degree holders, 21.4% postgraduate diplomas on top of their first degree and 7.1% had attained advanced degrees (masters). The qualification of all (100%) of the technical respondents suggests that they had good understanding and interpretation of the interview questions and therefore reinforces the respondent's ability to articulate issues of PDP from an informed point of view.

The result for urban managers category indicate that 20% of the respondents were diploma holders, the majority 60% had attained first degree qualification, while 20% had master's degree. Cumulative, 80% of the respondents under this category had in-depth knowledge and concepts in strategic planning and management that is a driving force to proper problem identification which is a key component for preparation of PDPs and consequent aid to successful implementation of the plan.

For the utility service providers, the results indicates that the respondent had a first degree and this therefore means that the participant had the capability to respond appropriate to the interview regarding the concepts of physical development planning and implementation.

#### 4.3.4 Occupation of Respondents

The study sought to establish the occupation of respondents so as to relate to their interest in the implementation of physical development plans in LMC. Table 7 presents the summary results from all the categories of respondents. For the heads of household category, it can be observed that majority (55.5%) of the respondents were self-employed, 36.4% were unemployed, 6.5% were civil servants while 1.2% were employed in the private sector and only 0.3% were employed in other sectors. From the results it can be observed that only a small proportion (7.7%) of the heads of household respondents category were employed in the formal sector while the majority (91.9%) were either self employed or unemployed. This represents a very big number that may have a direct impact on the knowledge and interest in the implementation of PDPs.

**Table 7: Occupation of respondents**

<b>Category of respondents</b> <b>Occupation</b>	<b>Heads of households</b>	<b>Technical personnel</b>	<b>Urban managers</b>	<b>Utility service provider</b>
Self employed	55.5%	0.0%	0.0%	0.0%
Employed by gov't (civil servant)	6.5%	100%	100%	0.0%
Unemployed	36.4%	0.0%	0.0%	0.0%
Employed in the private sector	1.2%	0.0%	0.0%	0.0%
Employed with utility service provider	0.0%	0.0%	0.0%	100%
Others	0.3%	0.0%	0.0%	0.0%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

*Source: From researcher's field data (June 2014).*

The results for key informants in technical personnel and urban managers categories revealed that all them (100%) were civil servants employed by Lira Municipal Local Government. This are very key human resource in the planning, preparation and the successful implementation of PDPs since they are the technocrats who should spearhead the entire process but ofcourse in a participatory approach, while that of the representative of utility service provider also had the key informant employed by the service provider.

#### 4.3.5 Type and kind of Ownership of property

This was used to assess the head of household category of respondents on the type of ownership they hold on the land where they have dwellings. This was based on two parameters of self (owner occupier) and rental (tenant occupier). Table 8 shows the kind of land holding/property holding by the respondents. The purpose of this was to know the relationship between land ownership and land use decisions since it has a direct impact on the land users.

**Table 8: Kind of ownership of property**

<b>Kind of ownership of property</b>	<b>Frequency</b>	<b>Percent</b>
self (owner occupier)	118	36.8
Rental (tenant)	203	63.2
Total	321	100.0

*Source: From researcher's field data (June 2014).*

The results reveal that 36.8% of the respondents were owner occupier meaning that they are residing on their own property and therefore any land use decisions that would have to be made on their land should have their inputs captured. Since they are owner occupier, consultation with them is easier than with absentee land lords. The study also revealed that 63.2% of the respondents are tenants and this has a big impact on the kind of land use decisions that have to be made. Since they are tenants, many times they are reluctant to make viable contributions on the type and kind of land use decision to be taken on the property for which they are tenants since they are not land lords and many times come from places outside where they currently live. This can be a challenge especially in circumstances where the land owners do not stay close to their property at those points in time when physical planning activities are being carried out in those neighbourhoods. This normally makes the stakeholder consultation process very laborious, costly and time consuming since you have to make



several awareness campaigns and announcements urging them to come make important representations on decisions that are to be made on their land.

The second aspect of assessing property was the type of land ownership held by the current land users. This was based on the current available type of recognizable land ownership that include among others mailo/freehold, leasehold, bonafide occupant/customary, and finally room was provided for those who did not know the land holding type to acknowledge their ignorance.

**Table 9: Type of ownership**

Type of ownership	Frequency	Percent	Cumulative Percent
Leaseshold	117	36.4	36.4
Bonafide occupant/customary	202	62.9	99.4
Not sure	2	0.6	100.0
Total	321	100.0	

*Source: From researcher’s field data (June 2014).*

The results in table 9 indicates that 36.4% of the respondents held land under leasehold type, 62.9% held it under bonafide occupant/customary and 0.6% did not know the type of land tenure system in which they were dwelling. Cumulatively, 99.4% of the respondents had knowledge on the type of ownership of their property and this therefore is imporant to the study because they are inclined to take interest in any form of land use decisions on their properties.

**4.3.6 Length of stay in the property**

The length of stay of for the respondents under the household category were taken in to account to establish their participation in the 2007 physical development planning process and their role in the realization of successful implementation.

**Table 10: Household Length of stay**

Length of stay in the area	Frequency	Percent	Cumulative Percent
Less than a year	58	18.1	18.1
1 - 5 years	109	34.0	52.0
5 - 10 years	37	11.5	63.6
10 - 20 years	50	15.6	79.1
Over 20 years	67	20.9	100.0
<b>Total</b>	<b>321</b>	<b>100.0</b>	

*Source: From researcher's field data (June 2014).*

The findings from table 10 indicate that majority of the household respondents had lived in these areas above five years. According to the results, 18.1% have lived in this area for less than a year and it is unlikely that they participated in the physical development planning process of 2007. The results also reveal that 34.0% of the respondents had lived between 1-5 years, 11.5% had lived between 5-10 years, 15.6% between 10-20 years and 20.9% had lived there for over 20 years. This implies that majority of the respondents who have lived in the area for over 5 years (48%) could have likely participated in the PDP process.

#### **4.3.7 Medium of access to information**

The study also sought to establish the medium through which the household respondents receive information and programs regarding PDP. The medium currently available in LMC include radio, television and newspaper. The purpose of this was to establish whether awareness of the PDP process would impact on the successful implementation of the plan.

**Table 11: Medium of access to information**

Medium of access to information	Frequency	Percent	Cumulative Percent
Radio	169	52.6	52.6
Television (TV)	3	.9	53.6
Newspaper	7	2.2	55.8
None	14	4.4	60.1
Radio & Television	31	9.7	69.8
Radio & Newspaper	13	4.0	73.8
Radio, Television & Newspaper	84	26.2	100.0
<b>Total</b>	<b>321</b>	<b>100.0</b>	

*Source: From researcher's field data (June 2014).*

From the results in table 11, 52.6% of the household respondents receive information regarding PDP programs through radio and this is the major medium of information dissemination. The study also revealed that the 26.2% of the respondents receive programs through radio, television and newspaper and this represents the second largest medium of access to information who were found to be the affluent and well-to-do households. The findings also show that 9.7% receive information through radio and television, 4.0% through radio and newspaper, 2.2% through newspaper only, 0.9% through television and 4.4% had no access to information using all the available medium. These are the category that has to be informed through their local council (LC) leaders, neighbours and friends on physical development planning programs.

#### 4.3.8 Years of experience

This was taken into account for technical respondents, urban managers and utility providers so as to ascertain authenticity of information provided and the relationship with implementation of physical development plans. Table 12 provides the summary of information regarding experience of the key informants.

**Table 12: Years of experience of key informants**

Years of experience \ Category of respondents	< 1 year	1 - 5 years	6 - 10 years	11 - 20 years	> 20 years
Technical personnel	3.6%	17.9%	25.0%	39.3%	14.3%
Urban managers	0.0%	0.0%	20.0%	80.0%	0.0%
Utility service providers (UMEME & NWSC)	0.0%	0.0%	100.0%	0.0%	0.0%
NGOs, FBOs & CBOs	0.0%	0.0%	0.0%	0.0%	0.0%

*Source: From researcher's field data (June 2014).*

The findings from table 12 above indicate that majority of the technical personnel key informants had an outstanding record of experience in executing their duties. According to

the results, 3.6% had served less than one year, 17.9% for 1-5 years, 25% for 6-10 years, 39.3% had served for 11-20 years, and 14.3% had experience of over 20 years. This implies that the information provided by the respondents is a benefit of accumulated wealth of knowledge from most technical persons.

As far as the years of experience of urban managers were concerned, the study revealed that the majority of the urban managers had served for over 10 years. The results show that 80% had served for 11-20 years while 20% had served for 6-10 years. This is a clear manifestation that persons holding this management positions have the experience and knowledge in urban management and therefore the information provided was based on accumulated knowledge and authentic since there was none under 6 years of experience.

#### 4.3.9 Management level

The management levels of key informants was taken into account so as to generate various information requirements from most reliable source of competencies i.e. decision making from top management, reports on implementation from the middle managers and day-to-day technical operational information from lower management levels and the results are presented in table 13.

**Table 13: Management level of key informants**

<b>Management level</b> <b>Category of respondents</b>	<b>Top management level</b>	<b>Middle management level</b>	<b>Operational management level</b>
Technical personnel	42.9%	39.3%	17.9%
Urban managers	80.0%	20.0%	0.0%
Utility service providers (UMEME & NWSC)	100.0%	0.0%	0.0%
NGOs, FBOs & CBOs	0.0%	0.0%	0.0%

*Source: From researcher's field data (June 2014).*

From the findings, the category of technical personnel revealed that 42.9% held top management positions and these were mostly heads of departments and sections who were mostly concerned with policy making, 39.3% were in the middle management level and provided data on implementation, successes and challenges, and 17.9% were of lower/operational management positions who are charged with the day-to-day technical issues arising from the implementation of physical development plans.

The study also revealed that 80% of the key informants under the urban manager category held top management level positions and this is in line with their key role in policy formulation and strategic planning for the organization. Only 20% were in the middle management level.

In as far as the key informants under the utility service providers were concerned, the study showed that 100% of those interviewed were from the top management position.

#### **4.4 Empirical Findings**

The study sought to investigate the critical success factors for the implementation of physical development plans in Lira Municipality. In order to establish this, results were obtained from questionnaires for quantitative data, and the qualitative data was generated from interviews and focus group discussions so as to present empirical evidence. Four hypotheses were set to guide the study.

The analysis was carried out objective by objective in the chronological manner as they were set. Descriptive results of the quantitative data are presented first followed by inferential statistics that ascertain those results. Findings from the interviews and documentary reviews are also discussed.

#### **4.4.1 Stakeholder participation and Implementation of Physical Development Plans**

The first objective of the study was to assess the extent to which stakeholder participation to the physical planning process affects the implementation of physical development plans in Lira Municipal Council. The purpose of this objective was to examine how stakeholder participation in the planning process contributes to the successful implementation of physical development plans in LMC. This was examined for both the quantitative and qualitative data collected from heads of households and key informants respectively in connection with land use decisions. In order to effectively investigate the relationship between stakeholder participation and implementation of physical development plans, the researcher postulated that ‘Stakeholder participation in the planning process significantly affects the implementation of physical development plans in Lira Municipality’. The variable stakeholder participation was measured using a total of 21 items divided under three dimensions of community awareness, community involvement and ownership. The findings from questionnaires, interviews and documentary reviews are presented and interpreted in the tables of descriptive statistics results for the three aforementioned dimensions respectively.

##### **4.4.1.1 Community awareness and successful implementation of Physical Development Plans**

The study investigated the effect of community awareness on the successful implementation of PDPs in LMC. The respondents were required to give their opinion using a five-point Likert like scale with the following possible responses: 1 – Strongly Disagree (SD), 2 – Disagree (D), 3 – Undecided (U), 4 – Agree (A) and 5 – Strongly Agree (SA), on the type of community awareness programs they have been involved in concerning PDPs in LMC. The presentation of the findings, discussions and interpretation of the results was done using descriptive statistics of frequencies, mean and standard deviation. The summary of results of the descriptive statistics is presented in table 14.

On whether the respondents had heard about programs on physical planning on radio, 19.6% strongly disagreed, 6.5% disagreed, 9.3% were undecided, 14.3% agreed, and 50.2% strongly agreed. It can be observed that 64.5% of the household respondents totally agreed that they have heard programs on physical planning on radio and this is in tandem with the evidence got from the focus group discussions where 83% assert that they heard physical planning programs on radio especially since 52.6% of the respondents access information through radios (table 11). This finding was confirmed by the results of the face-to-face interviews for the key informants which revealed a 61.8% agreement that the community is always informed about physical planning programs on radio. This was also confirmed by evidence of documentary review of the LMC statistical abstract (UBOS, 2012) that revealed that 91% of households owned radios by 2010.

On whether the use of television as a medium for disseminating information for creating community awareness on physical planning programs in LMC is key, 19.9% strongly disagreed, 8.1% disagreed, 7.8% were undecided, 18.4% agreed, 45.8% strongly agreed that they had seen programs about physical planning on television in LMC. However, the summary of findings that yielded a 64.2% agreement response was contradicted by the face-to-face interview results from the key informants that revealed a 76.5% disagreement on the use of television as a means of community awareness on physical planning programs in LMC. The argument advanced during the interview was twofold. Firstly, for the fact that not many households own television as revealed from the results in table 11 with a 0.9% ownership and secondly, that most TV stations that should broadcast this programs are based in Kampala and majority may not offer enough airtime to air the programs in vernacular. Evidence from documentary review of the 2nd national electronic media performance study (UCC, 2010:19)

revealed a low TV viewer rating in terms of adequacy of 18% in Lira compared to a 85% for radio listenership rate.

**Table 14: Descriptive Statistics for Community Awareness Responses**

Questions	SD (1)	D (2)	U (3)	A (4)	SA (5)	N	Mean	Std. Dev.
The community is always informed about physical planning programs on radio	19.6%	6.5%	9.3%	14.3%	50.2%	321	3.69	1.592
The community is always informed about physical planning programs on television (TV)	19.9%	8.1%	7.8%	18.4%	45.8%	321	3.62	1.587
The community is always informed about physical planning programs on newspapers	19.3%	6.5%	10.0%	17.4%	46.7%	321	3.66	1.568
The community is always informed about physical planning programs by LC1 offices	19.9%	6.5%	11.5%	15.0%	47.0%	321	3.63	1.584
The radio is the most adequate medium of communication to communities on physical planning programs	21.2%	5.6%	13.4%	18.4%	41.4%	321	3.53	1.571
The TV is the most adequate medium of communication to communities on physical planning programs	19.3%	12.1%	13.1%	22.7%	32.7%	321	3.37	1.516
The newspaper is the most adequate medium of communication to communities on physical planning programs	21.8%	15.9%	11.5%	25.5%	25.2%	321	3.17	1.509
The LC1 office is the most adequate medium of communication to communities on physical planning programs	15.0%	10.6%	15.9%	27.7%	30.8%	321	3.49	1.408

*Source: From researcher's field data (June 2014).*

On whether community awareness on physical planning programs is made using newspapers as a medium of information dissemination, 19.3% strongly disagreed, 6.5% disagreed, 10% were undecided, 17.4% agreed, and 46.7% strongly agreed that they read programs on physical planning in newspapers. The findings reveal that majority of the respondents representing 64.1% generally agreed that the community is always informed about physical planning programs in the print media. However, this was contradicted by results of the focus group discussions that yielded a 75% disagreement with majority advancing that there is very



small readership of newspapers. This disagreement position was upheld by the results of the face-to-face interview for the technical staff that yielded a 61.8% disagreement that the print media is used to convey community awareness programs on physical planning in LMC reasoning that hardly any information on physical planning programs are published in the newspaper.

On whether the LC1 offices are used to inform the community on physical planning programs within their areas, 19.9% strongly disagreed, 6.5% disagreed, 11.5% were undecided, 15% agreed, and 47% of the respondents strongly agreed that local councillors conduct community awareness programs on physical planning. The results in table 24 reveal that 62% of the respondents agreed that LCs conduct awareness and this was confirmed by results from the face-to-face interview of the technical staff that yielded a 73.6% agreement. This position was confirmed by the LMC CDO who said that *“the LC1 offices is the first entry point to the community and plays a key role in information dissemination not only for physical planning programs but also for all government programs”*. This was also supported by the results from the focus group discussions where 68% of the household respondents said that LCs participate in information dissemination on physical planning especially since they are the first point of entry to the community.

The study also sought to establish from the respondents various information regarding the most appropriate mode of information dissemination that included radio, television, newspapers and LC1 offices.

On whether the radio is the most adequate medium of communication to the communities on physical planning programs in LMC, 21.2% strongly disagreed, 5.6% disagreed, 13.4% were undecided, 18.4% agreed, and 41.4% strongly agreed. The findings reveal that majority of the respondents representing 59.8% generally agreed that the radio is the most adequate

medium of communication and this was further confirmed by the results of the face-to-face interviews where 79.4% of the technical staff agreed advancing the view that ownership and listenership of the radio is extremely since majority have access either directly as evidenced by a 52.6% ownership results in table 18 or through their telephones.

On whether TV is the most adequate medium of communication to communities on physical planning programs in LMC, The results indicate that 32.7% strongly agree, 22.7% agree, 19.3% strongly disagree, 13.1% were undecided and 12.1% disagreed. From the findings, majority of the respondents 59.4% generally agreed that TV use was the most adequate medium of communication to communities on physical planning programs. This view was however objected by the results of the focus group discussions that yielded a 72.3% disagreement and the same position confirmed by the the results of the face-to-face interviews from the technical staff that yielded a 67.7% disagreement. The same view was upheld by the Information Officer who said that *“that very few households own TVs and this therefore makes it the most inadequate medium of communication”*. This is confirmed by the results on table 18 that yielded a 0.9% access to information through TV and this therefore concludes that it is the most inadequate medium of communication to communities on physical planning programs in LMC.

On whether the newspaper is the most adequate medium of communication to communities on physical planning programs in LMC, 21.8% strongly disagreed, 15.9% disagreed, 11.5% were undecided, 25.5% agreed, and 25.2% strongly agreed. The results reveal that a total of 50.7% of the respondents generally agreed, although this results contradict the face-to-face interview results from the technical staff that registered a 67.7% disagreement that the newspaper is the most adequate medium of communication to communities on physical planning programs in LMC.

The assertion that the print media was the most adequate medium of communication was also rejected by the District Information Officer who in his own words said that *“the newspaper is not the most adequate medium of communication largely due to the fact that the readership of newspapers is very poor by the general community because of three main reasons. Firstly, due to the fact that the circulation of the newspaper is low within the community especially in the urban fringe zones and secondly, the community mostly held the opinion that newspaper reading is a preserve for the elites and the educated and thirdly, buying newspapers is viewed as a waste of money especially with the competing demand for resources to meet everyday survival”*.

On whether the LC1 office is the most adequate medium of communication to communities on physical planning programs in LMC, 15.0% strongly disagreed, 10.6% disagreed, 15.9% were undecided, 27.7% agreed, and 30.8% strongly agreed. Majority of the respondents, 58.5%, generally agreed that the LC1 office is the most adequate medium of communication to communities on physical planning programs, and this was confirmed by the face-to-face interview results of the technical staff that yielded an 88.2% agreement. This position was equally affirmed to by the Mayor who in his own words said that *“the LC1 offices is very important and plays a key role not only in LMC, but across the entire country as a pivot for community mobilization, sensitization and information dissemination on key government programs and activities and therefore its importance can not be over emphasized”*.

The analysis of the results for the descriptive statistics in table 14 for the sub-dimension community awareness indicate that all the means were above average (>3) with a mean score range from 3.17 – 3.69 indicating that majority of the respondents rated community awareness as a key success factor in the implementation of PDPs in LMC. The standard deviation was all above one and the percentages of the respondents who strongly agreed and agreed on each

item were relatively high. However, the analysis reveal that creating community awareness through television and newspapers does not yield good results and therefore its not a good medium of information dissemination on physical planning programs in LMC.

#### 4.4.1.2 Community Involvement in Physical Planning Programs in LMC

The study investigated the effect of community involvement in the physical planning programs to the successful implementation of PDPs in LMC. The respondents were required to give their opinion using a five-point Likert like scale with the following possible responses: 1 – Strongly Disagree (SD), 2 – Disagree (D), 3 – Undecided (U), 4 – Agree (A) and 5 – Strongly Agree (SA), on the type of community involvement programs they have been participated in concerning PDPs in LMC. The presentation of the findings, discussions and interpretation of the results was done using descriptive statistics of frequencies, mean and standard deviation. The summary of results of the descriptive statistics is presented in table 15.

**Table 15: Descriptive Statistics for Community Involvement Responses**

Questions	SD (1)	D (2)	U (3)	A (4)	SA (5)	N	Mean	Std. Dev.
The community was involved in the planning process	12.5%	10.3%	17.4%	27.1%	32.7%	321	3.57	1.363
Planning decisions are arrived at collectively	12.8%	12.5%	13.7%	29.3%	31.8%	321	3.55	1.380
Passive participation was the main form of involvement during plan preparation	13.1%	10.9%	15.6%	33.3%	27.1%	321	3.50	1.342
Participation in information giving was the main form of involvement during plan preparation	15.0%	8.7%	17.4%	30.2%	28.7%	321	3.49	1.379
The community participate in deciding key land use decision with technical staff (bottom-up approach) during the preparation of the plan	15.3%	7.8%	15.9%	33.6%	27.4%	321	3.50	1.370
The mode of consultation and participation was adequate	14.6%	8.4%	16.5%	30.5%	29.9%	321	3.53	1.378
My views were considered during the preparation of the plan	15.0%	11.8%	16.2%	25.2%	31.8%	321	3.47	1.423

*Source: From researcher's field data (June 2014).*

On whether the community was involved in the planning process, 12.5% strongly disagreed, 10.3% disagreed, 17.4% were undecided, 27.1% agreed, and 32.7% strongly agreed. The findings reveal that a total of 59.8% of the respondents agreed that the community was involved in the planning process and this was confirmed by the 68.3% agreement results from the focus group discussions held. The face-to-face interview results from the technical staff yielded a 67.6% agreement in which they observed that community involvement is very critical to ensure acceptance and ownership since the intended land use decisions that would be made directly affects the owners of property in particular and the entire community in general.

On whether planning decisions were arrived at collectively, 12.8% strongly disagreed, 12.5% disagreed, 13.7% were undecided, 29.3% agreed, and 31.8% of the household respondents strongly agreed that planning decisions are arrived at collectively.

It can be observed that 61.1% of the respondents generally agreed that the decisions were collectively arrived at and this was confirmed by a 67.7% agreement response in the face-to-face interview in which most technical staff that participated in the process revealed that planning decisions were collective made as seen in appendix vi during the 2007 planning exercise.

On whether passive participation was the main form of involvement in the physical planning programs in LMC in 2007 exercise, 13.1% strongly disagreed, 10.9% disagreed, 15.6% were undecided, 33.3% agreed, while 27.1% strongly agreed that passive participation was the main form of involvement during the plan preparation in 2007. A total of 60.4% generally agreed that passive participation was the main form of involvement although this was however rejected by the results of the focus group discussions in which 82.7% of the participants disagreed with the findings echoing that the participation was not passive since

majority of the community did not only sit and watch but made immense contributions during the process. This was equally confirmed by the revelation of the face-to-face interview results for the technical staff that yielded a 58.8% disagreement of the passive participation of the community.

On whether participation was based on giving information through questionnaires, 15.0% strongly disagreed, 8.7% disagreed, 17.4% were undecided, 30.2% agreed, and 28.7% strongly agreed, that participation in information giving was the main form of involvement during the plan preparation. The results reveal that a total of 58.9% of the respondents generally agreed that participation in information giving was the main form of involvement and this was confirmed by findings from the face-to-face interviews by the technical staff with a 61.7% agreement response.

On whether the community participates in deciding key land use decisions with technical staff during the plan preparation, the findings revealed that 15.3% strongly disagreed, 7.8% disagreed, 15.9% were undecided, 33.6% agreed, while 27.4% of the household respondents strongly agreed. From the findings of the study, a total of 61% of the respondents generally agreed and this was equally confirmed by a 61.7% agreement response from the results of the face-to-face interviews for the technical staff who echoed that the community participated in deciding key land use decisions with technical staff during the preparation of the 2007-2017 PDP of LMC since they are the beneficiaries of such decisions.

On whether the mode of consultation and participation was adequate during the planning process, 14.6% strongly disagreed, 8.4% disagreed, 6.5% were undecided, 30.5% agreed, while 29.9% of the households strongly agreed. The results reveal that a total of 60.4% of the respondents agreed that the mode of consultation and participation was adequate and this was

too confirmed by the results from the face-to-face interview of technical staff that yielded a 67.6% agreement.

On whether respondent's views were considered during the preparation of the 2007-2017 PDP for LMC, the findings revealed that 15.0% strongly disagreed, 11.8% disagreed, 16.2% were undecided, 25.2% agreed, while 31.8% of the household respondents strongly agreed. Generally, majority of the respondents totaling 57% agreed that their views were considered during the planning process and this was confirmed by the results of the face-to-face interviews of the technical staff that yielded an 85.3% agreement. This was equally confirmed by the CDO of LMC who in his own words said that "*the consultation process in 2007 was very participatory in nature*". The process of the preparation of the plan therefore was participatory as evidenced in appendix vi.

The analysis from table 15 indicates that all the means were above average (>3) with a mean score range from 3.47 – 3.57 indicating that the percentage of respondents who rated community involvement as a critical factor in the successful implementation of PDP in LMC was relatively high. The standard deviation was all above one implying that the percentages of the respondents who strongly agreed and agreed on each item were relatively high.

#### **4.4.1.3 Community ownership of Physical Planning Programs in LMC**

The third sub-dimension under the stakeholder participation that the study investigated was whether community ownership of physical planning programs ensures the successful implementation of PDPs in LMC. The respondents were required to give their opinion using a five-point Likert like scale on what they believed constituted community ownership of the physical planning programs in LMC and the summary of descriptive results are presented in table 16.

**Table 16: Descriptive Statistics for Community Ownership Responses**

Questions	SD (1)	D (2)	U (3)	A (4)	SA (5)	N	Mean	Std. Dev.
The community fully understands the contents of the plan	14.6%	11.5%	17.4%	26.5%	29.9%	321	3.45	1.400
Public hearing is the best approach for consultation and participation to ensure that people own the plan	15.9%	9.7%	14.6%	32.4%	27.4%	321	3.46	1.396
Public meeting is the best approach for consultation to ensure that people own the plan	15.6%	7.5%	16.5%	33.0%	27.4%	321	3.49	1.374
Administering questionnaires is the best approach for consultation and participation to ensure that people own the plan	14.6%	10.0%	18.7%	29.6%	27.1%	321	3.45	1.369
Open discussion is the best approach for consultation and participation to ensure that people own the plan	19.3%	11.2%	16.8%	27.7%	24.9%	321	3.28	1.445
Data collection using interview and focus group discussions is the best approach for consultation and participation to ensure that people own the plan	18.7%	21.8%	17.8%	24.0%	17.8%	321	3.00	1.386

*Source: From researcher's field data (June 2014).*

On whether the community fully understands the contents of the plan, the findings reveal that 14.6% strongly disagreed, 11.5% disagreed, 17.4% were undecided, 26.5% agreed, while 29.9% of the respondents strongly agreed that they fully understood the contents of the plan. It can be noted that 56.4 % of the respondents generally agreed that they understood the contents of the plan, however the results of the face-to-face interviews of the technical staff yielded a 41.2% agreement. The technical staff argued that not many community members understand the contents in the plan since this is a highly technical document that cannot be easily comprehended by any lay-person. This could also explain the reason why only slightly above average of the respondents agreed that they understood the contents of the plan.

On whether public hearing was the best approach for consultation and participation to ensure that residents own the plan, the results reveal that 15.9% strongly disagreed, 9.7% disagreed, 14.6% were undecided, 32.4% agreed, while 27.4% of the household respondents strongly agreed that public hearing was the best approach for consultation and participation to ensure that people own the plan. The results reveal that a total of 59.8% of the respondents generally



agreed that public hearing was the best approach for consultation and participation to ensure ownership of the plan and this was equally confirmed by the results of the face-to-face interviews of the technical staff that yielded a 91.2% agreement, with majority of the respondents arguing that community participation is a pre-requisite to ensure sustainability.

On whether public meeting is the best approach for consultation to ensure ownership of the plan, the findings revealed that 15.6% strongly disagreed, 7.5% disagreed, 16.5% were undecided, 33.0% agreed, while 27.4% strongly agreed. The study revealed that a total of 60.4% of the respondents generally agreed that public meeting was the best approach for consultation to ensure ownership of the plan and this was equally confirmed by the results of the face-to-face interviews of the technical staff that yielded a 97% agreement.

On whether administering questionnaires is the best approach for consultation and participation to ensure ownership of the plan, the findings revealed that 14.6% strongly disagreed, 10.0% disagreed, 18.7% were undecided, 29.6% agreed, while 27.1% strongly agreed. The study revealed that while the majority of the household respondents representing 56.7% generally agreed, the reverse was true from the results of the face-to-face interviews for the technical respondents where 41.1% disagreed that administering questionnaires was the best approach for consultation and participation to ensure community ownership of the plan. This disagreement position was confirmed by the CDO who said that “*the administration of questionnaires may not yield good results because the majority of the population is of predominantly low education level and this would result into poor understanding and interpretation of the questions*”. This is equally supported by the results in table 11 that indicates that 40.4% of the respondents did not study beyond primary level while a cumulative total of 75.9% did not study beyond “O”level education.

On whether open discussion is the best approach for consultation and participation to ensure that people own the plan, the findings revealed that 19.3% strongly disagreed, 11.2% disagreed, 16.8% were undecided, 27.7% agreed, and 24.9% of the households respondents strongly agreed. The results revealed that the majority of respondents, 52.6%, generally agreed that open discussion is the best approach for consultation and participation to ensure community ownership of the plan and this was confirmed by the results of the face-to-face interviews of the technical staff that yielded a 97% affirmative response.

On whether data collection using interview and focus group discussions is the best approach for consultation and participation to ensure community ownership of the plan, the findings reveal that 18.7% strongly disagreed, 21.8% disagreed, 17.8% were undecided, 24.0% agreed, while 17.8% of the household respondents strongly agreed. The findings reveal that almost an equal number of the household respondents representing 41.8% and 40.5% agreed and disagreed respectively on the use of interview and focus group discussion for data collection as the best approach for consultation and participation to ensure community ownership of the plan. The results from the face-to-face interviews of the technical respondents however agreed that the aforementioned approach is the best to ensure community ownership of the plan with a 67.7% affirmative response.

The results for the descriptive statistics for the sub-dimension community ownership for the respondents reveal that all the means were above average ( $>3$ ) with a mean score range from 3.00 – 3.49 indicating that the community owns a stake in the physical planning programs in LMC. The standard deviation was all above one meaning that the percentage of respondents who strongly agreed and agreed on each item was relatively high compared to those who disagreed and strongly disagreed.

#### **4.4.2 Human Resource and implementation of physical development plans**

The second objective of the study was to assess the extent to which human resources impacts on the implementation of the Lira Municipal Council Physical development plans. In order to effectively investigate the relationship between human resources and implementation of physical development plans, the researcher postulated that ‘Human resources significantly affects the implementation of physical development plans in Lira Municipality’ with the aim to establish the relationship between human resources and implementation of physical development plans. This variable was measured in terms of sufficiency and competence.

##### **4.4.2.1 Availability and technical capacity of human resource to implement physical development plans**

The researcher used this sub-dimension to investigate whether staffing requirements and technical capacity of the personnel impacted on the successful implementation of physical development plans in LMC. The findings from questionnaires, interviews, focus group discussions and documentary reviews are presented and interpreted. The results are presented in descriptive and inferential statistics. In this study, the variable human resource was measured in terms of sufficiency and competence using a total of 6 items in which the respondents were required to give their opinion on a five-point Likert-like scale. The results of the findings are presented in table 17.

**Table 17: Descriptive Statistics for Human Resource Responses**

Questions	SD (1)	D (2)	U (3)	A (4)	SA (5)	N	Mean	Std. Dev.
Availability of physical planners is a prerequisite to successful planning and implementation of PDP	18.1%	6.2%	15.6%	23.1%	37.1%	321	3.55	1.485
Availability of surveyors is a prerequisite to successful planning & implementation of PDP	12.5%	9.7%	16.8%	29.9%	31.2%	321	3.58	1.347
Availability of building inspectors is a prerequisite to successful planning & implementation of PDP	15.6%	8.1%	15.3%	28.3%	32.7%	321	3.55	1.416
Availability of engineers is a prerequisite to successful planning & implementation of PDP	14.3%	13.4%	13.1%	29.6%	29.6%	321	3.47	1.405
Availability of CDO's is a prerequisite to successful planning & implementation of PDP	14.0%	9.7%	14.3%	30.8%	31.2%	321	3.55	1.382
Availability of Law Enforcement Officers is a prerequisite to successful planning & implementation of PDP	14.3%	11.2%	15.0%	33.3%	26.2%	321	3.46	1.364

*Source: From researcher's field data (June 2014).*

On whether availability of physical planners was a prerequisite to successful planning and implementation of PDPs in LMC, the findings revealed that 18.1% of the household respondents strongly disagreed, 6.2% disagreed, 15.6% were undecided, 23.1% agreed, while 37.1% strongly agreed. In summary, the respondents generally agreed that availability of physical planners is a prerequisite to successful planning and implementation of PDPs in LMC with a 60.2% agreement response that was confirmed by the results of the face-to-face interviews of the key informants that yielded a 94.1% affirmative response. This position was upheld by the results of the focus group discussions where a total of 72.1% of the participants agreed that Physical planners are very important in the PDP activities, a position which the Mayor of LMC upheld echoing that physical planners are key in the entire process of physical development planning from inception to implementation especially since the law governing physical planning activities in Uganda (The PPA 2010) mandates them as secretaries to all Physical Planning Committees at the various local government levels.

On whether availability of surveyors is a prerequisite to successful planning and implementation of PDPs in LMC, the findings revealed that 12.5% strongly disagreed, 9.7% disagreed, 16.8% were undecided, 29.9% agreed, while 31.2% of the household respondents strongly agreed that availability of surveyors was key. From the findings, it was observed that the respondents agreed that availability of surveyors is key to the successful planning and implementation of PDPs in LMC with a 61.1% agreement. This position was upheld by the results of the face-to-face interviews of the technical staff that yielded a 94.1% agreement and was also confirmed by the results of the focus group discussions with the household respondents that yielded a 75.4%. The importance of surveyors in the successful implementation of PDP was underscored by the Town Clerk of LMC who emphasized that surveyors role is key especially during opening up boundaries for both property and road reserves for utilities.

On whether availability of building inspectors is a prerequisite to successful planning and implementation of PDPs in LMC, the findings revealed that 15.6% strongly disagreed, 8.1% disagreed, 15.3% were undecided, 28.39% agreed, while 32.7% of the household respondents strongly agreed that availability of building inspectors was key. From the findings, it can be observed that majority of respondents agreed that availability of building inspectors is key to the successful planning and implementation of PDPs in LMC with a 61% agreement and this was also confirmed by the results of the face-to-face interviews that yielded a 91.1% agreement and also upheld by the results of the focus group discussions with the household respondents that yielded a 85.2% agreement. This position was also confirmed by the Municipal Engineer of LMC Mr. David Bagenda who emphasized the key role building inspectors play during the implementation phase of the plan especially carrying out development control to ensure that developers observe the correct building lines and setbacks

to avoid encroachment on road reserves that are used for laying of utility lines, urban greening and pedestrian walkways.

On whether availability of engineers is a prerequisite to successful planning and implementation of PDPs in LMC, the findings revealed that 14.3% strongly disagreed, 13.4% disagreed, 13.1% were undecided, 29.6% agreed, while 29.6% of the household respondents strongly agreed that availability of engineers was key. The results further revealed that majority of respondents representing 59.2% generally agreed that availability of engineers is key to the successful planning and implementation of PDPs in LMC. This was confirmed by the results of the face-to-face interviews of the technical staff that yielded a majority 85.3% agreement and was also upheld by the results of the focus group discussions with the household respondents that yielded a 78.5% agreement where the participants submitted that engineers do most of the work like opening up new roads and construction of buildings. This position was also upheld by the Secretary for Works in LMC who underscored the key role played by engineers in translating the proposals in the PDPs on ground in terms of capturing them in their annual work plans and budgets as well as overseeing the creation and opening of new access roads and upgrading others so as to realize the objectives of the PDP. He echoed that engineers are also responsible for development control and adherence to approved standards and guidelines in the built environment sector.

On whether availability of Community Development Officers (CDOs) is a prerequisite to successful planning and implementation of PDPs in LMC, the findings revealed that, 14.0% strongly disagreed, 9.7% disagreed, 14.3% were undecided, 30.8% agreed, while 31.2% of the household respondents strongly agreed that availability of CDOs was key. The summary of findings revealed that a total of 62.0% of the respondents generally agreed that availability of CDOs is key to the successful planning and implementation of PDPs in LMC and this was

confirmed by a 97.0% agreement response from the results of the face-to-face interviews of technical staff. This was also confirmed by the results of the focus group discussions with the household respondents that yielded an 88.1% agreement in which participants concluded that CDOs play a key role in community mobilization and sensitization on physical planning programs and therefore their contribution to the successful implementation of the plan cannot be over emphasized.

On whether availability of law enforcement officers is a prerequisite to successful planning and implementation of PDPs in LMC, the findings revealed that 14.3% strongly disagreed, 11.2% disagreed, 15.0% were undecided, 33.3% agreed, while 26.2% of the household respondents strongly agreed that availability of law enforcement officers was key. The study revealed that the respondents generally agreed that availability of law enforcement officers is key to the successful planning and implementation of PDPs in LMC with a 59.5% agreement, which position was confirmed by the results of the face-to-face interviews of the technical staff that yielded an 85.3% agreement. This was also confirmed by the results of the focus group discussions with the household respondents that yielded a 76.5% agreement. All the results are in agreement with the observation of the Town Clerk who said that ‘law enforcement officers (popularly referred to as Town Agents) play a key role in development control during the implementation by looking out for developers who contravene approved development guidelines during construction to apprehend illegal developers and encroachers on public goods like road reserves, public open spaces, etc.’.

The analysis from table 17 indicate that all the means were above average (>3) with a mean score range from 3.46 – 3.58 indicating that the human resources is key in successful implementation of physical development plans in LMC. The standard deviation were all

above one meaning that the percentage of respondents who strongly agreed and agreed on each item was relatively high compared to those who disagreed and strongly disagreed.

#### **4.4.3 Financial resource and the implementation of physical development plans**

The third objective of the study was to assess the extent to which financial resources impacts on the implementation of the Lira Municipal Council Physical development plans. In order to effectively investigate the relationship between financial resources and implementation of physical development plans, the researcher postulated that ‘Financial resources significantly affects the implementation of physical development plans in Lira Municipality’. The objective of this hypothesis was to establish the relationship between financial resources and implementation of physical development plans.

##### **4.3.3.1 Availability of financial resource and the successful implementation of physical development plans in Lira municipality**

Financial resource in this study was measured in terms of availability for PDP interventions. In an attempt to establish this, the respondents were asked a couple of questions in relation to the availability and use of financial resources and the results from the questionnaires, interviews, and documentary reviews are presented and interpreted in form of descriptive statistics and inferential statistics and summarized in table 18.

The findings from questionnaires, interviews, focus group discussions and documentary reviews are presented and interpreted. The results are presented in descriptive and inferential statistics. In this study, the variable financial resource was measured in terms of sufficiency using a total of 5 items in which the respondents were required to give their opinion on a five-point Likert-like scale. The results of the findings are presented in table 18.



**Table 18: Descriptive Statistics for Financial Resource Responses**

Questions	SD (1)	D (2)	U (3)	A (4)	SA (5)	N	Mean	Std. Dev.
Availability of finance for compensation of affected persons is key to the successful implementation of PDP	13.7%	11.2%	15.9%	24.3%	34.9%	321	3.55	1.413
Availability of finance for socio-economic survey is key to the successful implementation of PDP	16.2%	9.7%	13.4%	25.5%	35.2%	321	3.54	1.457
Availability of finance for sensitization of the masses is key to the successful implementation of PDP	17.1%	8.4%	15.3%	25.5%	33.6%	321	3.50	1.458
Availability of finance for review and updating of the plans is key to the successful implementation of PDP	15.6%	11.2%	12.5%	28.3%	32.4%	321	3.51	1.436
Availability of finance for provision of infrastructure & social services is key to the successful implementation of PDP	18.4%	7.2%	14.0%	28.0%	32.4%	321	3.49	1.467

*Source: From researcher's field data (June 2014).*

On whether availability of finance for compensation of affected persons is key to the successful implementation of PDP in LMC, the findings revealed that 13.7% strongly disagreed, 11.2% disagreed, 15.9% were undecided, 24.3% agreed, while 34.9% of the respondents strongly agreed. The study revealed that the respondents generally agreed that availability of finance for compensation of affected households is key to the successful planning and implementation of PDPs in LMC with a 59.2%. This was further confirmed by the results of the focus group discussions with the household respondents that yielded an 86.5% agreement that finance for compensation of affected households is key since it helps to offset the disturbance caused by annexing some portion of their land for public good. However, the face-to-face interview results for the technical respondents' yielded a 67.7% disagreement response that compensation of affected households is key to successful implementation of PDPs. They advanced the view that implementation of the plan involves a number of activities that include among others opening up of new access roads, improving the existing ones, etc. and therefore their argument was two-fold. Firstly, that putting in place these facilities increases the land value that should be incentive enough to the land owners.

Secondly, they contend that the level of investment on the facilities is very high compared to the negligible amount of land that the households will surrender and therefore because it is for public good, the owners should surrender it with good will in return to the improved services.

On whether availability of financial resources for socio-economic survey was key to successful implementation of PDPs in LMC, the findings revealed that 16.2% strongly disagreed, 9.7% disagreed, 13.4% were undecided, 25.5% agreed, while 35.2% of the household respondents strongly agreed. The study revealed that majority of respondents generally agreed that availability of finance for socio-economic surveys is key to the successful planning and implementation of PDPs in LMC with a 60.7% agreement, a position that was unanimously upheld by the results of the face-to-face interviews of the technical respondents that yielded a 94.1% agreement. These results were upheld by the view of the Municipal Economic Planner who said that “finance for socio-economic surveys is key since this surveys provide data that is used as a benchmark for proper planning and provision of social services for the betterment of the community”.

On whether availability of finance for sensitization of the masses was key to successful planning and implementation of PDPs in LMC, the findings revealed that 17.1% strongly disagreed, 8.4% disagreed, 15.3% were undecided, 25.5% agreed, while 33.6% of the household respondents strongly agreed. The study revealed that majority of the respondents generally agreed that availability of finance for sensitization of the masses is key to the successful planning and implementation of PDPs in LMC with a 59.1% agreement response, a position which was unanimously confirmed by the results of the face-to-face interviews of the technical staff that yielded a 100% agreement. This was also confirmed by the household participants of the focus group discussions with a 62.5% agreement that availability of finance

for mass sensitization of the communities was key to ensure participation in the physical planning programs.

On whether availability of finance for reviewing and updating the plan was key to successful planning and implementation of PDPs in LMC, the findings revealed that 15.6% strongly disagreed, 11.2% disagreed, 12.5% were undecided, 28.3% agreed, while 32.4% of the household respondents strongly agreed. The study revealed that majority of respondents generally agreed that availability of finance for review and updating of the plans is key to the successful planning and implementation of PDPs in LMC with a 60.7% agreement, a position that was unanimously confirmed by the results of the face-to-face interviews that yielded a 100% agreement response. In his own words, the Physical Planner of LMC said that *“for any effective development control measures to be achieved, frequent monitoring and review of the performance of the PDP should be done for the purpose of making appropriate adjustments to ensure that the land use changes and change of user are captured and effected accordingly and reflected in the approved PDP and therefore adequate financial resources is required to achieve that exercise”*.

On whether availability of finance for provision of infrastructure and social services was key to successful implementation of PDPs in LMC, the findings revealed that 18.4% strongly disagreed, 7.2% disagreed, 14.0% were undecided, 28.0% agreed, while 32.4% of the household respondents strongly agreed. The study revealed that majority of respondents generally agreed that availability of finance for provision of infrastructure and social services is key to the successful planning and implementation of PDPs in LMC as shown by the 60.4% agreement. This was also confirmed by the results of the face-to-face interviews of the technical respondents that yielded a 97% agreement. This position was reinforced by the opinion of LMC Accounting Officer who said that *“the realization of any objective geared*

*towards the provision of infrastructure and social services can only be achieved if there is adequate funding for the implementation*". This therefore shows the key importance that availability of finance is key since it facilitates the actual translation of the approved proposals in the PDP on ground that can be used to measure the impact and level of implementation of the plan.

The analysis from table 18 indicates that all the means were above average (>3) with a mean score range from 3.49 – 3.55 meaning that financial resources is key in successful implementation of physical development plans in LMC. The standard deviations were all above one meaning that the percentage of respondents who strongly agreed and agreed on each item was relatively high compared to those who disagreed and strongly disagreed.

#### **4.4.4 Regulatory Framework and implementation of physical development plans**

The study investigated the moderating effect of regulatory framework on the implementation of physical development plans in LMC. In order to effectively investigate the relationship between regulatory framework and implementation of physical development plans, the researcher postulated that 'Regulatory framework of planning significantly affects the implementation of physical development plans in Lira Municipality'. The objective of this hypothesis was to establish the relationship between regulatory framework and implementation of physical development plans.

Regulatory framework in this study was measured in terms of respondents' awareness and familiarity with the regulatory framework in the successful implementation of PDPs in LMC. The respondents were required to give their opinion using a five-point Likert like scale with the following possible responses: 1 – Strongly Disagree (SD), 2 – Disagree (D), 3 – Undecided (U), 4 – Agree (A) and 5 – Strongly Agree (SA). The presentation of the findings, discussions and interpretation of the results was done using descriptive statistics of

frequencies, mean and standard deviation. The key result areas regarding the measurement of regulatory framework were assessing respondents' awareness of the laws in ensuring conformance and conflict reduction, the facilitation of orderly development of neighbourhoods in a bid to ensure performance of the plan; familiarity with the following laws: the Physical Planning Act 2010, the decentralization policy, the Land Act and the Constitution of the Republic of Uganda (1995). The results for the descriptive statistics is presented in table 19.

#### 4.4.4.1 Community awareness of regulatory framework in facilitating implementation of physical development plans in LMC

The researcher investigated whether the community was aware that existence of regulatory framework was key in the successful implementation of physical development plans in LMC. The findings from questionnaires, interviews, focus group discussions and documentary reviews are presented and interpreted.

**Table 19: Descriptive Statistics for Regulatory Framework Responses**

Questions	SD (1)	D (2)	U (3)	A (4)	SA (5)	N	Mean	Std. Dev.
<b>Awareness of regulatory framework</b>								
I am aware that the laws and regulations regarding planning (urban plans) is meant to ensure conformance and ameliorate conflicts	20.6%	8.1%	13.7%	31.2%	26.5%	321	3.35	1.469
I am aware that the laws and regulations governing land use is meant to facilitate orderly development of our neighbourhood and hence improve the performance of the plans	17.1%	8.7%	19.6%	30.5%	24.0%	321	3.36	1.385
<b>Familiarity with regulatory framework</b>								
I am familiar with the Physical Planning Act (2010)	17.1%	13.4%	14.0%	32.7%	22.7%	321	3.31	1.403
I am familiar with the decentralization policy	14.6%	5.3%	15.6%	13.1%	51.4%	321	3.81	1.474
I am familiar with the Land Act	13.7%	7.5%	11.2%	15.6%	52.0%	321	3.85	1.466
I am familiar with the Constitution of the Republic of Uganda (1995)	13.4%	7.8%	10.9%	13.7%	54.2%	321	3.88	1.469

*Source: From researcher's field data (June 2014).*

On whether the respondents were aware that the laws and regulations governing planning were meant to ensure conformance and ameliorate conflicts, the findings in table 20 revealed that 20.6% strongly disagreed, 8.1% disagreed, 13.7% were undecided, 31.2% agreed and 26.5% strongly agreed, yielding a majority total of 57.7% agreement response. This was also confirmed by the results of the face-to-face interviews of the technical respondents where 91.2% of the respondents agreed that planning laws and regulations are important in ensuring conformance and reduce conflicts as was reflected in the words of the LMC Physical Planner who said that *“the cardinal role of laws and regulations regarding physical planning is not only geared towards ensuring conformance to the land use decisions made but also contribute in ameliorating conflicts within neighbourhoods especially for the common good”*. Evidence from documentary review however show that while this laws and regulations regarding physical development planning in Uganda are well crafted, their application in ensuring compliance to the approved PDPs and conflict reduction has been a challenge in Uganda [Omolo (2011b); Omolo (2011a); Omolo et al. (2010); Omolo and Sengendo (2010); Koojo (2005); Lwasa (2006); and Mukwaya, Sengendo, and Lwasa (2010)].

On whether the respondents were aware that the laws and regulations governing land use is meant to facilitate orderly development of neighbourhoods and improve the performance of PDPs, the findings revealed that 17.1% strongly disagreed, 8.7% disagreed, 19.6% were undecided, 30.5% agreed, while 24.0% strongly agreed. The findings reveal that a total of 54.5% generally agreed that they were aware of the importance of these laws and regulations in facilitating orderly development of their neighbourhoods and improve performance of the plans and this position was confirmed by the results of the face-to-face interviews of technical staff that yielded a 94.2% agreement.

#### **4.4.4.2 Community familiarity with physical development planning regulatory framework**

The researcher also investigated whether the community's familiarity with physical development planning regulatory framework facilitated the successful implementation of the plans in LMC. The findings from questionnaires, interviews, focus group discussions and documentary reviews are presented in table 19 and interpreted.

On whether the respondents were familiar with the Physical Planning Act 2010, the findings revealed that 17.1% strongly disagreed, 13.4% disagreed, 14.0% were undecided, 105(32.7%) agreed, while 22.7% of the respondents strongly agreed. A total of 55.4% generally agreed that they were familiar with PPA 2010 although this position was rejected by the results of the face-to-face interviews of the technical staff that attracted a 73.5% disagreement and the same disagreement position was upheld by the results of the focus group discussions that yielded a 65.2% disagreement. The participants of the focus group discussions observed that this laws and regulations were of little concern to them and only meant for those who understand good English since most of the contents is technical in nature.

On whether the respondents were familiar with the decentralization policy, the findings revealed that 14.6% strongly disagreed, 5.3% disagreed, 15.6% were undecided, 13.1% agreed, while 51.4% strongly agreed, yielding a total of 64.5% agreement position. This position was upheld by the results of the face-to-face interviews of the technical personnel that yielded an 85.2% agreement in which they argued that the decentralization policy has been popularized massively amongst the population and therefore, they understand quite a lot of it.

On whether the respondents were familiar with the Land Act, the findings revealed that 13.7% strongly disagreed, 7.5% agreed, 11.2% were undecided, 15.6% agreed, while the majority

52.0% of the respondents strongly agreed. The findings reveal that majority of the respondents 67.6% generally agreed that they were familiar with the land act, a position that was upheld by the results of the face-to-face interviews of the technical staff that yielded a 70.6% agreement, as well as by the results of the focus group discussions that yielded a 63.9% agreement in which the participants confirmed to the researcher that they have always been sensitized by NGO's in land related rights and particular mentioned Uganda Land Alliance that has been educating the masses on land related issues including the legal framework governing land administration, management, utilization, and the community's land rights.

On whether the respondents were familiar with the constitution of the Republic of Uganda (1995), the findings revealed that 13.4% strongly disagreed, 7.8% disagreed, 10.9% were undecided, 13.7% agreed, while 54.2% of the respondents strongly agreed. In total, 67.9% of the respondents generally agreed that they were familiar with the constitution of the Republic of Uganda (1995) and this was equally confirmed by an 88.3% agreement result of the face-to-face interview of the technical staff.

The analysis from table 19 indicates that all the means were above average (>3) with a mean score range from 3.31 – 3.88 meaning that regulatory framework is key in successful implementation of physical development plans in LMC. The standard deviations were all above one meaning that the percentage of respondents who strongly agreed and agreed on each item was relatively high compared to those who disagreed and strongly disagreed.

#### **4.4.5 Implementation of the physical development plans**

The study investigated the implementation of physical development plans in LMC using 14 items under two sub-dimensions of continuous improvement and partnerships, in which the respondents were required to give their opinion using a five point Likert-like scale ranging



from strongly disagree to strongly agree and the results summarized in table 20. Respondents were interviewed on the weaknesses and strength during the implementation of plans which were prepared as broad, conceptual ideas that informed the land uses covering the whole municipality that should have been implemented through a series of more detailed follow-up plans prepared for particular wards.

#### **4.4.5.1 Continuous improvement in plan implementation**

Physical development plans are prepared so as to guide developments in an area and therefore offers the long term vision of an area in blue-print format. Because of the inevitable quest for change, the land use decisions that were captured in the PDPs have to be subjected to periodic reviews to ascertain whether the intended objectives are being achieved. This therefore necessitates the process of continuous improvement on the plans to accommodate the changes in the land use trends.

On whether the respondents were aware that the process of implementing PDPs involves reviewing the plan to rectify the inconsistencies and updating it to suite the purpose in LMC, the findings revealed that 11.8% strongly disagreed, 16.8% disagreed, 14.0% were undecided, 12.1% agreed, while 45.2% strongly agreed. It can be observed that a total of 57.3% generally agreed that they were aware that the process of implementing the PDPs involves reviewing the plan so as to update it to capture the changing land use trends and was equally confirmed by the results of the face-to-face interviews of the technical staff that yielded a 94.1% agreement response. However, the results of the focus group discussions yielded a 66.7% disagreement response in which the participants observed that they have never been consulted on issues regarding review and updating of the plans.

**Table 20: Descriptive Statistics for plan implementation Responses**

Questions	SD (1)	D (2)	U (3)	A (4)	SA (5)	N	Mean	Std. Dev.
<b>Continuous improvement</b>								
I am aware that the process of implementing PDPs involves reviewing the plan to rectify the inconsistencies and updating it to suite the purpose	11.8%	16.8%	14.0%	12.1%	45.2%	321	3.62	1.481
I am aware that the process of implementing PDPs involves development control to ensure compliance with the proposed plan	12.8%	15.6%	18.4%	33.3%	19.9%	321	3.32	1.304
<b>Partnership</b>								
I am aware that utility providers are important in the process of implementing PDPs	11.2%	12.1%	15.6%	41.7%	19.3%	321	3.46	1.247
Development partners like NGO's, CBOs, FBOs and CSOs are important players in the implementation of plans	10.3%	9.3%	14.6%	42.4%	23.4%	321	3.59	1.232
I am aware that citizens are important in the process of implementing PDPs	12.5%	8.4%	17.1%	34.3%	27.7%	321	3.56	1.312
The implementation of the plans was explained and/or discussed during the consultations	12.5%	9.3%	19.6%	28.3%	30.2%	321	3.55	1.339
LMC is responsible for the implementation of the plans	14.6%	8.7%	13.7%	23.7%	39.3%	321	3.64	1.440
Plans are not implemented because of weak statutory laws	17.8%	10.3%	13.7%	23.1%	35.2%	321	3.48	1.494
Plans are not implemented because of corruption	20.2%	9.0%	11.5%	23.7%	35.5%	321	3.45	1.537
Plans are not implemented because of inadequate technical personnel	23.1%	8.1%	12.5%	25.9%	30.5%	321	3.33	1.544
Plans are not implemented because of lack or insufficient financial resources	24.9%	9.3%	11.8%	28.3%	25.5%	321	3.20	1.537
Plans are not implemented because affected land owners have not been compensated	22.1%	13.4%	19.6%	27.7%	17.1%	321	3.04	1.409
Plans are not implemented because people are not aware of the plans	15.9%	59.2%	7.8%	9.3%	7.8%	321	2.34	1.095
The public has been resisting the implementation of the plan	15.6%	9.3%	15.6%	29.3%	30.2%	321	3.49	1.408

*Source: From researcher's field data (June 2014).*

When respondents' opinion were sought on whether they were aware that the process of implementing PDPs involves development control to ensure compliance with the proposed plan, 12.8% strongly disagreed, 15.6% disagreed, 18.4% were undecided, 33.3% agreed, while 19.9% strongly agreed. It can be observed that a total of 53.2% generally agreed that they were aware that the process of implementing PDPs involves development control to ensure compliance with the proposed plan and this was also confirmed by the results of the

face-to-face interviews of the technical staff that yielded a majority 97.1% agreement response. This position was equally confirmed by the results of the focus group discussions that yielded a 83.4% agreement response in which the participants observed that development control has been key especially by the Town Agents who quite often than not report construction of illegal structures and results in to their demolitions. This position was as well confirmed by the Town Clerk who in his own words said “*development control is one key function of any urban or local council in ensuring that land use decisions are adhered to as planned and any urban or local council that does not carry it out would then be violating Part V of the PPA (2010) that empowers them to do so*”. Development control therefore is an activity that ensures the realization of the goals and objectives of PDPs.

#### **4.4.5.2 Partnership and successful implementation of PDPs in LMC**

The realization of the ultimate objective of physical development planning requires the active involvement of all stakeholders. To achieve this, there is need for the local authority to ensure that deliberate efforts are geared towards establishing mechanism that enhances effective participation across the entire process from planning to implementation. This active involvement ensures ownership, acceptance and fosters resource mobilization towards the implementation process.

On whether the respondents were aware that utility providers are important in the process of implementing PDPs, the findings in table 20 revealed that 11.2% strongly disagreed, 12.1% disagreed, 15.6% were undecided, 41.7% agreed, while 19.3% strongly agreed. The study revealed that a total of 61.0% generally agreed that they were aware of the importance of utility providers in the process of implementing PDPs and this was also confirmed by the results of the face-to-face interviews of the technical staff that yielded a 94.1% agreement

response and also with the results of the focus group discussions that yielded a 62.3% agreement.

When respondents' opinion were sought on whether development partners like NGO's, CBOs, FBOs and CSOs are important players in the implementation of plans, 10.3% strongly disagreed, 9.3% disagreed, 14.6% were undecided, 42.4% agreed, while 23.4% strongly agreed. Generally, a total of 65.8% agreed that development partners play an important role in the implementation of PDPs and this was confirmed by the results of the face-to-face interviews with the technical staff that yielded a 94.1% agreement response. This position was upheld by the results of the focus group discussions that yielded a whopping 98.9% agreement response in which the participants reiterated the role played by German Development Cooperation (ded) in 2009 in the extension of piped water supply. This position was confirmed by the Municipal Physical Planner who said that "*the role played by development partners cannot be over emphasized and cited the partnership LMC had with ded in which they had some roads which were proposed in the plan opened by ded as a prerequisite for extending piped water services along the road reserves in Ojwina and Railway divisions*". This gesture went a long way in realising the objectives of the PDP and therefore contributing to the implementation process.

On whether the respondents were aware that citizens are important in the process of implementing PDPs, 12.5% strongly disagreed, 8.4% disagreed, 17.1% were undecided, 34.3% agreed, while 27.7% strongly agreed. It can be observed that a total of 62.0% respondents generally agreed that citizens are important in the implementation process of PDPs and this was confirmed by the results of the face-to-face interviews of the technical staff that yielded a 97.1% agreement response. This position was confirmed by the CDO who noted that "*the implementation of any plan must involve the participation of citizens since*

*land belongs to them and the land use decisions being made directly affects them not only as land owners, but also as land users”.*

On whether the implementation of the plans was explained and/or discussed during the consultations with the respondents, the findings revealed that 12.5% strongly disagreed, 9.3% disagreed, 19.6% were undecided, 28.3% agreed, while 30.2% strongly agreed. It can be observed that a total of 58.5% of the respondents generally agreed that the implementation of the plans was explained to them during the consultation process and this was equally confirmed by the results of the face-to-face interviews by the technical staff that yielded an 85.2% agreement response. This position was however rejected by the results of the focus group discussions that yielded a 58.2% disagreement response in which the respondents observed that the implementation process was not explained to them.

On whether the respondents were aware that LMC is responsible for the implementation of the plans, the findings revealed that 14.6% strongly disagreed, 8.7% disagreed, 13.7% were undecided, 23.7% agreed, while 39.3% strongly agreed. It can be observed that a total of 63.0% generally agreed that LMC is responsible for the implementation of the plan and this was equally supported by the results of the face-to-face interviews of the technical staff that yielded a 91.2% agreement response.

On whether the respondents believed that plans were not implemented because of weak statutory laws, the findings revealed that 17.8% strongly disagreed, 10.3% disagreed, 13.7% were undecided, 23.1% agreed, while 35.2% strongly agreed. Generally, a total of 58.3% agreed that weak statutory laws impede the implementation of PDPs although this position was disputed by the results of the face-to-face interviews of the technical staff that yielded a 50% disagreement response. In his own words, the Town Clerk observed that *“it is not true that plans are not implemented because of weak statutory laws because Uganda is one of the*

*countries in the East African region with very good laws. The challenge here arises in the contradiction amongst some of the laws. For example, the constitution in chapter 15 section 237 vests the powers of land ownership to the people and this makes implementation of land use decisions a challenge since these decisions are always made on land that is not owned by the local authorities”.*

On whether the respondents believed that plans are not implemented because of corruption, the findings revealed that 20.2% strongly disagreed, 9.0% disagreed, 11.5% were undecided, 23.7% agreed, while 35.5% strongly agreed. The study shows that a total of 59.2% generally agreed that corruption has impeded implementation of PDPs and this was confirmed by the results of the face-to-face interviews of technical staff that yielded a 61.8% agreement response.

On whether the respondents believed that plans are not implemented because of inadequate technical personnel, the findings revealed that 23.1% strongly disagreed, 8.1% disagreed, 12.5% were undecided, 25.9% agreed, while 30.5% strongly agreed. This yielded a total of 56.4% agreement response which was also confirmed by the results of the face-to-face interview results of the technical staff that yielded a 70.6% agreement response.

On whether the respondents believed that plans are not implemented because of lack or insufficient financial resources, the findings revealed that 24.9% strongly disagreed, 9.3% disagreed, 11.8% were undecided, 28.3% agreed, 25.5% strongly agreed. The study revealed that a total of 53.8% generally agreed that lack of and or insufficient financial resources impede the successful implementation of PDPs, a position that was affirmed to by the results of the face-to-face interview of the technical staff that yielded a 88.2% agreement response.

On whether respondents believed that plans are not implemented because affected land owners have not been compensated, the findings revealed that 22.1% strongly disagreed, 13.4% disagreed, 19.6% were undecided, 27.7% agreed, while 17.1% strongly agreed. It can however be observed that no clear position was reached by the respondents on the subject since the responses did not attract an average result with 35.5% disagreeing and 44.8% agreeing. However, the findings from the face-to-face interview results of the technical personnel registered an 85.2% agreement response that compensation for compulsory acquisition of land for public good has impeded the implementation of the PDP. Documentary review of prepared detailed plans and analysis of the super-imposed plans on the google images on GIS reveal that a number of properties have been affected by the proposed access roads and if not compensated for, the realization of the objectives of the plans will never be achieved as seen in appendix vii. From the findings in appendix vii, it can be observed that the proposed road network is affecting a number of private property of the residents who are the intended beneficiaries.

On whether the respondents believed that plans are not implemented because people are not aware of the plans, the findings revealed that 15.9% strongly disagreed, 59.2% disagreed, 7.8% were undecided, 9.3% agreed, while 7.8% strongly agreed. From the results, it can be observed that a total of 75.1% generally disagreed that lack of implementation of the plan was due to lack of awareness of the plan by the residents. This position was equally affirmed to by the results of the face-to-face interviews of the technical staff that yielded a 52.9% disagreement response.

On whether the respondents believed that the public has been resisting the implementation of the plan, the findings revealed that 15.6% strongly disagreed, 9.3% disagreed, 15.6% were undecided, 29.3% agreed, while 30.2% strongly agreed. In total, 59.5% of the respondents

generally agreed that the public has always resisted the implementation and this was equally confirmed by the results of the focus group discussions that yielded a 62.9% agreement, with the majority of the participants arguing that the resistance is due to the fact that the local authority is normally unwilling to compensate for damages to their crops and property and for permanent resettlement in circumstances where ones property has been entirely earmarked for demolition or destruction especially for providing land for opening of new access roads. This was also confirmed by the results of the face-to-face interviews of the technical staff that yielded a 52.9% agreement response. The researcher established from the super-imposed image of the detailed plan of Kakoge ward on the google image of 2014 that a number of properties were affected by the proposed access roads especially in the cells of Kakoge A, Kakoge B and Obutowero B. The only portion of the plan that can probably be successfully implemented is that covering the cell of Obutowero A (see appendix viii).

#### **4.5 Hypothesis testing**

The major objective of this study was to establish the critical success factors (CSFs) for the implementation of physical development plans (PDPs) in Lira Municipal Council. The predetermined study hypotheses were; stakeholder participation in the planning process significantly affects the implementation of physical development plans in Lira Municipality, human resources significantly affects the implementation of physical development plans in Lira Municipality, financial resources significantly affects the implementation of physical development plans in Lira Municipality and lastly, the regulatory framework of planning significantly affects the implementation of physical development plans in Lira Municipality. Regression analysis were carried out to generate statistics for determining the effects of all the independent and moderating variables on the implementation of physical development plans. The research hypotheses stated above were later tested using the significant values generated



on the regression coefficient statistics. Tables’ 21 – 23 presents the multiple regression results generated objective by objective.

**Table 21: Model Summary – stakeholders’ participation, human resource, financial resource, regulatory framework and plan implementation**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.285 <sup>a</sup>	.081	.072	1.098	.081	9.306	3	317	.000
2	.938 <sup>b</sup>	.880	.877	.400	.799	519.255	4	313	.000

- a. Predictors: (Constant), Ownership of property, Length of stay, Type of ownership
- b. Predictors: (Constant), Ownership of property, Length of stay, Type of ownership, Human Resource, Financial resource, Regulatory Framework, Stakeholder participation
- c. Dependent Variable: Plan Implementation

From the analysis in table 21, the significance level of 0.000 indicated that a coefficient of determination (R square) value of 0.880 was obtained and this implies that the amount of variation in the implementation of physical development plans in LMC explained by stakeholder participation, human resource, financial resource and regulatory framework was eighty eight percent (88.0%) obtained with a standardization error of estimate of 0.400. The correlation coefficient (R = 0.938 approximately 94%) indicated the strength of the association between stakeholders’ participation, human resource, financial resource, regulatory framework and plan implementation, taking in to considerations all the interrelations among the study variables. The adjusted R square of 0.877 approximately 88% was the variance in the plan implementation explained by stakeholders’ participation, human resource, financial resource and regulatory framework putting in to consideration all the study variables and the sample size of the study. The remaining balance of 12% is explained by other factors other than the ones covered in this study.

After the establishment of the significance of the model summary that was significant at 99% level of confidence, the researcher continued to present the summary of the coefficients that were obtained as indicated in table 22.

**Table 22: Summary of Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.119	.789		3.951	.000
	Type of ownership	-.115	.639	-.050	-.181	.857
	Length of stay	-.109	.058	-.136	-1.862	.064
	Ownership of property	.527	.654	.223	.806	.421
2	(Constant)	.046	.296		.156	.876
	Type of ownership	.066	.233	.029	.285	.776
	Length of stay	-.004	.022	-.005	-.170	.865
	Ownership of property	-.019	.240	-.008	-.080	.937
	<b>Stakeholders' participation</b>	.337	.045	<b>.350</b>	7.469	<b>.000</b>
	<b>Human Resource</b>	.094	.036	<b>.105</b>	2.617	<b>.009</b>
	<b>Financial resource</b>	.210	.034	<b>.245</b>	6.180	<b>.000</b>
	<b>Regulatory Framework</b>	.262	.040	<b>.290</b>	6.552	<b>.000</b>

a. Dependent Variable: Plan Implementation

The summary of regression results in table 22 for the predetermined research hypotheses have been interpreted objective by objective as follows.

#### **4.5.1 Stakeholder participation in the planning process significantly affects the implementation of physical development plans in Lira Municipality**

From the results in table 22, it was observed that stakeholder participation with a beta value of +0.350 was statistically significant (sig = 0.000) at 99% level of confidence. The positive beta value indicates that when stakeholder participation in the planning process is increased, then chances of successful implementation of physical development plans are likely to increase. This finding agrees with the predetermined hypothesis that stakeholder participation in the

planning process significantly affects the implementation of physical development plans in LMC, and thus stated hypothesis is accepted.

#### **4.5.2 Human resources significantly affects the implementation of physical development plans in Lira Municipality**

Analysis results in table 22, indicated that human resource with a beta value of +0.105 was significant (sig = 0.009) at 95% level of confidence. The positive beta value indicates that when the technical staffing level is increased towards the desired requirement, then chances of successful implementation of physical development plans are likely to increase. The findings agrees with the predetermined hypothesis that human resources significantly affects the implementation of PDP in LMC, and thus the stated hypothesis is accepted.

#### **4.5.3 Financial resources significantly affects the implementation of physical development plans in Lira Municipality**

Results in table 22 showed that financial resource with a beta value of +0.245 was statistically significant (sig = 0.000) at 99% level of confidence. The positive beta value indicates that when funding is increased towards physical planning programs, then chances of successful implementation of physical development plans are likely to increase. This finding therefore agrees with the predetermined hypothesis that financial resources significantly affects the implementation of physical development plans in Lira Municipality, implying that the stated hypothesis is accepted.

#### **4.5.4 Regulatory framework of planning significantly affects the implementation of physical development plans in Lira Municipality**

From the findings in table 22, it was observed that regulatory framework with a beta value of +0.290 was statistically significant (sig = 0.000) at 99% confidence level. The positive beta value indicates that when community sensitization and enforcement of physical planning regulatory framework is increased, then chances of successful implementation of physical

development plans are likely to increase. This finding therefore agrees with the predetermined hypothesis that regulatory framework of planning significantly affects the implementation of physical development plans in Lira Municipality, implying that the stated hypothesis is accepted.

From the findings above, it can be observed that stakeholder participation, human resource, financial resource and regulatory framework positively and significantly affect the successful implementation of physical development plans in LMC. The positive effect indicated with positive Beta values means that when stakeholder participation, human resource, financial resource and enforcement of regulatory framework are increased, the chances of successful implementation of physical development plans in LMC are likely to be realized and vice versa. The results show that stakeholder participation, regulatory framework, and financial resource are highly critical factors that affect the successful implementation of physical development plans all with significance levels of 0.000 at 99% level of confidence than human resource with significance level of 0.009 at 95% level of confidence. The summary of the results is shown in table 23.

#### **4.6 Summary of Major Findings**

The summary of major findings of the study is presented in table 23. From the study, it can be observed that:

- i. There was a positive significant relationship between stakeholder participation and implementation of PDPs;
- ii. There was a positive significant relationship between human resource and implementation of PDPs;
- iii. There was a positive significant relationship between financial resource and implementation of PDPs;

- iv. There was a positive significant relationship between regulatory framework and implementation of PDPs.

**Table 23: Summary of Regression Results**

<b>Independent Variables</b>	<b>Standardized coefficients (Beta value)</b>	<b>Significance level</b>	<b>Hypothesis acceptance or rejection</b>
Stakeholder participation	0.350	0.000	<b>Accepted</b>
Human resource	0.105	0.009	<b>Accepted</b>
Financial resource	0.245	0.000	<b>Accepted</b>
Regulatory framework (moderator variable)	0.290	0.000	<b>Accepted</b>

## **CHAPTER FIVE**

### **SUMMARY, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter summarizes the discussions, conclusions and recommendations on the critical success factors (CSFs) essential for the implementation of physical development plans (PDPs) in Lira Municipality. It comprises of six key sections, namely; summary of the research process and findings, the discussion of results, conclusions, limitations, contributions, and recommendations arising from the study findings. The sections are organized on an objective by objective basis.

#### **5.2 Summary of Findings**

The purpose of the study was to examine the critical success factors for the implementation of the physical development plans in Lira Municipal Council. The data collection process was a triangulation of qualitative and quantitative approaches.

The quantitative data was collected using self-administered questionnaires, interview guides and focus group discussions, coded and entered in the computer and analyzed using SPSS software. The analysis included first descriptive statistics to generate frequencies, percentages, mean and standard deviations. This was followed by regression analysis to establish the magnitude, direction of the relationship and extent of variability that can be explained from the variables under study. The qualitative data coding was done using themes and looking for common patterns regarding the research variables.

##### **5.2.1 Stakeholder participation and implementation of physical development plans in LMC**

The researcher looked at the three different dimensions of stakeholder participation during the investigation so as to establish their combined effect on the implementation of physical

development plans in LMC. These included community awareness, community involvement and community ownership in the physical development planning processes. The study established that:

There was a positive significant relationship between stakeholder participation in the planning process and the implementation of physical development plans in Lira Municipal Council, given the Pearson value is positive 0.350. The relationship was statistically significant as the p-value was less than 0.01 (i.e.  $p=0.000$ ) implying that adequate stakeholder participation in the planning process is key to the successful implementation of physical development plans in LMC. Therefore 35.0% of the variability in the implementation of PDPs can be explained by stakeholder participation.

The study also deduced from the regression analysis conducted, that the stakeholder participation in the planning process had a significant contribution to the successful implementation of the physical development plans since the probability value (p-value) is not significantly different from 0.000. Therefore, the predetermined hypothesis that “Stakeholder participation in the planning process significantly affects the implementation of physical development plans in Lira Municipality” was accepted.

### **5.2.2 Human resource and implementation of physical development plans in LMC**

The researcher investigated this in terms of availability and technical capacity of the staff to carry out physical planning interventions in LMC. The study established that:

There was a positive relationship between human resource and the implementation of physical development plans in Lira Municipal Council, given a Pearson value of 0.105. The relationship was statistically significant as the p-value was less than 0.01( $=0.009$ ). This therefore implies that availability of adequate human resources enhances the successful

planning and implementation of physical development plans in LMC. Therefore 10.5% of the variability in the implementation of PDPs can be explained by human resource.

The study also deduced from the regression analysis that human resource had a low significant contribution to the successful implementation of physical development plans, since the p-value was 0.009. The predetermined hypothesis that “Human resources significantly affects the implementation of physical development plans in Lira Municipality” was accepted.

### **5.2.3 Financial resource and implementation of physical development plans in LMC**

The researcher investigated this in terms of its availability for physical planning programmes.

The study established that:

There was a positive significant relationship between financial resource and the implementation of physical development plans in Lira Municipal Council, given a Pearson value of 0.245. The relationship was statistically significant as the p-value was less than 0.01(=0.000). This therefore implies that availability of adequate financial resources coupled with effective management enhances the successful planning and implementation of physical development plans in LMC. Therefore 24.5% of the variability in the implementation of PDPs can be explained by financial resource.

The study also deduced from the regression analysis that financial resource had a significant contribution to the successful implementation of physical development plans, since the p-value was 0.000. The predetermined hypothesis that “Financial resources significantly affects the implementation of physical development plans in Lira Municipality” was accepted.



#### **5.2.4 Regulatory framework and implementation of physical development plans in LMC**

The researcher investigated this in terms of awareness and familiarity with the laws and regulations governing physical development planning in Uganda. The study established that:

There was a positive significant relationship between regulatory framework and the implementation of physical development plans in Lira Municipal Council, given a Pearson value of 0.290. The relationship was statistically significant as the p-value was less than 0.01(=0.000). This therefore implies that availability of regulatory framework for physical development planning coupled with adequate awareness and enforcement enhances the successful planning and implementation of physical development plans in LMC. Therefore 29.0% of the variability in the implementation of PDPs can be explained by regulatory framework.

The study also deduced from the regression analysis that regulatory framework had a significant contribution to the successful implementation of physical development plans, since the p-value was 0.000. The predetermined hypothesis that “Regulatory framework of planning significantly affects the implementation of physical development plans in Lira Municipality” was accepted.

### **5.3 Discussion of Findings**

The discussion of the findings was based on the objectives that were set in chapter one and arranged in the way it flows in chapter four.

#### **5.3.1 Stakeholder participation and implementation of physical development plans**

The first objective of the study was to assess the extent to which stakeholder participation to the planning process affects the implementation of physical development plans in Lira Municipal Council. Findings of the study established that there was a positive significant

relationship between stakeholder participation and implementation of PDPs and that stakeholder participation was the most significant predictor explaining 35.0% of the total variability in the implementation of PDPs in LMC. Effective stakeholder participation in the planning and implementation of PDPs in LMC is significant. Some of the factors that collectively contributed to stakeholder participation in affecting successful implementation of PDPs in LMC were; community awareness, community involvement and community ownership in the entire processes.

The findings concur with the general notion that effective stakeholder participation in the planning process of any development program ensures acceptance and facilitates the implementation and this is in agreement with the views advanced by Olajuyigbe and Rotowa (2011); Jonsson (2005); Koojo (2005); Jönsson (2004); Oduwaye (2009); Lauber and Knuth (2000); Priscoli (1990); Hanchey (1998); Ostrom et al. (1993); Halla (2005); and Ostrom (1990), that public participation provide for a better-informed general public, legitimate remediation plans, more efficient implementation of measures, and a reduction of conflict among stakeholders. These results were in line with earlier findings that in a participatory approach, stakeholders are identified, mobilized and supported, and participation structures are put in place, Cain (2014). Albrechts (2003), argued that participation for development is where both the communities and outsiders organize and hold meetings in favorable environment for active participation to analyze the situation and come up with solutions to the problem. Albrechts (2006), also holds the view that bringing a range of major groups and stakeholders 'around the table' to discuss, exchange knowledge and develop initiatives is critical for the success of projects/programmes, as it raises awareness and disseminates information to the wider audience. Katarikawe (2006), citing Tsenoli (1995), further advanced that the stronger the form of involvement in participation, the better the outcome and for

effectiveness, participation should allow the involvement of the target community in the initiation, conception, implementation, monitoring and evaluation of projects. The findings of this study further agrees with the opinion advanced by several scholars that projects are more likely to achieve objectives if they have been identified, designed, implemented and evaluated with the participation of the people most affected by them, Karl (2000); Khalifa (2012); Kharel (2011); Boussauw (2012); Garstka (2010); de Graaf and Dewulf (2010); and Halla (2007). The study findings therefore could explain the reason why many physical development initiatives like opening new access roads have quite often than not been resisted by the residents whose properties have been affected as a result of poor or ineffective participation that agrees with Jonsson (2005), who observed that people are more likely to react and engage in circumstances where something concrete were about to take place affecting the local environment or local life.

### **5.3.2 Human resource and implementation of physical development plans**

The second objective of the study was to assess the extent to which human resources impacts on the implementation of the Lira Municipal Council Physical development plans. The findings from the regression analysis revealed that there is a positive relationship between human resource and implementation of PDPs in LMC and that it was the least significant predictor explaining only 10.5% of the variability in the implementation of PDPs in LMC. This therefore implies that availability of adequate human resources enhances the successful planning and implementation of physical development plans in LMC and this concurs with the views advanced by Sharma (2002), Fowler (2002), Richard (1992), Barr et al. (2005) that there is a positive correlation between human resource and project implementation.

Therefore, the findings reveal that the adequacy and competency of the requisite key human resource necessary to execute physical development planning interventions cannot be over

emphasized for the successful planning and implementation of PDPs in LMC. The results of the findings agrees with the views advanced by Sharma (2002) and Fowler (2002) that human resource needs in any organization are defined in terms of competency to do the various tasks of translating vision to action and that this competency is in terms of skills, knowledge, attitudes and values/talents which are required for effective implementation of a given task. While it is generally agreed within the land use planning circles that the efficiency of an urban environment largely depends upon how well they are planned, how economically and sustainably they are developed and how efficiently they are managed, structure planning is a very crucial intervention factor to the effective development and orderly expansion of urban centers to accommodate the ever increasing urban population.

The analysis of the google images of 2010 and 2014 in conjunction with the detailed plans prepared for the wards of Starch factory, Ireda East, Kakoge and Ayago reveal that limited implementation of the plans has been achieved to-date and these has significantly undermined the credibility of structure planning process as it's mainly confined to the detailing of land use and zoning that have not been practically implemented hence making them "pseudo plans". One of the contributing reasons to this poor implementation is attributed to insufficient number of key human resource that should facilitate the planning process as evidenced by the findings of the field data that revealed that the entire municipality of four divisions has only one physical planner and no surveyor. This has a direct impact on the planning inputs that largely govern the efficiency level of human settlements and this is in agreement with the views advanced by Omolo (2010), that there is a widely held view that the structure planning methods adopted over the last few decades have not produced a satisfactory physical environment in urban centers in Uganda.

The review of the detailed plans of the four wards with the super-imposed images show that majority of the proposed roads are going through people's houses and this has already caused anxiety amongst the residents who have vowed to resist the implementation (see appendix viii). This could have been erroneously planned either as a result of inadequate planning tools like GPS, google images for base maps, or insufficient technical skills on the part of the planning team as observed by Sharma (2002) and Fowler (2002) who concur that human resource needs in any organization are defined in terms of competency to do the various tasks of translating vision to action and that this competency is in terms of skills, knowledge, attitudes and values/talents which are required for effective implementation of a given task.

The situation observed in Ayago ward is similar to all the other three remaining wards of Starch factory, Kakoge and Ireda east that comprised the study area. The researcher however, could not establish whether all the key technical personnel participated in the initial field reconnaissance during the data collection exercise because some of these existing properties should have been adequately located on ground and geo-referenced so as to aid the physical planning exercise.

### **5.3.3 Financial resource and implementation of physical development plans**

The third objective of the study was to assess the extent to which financial resources impacts on the implementation and performance of the Lira Municipal Council Physical development plans. The findings from the regression analysis revealed that there is a positive relationship between financial resource and implementation of PDPs in LMC and it was the third most significant predictor explaining 24.5% of the variability in the implementation of PDPs in LMC. This therefore implies that availability of adequate financial resources coupled with effective management enhances the successful planning and implementation of physical development plans in LMC. This has been acknowledged by several scholars [Omolo

(2011a); Omolo and Sengendo (2010); C. R. Heimann (2007); C. Heimann and Oranje (2008); Cox (2000)] that for any activity to be successful and achieve its desired goals, adequate financing should be availed for the purpose.

The researcher observed that there was no evidence to indicate the implementation costs of the physical development plans prepared and this could partly explain why LMC was unable to effectively budget for the implementation of the plans. Whether the non-costing of the plan was an omission on the part of the parties involved in the preparation of the plan or due to inadequate technical skills to execute the assignment, could not be verified by the researcher but what was clear is the fact that there seems to be limited knowledge in costing of physical development plans by the technical staff in LMC. While it is very clear in appendices vii - xvi that a number of properties are affected by the proposed access roads, there was no evidence to show the indicative compensation costs for the affected properties which should actually comprise part of the implementation cost of the plan and as observed by Lin and Ho (2005) who said that in such cases, the state unit paid the collective a compensation for the land and the state made arrangements for the resettlement of the displaced peasants. While this inadequacies can contribute to the poor implementation of the plan, the researcher believes that LMC can engage other development partners to help in soliciting funding that can be channeled towards the implementation of the plan, other than only relying on central government disbursements.

#### **5.3.4 Regulatory framework and implementation of physical development plans**

The fourth objective of the study was to examine the impact of regulatory framework on the implementation and performance of the LMC Physical Development Plans. Findings of the study established that there was a positive significant relationship between regulatory framework and implementation of PDPs and that regulatory framework was the second most

significant predictor explaining 29.0% of the total variability in the implementation of PDPs in LMC.

The study revealed that physical development planning cannot be done in a vacuum but in an environment that is guided by laws, regulations and policies to control land development and this is anticipated to enhance the successful planning and implementation of physical development plans in LMC and as acknowledged by Koojo (2005) and Lwasa (2006), who observed that the legal, policy and institutional framework for planning in Uganda is the overall mechanism through which laws for the enforcement of physical plans are implemented.

The existence of this regulatory framework for physical planning has provided a holistic approach to guide the use of and development of land although their enforcement has been a challenge especially in regard to change of use and development control in most urban Centre's in Uganda, Lira municipality inclusive. These enforcement challenges of the regulatory framework in LMC has been both internal and external. Internal as a result of the indecisive capacity of the technical administrators to apply the law uniformly across all stakeholders in making land use decisions and external as a result of conflicting sections within the laws regarding land ownership, land use and land management in the various laws that provides a bottle-neck in the administration of land and land use decisions but also as a result of situations where individuals outside the management of the urban Centre's have proved more powerful than the planning authorities mainly as a result of political patronage and corruption. This enforcement challenges of regulatory framework have hampered effective service delivery to the much needy urban dwellers and vary from authority to authority depending on the administrative hierarchy and as acknowledged by Lin and Ho (2005), that Chinese Socialists states are also powerless because state rules have not always

been effectively enforced and instead the rules have often been contested, circumvented, and manipulated not only by land developers and users but also by state agencies and managers at various local administrative levels.

#### **5.4 Conclusion**

Based on the study findings and discussions, the following conclusion were made objective by objective.

##### **5.4.1 Stakeholder participation and implementation of physical development plans**

Stakeholder participation in the physical development planning process was found to be the variable with the highest effect on the implementation of PDPs in LMC. This implies that the implementation of the PDPs can be improved if the significant factors under stakeholder participation that are affecting the successful implementation of the PDPs in LMC are improved upon. These factors include community awareness, community involvement and community ownership of physical development planning programmes and all these factors were found to collectively be key success factors in the successful planning and implementation of physical development plans in LMC. Therefore LMC urban managers should therefore ensure that the participation of key stakeholders are enhanced so as to rally for their support towards the planning process as a prerequisite to achieve their approval and ownership of the plan and hence limit resistance during the implementation.

##### **5.4.2 Human resource and implementation of physical development plans**

Human resource had the least effect amongst all the dimensions considered on the implementation of physical development plans in LMC. The study noted that the critical human resources for physical development planning programmes included Physical Planners, Surveyors, Building Inspectors, Engineers and Community Development Officers. Therefore,



any key human resource gaps among these have to be addressed to achieve meaningful implementation of the plans.

#### **5.4.3 Financial resource and implementation of physical development plans**

Financial resource was found to be the dimension with the third highest effect on the implementation of PDPs and therefore a critical success factor in the successful implementation of physical development plans in LMC. This implies that adequate funding should be appropriated for physical development planning interventions for any meaningful results to be achieved.

#### **5.4.4 Regulatory framework and implementation of physical development plans**

Regulatory framework was found out to be the dimension with the second highest effect to the successful implementation of PDPs in LMC. This legal frameworks provides the springboard in the physical development planning process and therefore its availability and effective administration would enhance conformity to the approved development guidelines and consequently contribute to the implementation success.

### **5.5 Recommendations**

The following recommendations to the study findings have been made objective by objective.

#### **5.5.1 Stakeholder participation and implementation of physical development plans**

In relation to objective one of the study which was to assess the extent to which stakeholder participation to the planning process affects the implementation of physical development plans in Lira Municipal Council, and the findings which showed that there is a positive relationship between stakeholder participation and implementation of PDPs implying that stakeholder participation in the planning processes was significant and in line with the literature. The researcher recommends that stakeholder participation that explained the highest

variability of 35.0% on implementation of PDPs in LMC, but that is not being emphasized should be up scaled to ensure success in all physical development planning interventions.

### **5.5.2 Human resource and implementation of physical development plans**

In relation to objective two of the study which was to assess the extent to which human resources impacts on the implementation of the Lira Municipal Council Physical development plans, the study findings revealed a positive significant relationship between human resource and implementation of PDPs in LMC. The researcher's recommendation is that adequate and skilled technical personnel should be recruited, trained and maintained so as to effectively deliver on physical development planning interventions and enhance performance and successful implementation of the designed and approved plans. In order to achieve this, relevant ministries like Public Service, Local Government, Finance Planning and Economic Development should lift the recruitment ban on these key technical personnel and appropriate for their emoluments for the realization of the PDP programmes.

### **5.5.3 Financial resource and implementation of physical development plans**

In regard to objective three of the study which was to assess the extent to which financial resources impacts on the implementation of the Lira Municipal Council Physical development plans, the study findings revealed a positive significant relationship between financial resource and implementation of PDPs in LMC and in line with the literature which agreed with the results of the quantitative findings. The researcher's recommendation is that the urban authority should device means of attracting extra funding outside the central government disbursement geared towards the implementation of physical development plans either from own source revenues or other development partners. This can be done through project support interventions from partners like Korean International Cooperation Agency

(KOICA), Japan International Cooperation Agency (JICA), etc. and support programmes in physical development planning.

#### **5.5.4 Regulatory framework and implementation of physical development plans**

In relation to objective four of the study which was to examine the impact of regulatory framework on the implementation of the LMC Physical Development Plans, the study findings revealed a positive significant relationship between regulatory framework and implementation of PDPs in LMC and in line with the literature which agreed with the results of the quantitative findings. The researcher's recommendation is that any conflicting and contradicting laws and regulations regarding land use and land management should be harmonized for effective administration of land use decisions.

#### **5.6 Limitations of the study**

The geographical scope of the study was limited to four out of the 23 wards in Lira Municipality, and therefore valuable information would have been unveiled if the data was collected in the entire municipality. Also there may be discrepancy between the data collected and the reality on ground since the requirement was technical in nature and the majority of the household respondents were ignorant of the subject matter.

Secondly the study was assessing the institutional performance in implementing their own plans where the researcher noted that some potential technical respondents were leaned towards painting a good picture of their performance in plan implementation. The implication is that some credible data may have been withheld and thus not giving a true picture of the implementation of the physical development plans.

## **5.7 Contribution of the study**

Past research that have investigated physical planning concerns in Uganda have mainly focused only on Kampala city [Omolo (2011a); Omolo (2011b); Omolo (2010); Omolo and Sengendo (2010); Mukwaya et al. (2010); Lwasa (2006); Koojo (2005)] and therefore leaving other urban areas uninvestigated that could probably advance a different view on the challenges of physical planning in the implementation of physical development plans and related subject areas.

This research has been a ground breaking endeavor on assessing the critical success factors for the implementation of physical development plans and has demonstrated that stakeholder participation is the most important critical success factor not only for the implementation of PDPs but also for the goals and objectives of any community and or public program. It has also demonstrated that existence of supporting regulatory framework is paramount for the success contrary to the public view that financial resources is the most important, and that all the aforementioned critical success factors can only be relevant with an adequate and skilled human resources.

Theoretically, the study contributes to the body of knowledge regarding key factors necessary for the successful implementation of physical development plans and can therefore be used as reference material for future studies.

## **5.8 Areas recommended for further research**

Considering the literature reviewed, methodology used, and findings of the study, the researcher finds it imperative to recommend the following areas for further research:

Further research needs to be done on the same subject but in another urban environment to establish whether the similar outcomes can be achieved in other urban areas of similar administrative hierarchy in Uganda.

Further research should be conducted on how to develop a linkage between municipal physical development planning, economic planning, five year development plans and budgeting and a proper costing model developed for the successful estimation of the implementation costs of physical development plans in the short (2-3 years), medium (4-7 years) and long term (8-10 years) period.

A similar study should be done using other study designs to find out whether the same results will be generated.

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## APPENDICES

### Appendix I: Questionnaire for the Community

Questionnaire Number .....

*Dear Sir/Madam,*

*My name is Joseph Acai, a student of Uganda Management Institute and I am pursuing a master's degree in management studies (project planning and management). As part of the requirements for the award of this degree, am undertaking a study on **the critical success factors for the implementation of physical development plans in Lira Municipal Council**. Though the purpose of this study is purely academic, however, the findings of this research will also help to improve service delivery. So please spare some time and give your most appropriate and honest response. Your views will be kept confidential.*

#### SECTION A: Background information

Please write or tick the most appropriate box that suit your response

1. Division .....

2. Ward .....

3. Gender: 1. Male                       2. Female

4. Age:

1. Below 18                     

2. 19-35                             

3. 36-45                             

4. Above 45                       

5. Education:

1. None                               

2. Primary Level                   

3. O - Level                          

4. A - Level                          

5. Certificate

6. Diploma

7. 1<sup>st</sup> Degree

8. Advanced degree

6. Occupation

1. Self employed

2. Employed by government

3. Unemployed

4. Employed in the private sector

5. Others (Specify)

7. Ownership of structure/property

1. Self (permanent)

2. Rental (temporary)

8. If self, what kind of land ownership is it?

1. Mailo/freehold

2. Leasehold

3. Bona fide occupant/Customary

4. Not Sure

9. How long have you been living in this area?

1. Less than a year

2. 1-5 years

3. 5-10 years

4. 10-20 years

5. Over 20 years

10. Which of the following medium of communication do you have access to? You may tick more than one.

- 1. Radio
- 2. Television
- 3. Newspaper
- 4. None
- 5. Radio & Television
- 6. Radio & Newspaper
- 7. Television & Newspaper
- 8. Radio, TV & Newspaper

**SECTION B:**

Please evaluate yourself using the most suitably agreed alternatives as indicated in the following table. You are humbly requested to try as much as possible to honestly give the most view in the following statement below;

**Likely response options**

<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>Strongly Agree</b>	<b>Agree</b>	<b>Undecided</b>	<b>Disagree</b>	<b>Strongly Disagree</b>

	Question	Answer (options)				
		5	4	3	2	1
<b>STAKEHOLDER PARTICIPATION</b>						
	<b>Community awareness</b>					
11	The community is always informed about Physical Planning Programmes on radio	5	4	3	2	1
12	The community is always informed about Physical Planning Programmes on television (TV)	5	4	3	2	1
13	The community is always informed about Physical Planning Programmes on newspaper	5	4	3	2	1
14	The community is always informed about Physical Planning Programmes by LC 1 offices	5	4	3	2	1
15	The radio is the most adequate medium of communication to communities on physical planning programmes	5	4	3	2	1
16	The TV is the most adequate medium of communication to communities on physical planning programmes	5	4	3	2	1

17	The newspaper is the most adequate medium of communication to communities on physical planning programmes	5	4	3	2	1
18	The LC 1 office is the most adequate medium of communication to communities on physical planning programmes	5	4	3	2	1
<b>Community Involvement</b>						
19	The community was involved in the planning process	5	4	3	2	1
20	Planning decisions are arrived at collectively	5	4	3	2	1
21	Passive participation (people told what is going to happen or has already happened – top down approach) was the main form of involvement during plan preparation	5	4	3	2	1
22	Participation in information giving (people giving answers to questionnaire surveys) was the main form of involvement used during the preparation of the plan	5	4	3	2	1
23	The community participate in deciding key land use decision with technical staff (bottom-up approach) during the preparation of the plan	5	4	3	2	1
24	The mode of consultation and participation was adequate	5	4	3	2	1
25	My views were considered during the preparation of the plan	5	4	3	2	1
<b>Community Ownership</b>						
26	The community fully understand the contents of the plan	5	4	3	2	1
27	Public hearing is the best approach for consultation and participation to ensure that people own the plan	5	4	3	2	1
28	Public meeting is the best approach for consultation and participation to ensure that people own the plan	5	4	3	2	1
29	Administering questionnaire is the best approach for consultation and participation to ensure that people own the plan	5	4	3	2	1
30	Open discussion is the best approach for consultation and participation to ensure that people own the plan	5	4	3	2	1
31	Data collection using interview and focus group discussions is the best approach for consultation and participation to ensure that people own the plan	5	4	3	2	1
<b>HUMAN REOSURCE</b>						
32	Availability of physical planners is a prerequisite to successful planning and implementation of physical development plans	5	4	3	2	1
33	Availability of surveyors is a prerequisite to successful planning and implementation of physical development plans	5	4	3	2	1
34	Availability of building inspectors is a prerequisite to successful planning and implementation of physical development plans	5	4	3	2	1
35	Availability of engineers is a prerequisite to successful planning and implementation of physical development plans	5	4	3	2	1
36	Availability of community development officers for sensitization is a prerequisite to successful planning and implementation of physical development plans	5	4	3	2	1
37	Availability of law enforcement officers is key to successful development control, monitoring and implementation of PDPs	5	4	3	2	1
<b>FINANCIAL RESOURCE</b>						
38	Availability of finance for compensation of affected persons is key to the successful implementation of PDPs	5	4	3	2	1
39	Availability of finance for socio-economic survey is key to the successful implementation of PDPs	5	4	3	2	1
40	Availability of finance for sensitization of the masses is key to the successful implementation of PDPs	5	4	3	2	1

41	Availability of finance for review and updating of the plans is key to the successful implementation of PDPs	5	4	3	2	1
42	Availability of finance for provision of infrastructure and social services is key to the implementation of PDPs	5	4	3	2	1
<b>REGULATORY FRAMEWORK</b>						
43	I am aware that the laws and regulations regarding planning (urban plans) is meant to ensure conformity and avoid conflicts	5	4	3	2	1
44	I am aware that the laws and regulations governing land use is meant to facilitate orderly development of our neighbourhood and hence improve the performance of the plans	5	4	3	2	1
45	I am familiar with the Physical Planning Act (2010)	5	4	3	2	1
46	I am familiar with the decentralization policy	5	4	3	2	1
47	I am familiar with the Land Act	5	4	3	2	1
48	I am familiar with the Constitution of the Republic of Uganda (1995)	5	4	3	2	1
<b>PLAN IMPLEMENTATION</b>						
49	I am aware that the process of implementing PDPs involves reviewing the plan to rectify the inconsistencies and updating it to suit the purpose	5	4	3	2	1
50	I am aware that the process of implementing PDPs involves development control to ensure compliance with the proposed plan	5	4	3	2	1
51	I am aware that utility providers are important in the process of implementing PDPs	5	4	3	2	1
52	Development partners like NGO's, CBO's, FBO's, and CSO's are important players in the implementation of plans	5	4	3	2	1
53	I am aware that citizens are important in the process of implementing PDPs	5	4	3	2	1
54	The implementation of the plans was explained and/or discussed during consultations	5	4	3	2	1
55	LMC is responsible for the implementation of the plans	5	4	3	2	1
56	Plans are not implemented because of weak statutory laws	5	4	3	2	1
57	Plans are not implemented because of corruption	5	4	3	2	1
58	Plans are not implemented because of inadequate technical of personnel	5	4	3	2	1
59	Plans are not implemented because of lack or insufficient financial resources	5	4	3	2	1
60	Plans are not implemented because affected land owners have not been compensated	5	4	3	2	1
61	Plans are not implemented because people are not aware of the plans	5	4	3	2	1
62	The public has been resisting the implementation of the plan	5	4	3	2	1

Thank you very much for your time.

**Joseph Acai**

## Appendix II: Interview guide for Key informants

### 1.0 General

a) Gender: 1. Male

2. Female

b) Age:

1. Below 18  2. 19-35  3. 36-45  4. Above 45

c) Level of Education: Tick all that applies

1. Certificate  2. Diploma  3. Degree  4. Postgrad. Dip.  5. Masters  6. PhD

d) Employer

1. Civil service  2. Utility provider  3. NGO/CBO/FBO/CSO  4. Others (Specify).....

e) Years of experience

1. Less than a year  2. 1-5 years  3. 6-10 years  4. 11-20 years  5. Over 20 years

f) Management category (tick one)

1. Top management  2. Middle management  3. Operational (Low) management

### 2.0 Stakeholder participation

a) How are community awareness programmes on physical planning conducted?

b) Are the communities aware of the LMC structure plan 2007 – 2017?

c) Did the community take part in the preparation of the plan?

d) What were the major forms of community involvement during the planning process?

e) Was the mode of consultation adopted adequate?

f) Do you think the community understands the contents of the plan?

g) Was the 2007 physical planning exercise participatory?

### 3.0 Human resource

a) In your opinion, which are the key human resources required for physical development planning activities in LMC?

b) Are these human resource adequate for carrying out physical development planning activities in LMC?

### 4.0 Financial resource

a) Where does the municipality get funds for physical planning exercises?

- b) Are the funds adequate?
- c) How are the funds used for physical development planning programmes?

### **5.0 Regulatory framework**

- a) Are there any regulatory framework in place governing physical development planning?
- b) What are these regulatory frameworks?
- c) Are the communities aware on the existence of these regulatory frameworks?
- d) Do you believe that the existing regulatory framework governing physical development planning is comprehensive enough for successful implementation of the plan?

### **6.0 Plan implementation**

- a) Who is responsible for the implementation of physical development plan in LMC?
- b) In your opinion, what could be the factors hindering successful implementation of these plans?
- c) What challenges do you experience in implementation of the plans?
- d) Do you think development partners play a role in plan implementation?



### **Appendix III: Focus Group discussion guide**

1. Did you participate in the 2007 lira municipal council physical development planning process?
2. Do you think that LMC has enough personnel to implement the plan?
3. The implementation of such plans normally requires a lot of funds. Do you think that LMC has adequate funds to implement the plan?
4. Are you happy with the provisions in the plan that is meant to change your neighborhood into a better environment?
5. What suggestions do you have to ensure that this plan is successfully implemented?

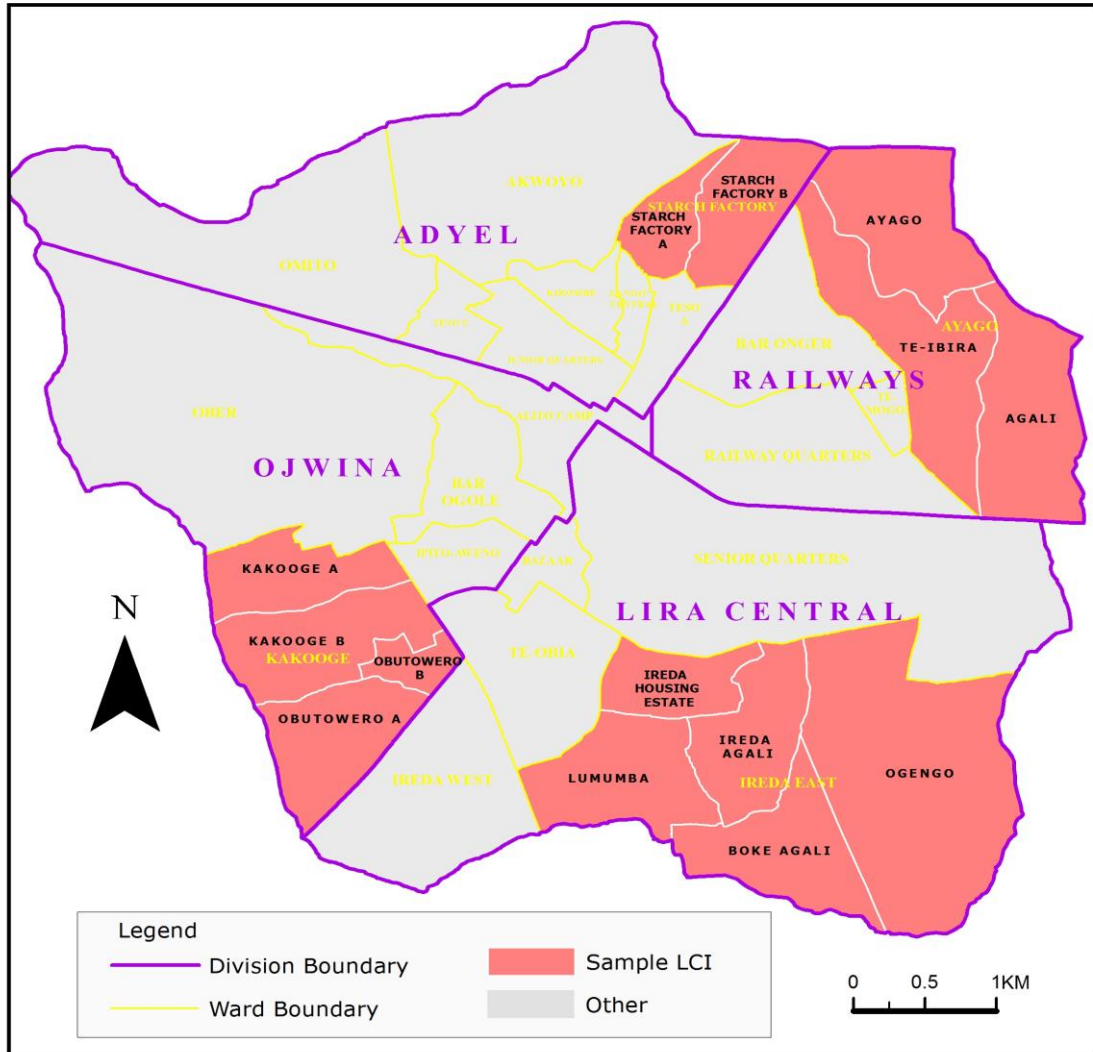
#### Appendix IV: Documentary review check-list

Category	Tick
Reports	✓
Minutes of meetings	✓
Physical development plans	✓
Strategic Plans	✓
Work plans	✓
Satellite images	✓
Project Procurement Records	✓

#### Analysis criteria:

1. Check for relevance of contents of document for this study
2. Verify authenticity
3. Check for issues on stakeholders engagement and sustainability
4. Identify outstanding issues
5. Extract relevant information

**Appendix V: Map of LMC showing study area**



Source: UBOS 2013

**Appendix VI:** Consultative decision making process in LMC by NORPLAN in 2007



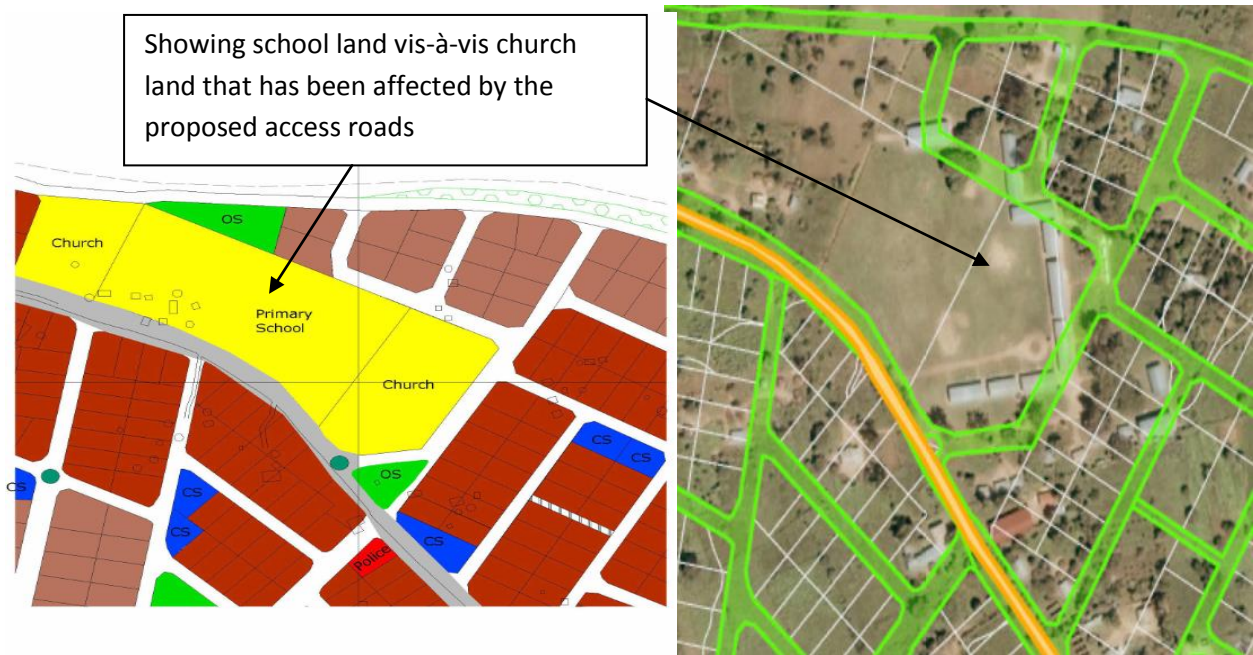
Source: NORPLAN (U) Ltd 2007

**Appendix VII:** Super-imposed detailed plan of Starch Factory Ward on the google image of August 2014 for Adyel Division of LMC



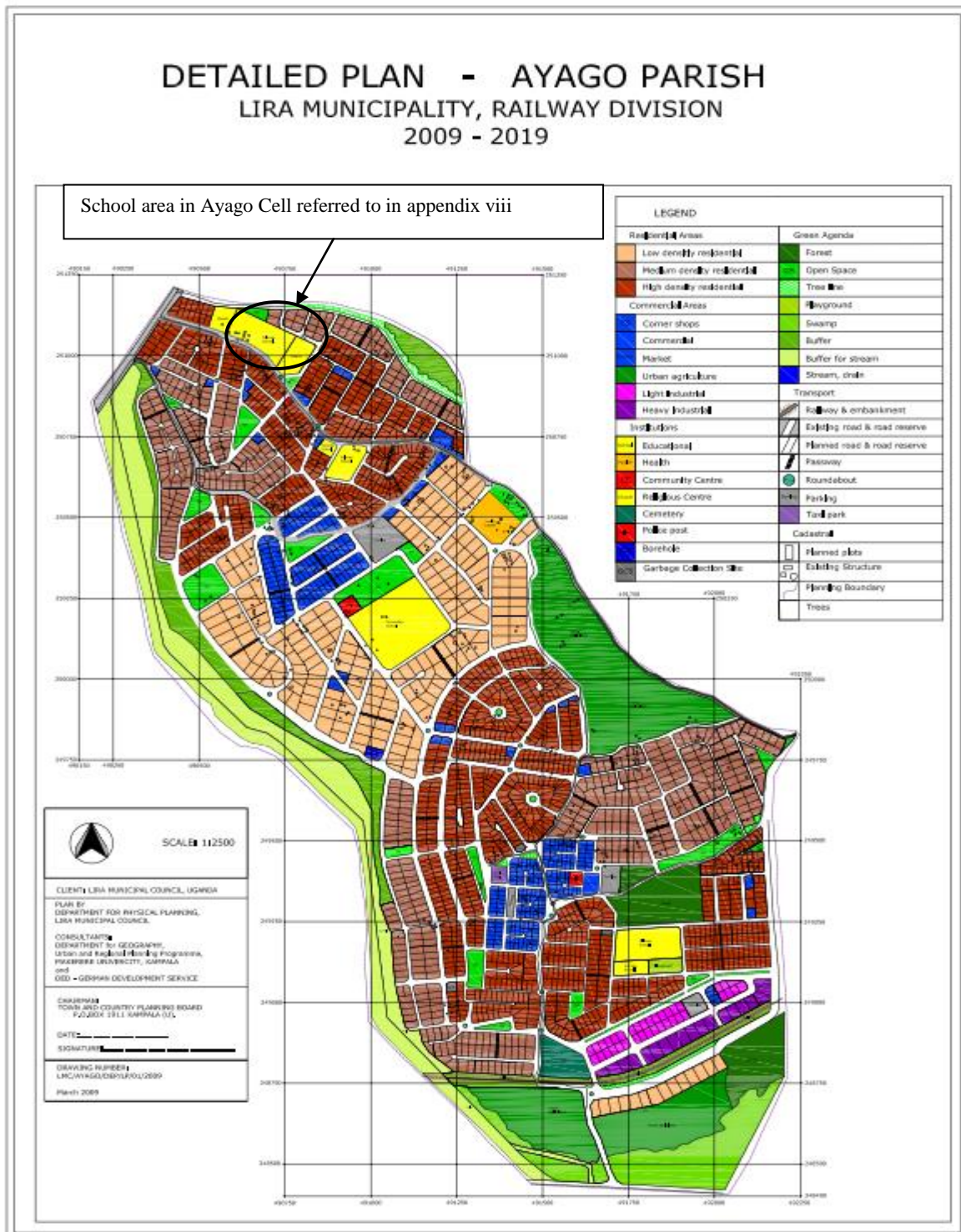
Source: LMC 2013 & Google Earth 2014 as generated by the researcher

**Appendix VIII:** Portion of detailed plan and super-imposed image of Ayago ward, Railway division of LMC



*Source: Generated by researcher from detailed plan extract & google image, 2014*

**Appendix IX: Detailed plan of Ayago Ward, Railway Division LMC**



Source: LMC 2013

**Appendix X: Super-imposed detailed plan of Ayago Ward on the google images**



Source: Researcher data, 2014

**Appendix XI: Detailed plan of Starch Factory Ward, Adyel Division**



*Source: LMC 2013*

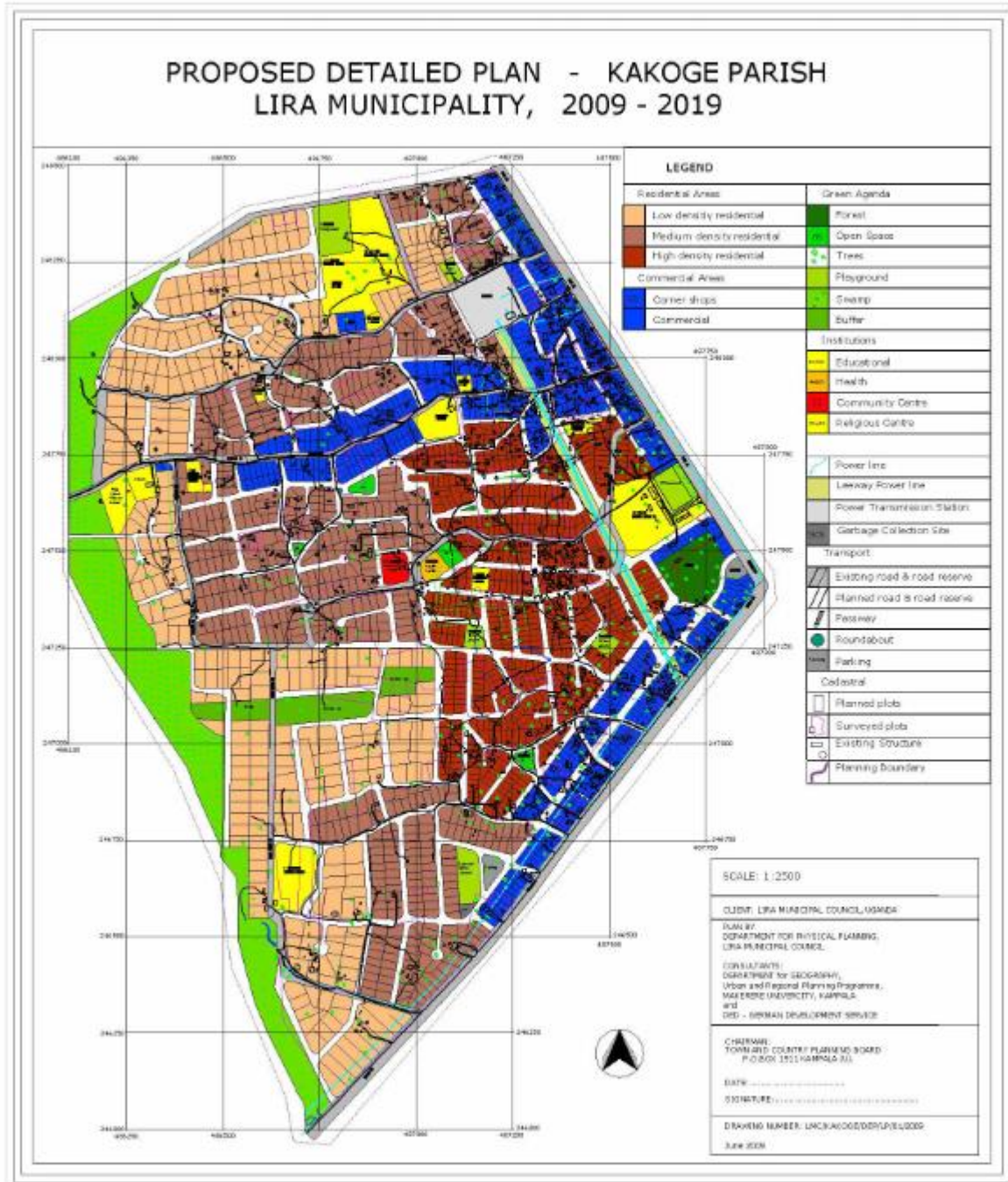


**Appendix XII:** Super-imposed detailed plan of Starch Factory Ward on the google images



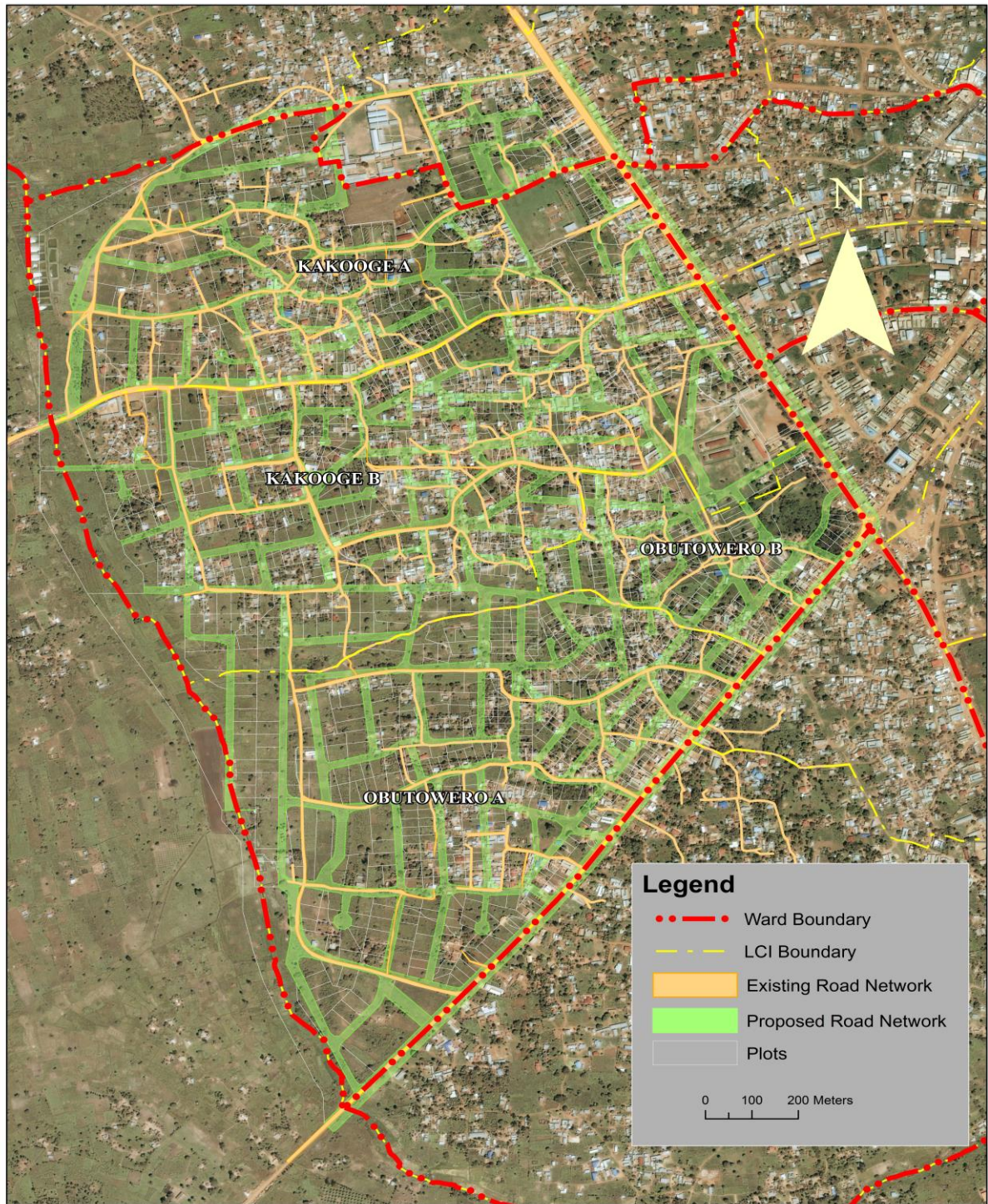
*Source: Generated by researcher from detailed plan & google image 2014*

**Appendix XIII: Detailed plan of Kakoge Ward, Ojwina Division**



Source: LMC 2013

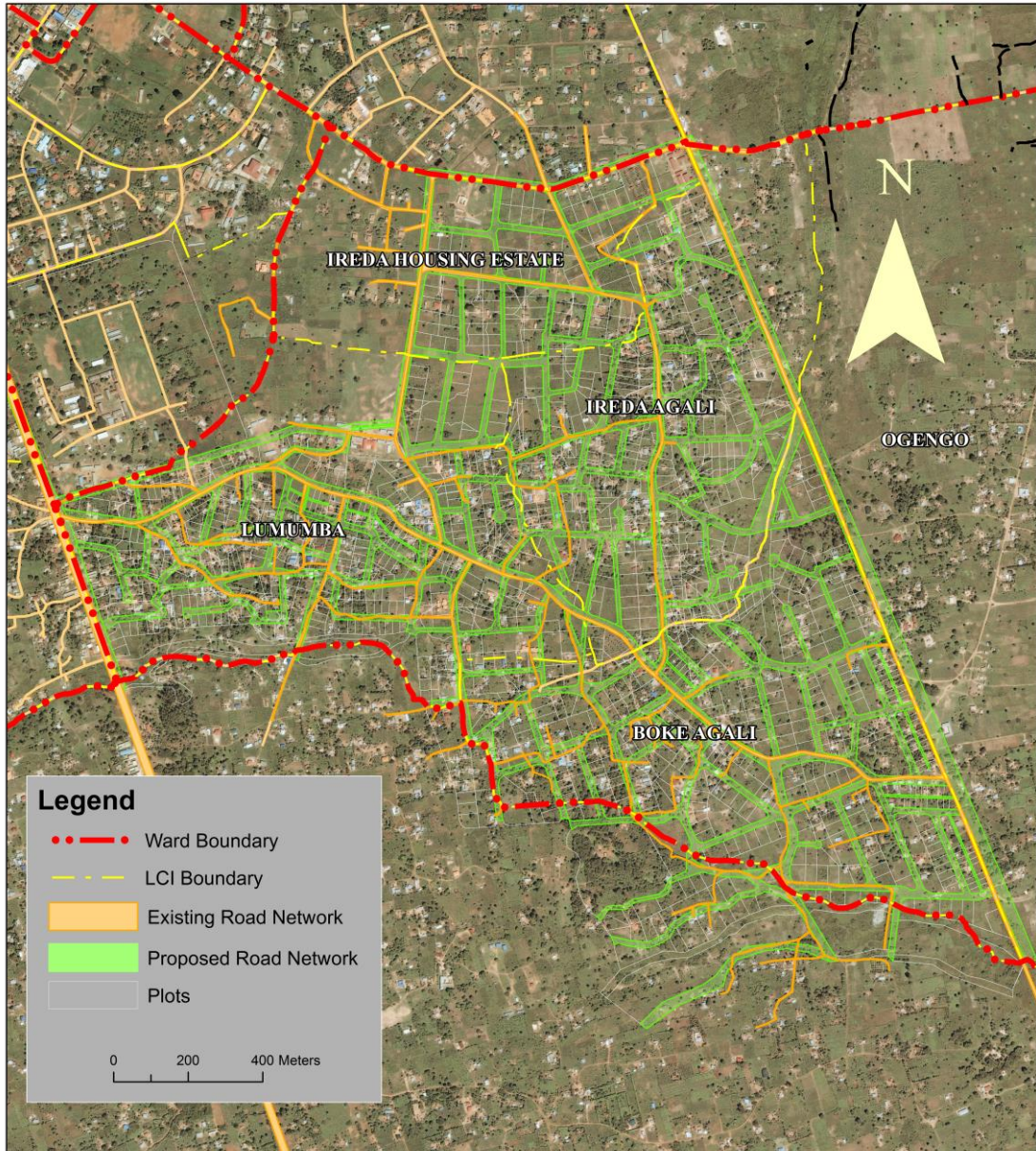
**Appendix XIV: Super-imposed detailed plan of Kakoge Ward on the google images**



*Source: Generated by researcher from detailed plan & google image 2014*



**Appendix XVI:** Super-imposed detailed plan of Ireda-East Ward on the google images



*Source: Generated by Researcher from detailed plan and Google image, 2014*

**Appendix XVII: Krejcie and Morgan's (1970) table for determining sample size**

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2,800	338
15	14	110	86	290	165	850	265	3,000	341
20	19	120	92	300	169	900	269	3,500	346
25	24	130	97	320	175	950	274	4,000	351
30	28	140	103	340	181	1,000	278	4,500	354
35	32	150	108	360	186	1,100	285	5,000	357
40	36	160	113	380	191	1,200	291	6,000	361
45	40	170	118	400	196	1,300	297	7,000	364
50	44	180	123	420	201	1,400	302	8,000	367
55	48	190	127	440	205	1,500	306	9,000	368
60	52	200	132	460	210	1,600	310	10,000	370
65	56	210	136	480	214	1,700	313	15,000	375
70	59	220	140	500	217	1,800	317	20,000	377
75	63	230	144	550	226	1,900	320	30,000	379
80	66	240	148	600	234	2,000	322	40,000	380
85	70	250	152	650	242	2,200	327	50,000	381
90	73	260	155	700	248	2,400	331	75,000	382
95	76	270	159	750	254	2,600	335	100,000	384

(Source: Amin, 2005)

**Appendix XVIII: Introductory letter from UMI**



**UGANDA MANAGEMENT INSTITUTE**

Telephones: 256-41-4259722 /4223748 /4346620  
256-31-2265138 /39 /40  
256-75-2259722  
Telefax: 256-41-4259581 /314  
E-mail: admin@umi.ac.ug

Plot 44-52, Jinja Road  
P.O. Box 20131  
Kampala, Uganda  
Website: <http://www.umi.ac.ug>

Your Ref:

Our Ref: G/35

16 February 2012

**TO WHOM IT MAY CONCERN**

**MASTERS IN MANAGEMENT STUDIES DEGREE RESEARCH**

Mr. Joseph Acai a student of the Masters Degree in Management Studies of Uganda Management Institute 22<sup>nd</sup> Intake 2010/2011 specializing in Project Planning and Management, **Reg. Number 10/MMSPPM/22/039.**

The purpose of this letter is to formally request you to allow this participant to access any information in your custody/organisation, which is relevant to his research.

His Research Topic is: ***"The Critical Success Factors (CSFs) for the Implementation of Physical Development Plans (PDPs) in Lira Municipal Council - Uganda"***

A handwritten signature in black ink, appearing to read 'Benon C. Basheka'.

Benon C. Basheka (PhD)

**HEAD, HIGHER DEGREES DEPARTMENT**

## Appendix XIX: Detailed Study Statistical Analysis Results

### The community is always informed about physical planning on radio

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	63	19.6	19.6	19.6
Disagree	21	6.5	6.5	26.2
Undecided	30	9.3	9.3	35.5
Agree	46	14.3	14.3	49.8
Strongly agree	161	50.2	50.2	100.0
Total	321	100.0	100.0	

### The community is always informed about Physical Planning Programmes on television (TV)

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	64	19.9	19.9	19.9
Disagree	26	8.1	8.1	28.0
Undecided	25	7.8	7.8	35.8
Agree	59	18.4	18.4	54.2
Strongly agree	147	45.8	45.8	100.0
Total	321	100.0	100.0	

### The community is always informed about Physical Planning Programmes on newspaper

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	62	19.3	19.3	19.3
Disagree	21	6.5	6.5	25.9
Undecided	32	10.0	10.0	35.8
Agree	56	17.4	17.4	53.3
Strongly agree	150	46.7	46.7	100.0
Total	321	100.0	100.0	

### The community is always informed about Physical Planning Programmes by LC 1 offices

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	64	19.9	19.9	19.9
Disagree	21	6.5	6.5	26.5
Undecided	37	11.5	11.5	38.0
Agree	48	15.0	15.0	53.0
Strongly agree	151	47.0	47.0	100.0
Total	321	100.0	100.0	

### The radio is the most adequate medium of communication to communities on physical planning programmes

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	68	21.2	21.2	21.2
Disagree	18	5.6	5.6	26.8
Undecided	43	13.4	13.4	40.2
Agree	59	18.4	18.4	58.6
Strongly agree	133	41.4	41.4	100.0
Total	321	100.0	100.0	



**The TV is the most adequate medium of communication to communities on physical planning programmes**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	62	19.3	19.3	19.3
Disagree	39	12.1	12.1	31.5
Undecided	42	13.1	13.1	44.5
Agree	73	22.7	22.7	67.3
Strongly agree	105	32.7	32.7	100.0
Total	321	100.0	100.0	

**The newspaper is the most adequate medium of communication to communities on physical planning programmes**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	70	21.8	21.8	21.8
Disagree	51	15.9	15.9	37.7
Undecided	37	11.5	11.5	49.2
Agree	82	25.5	25.5	74.8
Strongly agree	81	25.2	25.2	100.0
Total	321	100.0	100.0	

**The LC 1 office is the most adequate medium of communication to communities on physical planning programmes**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	48	15.0	15.0	15.0
Disagree	34	10.6	10.6	25.5
Undecided	51	15.9	15.9	41.4
Agree	89	27.7	27.7	69.2
Strongly agree	99	30.8	30.8	100.0
Total	321	100.0	100.0	

**The community was involved in the planning process**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	40	12.5	12.5	12.5
Disagree	33	10.3	10.3	22.7
Undecided	56	17.4	17.4	40.2
Agree	87	27.1	27.1	67.3
Strongly agree	105	32.7	32.7	100.0
Total	321	100.0	100.0	

**Planning decisions are arrived at collectively**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	41	12.8	12.8	12.8
Disagree	40	12.5	12.5	25.2
Undecided	44	13.7	13.7	38.9
Agree	94	29.3	29.3	68.2
Strongly agree	102	31.8	31.8	100.0
Total	321	100.0	100.0	

**Passive participation was the main form of involvement during plan preparation**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	42	13.1	13.1	13.1
Disagree	35	10.9	10.9	24.0
Undecided	50	15.6	15.6	39.6
Agree	107	33.3	33.3	72.9
Strongly agree	87	27.1	27.1	100.0
Total	321	100.0	100.0	

**Participation in information giving was the main form of involvement during plan preparation**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	48	15.0	15.0	15.0
Disagree	28	8.7	8.7	23.7
Undecided	56	17.4	17.4	41.1
Agree	97	30.2	30.2	71.3
Strongly agree	92	28.7	28.7	100.0
Total	321	100.0	100.0	

**The community participate in deciding key land use decision with technical staff (bottom-up approach) during the preparation of the plan**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	49	15.3	15.3	15.3
Disagree	25	7.8	7.8	23.1
Undecided	51	15.9	15.9	38.9
Agree	108	33.6	33.6	72.6
Strongly agree	88	27.4	27.4	100.0
Total	321	100.0	100.0	

**The mode of consultation and participation was adequate**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	47	14.6	14.6	14.6
Disagree	27	8.4	8.4	23.1
Undecided	53	16.5	16.5	39.6
Agree	98	30.5	30.5	70.1
Strongly agree	96	29.9	29.9	100.0
Total	321	100.0	100.0	

**My views were considered during the preparation of the plan**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	48	15.0	15.0	15.0
Disagree	38	11.8	11.8	26.8
Undecided	52	16.2	16.2	43.0
Agree	81	25.2	25.2	68.2
Strongly agree	102	31.8	31.8	100.0
Total	321	100.0	100.0	

**The community fully understand the contents of the plan**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	47	14.6	14.6	14.6
Disagree	37	11.5	11.5	26.2
Undecided	56	17.4	17.4	43.6
Agree	85	26.5	26.5	70.1
Strongly agree	96	29.9	29.9	100.0
Total	321	100.0	100.0	

**Public hearing is the best approach for consultation and participation to ensure that people own the plan**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	51	15.9	15.9	15.9
Disagree	31	9.7	9.7	25.5
Undecided	47	14.6	14.6	40.2
Agree	104	32.4	32.4	72.6
Strongly agree	88	27.4	27.4	100.0
Total	321	100.0	100.0	

**Public meeting is the best approach for consultation and participation to ensure that people own the plan**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	50	15.6	15.6	15.6
Disagree	24	7.5	7.5	23.1
Undecided	53	16.5	16.5	39.6
Agree	106	33.0	33.0	72.6
Strongly agree	88	27.4	27.4	100.0
Total	321	100.0	100.0	

**Administering questionnaires is the best approach for consultation and participation to ensure that people own the plan**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	47	14.6	14.6	14.6
Disagree	32	10.0	10.0	24.6
Undecided	60	18.7	18.7	43.3
Agree	95	29.6	29.6	72.9
Strongly agree	87	27.1	27.1	100.0
Total	321	100.0	100.0	

**Open discussion is the best approach for consultation and participation to ensure that people own the plan**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	62	19.3	19.3	19.3
Disagree	36	11.2	11.2	30.5
Undecided	54	16.8	16.8	47.4
Agree	89	27.7	27.7	75.1
Strongly agree	80	24.9	24.9	100.0
Total	321	100.0	100.0	

**Data collection using interview and focus group discussions is the best approach for consultation and participation to ensure that people own the plan**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	60	18.7	18.7	18.7
Disagree	70	21.8	21.8	40.5
Undecided	57	17.8	17.8	58.3
Agree	77	24.0	24.0	82.2
Strongly agree	57	17.8	17.8	100.0
Total	321	100.0	100.0	

**Availability of physical planners is a prerequisite to successful planning and implementation of PDP**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	58	18.1	18.1	18.1
Disagree	20	6.2	6.2	24.3
Undecided	50	15.6	15.6	39.9
Agree	74	23.1	23.1	62.9
Strongly agree	119	37.1	37.1	100.0
Total	321	100.0	100.0	

**Availability of surveyors is a prerequisite to successful plng & implementation of PDP**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	40	12.5	12.5	12.5
Disagree	31	9.7	9.7	22.1
Undecided	54	16.8	16.8	38.9
Agree	96	29.9	29.9	68.8
Strongly agree	100	31.2	31.2	100.0
Total	321	100.0	100.0	

**Availability of building inspectors is a prerequisite to successful plng & implementation of PDP**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	50	15.6	15.6	15.6
Disagree	26	8.1	8.1	23.7
Undecided	49	15.3	15.3	38.9
Agree	91	28.3	28.3	67.3
Strongly agree	105	32.7	32.7	100.0
Total	321	100.0	100.0	

**Availability of engineers is a prerequisite to successful plng & implementation of PDP**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	46	14.3	14.3	14.3
Disagree	43	13.4	13.4	27.7
Undecided	42	13.1	13.1	40.8
Agree	95	29.6	29.6	70.4
Strongly agree	95	29.6	29.6	100.0
Total	321	100.0	100.0	

**Availability of CDO's for sensitization is a prerequisite to successful plng & implementation of PDP**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	45	14.0	14.0	14.0
Disagree	31	9.7	9.7	23.7
Undecided	46	14.3	14.3	38.0
Agree	99	30.8	30.8	68.8
Strongly agree	100	31.2	31.2	100.0
Total	321	100.0	100.0	

**Availability of law enforcement officers is a prerequisite to successful plng & implementation of PDP**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	46	14.3	14.3	14.3
Disagree	36	11.2	11.2	25.5
Undecided	48	15.0	15.0	40.5
Agree	107	33.3	33.3	73.8
Strongly agree	84	26.2	26.2	100.0
Total	321	100.0	100.0	

**Availability of finance for compensation of affected persons is key to the successful implementation of PDP**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	44	13.7	13.7	13.7
Disagree	36	11.2	11.2	24.9
Undecided	51	15.9	15.9	40.8
Agree	78	24.3	24.3	65.1
Strongly agree	112	34.9	34.9	100.0
Total	321	100.0	100.0	

**Availability of finance for socio-economic survey is key to the successful implementation of PDP**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	52	16.2	16.2	16.2
Disagree	31	9.7	9.7	25.9
Undecided	43	13.4	13.4	39.3
Agree	82	25.5	25.5	64.8
Strongly agree	113	35.2	35.2	100.0
Total	321	100.0	100.0	

**Availability of finance for sensitization of the masses is key to the successful implementation of PDP**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	55	17.1	17.1	17.1
Disagree	27	8.4	8.4	25.5
Undecided	49	15.3	15.3	40.8
Agree	82	25.5	25.5	66.4
Strongly agree	108	33.6	33.6	100.0
Total	321	100.0	100.0	

**Availability of finance for review and updating of the plans is key to the successful implementation of PDP**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	50	15.6	15.6	15.6
Disagree	36	11.2	11.2	26.8
Undecided	40	12.5	12.5	39.3
Agree	91	28.3	28.3	67.6
Strongly agree	104	32.4	32.4	100.0
Total	321	100.0	100.0	

**Availability of finance for provision of infrastructure & social services is key to the successful implementation of PDP**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	59	18.4	18.4	18.4
Disagree	23	7.2	7.2	25.5
Undecided	45	14.0	14.0	39.6
Agree	90	28.0	28.0	67.6
Strongly agree	104	32.4	32.4	100.0
Total	321	100.0	100.0	

**I am aware that the laws and regulations regarding planning (urban plans) is meant to ensure conformance and meliorate conflicts**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	66	20.6	20.6	20.6
Disagree	26	8.1	8.1	28.7
Undecided	44	13.7	13.7	42.4
Agree	100	31.2	31.2	73.5
Strongly agree	85	26.5	26.5	100.0
Total	321	100.0	100.0	

**I am aware that the laws and regulations governing land use is meant to facilitate orderly development of our neighbourhood and hence improve the performance of the plans**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	55	17.1	17.1	17.1
Disagree	28	8.7	8.7	25.9
Undecided	63	19.6	19.6	45.5
Agree	98	30.5	30.5	76.0
Strongly agree	77	24.0	24.0	100.0
Total	321	100.0	100.0	

**I am familiar with the Physical Planning Act (2010)**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	55	17.1	17.1	17.1
Disagree	43	13.4	13.4	30.5
Undecided	45	14.0	14.0	44.5
Agree	105	32.7	32.7	77.3
Strongly agree	73	22.7	22.7	100.0
Total	321	100.0	100.0	

**I am familiar with the decentralization policy**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	47	14.6	14.6	14.6
Disagree	17	5.3	5.3	19.9
Undecided	50	15.6	15.6	35.5
Agree	42	13.1	13.1	48.6
Strongly agree	165	51.4	51.4	100.0
Total	321	100.0	100.0	

**I am familiar with the Land Act**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	44	13.7	13.7	13.7
Disagree	24	7.5	7.5	21.2
Undecided	36	11.2	11.2	32.4
Agree	50	15.6	15.6	48.0
Strongly agree	167	52.0	52.0	100.0
Total	321	100.0	100.0	

**I am familiar with the Constitution of the Republic of Uganda (1995)**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	43	13.4	13.4	13.4
Disagree	25	7.8	7.8	21.2
Undecided	35	10.9	10.9	32.1
Agree	44	13.7	13.7	45.8
Strongly agree	174	54.2	54.2	100.0
Total	321	100.0	100.0	

**I am aware that the process of implementing PDPs involves reviewing the plan to rectify the inconsistencies and updating it to suite the purpose**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	38	11.8	11.8	11.8
Disagree	54	16.8	16.8	28.7
Undecided	45	14.0	14.0	42.7
Agree	39	12.1	12.1	54.8
Strongly agree	145	45.2	45.2	100.0
Total	321	100.0	100.0	

**I am aware that the process of implementing PDPs involves development control to ensure compliance with the proposed plan**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	41	12.8	12.8	12.8
Disagree	50	15.6	15.6	28.3
Undecided	59	18.4	18.4	46.7
Agree	107	33.3	33.3	80.1
Strongly agree	64	19.9	19.9	100.0
Total	321	100.0	100.0	

**I am aware that utility providers are important in the process of implementing PDPs**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	36	11.2	11.2	11.2
Disagree	39	12.1	12.1	23.4
Undecided	50	15.6	15.6	38.9
Agree	134	41.7	41.7	80.7
Strongly agree	62	19.3	19.3	100.0
Total	321	100.0	100.0	

**Development partners like NGO's, CBOs, FBOs and CSOs are important players in the implementation of plans**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	33	10.3	10.3	10.3
Disagree	30	9.3	9.3	19.6
Undecided	47	14.6	14.6	34.3
Agree	136	42.4	42.4	76.6
Strongly agree	75	23.4	23.4	100.0
Total	321	100.0	100.0	

**I am aware that citizens are important in the process of implementing PDPs**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	40	12.5	12.5	12.5
Disagree	27	8.4	8.4	20.9
Undecided	55	17.1	17.1	38.0
Agree	110	34.3	34.3	72.3
Strongly agree	89	27.7	27.7	100.0
Total	321	100.0	100.0	

**The implementation of the plans was explained and/or discussed during the consultations**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	40	12.5	12.5	12.5
Disagree	30	9.3	9.3	21.8
Undecided	63	19.6	19.6	41.4
Agree	91	28.3	28.3	69.8
Strongly agree	97	30.2	30.2	100.0
Total	321	100.0	100.0	

**LMC is responsible for the implementation of the plans**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	47	14.6	14.6	14.6
Disagree	28	8.7	8.7	23.4
Undecided	44	13.7	13.7	37.1
Agree	76	23.7	23.7	60.7
Strongly agree	126	39.3	39.3	100.0
Total	321	100.0	100.0	

**Plans are not implemented because of weak statutory laws**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	57	17.8	17.8	17.8
Disagree	33	10.3	10.3	28.0
Undecided	44	13.7	13.7	41.7
Agree	74	23.1	23.1	64.8
Strongly agree	113	35.2	35.2	100.0
Total	321	100.0	100.0	

**Plans are not implemented because of corruption**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	65	20.2	20.2	20.2
Disagree	29	9.0	9.0	29.3
Undecided	37	11.5	11.5	40.8
Agree	76	23.7	23.7	64.5
Strongly agree	114	35.5	35.5	100.0
Total	321	100.0	100.0	



**Plans are not implemented because of inadequate technical personnel**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	74	23.1	23.1	23.1
Disagree	26	8.1	8.1	31.2
Undecided	40	12.5	12.5	43.6
Agree	83	25.9	25.9	69.5
Strongly agree	98	30.5	30.5	100.0
Total	321	100.0	100.0	

**Plans are not implemented because of lack or insufficient financial resources**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	80	24.9	24.9	24.9
Disagree	30	9.3	9.3	34.3
Undecided	38	11.8	11.8	46.1
Agree	91	28.3	28.3	74.5
Strongly agree	82	25.5	25.5	100.0
Total	321	100.0	100.0	

**Plans are not implemented because affected land owners have not been compensated**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	71	22.1	22.1	22.1
Disagree	43	13.4	13.4	35.5
Undecided	63	19.6	19.6	55.1
Agree	89	27.7	27.7	82.9
Strongly agree	55	17.1	17.1	100.0
Total	321	100.0	100.0	

**Plans are not implemented because people are not aware of the plans**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	51	15.9	15.9	15.9
Disagree	190	59.2	59.2	75.1
Undecided	25	7.8	7.8	82.9
Agree	30	9.3	9.3	92.2
Strongly agree	25	7.8	7.8	100.0
Total	321	100.0	100.0	

**The public has been resisting the implementation of the plan**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	50	15.6	15.6	15.6
Disagree	30	9.3	9.3	24.9
Undecided	50	15.6	15.6	40.5
Agree	94	29.3	29.3	69.8
Strongly agree	97	30.2	30.2	100.0
Total	321	100.0	100.0	