UGANDA MANAGEMENT INSTITUTE

STAKEHOLDERS' PARTICIPATION, CORRUPTION AND PERFORMANCE OF REHABILITATION PROJECTS IN NORTHERN UGANDA: A CASE STUDY OF NUSAF-LIRA DISTRICT.

By

Otim Stephen Daniel Oola.

Reg. No.08/MMSPPM/17/122

A DISSERTATION SUBMITTED TO THE HIGHER DEGREES DEPARTMENT IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTERS DEGREE IN MANAGEMENT STUDIES (PROJECT PLANNING AND MANAGEMENT) OF UGANDA MANAGEMENT INSTITUTE.

MARCH, 2010.

DECLARATION

I hereby declare that, this is my original work and to the best of my knowledge, it has never been submitted for any award in any academic institution and should not be replicated without my authority.

……. ……..

Otim Stephen Daniel Oola Date

APPROVAL

This dissertation entitled "**Stakeholder's participation, corruption and performance of rehabilitation projects in Northern Uganda"** has been submitted for examination with the approval of the two supervisors.

DR. MARY BASAASA MUHENDA

Uganda Management Institute Based Supervisor

Signature ……. Date:……..

MR. OGWANG BERNARD OKUTA

Work Based Supervisor

Signature…….. Date:……..

DEDICATION

I dedicate this work to all the members of the late Samson Oola and the late Rocita Auma Oola's family who struggled tirelessly to see me through, up to this level of education.

ACKNOWLEDGEMENTS

Great thanks go to the Almighty God for giving me life and blessings in all walks of life. May his name be praised forever and ever. Amen

I am greatly indebted to my dear supervisors; Dr. Mary Basaasa Muhenda and Mr. Ogwang Bernard Okuta who professionally guided me in this advanced intellectual effort in pursuit of the truth. Your guidance made what seemed to be very difficult to be much easier than I had thought and I am so grateful to you.

My sincere gratitude goes to Dr. Ogwang Oola, Joyce Ogwang, Ketty Ogwang and all the family members for the enormous support they provided in seeing me through this project. This can only be appreciated by saying thank you.

I extend my heartfelt regards to the stakeholders of NUSAF projects in Lira for their cooperation in providing me with the various data and information necessary for this study.

Finally, I thank all my friends who supported me in various ways through out this study. Your input in this study is highly appreciated and remember that united we stand and divided we fall. Aluta continua.

May the Almighty God reward all of you abundantly.

TABLE OF CONTENTS

Declaration ..... **i**

Approval ..... **ii**

Dedication ..... **iii**

Acknowledgements ..... **iv**

Table Of Contents ..... **v**

List of Acronyms……..…….xii

Abstract…….xiv

CHAPTER ONE 1

INTRODUCTION **1**

1.0. Introduction 1

1.1 Background to the Study 1

1.2. Statement of the problem 6

1.3. Purpose of the study 7

1.4. Objectives of the study 7

1.5. Research Questions 7

1.6. Hypotheses of the study 8

1.7. Conceptual Framework 8

1.8. Significance of the study 10

1.9. Justification of the study 11

1.10. Scope of the study 11

1.11. Definitions of terms and concepts 11

CHAPTER TWO 13

LITERATURE REVIEW 13

2.0. Introduction 13

2.1. General Review of Literature 13

2.1.1 Stakeholder participation concept 13

2.2. Community Participation and Performance of Projects 16

2.3. Civil Society Participation and Performance of Rojects 23

2.4. Local Government Participation and Performance of Projects 27

2.5. Corruption and Performance of Projects 30

CHAPTER THREE 33

METHODOLOGY 33

3.0 Introduction 33

3.1. Research Design 33

3.2. Study Population 34

3.4. Sampling techniques and procedure 35

3.5.0. Data collection methods 35

3.5.1. Interviewing 35

3.5.2. Questioning 36

3.5.3. Observation 36

3.5.4. Documentary review 37

3.6. Data collection instruments 37

3.6.1 Structured questionnaires 37

3.6.2 Interview guide 38

3.6.3 Observation check list 38

3.6.4 Documentary review checklist 39

3.7.0. Ensuring quality 39

3.7.1. Reliability measures 40

3.7.2. Validity measures 40

3.8. Procedure for data collection 41

3.9. Data Analysis 41

CHAPTER FOUR 43

DATA PRESENTATION, ANALYSIS AND INTERPRETATION 43

4.0 Introduction 43

4.1 Rate of questionnaire return 43

4.2. Part I. Sample characteristics and demographic statistics of NUSAF Community Beneficiaries. 44

4.2.1 Sex (gender) of respondents 44

4.2.2 Age of respondents 45

4.2.3. Marital status of respondents 46

4.2.4. Level of education attained by respondents 46

4.2.5. Occupation of respondents 47

4.3. Part II. Descriptive Analysis of participation, corruption and project performance 48

4.3. 1 Community participation and project performance 48

4.3.2 Civil society participation views. 55

4.3.3 Local government participation views. 60

4.3.4 Beneficiaries' views on corruption in NUSAF. 68

4.3. 5 Beneficiaries views on level of empowerment 72

4.4. Hypothesis testing 76
4.4.1. Research hypothesis 1. Community participation significantly affects ... the performance of NUSAF rehabilitation projects. 79
4.4.2. Research hypothesis 2. Civil society participation significantly affects the performance of NUSAF rehabilitation project. 80
4.4.3. Research hypothesis 3. Local government participation has a significant 80
effect on the performance of NUSAF. 80
4.4.4. Research hypothesis 4. Corruption has a significant negative effect on the performance of NUSAF. 81
CHAPTER FIVE 83
DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS 83
5.0. Introduction 83
5.1. Discussion on the findings 83
5.1.1 Community participation and performance of NUSAF 83
5.1.2. Civil society participation and performance of NUSAF 85
5.1.3. Local Government participation and performance of NUSAF 86
5.1.4. Corruption and performance of NUSAF 86
5.2. Conclusions 87
5.2.1. Community participation and performance of NUSAF 87
5.2.2. Civil society participation and performance of NUSAF 87
5.2.3. Local government participation and performance of NUSAF 88
5.2.4. Corruption and performance of NUSAF 88
5.3.0. Recommendations 89

5.3.1. Community participation and performance of NUSAF.....89

5.3.2. Civil society participation and performance of NUSAF 90

5.3.3. Local Government participation and performance of NUSAF.....91

5.3.4. Corruption and performance of NUSAF.....92

5.4. Areas for further research 93

REFERENCES..... 93

APPENDICES xxv

Appendix 1 (Questionnaires for NUSAF community members)…….……...…..i

Appendix 2 (Interview guide for NUSAF community leaders)……..…….……...…vii

Appendix 3 (Observation tool)…….....viii

Appendix 4 (Interview guide for Civil Society Organisations)……..……ix

Appendix 5 (Interview guide for Local government)…….....x

Appendix. 6 Morgan and Krejcie's table for determining sample size …….xi

Appendix 7 Map of Uganda showing the location of Lira district……..xii

Appendix 8 Map of Lira district showing the location of sub counties……..xiii

LISTS OF TABLES

Table 1.0 Sample size selection and selection techniques 34

Table 2.0 showing reliability statistics for the different variables measured 40

Table 3 showing the response rate 43

Table 4 Showing sex of respondents ……..……..……..45

Table 5 Showing age of respondents 45

Table 6 Marital status of respondents (N=130) 46

Table 7 Respondents' level of education (N=130) 47

Table 8 Occupation of respondents. ……..48

Table 9: Community participation views. 49

Table 10: Civil society participation views. 55

Table11: Local government participation views. 61

Table 12: Views on corruption in NUSAF 68

Table 13: Beneficiaries views on level of community empowerment 72

Table 14: Model Summary: stakeholders' participation, corruption and project performance. ... 77

Table 15: ANOVA (c): stakeholders' participation, corruption and project performance. 78

Table 16: Summary of Regression Results 79

Table 17. Summary of Regression Results 82

LIST OF FIGURES

Figure 1.0: Conceptual frame work relating stakeholders' participation, corruption and project performance. 9

Appendix 7; Map of Uganda showing the location of Lira district……..xii

Appendix 8; Map of Lira district showing the location of sub counties……..xiii

LIST OF ACRONYMS

CAO- Chief Administrative Officer

CBOs- Community Based Organisations

CDI- Community Development Initiative

CP- Community Participation

CPMC- Community Project Management Committee

CRCM- Conflict Resolution and Conflict Management

CSOs- Civil Society Organisations

DDP- District Development Project

DEC - District Executive Committee

DTPC- District Technical Planning Committee

HIV/AIDS - Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome

IDPs- Internally Displaced Persons

LGDP- Local Government Development Programme

LLG- Lower Local Government

M&E-Monitoring and Evaluation

MDG - Millennium Development Goals

NAADS- National Agricultural Advisory Services

NGO- Non- Governmental Organisation

NUMU- NUSAF Management Unit

NUSAF- Northern Uganda Social Action Fund

ODA- Overseas Development Administration

PDM- Participatory Development Management Program

PDM- Participatory Development Management Programme

PMC -Project Management Committee

PPP- Public Private Partnership

UN, OCHA- United Nations Office for the Coordination of Humanitarian Affairs

UNDP- United Nations Development Program

UNICEF-United Nations International Children's Emergency Fund (now United Nations Children's Fund).

VGS -Vulnerable Group Support

WFP- World Food Program

ABSTRACT

The study investigated the effect of stakeholders' participation and corruption on the performance of Northern Uganda Social Action Fund (NUSAF) rehabilitation project in Lira District. A cross-sectional survey study design was used and was built on a triangulation approach. Data were obtained through questioning, in-depth interviewing, observation and document reviewing. The findings revealed that community participation, civil society participation and corruption significantly affect the performance of NUSAF in Lira district while Local Government participation did not have significant effect. Findings also indicated that better project performance can be achieved if stakeholders participate actively to the assigned roles and responsibilities. Facilities, resources and technical skills amidst sound relations between and among the various stakeholders should also be available throughout the project cycle. It is recommended that; for performance improvement, communities should be sensitized and mobilized for active participation; stakeholders (community members, civil society and Local Government) should fully participate in all phases of NUSAF and; sufficient funds should be allocated for Monitoring and Evaluation. All stakeholders should be sensitized on the forms of corruption in addition to enforcement of disciplinary measures on the corrupt officials. Other factors not explained by this research should however be explored to determine how they affect project performance. Further research could cover the effects of factors like; tradition of people, ownership and access to land, participation of donors and natural factors among others on the performance of projects meant to empower poor communities.

CHAPTER ONE

INTRODUCTION

1.0. Introduction

This study is aimed at assessing stakeholders' participation, corruption and performance of Northern Uganda Social Action Fund (NUSAF) rehabilitation project in Lira district. The chapter covers the background to the study, problem statement, purpose of the study, objectives of the study, research questions and hypothesis which are used to guide the study. The conceptual framework, significance of the study, justification of the study, scope of the study as well as definition of terms are also covered in this chapter.

1.1 Background to the Study

NUSAF project is one of the major interventions by the Ugandan government to rehabilitate Northern Uganda and reduce on the effects of wars and armed conflicts which have negatively affected the region for years. Globally, wars and armed conflicts are crisis which have not only caused unprecedented casualties and destruction across the theaters of conflict but have had a profound effect that has greatly changed the course of daily life thus calling for the need for intervention. Armed conflicts have taken and are still taking place in many countries around the world such as the Palestine Civil War (2007), Sri Lanka Tamil Separatists **(**1983 to date), Israel Lebanon (2006), Burma insurgency (1950), China Georgia Civil War (1991), India Kashmir (1970s), United States and Afghanistan armed conflict (2009) among others. The majority of these wars were characterized by divisionism among people based on ethnicity, high financial costs implications and its related effects on other sectors of the economies at war,

destruction of property, displacement of people and death of the combatants and civilians among others.

The Kashmir civil war between India and Pakistan for example was costing the warring parties more than one million United States dollars (US $) a day for the Siachen Glacier deployment. These costs amounted to 5 billion US $ since the sporadic fighting on the glacier began in 1993 and it strained a lot of sectors financially (Pike, 2009). According to Pike (2009), the Kashmir civil war displaced as many as 50,000 Muslims from the Siachen valley while the Burma civil war between the ethnic insurgencies and government forces caused the displacement of more than 21,000 people (mostly the Rohingya Muslims) who later on settled in Internally Displaced Persons' camps characterized by very poor living conditions, religious prosecution, forced labor, harsh beatings, poverty and death. All these conditions call for rehabilitation need to reduce the various effects of war on the victims.

Africa is however not exceptional from this crisis as it is afflicted by war to a greater extent than any other continent. Mutibwa, (1992) observed that many people in Africa have been forced to become refugees and internally displaced due to imperialism, neo-colonialism and colonialism. Africa in particular has been marred by more than 20 major civil wars since 1960. Rwanda genocide, Algeria Insurgency (1992), Angola Cabinda Congo (Zaire) Congo (War 1998), Somalia Civil War (1991), Sudan Darfur (1983) and Uganda Civil Conflict (1980 to date) are among those armed conflicts that have caused serious suffering in the African continent. Wars and civil conflicts have substantial destructive impacts on human capital formulation, infrastructure, institutions, output, and growth at country level (Hoeffler, Reynal, Querol, 2003); (Collier, Elliot, Hegre, Sambanis, 2003). Wars have caused untold economic and social damage to the countries of Africa as food production is impossible in conflict areas, and famine often

results. Widespread conflict has condemned many of Africa's children to live in misery and, in certain cases, has threatened the existence of traditional African cultures (Pike, 2009). This therefore calls for urgent need to rehabilitate the destroyed systems and structures so as to help reduce the negative impact of the problem on the affected people.

In Uganda, political conflict leading to violence, destruction and displacement continued even after the attainment of independence in 1962. The period between 1964 to1985 was the period that Ugandans were exposed to the worst level of violence that can not be compared to any country in East Africa (Kasozi, 1994). Some of the conflicts that Uganda has gone through include the Buganda crisis (1966), the military coup de tat' (1971), the liberation war (1971), Obote II government crisis (1980-1985), the National Resistance Movement war (1980-1986), the Holy Spirit Movement (1986-1987) and the current conflict between the Lords Resistance Army and the Uganda Government among others. These conflicts affected the whole of Uganda negatively as lives were lost, property destroyed, social structures were destroyed, people were displaced and others were left traumatized and hopeless (Mutibwa, 1992). The Buganda crisis of 1966 for example was sparked off after the independence constitution of 1962 which according to Mutibwa, (1992), was a compromise document to meet political problems that had upset Uganda since 1950's. The suspension of the 1962 constitution (which provided for Buganda to enjoy a federal relationships with government), and abolishment of presidential powers sparked off the 1966 crisis which displaced a lot of people and caused suffering especially within the central region. Further displacement and suffering continued in 1971 as a result of the military coup. The coup led to the death of a lot of people during and after the coup as Kasozi, (1994), estimates that between 30,000 to 40,000 people were killed during Amin's regime. More displacement, deaths and suffering occurred in Luwero, south western Uganda, West Nile and

other parts of Northern Uganda in 1980's as conflict among the Uganda People's Congress government, National Resistance Movement and rebel groups in west Nile region continued. In 1986, the National Resistance Movement (NRM) took over power and according to Maganju, (1996), the NRM inherited a society of total chaos and with state machineries in shables. This power take over further increased on insecurity that was already in place causing more destruction of property, displacement, suffering and death.

Northern Uganda was however affected most as armed conflicts still continued in the region. In 1986 the Holy Spirit Movement led by Alice Lakwena in Northern Uganda raised an army called the Holy Spirit mobile forces that fought the government of Uganda causing a lot of instability in the Northern and Eastern part of the country during the course of the war. The defeat of Lakwena's forces in 1987 was not the end of war in the North as another rebel group led by Joseph Kony continued fighting the government causing a lot of displacement and suffering of people and according to the under-Secretary General for Humanitarian Affairs and Humanitarian Relief Coordinator, the humanitarian crisis in Northern Uganda was among the worst on the planet (Egeland, 2003). According to the Internal Displacement Monitoring Centre (IDMC) in 2005, there were 23,700,000 internally displaced people in 51 countries World Wide. Uganda had the third largest population of internally displaced People in December 2005 with 1,740,498 internally displaced according to the United Nations Office for the Coordination of Humanitarian Affairs. (UN, OCHA, 2005). This condition has led to poverty as the Internally Displaced Persons (IDPs) were mainly depending on handouts from World Food Program and other relief agencies for survival. Disease outbreak became rampant due to congestion, poor sanitation in the camps and deterioration in peoples' morals. Some of the diseases include; HIV/AIDS, diahaorreal illness and tuberculosis among others. Most of the roads, health centers,

schools, water facilities and residential buildings got destroyed as there were no people to maintain them. Buildings were burnt down by the rebels and others were destroyed by the bombs during the war. This has also led to inequality in development between Northern Uganda and other regions of Uganda (Rao &Walton, (2004a, 2004b) thus calling for rehabilitation.

Northern Uganda Social Action Fund (NUSAF) project was implemented by the Uganda Government to help solve the numerous problems. The project's development main objective is to empower communities in Northern Uganda by enhancing their capacities to systematically identify, prioritize, and plan for their needs within their own value systems. However, since the implementation of NUSAF in 2003, its performance in terms of quality service delivery and improvement of community livelihood (community empowerment) have raised mixed reactions from different stakeholders, with the major stakeholders involved directly in the project implementation blaming each other for failures as noted below. Technical staff blames the Chairpersons and the Secretaries of the NUSAF funded projects for owning the projects to themselves and living out other group members from participation (Omara, 2008). The community also claims that there is rampant corruption that impacts negatively on NUSAF's performance (Okino, 2008). These counter accusations have affected the projects negatively (Omara, 2008). Community members blame district NUSAF team and NUSAF national steering committee members for frustrating their efforts to materialise projects as community sub- project proposals are not approved and wrong project implementation reports are written declaring NUSAF project a success after visiting only projects in town suburbs (Candia, 2008). Project beneficiaries blamed the extension officers for being laxed to provide the required services needed for the successful implementation of their projects which created a big loss to the beneficiaries. This was the case in Olilim trading centre in Lira district, where a pig-farming

project worth 4,000 US $ lost all their pigs after failing to get help from the concerned project extension staff (Okino, 2008). All the complains are indicators that the project seems not to have met most of its pre-determined performance objective despite the appropriate and wonderful structure and procedures set for the achievement of the project objectives (Mao, 2007).

1.2. Statement of the problem

At its inception, NUSAF aimed at empowering of communities by strengthening community participation; enhancing their capacities to implement the assigned project roles and responsibilities; improving quality and facilitating access to social services. Stakeholders were assigned roles and responsibilities and a good structure was put in place to achieve these objectives. Team work, harmonious relationship and commitment of stakeholders (participation) were envisioned to be paramount for project success. However, NUSAF projects in Lira are characterized by conflicts and blames among major stakeholders each blaming the other for contributing to project failure by inability to provide quality service and failure to empower communities (Candia, 2007 & Omara, 2008). Northern Uganda Social Action Fund Management Unit (NUMU) reports of 2006, and 2007 attest to this by citing poor performance and limited community participation on all NUSAF projects. Participation in community feedback meetings for all NUSAF beneficiary communities was very low. Statistics show very low increase in community participation of fifteen percent (15%) between the first and second quarter of year 2006 and a drastic reduction in increase rate to only 4% between 2nd and 3rd quarter of year 2007 yet the project was about to end. All these trends are indicators of poor performance and a confirmation of low level of empowerment on the part of community and if these conflicts and participation trend continue, communities will lose interest in the project, causing increase in

poverty; continuous rebellion and displacement which will translate to a major set back to the achievement of United Nations Millennium Development Goal of poverty eradication by 2015. This calls for an immediate investigation into the problem and hence the need to undertake this research.

1.3. Purpose of the study

To investigate the effect of stakeholders participation and corruption on the performance of NUSAF rehabilitation projects in Lira district.

1.4. Objectives of the study

i. To examine the effect of community participation on the performance of NUSAF projects in Lira district.
ii. To find out the extent to which civil society participation affect the performance of NUSAF projects in Lira district.
iii. To find out the extent to which local government participation affects the performance of NUSAF projects in lira district.
iv. To examine the effects of corruption on the performance of NUSAF projects in Lira district.

1.5. Research Questions

i. What is the effect of community participation on the performance of NUSAF?
ii. To what extent do civil society participation affect the performance of NUSAF?
iii. To what extent does local government participation affect the performance of NUSAF?
iv. What are the effects of corruption on the performance of NUSAF?

1.6. Hypotheses of the study

i. Community participation significantly affects performance of NUSAF.

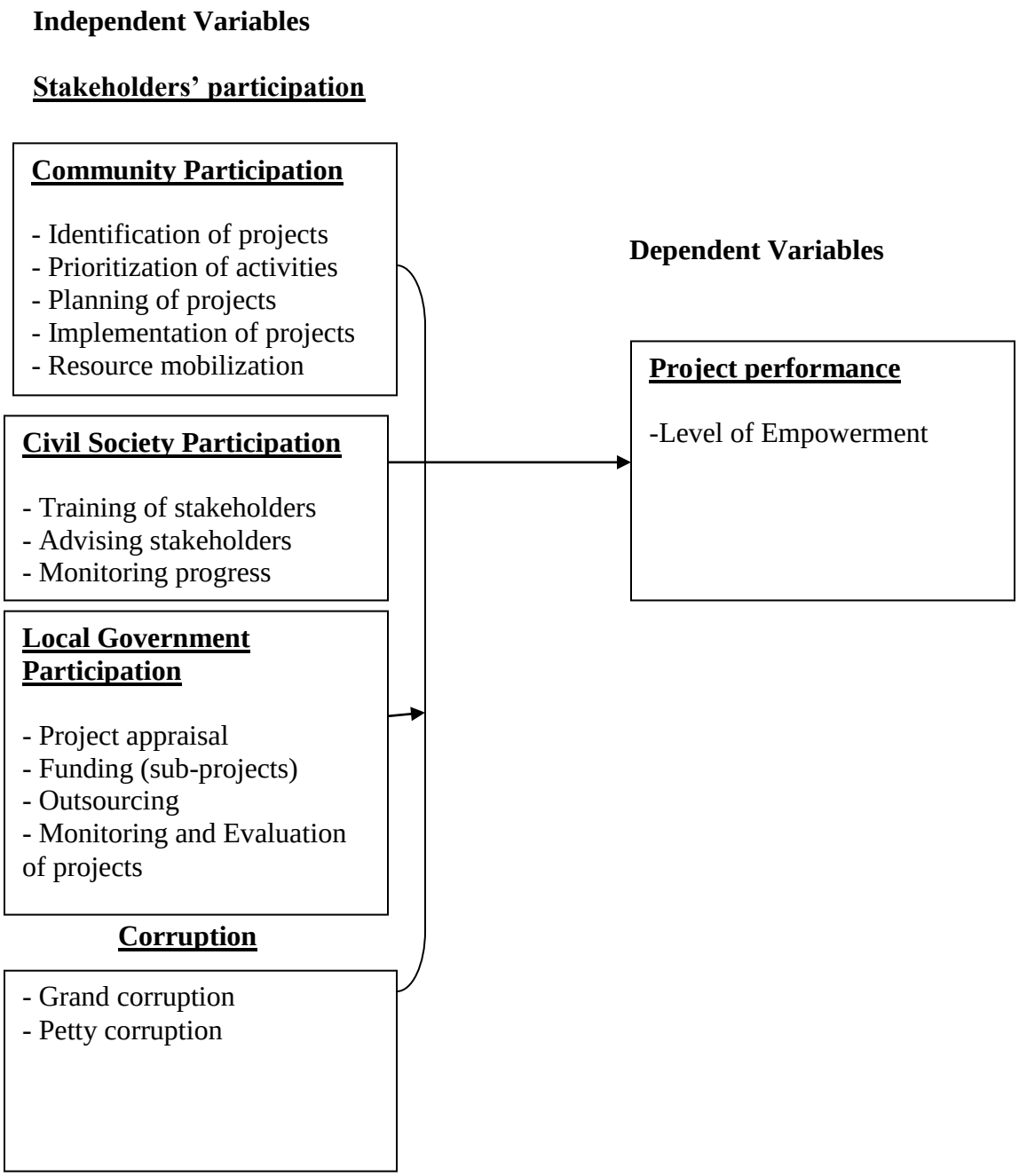
ii. Civil society participation significantly affects performance of NUSAF.

iii. Local government participation has a significant effect on the performance of NUSAF.

iv. Corruption has a significant negative effect on the performance of NUSAF.

1.7. Conceptual Framework

The framework (figure 1.0) traces the theorized relationship existing between stakeholders' participation, corruption and performance of rehabilitation projects as modified from NUSAF project set up and Canadian International Development Agency (1997). It was developed to indicate the relationship between community participation, civil society participation, Local Government participation and community empowerment. The principal theory has been adopted and modified to include corruption in the investigation of NUSAF performance in empowering the poor communities. The relationship has been presented in figure number one below.



Source: *Adapted and modified from the Canadian International Development Agency model (1997).*

Figure 1.0: Conceptual frame work relating stakeholders' participation, corruption and project performance.

The frame work shows that project (NUSAF) performance (community empowerment) is determined by commitment of various stakeholders in the project that is, community participation in the assigned roles and responsibilities, Local Government participation and Civil Society Organizations' participation. Corruption was also conceptualized as one of the factors affecting the performance of NUSAF and corruption were in the form of grand and petty corruption. The researcher conceptualizes that increased community participation; civil society participation and Local Government participation are likely to improve project performance by way of enhanced level of empowerment on the part of beneficiary communities. It is further conceptualized that corruption will affect the performance of NUSAF projects in empowering the poor.

1.8. Significance of the study

The study will benefit Local Governments, civil society organizations (CSOs), the private sector and other development agencies in preparing guidelines to stimulate effective service delivery through collaborative actions. The research will expose the weaknesses of major stakeholders in the project implementation enabling them to understand each other's constraints to project success and find ways of improving on the project performance especially in the second phase of NUSAF. This study findings and recommendations will be very useful to the governments and other stakeholders implementing projects aimed at improving service delivery and livelihood of people (community empowerment) in areas affected by wars and other forms of disaster. Lastly, the study findings will provide literature for researchers and other scholars interested in the concept of stakeholders participation, corruption and performance of projects thus enabling them to derive best practices and lessons from the study.

1.9. Justification of the study

Despite the recent increase in attention from both practitioners and academics on project critical success factors, one project critical success factor that has received attention recently from both practitioners and academics, but which is as yet under researched, is that of project stakeholders participation and performance of projects (Bryde, 2008). This has therefore created a very large information gap in this area so the study will reduce on the existing gap, by adding more knowledge to the few available ones.

1.10. Scope of the study

The study was conducted on rehabilitation projects in Northern Uganda with a case study of NUSAF- Lira district. The time scope focused mainly from the year 2003 up to 31/3/2009 because complains about the poor performance of the project started immediately after its implementation in 2003 to 2008. The content scope covered stakeholders' participation (community, Local Government and civil society organization) and corruption as independent variables then level of community empowerment as a dependent variable.

1.11. Definitions of terms and concepts

Stakeholders are the end-users or clients, the people from whom requirements will be drawn, the people who influence the design and, ultimately, the people who reap the benefits of your completed project (Webstar New World College Dictionary).

Participation is the process through which stakeholders' influence and share control over development initiatives and the decisions and resources which affect them (World Bank, 1996).

Performance is defined as a progress towards, and the achievement of, targeted development

results (UNDP, 2002).

A project is defined as a temporary endeavor undertaken to create a unique product or service (Project Management Institute, 1996).

Empowerment is described as the process of increasing the capacity of individuals or groups to make choices and to transform those choices into desired actions and outcomes (World Bank, 2002).

A community is a group of people with face to face contact, with a sense of belonging together and common interest and values (Sheng, 1990).

Conceptual framework: A representation either graphically or in a narrative form of the main concepts or variables, and their presumed relationship with each other.

Internally displaced persons (IDPs) are "persons or group of persons who have been forced or obliged to flee or leave their homes or places of habitual residence, in particular as a result of or in order to avoid the effects of armed conflicts, situations or generalized violence, violations of human rights or natural or human made disasters, and who have not crossed an internationally recognized state border" (Guiding Principles on Internal Displacement, Introduction, paragraph two, 2005).

CHAPTER TWO

LITERATURE REVIEW

2.0. Introduction

This chapter deals with the review of related literature to the study. It looked at what other studies have covered in relation to this study. The literature review was guided by the following sub-topics; conceptual review (stakeholder participation concept), community participation and performance of projects, Local Government participation and performance of projects and the civil society participation and performance of projects and finally, corruption and performance of projects. While carrying out literature review, the researcher made thorough observations, learnt from the literature and identified gaps in the reviewed literature to be filled in.

2.1. General Review of Literature

2.1.1 Stakeholder participation concept

Stakeholder participation is a process whereby stakeholders - those with rights (and therefore responsibilities) and/or interests - play an active role in decision-making and in the consequent activities which affect them. Hannah, (2008) argues that the ultimate objective of enhancing major groups' and Stakeholders' involvement in implementation should be to increase and improve the effectiveness of that implementation. Participation contributes to the chances of aid being effective and sustainable because: It is more effective in that, in drawing on a wide range of interested parties, the prospects for appropriate project design and commitment to

achieving objectives is likely to be maximized (ODA, 1995). According to Hannah, (2008), 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 a wider audience. As cited by Fitzgerald, (2009), failure of a project is strongly related to stakeholders' perceptions of project value and their relationship with the project team (Jiang & Klein, 1999). The purpose of aid is to enhance the economic and social development and well-being of recipients. This means fully taking into account recipients' views on objectives and how they are to be achieved (ODA, 1995). It is a question both of principle and practice. The principle is that people should be fully involved in issues concerning themselves and the society in which they live and effectiveness and sustainability depend practically, in part, on the commitment of interested parties (stakeholders). Thus participation is a central element in achieving aid objectives (ODA, 1995). It is more sustainable because people are more likely to be committed to carrying on the activity after aid stops, and given that participation itself helps develop skills and confidence (ODA, 1995).

Active stakeholder participation fosters a consensus on appropriate and effective strategies for building and widening the support base for the performance of partnerships. The enhanced partnerships among stakeholders has the potential for the provision of a cost effective way of obtaining good or better quality knowledge in an increasingly resource constrained environment (ODA, 1995). According to the ODA, (1995), evaluation findings from the institutional strengthening and NGO syntheses show that the most successful projects proved to be those where the project objectives corresponded to the priorities of partner institutions and beneficiaries (stakeholders), and where the local institutions and beneficiaries were regularly involved in decision-making at all stages of the project cycle. Enhancing stakeholder

participation is an integral part of the Project Cycle Management approach and it strengthens local ownership of aid activities especially at community level projects (ODA, 1995). It also encourages and helps institutions become more participatory and responsive to other stakeholders, particularly their clients.

The impact of stakeholders' behavior and policy on a project is complex as their interests in the project, positive or negative, define their policy and subsequent behavior towards the project with respective impact on its successful completion. Project management must assess the influence of all direct stakeholders before or during the project initiation stage in order to develop appropriate response strategy plans and influence strategies to avoid, transfer or mitigate negative risk and enhance opportunity (ODA, 1995). Roumboutsos & Latinas, (2003) while quoting Bourne & Walker, (2005) said *"project managers require keen analytical and intuitive skills to identify stakeholders and work with them to understand their expectations and influence upon project success. This facilitates managing a process that maximises stakeholder positive input and minimises any potential detrimental impact".* For stakeholder management to be efficient, the project manager should try to understand the stakeholders' expectations. This is necessary to know how the stakeholders can be influenced so that they support and contribute to the project (Roumboutsos & Litinas, 2003). Managing stakeholders is very important for projects to succeed because certain stakeholders control resources and information that impact on the achievement of the project objectives (Khang & Moe, (2008) citing (Karlsen, 2002; Preble, 2005). It is important for the project manager to understand each stakeholder's expectations of the project up front, as the fulfillment of these expectations will ultimately decide whether the project is a success or not (Khang & Moe, 2008). This is due to the fact that each stakeholder has different perspectives as to what constitutes project success because each stakeholder has

different interests in the project (Karlsen, 2002) as cited by Khang & Moe, (2008).

It's however not clear whether all the requirements and recommendations for efficient and effective stakeholder's participation reviewed in the literature above are occurring in NUSAF thus calling for the need to carry out investigations so as to expose the areas of weaknesses, there by paving the way to address them for the betterment of the project.

2.2. COMMUNITY PARTICIPATION AND PERFORMANCE OF PROJECTS

Participation is taken to be a process in which grassroots communities share the planning and implementation of programmes together with local government officials. Both groups work as partners who are committed to a single goal of improving the livelihood of grassroots communities to the satisfaction of both local governments and the communities (Opolot, 2003). As cited by Rooyen, (2007), Van der Wald & Knipe, (1998:143) quoted Paul, (1987:2) in defining community participation as "an active process in which the clients, or those who will benefit, influence the direction and implementation of development project aimed at improving the welfare of people in terms of income, personal growth, independence and other values regarded as valuable". The aim of community participation (CP) is to ensure that attention is focused on increasing benefits to the local people and reducing the negative consequences of the one sided approach to planning and implementation of local projects/programmes (Opolot, 2003).

Wisner & Adams, (2003), argue that participatory approaches have been widely tested in the fields of water, sanitation and hygiene, and found to produce wide-ranging benefits. They asserted that the main principles of carrying out CP 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 argued 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; visualising a different future; analysing constraints to change; planning for change; and implementing change.

The success of participatory action according to Wisner & Adams, (2003), depends on a continuous dialogue, where provisional goals are set and tested, subsequent action is based on analysis, research, and education, and experience is fed back into the process. Roper, L, et al, (2006), argue that targeted small grants and community-based interventions can have a significant impact even within vast humanitarian response operations and according to them, such initiatives have the potential to reach the most needy; be driven by what communities need rather than what large organizations are geared up to deliver; be more sensitive to the range of issues that emerge in the aftermath of disasters; and build on existing social capital to sustain relief and recovery efforts over the long term. CP is also aimed at involving all stakeholders and building consensus about projects under government direction and setting mechanisms that reflect the needs of the people (Opolot, 2003). Opolot, (2003) while citing Kapirir, (1995) argued that participation for development is where both the communities and outsiders analyse the situation and come up with solutions to the problem. Kapirir, (1995) further explained the composition of community to include men, women, children, the educated, un educated, the elderly, and the young natives and immigrants living in the area.

The policy of community participation necessitates a process of comprehensive

engagement with communities and where divergent opinions, needs and expectations exist, some form of negotiation should always be entered in to (Rooyen, 2007). Swanepoel & De Beer, (1996:16) as cited by Rooyen, (2007) mention that there are three causes of conflict while managing community development projects: clashing interests; clashing personalities; and misunderstanding. According to Rooyen, (2003), each of these should be managed through negotiation process and by focusing on the causes of conflict. Spoelstra & Pienaar, (1996:12) as cited by Rooyen, (2007) continue to classify the types of negotiation, two of which are important: firstly, co-operative negotiation (where winning or loosing is irrelevant and where conflicting views are discussed and converted into co-operation) and secondly, continuous negotiation which is a process which involves entering in to an on-going relationship between the parties. The relationship is maintained through out the negotiations and in to the future. Rooyen, (2007) citing, Spoelstra & Pienaar, (1996:3), emphasise the nature of negotiation as being that of a process and not an event. In addition, it is important in this regard to note that negotiation involves an element of information exchange (Rooyen, 2007).

As cited by Rooyen, (2007), it is necessary to institutionalize a process where communities as stakeholders in their own development are informed and made aware- even educated (Van der Wald & Knipe, 1998:143 & Coetzee, et al, (2001:473)-on the basis of what developmental government could afford for them. Community Participation helps to obtain information about local conditions, interests, needs and attitudes of local people so that they are considered in project implementation (Opolot, 2003).

In a participatory approach (community participation), stakeholders are identified, mobilized and supported, and participation structures are put in place (Community participation & mobilisation handbook, September 2003). It is however not clear whether all the above were

done properly in the NUSAF project as it was characterised by blames among the project stakeholders for lack of commitment to the assigned roles and responsibilities thus making this study necessary. It is argued that enhanced participation evokes a sense of belonging and commitment, which is necessary for sustainability of projects (UNDP, 1997). This is so because when people set their own goals, develop their own approaches and make their own decisions, human energy and local problem solving skills are unlocked and self-sustaining development occur (UNDP, 1997). 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 (M&E) of projects (Katarikawe citing Tsenoli, 1995).

ACORD, (2003) noted that interests of stakeholders need to be delved into to sustain the triumph of a project. Participation in M&E is a medium through which the beneficiary is empowered to understand and manage the dynamics of M&E that fulfils their desires. Aubel, (1999) and UNDP, (1997) listed merits of stakeholder participation in M&E planning and implementation, including; ensuring that findings are relevant to conditions; gives stakeholders a sense of ownership thus promoting their use to improve decision making; increases local level capacity which in turn contributes to self-reliance in implementation; increases understanding of stakeholders of their own strategy and processes; what works, does not work and why; contributes to improved communication and collaboration between actors who are working at different levels of implementation; strengthens accountability; and promotes efficient allocation of resources. All these contribute to community empowerment.

It is observed that the objectives of community participation in service delivery provides infrastructure relevant to the poor peoples' needs and priorities, ensuring that the infrastructure

meets the needs of women and other marginalized groups, improving the maintenance of infrastructure and services and increasing peoples' ownership of programmes and projects (Plummer, 1999). This study agrees with Plummer's observation in that when the local people (local community) are sensitized and mobilized, to participate in problem identification, planning, decision making, resource mobilisation and allocation, the implementation of projects/programmes are simplified. This is because people will understand the importance of the project to them hence creating the sense of ownership and responsibility of the projects in addition to building great confidence and a strong bond among stakeholders, especially when people are successful from their contribution. Participatory approaches enables accountability by stakeholders for their actions since each stakeholder group shall have had greater knowledge of what was intended, done, not done and reasons why (katarikawe, 2006).

It is argued that participation of the poor in programmes designed for their benefit will secure reforms that support a pro-poor development strategy, an effective and sustainable implementation of poverty eradication projects/programmes (Webster, 2000) as cited by Katarikawe, 2006). Davidson, et al, (2006), argue that although the idea of community participation is extensively discussed in theory, it is not clearly reflected in the realities of reconstruction practice. According to them, beneficiaries can participate in post-disaster reconstruction projects in many ways but not all types of participation ensure the best use of their capabilities. They used the "systems approach" to explain the continuum of possibilities for participation; at one extreme, users are involved in the projects only as the labour force, while at the other, they play an active role in decision-making and project management. The authors use four case studies of post-disaster housing reconstruction projects (one each in Colombia and in El Salvador, and two in Turkey) to illustrate this continuum. A comparative analysis of the

organisational designs of these projects highlights the different ways in which users can be and were involved. The authors divide these into empowerment, informing and consultation. The paper argues that the participation of users in up-front decision-making (within the project design and planning phases, including the capacity to make meaningful choices among a series of options offered to them), i.e. “empowerment”, leads to positive results in terms of building process and outcomes. However, according to (Davidson, et al, 2006), this level of participation is rarely obtained and the capabilities of the users are often significantly wasted.

The World Bank used lessons learned on Community Participation in Post-Disaster Reconstruction by discussing the Maharashtra Emergency Earthquake Rehabilitation Program (MEERP) which was set up in response to the 1993 Maharashtra earthquake. The programme institutionalised community participation and ensured that beneficiaries were formally consulted at all stages of implementation. The programme envisaged that every village created a village-level committee headed by the *Sarpanch* (head of village council), and that membership on the committee included women and disadvantaged groups. Consultative committees were also proposed at the level of the *taluka* (an administrative unit that includes several villages) and the district. As the MEERP progressed and results materialised, community participation in the rehabilitation received greater acceptance. While project management unit officials were initially skeptical of the community participation process, they later came to recognise it as an effective tool for dealing with difficulties that arose during implementation. Participation also had a positive psychological effect on communities and helped them to overcome their trauma. Recognising the psychological importance of the reconstruction program the government began reconstruction in small villages even before the rehabilitation programme began, appealing to donors, corporate bodies, NGOs, and religious organisations to "adopt" villages for

reconstruction. Some of these organisations also worked on social issues, such as schooling for children and campaigns against alcohol consumption. Over time the participatory process opened up informal channels of communication between the communities and the government, helping to narrow the gap between the two. Beneficiaries became conscious of their entitlements and worked hard within the process to secure them. Individuals who felt their grievances were not addressed appropriately at the village and *taluka* level could approach the district authorities and the government in Mumbai.

The problems of participation in sub-Saharan Africa like elsewhere in the world are caused by lack of information, inadequate management capabilities of communities (grass root population), insufficient organizational and institutional framework and conflict of interest among others (Rooyen, 2007 citing Atwood, 1993). Beckenstein, et al. (1996:3) as cited by Rooyen, (2007), argue that community participation /consultation in developmental projects may merely be an element of bureaucratic structure that may impede decision-making. Van der Wald & Knipe, (1994:144) however view community participation as a very involved process and specifically mention the problem-solving nature thereof.

This study is therefore undertaken to find out the truth since it's not clear whether the problems of community participation mentioned in the above reviewed literature are occurring in NUSAF or not and if found to be the case with NUSAF, then the researcher will identify the critical factors affecting community participation in the implementation of the project all of which can only be known by carrying out this investigation (research).

2.3. CIVIL SOCIETY PARTICIPATION AND PERFORMANCE OF ROJECTS

Internationally, the definition of civil society has been provided by several authors (Cohen & Arato, 1992). According to the participants hand book prepared by Uganda's ministry of Local Government, (2003) on Civil Society Organisations (CSOs) and Public Private Parternerships (PPP), civil society organizations are defined as co-ordinated groups of people identified by common interest or purpose that are neither business enterprises nor the public sector or government. They include: NGO's, community based organisations (CBO'S), religious organisations, pressure groups, cooperative societies and unions among others. Civil society organisations in this context refer to all non-state actors. It includes churches, community based organizations, people's organisations, non government organisations, labour unions, clubs and groups of people who come together to pursue an interest/agenda, in most cases for the common good.

The legal basis for the operation of the Civil Society Organizations has been clearly recognised in various international instruments, practices, standards and initiatives (Belliethathan, et al. 2008). The Universal Declaration of Human Rights, the International Convention on Civil and Political Rights and the International Economic, Social and Cultural Rights all express the right to form independent associations, and the rights of citizens to organize around certain interests (Zewde, 2006). At global level the civil society enjoys a high level of public trust and a recent survey indicated that NGOs are the institutions most trusted by average citizens after their country's armed forces from amongst 17 institutions which were considered for analysis (Naidoo, 2003).

Civil Society Organisations participation in government projects/programmes in Uganda increased after the introduction of privatisation and later on Public Private Partnership (PPP).

According to the Participant's hand book for higher local governments on civil society organisations & public private partnerships (September, 2003), privatisation seeks the involvement of the "private sector" in service delivery. This means delivery of certain services is left to the private market and local governments are no longer responsible for the delivery or financing of such privatized services. Public private partnerships according to the same hand book are arrangements between the government and private sector for the purpose of providing public infrastructure, community facilities and services in general. The tri-sector partnerships include the private and public sector as well as the civil society organisations. They can also be looked at as a contractual agreement between a public agency-local government and a profit or non profit organization (CSO). In the former case, the CSOs are still direct partners because they monitor on behalf of the public to ensure that peoples' interest are taken care of. The agreement enables them to share their assets, to deliver services or facilities, share risks as well as rewards and in order for partnerships to succeed, it must be a real relationship with shared burdens and shared rewards for all the partners involved. There must be incentives for the non-state actors and red tape must be controlled because it affects partnerships negatively (Participant's hand book for higher local governments on civil society organisations & public private partnerships, September, 2003).

While the private sector can be involved in any type of partnerships with the local governments, CSOS can not get involved in the production of goods or their supply but can be very useful in service provision. The partnerships between local governments and CSOs are intended to put communities at the centre of their own development and the activities of CSOs may range from service delivery engagement, to broader advocacy. Partnering gives CSOs an opportunity to ensure that community participation happens and that, communities are

empowered. CSOs can use the empowerment approach of advocacy and lobbying by providing information to the communities as "information is power". The communities can then use the acquired information to question and seek answers from the state officials, media, service providers and so on thus enabling the preparation of the ground for a more conscious and broad-based involvement of people in influencing attitudes and government policies. PPPs can not succeed without the support of end user of the service or the agreement between those who will ultimately deliver the service (CSOs inclusive) (Participant's hand book for higher local governments on civil society organisations & public private partnerships, September, 2003).

The role of CSOs is therefore critical whether they are directly involved in the provision of service or observers in a partnership between the private and public sector. CSOs can do this by carrying out activities like: information gathering; monitoring and evaluation of partnerships; community consultation and facilitation of dialogue; coordination of community groups; provision of training and capacity building initiatives; service provision; lobbying of partners and ensuring accountability to communities among others (Participant's hand book for higher local governments on civil society organisations & public private partnerships, September, 2003). The United Nations Organization, (2001), says that civil society participation infuses policy making with greater legitimacy and helps to compensate for failures of government to provide basic infrastructure and services.

Edward, (1997:17) cited Fox, (1990) who indicated that NGOs have been criticized for not allowing local authorities participation in the design, and monitoring of projects yet community participation and capacity building promotes service delivery. On the other hand when there is lack of consultation between emergency programmes (mostly implemented by NGOs) in the field and beneficiary population, set backs or even blockages are often caused

(Caxton, 2003). Lack of active participation due to conflicts among the concerned population groups (local government, CSOs and community) makes the preparation of development initiatives especially in redesigning and rebuilding destroyed education and health systems (rehabilitation projects) difficult to develop (Caxton, 2003).

It is more evident that an imbalanced representation of civil society by NGOs in many international institutions is prevalent, especially from the developing countries. This is stemming from the fact that representation of NGOs varies according to the resources at their disposal (Oberthur, et al. 2002) and according to Belliethathan, et al. (2008), NGOs are constrained with the lack of secure access to resources which includes both funds and physical assets on one hand and competent human capital on the other. Organisational and intellectual capitals are also in short supply. (Rahmato, 2002) as cited by Belliethathan, et al. (2008). This problem is further worsened by few options for fund-raising that exist for Northern NGOs which are not available to their implementation counterparts (CSOs) as most of Civil Society Organisations are dependent on international donor agencies for financial and other assistance (Silkin, et al. 2005). There are also very limited opportunities for CSOs to access public funds (Silkin, et al. 2005) as cited by (Belliethathan, et al. 2008). The limitation in resources that are flowing into the civil society may have influence on their performance and thereby their level of participation in local, national and international projects. (Belliethathan, et al. 2008). Also, the geographical distribution of the amount of money that is flowing towards related works and the donor influence on CSOs participation in projects can have an effect on their participation (Belliethathan, et al. 2008). Lack of coordination amongst CSOs at the national level and internal divisions that at times preclude cohesion around important development issues also affect the participation of CSOs in projects/programs (Belliethathan, et al. 2008).

It is not clear whether the CSOs involved in the implementation of NUSAF in Lira district were committed to their roles and responsibilities. This study will assess the contribution of CSOs and other stakeholders to the performance of NUSAF projects so as to expose the areas of weaknesses there by paving the way to address them and ultimately help in the success of the second phase of NUSAF project.

2.4. LOCAL GOVERNMENT PARTICIPATION AND PERFORMANCE OF PROJECTS.

Decentralization in Uganda aims at among other things, empowering the local population to make decision on matters that affect their lives in areas where they live in order to promote democratization, participation, accountability, efficiency and effectiveness. It's a good mechanism used to encourage citizens to participate in development planning and implementation of development programmes. Article 176(2) (b) of the Uganda constitution establishes the principle of peoples' participation in decision making and democratic control in decision making. Very many projects and programmes have been initiated by the government of Uganda that make community participation mandatory thus operationalising the above stated article of the constitution.

Some of the programmes and projects include; the Local Government Development Programme (LGDP), Participatory Development Management Programme (PDM) and the District Development Project (DDP) among others. The Participatory Development Programme is government's deliberate effort to build mutual trust and therefore willingness of the local authorities to respect and respond to decisions taken and needs identified through citizen's participatory processes. It is guided by principles of knowledge and awareness of the government

policies and priorities by the citizenry, self reliance, openness, inclusiveness, transparency and both upward and downward accountability. The Programme is designed to strengthen Local Government institutions to deepen decentralization to the grassroots (local communities) and assisting government to implement the legal provisions intended to empower the local population to effectively participate in planning and management of development programmes.

The activities under the PDM programme revolve around supporting local governments to involve civil society in decision making and development management. Specific activities include: Training of Lower Local Government (LLG) technical staff as trainers and facilitators of village/cell level community facilitators; facilitating the selection by the communities themselves and training of village/cell community facilitators; supporting implementation of community projects generated through participatory processes; training technical staff in techniques of integrating community plans into parish/ward and higher level local government development plans and documentation of PDM practices to enable accelerated learning and sharing experiences widely. The PDM program according to Joseph, (2007) registered success in simplifying the planning process in LLGs thereby contributing to upper level local planning processes and making the implementation of other community focused programmes easy among other achievements.

The PDM processes however had a lot of challenges that hindered the achievement of its objectives. The challenges according to Joseph, (2007) revolve around human attitudinal change, logistical constraints and inappropriate institutional systems at the grassroots level. He pointed out the problem of gradual attitudinal change as the local government technical staff tends to have a negative attitude on the capability, knowledge and expertise of the public, the community organizations and even NGOs that operate at the grassroots. They tend to believe that grassroots

community does not have the required technical know how and other intellectual capacities to produce realistic and technical plans. They therefore do not see value added from engaging community participation (Joseph, 2007). This attitudinal problem according to Joseph, (2007) is also on the part of the community as they lack trust for the local government officials whom they label to be inefficient and merely exploitive. Some communities are fatigued of further participation because of past experiences of getting no feedback from their participation (CP) Joseph, (2007). It is however not clear whether the blames and conflicts occurring in NUSAF are as a result of these problems. This therefore justifies the need to carry out this study.

In India, studies on citizen administration relations have revealed that general mistrust and lack of faith in administration is due to corruption, and citizens' ignorance about procedures and formal rules, discrimination and general tendency of officials to avoid the poor (Opolot, 2003). Other constraints include; inappropriate/unsupportive systems at the community level, resource constraints (both human and financial for citizens' participation are inadequate) and logistical constraints (Joseph, 2007). He further argued that whereas provision of extension services to the community are a mandatory responsibility of Lower Local Government technical staff, the logistics to enable them reach the community on a regular basis are inadequate. This explains the resort to the one time consultative meeting with the community (Joseph, 2007).

The literature above identifies the problems faced in the implementation of community development programmes in Uganda, through Local Government and civil society organisations. It's however not known whether all the problems faced in NUSAF implementation are the same as those experienced in the implementation of PDM program thus creating a knowledge gap which could be filled by this study.

2.5. CORRUPTION AND PERFORMANCE OF PROJECTS.

Corruption is a conduct or practice by a public official or private individual done in flagrant violation of the existing rules and procedures for the realisation of personal or group gains (Ruzindana, 1989). According to Ruzindana, corruption could be any practice or act or omission, by public official that is a deviation from the norm and that can not be openly acknowledged but must be hidden from the public eye. A corrupt official is defined in Uganda's Prevention of Corruption Act 1997 as any person who shall by him self or in conjunction with any other person, corruptly solicit or receive or agree to receive for him self or for any other person or corruptly give, promise or offer to any person whether for the benefit of that person or of another person, any gratification as an inducement to or reward for or otherwise on account of any member, officer or servant of a public body doing or forbearing to any thing in respect of any matter or transaction whatsoever actual or proposed in which the said public body is concerned, shall be guilty of an offence.

Corruption according to Lengseth & Rick, (1996) can be categorized as petty and grand corruption. They continued by saying that grand corruption is practiced by officials holding leading positions in organisations whereas petty corruption is by low level employees. Lengseth, (1996) argued that grand corruption unlike petty corruption is practiced out of greed rather than need. Corruption can however be further categorized "according to rule" and "against the rule". In the former, a public official receives private gain illegally for doing something which he/she should do ordinarily by the law whereas in the latter, the public official is corrupted to do what he or she is prohibited to do by law (Lengseth & Rick, 1996). The forms of corruption according to Ruzindana, (1998) include bribery, purchase and sale of air, payoffs, un official kickbacks and embezzlement. Other forms include; abuse of office, fraud, paying for goods and services not

delivered, paying salaries to non existent workers, destruction of office records to destroy evidence, bribery and extortion, nepotism, over or under invoicing, demanding for commissions on work done, misappropriation of public funds/assets, false import and export declaration, and absenteeism from work without proper justification among others (Adrian, 2007).

Corruption leads to the reduction in quality of goods and services (Kahkonen, et al, 1997) in addition to forcing people to moon light and be absent continuously from work thus causing a severe decline in the quality of government services and the degree of self help follow (Adrian citing Kpundeh, 1999). Quality service delivery according to Ruzindana, (1989) and Boyne, (2002), entails; availability, attitude of service deliverers, accessibility (number and attitude), moral and efficiency of providers (reporting time and attitude to users), quantity of outputs, equity (fairness), outcomes and consumer satisfaction. Tumwesigye, (2004) argue that corruption leads to making wrong choices when selecting on projects to be undertaken. His argument however creates a gap in the literature in that it does not explain how making wrong choices of projects could affect the performance of projects.

In India, studies on citizen administration relations have revealed that general mistrust and lack of faith in administration is due to corruption, and citizens' ignorance about procedures and formal rules, discrimination and general tendency of officials to avoid the poor (Opolot, 2003). Kahkonen, et al. (1997) advanced that the impact of corruption affects all as it results in to selective and poor public service delivery. According to them, corruption leads to reduction in the quality of service/products, unnecessary delays in service provision and additional administrative delays in order to attract more bribes and Ruzindana et al. (1998) further observed that corruption leads to economic waste and inefficiency because of its effects on resource allocation. It's however argued that although corruption reduces growth by decreasing tax

revenue and lowering the quality of service and infrastructure (Tanzi, 1998), it also motivates employees allowed to extort bribes and might help entrepreneurs get around bureaucratic impediments (Mauro, 1998).

From the reviewed literature, conclusion can be drawn that corruption affects service delivery thus impacting negatively on project performance. It is against this background that this study will investigate whether corruption has had any negative effect on NUSAF project performance.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter focused on methods used in the study and it covered research design, the study population specifying the elements from which samples for the study were selected, sample size and selection procedure. It also covered data collection methods, research instruments used, reliability and validity tests for the instruments, data collection procedure, data analysis and presentation and lastly, measurement of variables

3.1. Research Design

A cross sectional survey design was used in this study and the justification for its use is that it allows detailed and deeper examination of the subject. It is a method of study in depth rather than breadth as recommended by Kothari, (1990). Cross-sectional survey was the most suitable design for this study since the study was conducted across the selected sample over a short period of time. It was used to gather data from a sample of a population at a particular time. A triangulation approach was used to capture data for the study and the justification for the use of triangulation approach is that one single approach can not serve all the purposes of all types of research problems (Kothari, 2004 p. 33).

3.2. Study Population

The study population consisted of beneficiaries (communities), community project leaders, district technical planning committee (district NUSAF technical officer, CAO and heads of departments) and NUSAF district executive committee (all representing local government) and selected CSOs that provided services in the implementation of NUSAF project. The study covered six sub-counties selected purposively covering all the counties in Lira district. The study had a target population of 225 and the sample size of 147 respondents selected using various methods. The sampled population was used to get information required for the study and it provided a basis for generalisation of the target population. According to Amin, (2005), the ultimate aim in most statistical investigations is to be able to generalise the results of the data from the sample to the entire population from which the sample data was drawn. The sample size selection method for community members (NUSAF beneficiaries) has been done using Krejcie and Morgan table (1970).

Table 1.0 Sample size selection and selection techniques

Category	**Population**	**Sample size**	**Sampling strategy**
Community	210	132	Simple random sampling
CSOs	5	5	Purposive sampling
Local government	6	6	Purposive sampling
Community project leaders	4	4	Purposive sampling
Total	**225**	**147**	

3.4. Sampling techniques and procedure

The researcher used purposive sampling and simple random sampling to determine the samples. NUSAF community members were selected using simple random sampling technique from six sub-counties out of twelve sub-counties in Lira district and they included; Baar, Lira, Adekokwok, central division, Aloi and Adwari sub-county. Twenty two respondents (NUSAF community members) were selected from each Sub-county for the interview using simple random sampling method. Lists containing project beneficiaries' group names and beneficiaries' names were obtained from NUSAF district office to facilitate this sampling method. Local government, CSOs and community project leaders were selected purposively as summarized in the table one above.

3.5.0. Data collection methods

The study utilised both quantitative and qualitative methods of data collection. Qualitative methods used include the interviews (structured) and observation while the quantitative method was carried out with the use of questionnaires. However, all these methods were used either one at a time, or concurrently for example the use of interview while carrying out observation of conditions in existence at the same time and making a follow up of the responses given in the questionnaires using an interview method later on.

3.5.1. Interviewing

Interviewing as a method was used and this helped in the collection of the respondent's (Local Government officials, CSO officials, and NUSAF community project leaders) opinion about the study variables. Interviewing not only permitted the researcher to follow up leads but

helped in obtaining more data and greater clarity. NUSAF community members were interviewed by the research team and in carrying out this, statements in the questionnaires were read to them and they provided appropriate responses (researcher administered questionnaires). Interviewing also made it possible to get information from some of the respondents who could not read and write. The use of this method enabled the participation of respondents especially those with the fear of handling complex documents or long questionnaires. Interview guide was used on CSOs, local government and NUSAF project community leaders to obtain more data and greater clarity.

3.5.2. Questioning

Data from NUSAF community members were collected using questionnaires and the questionnaires were administered by the research team (researcher administered). Questioning method helped in the generation of constructive data and enabled the coverage of large samples in addition to making the results more dependable and reliable. The questioning method used offered greater assurance of anonymity and enabled the respondents to give sensitive information without fear as their identity was not needed.

3.5.3. Observation

Non participant observation was used in this study as it enables the researcher to control the research by avoiding biases and prejudices of respondents (Enon, 2002). Observation was done on condition of NUSAF constructed structures like roads, health centers, class room blocks, boreholes, conditions of beneficiaries' shelter and reaction to sensitive issues like corruption and project implementation challenges among others. Data was collected using observation method

as it‘s the most commonly used method especially in studies related to behavioral sciences (Kothari, 1990). In carrying out this, the researcher used an observation tool (observation checklists). See appendix three

3.5.4. Documentary review

Secondary data were collected from the internet, newspapers, NUSAF operational manuals, NUMU reports, reports compiled by project officers, journals, and evaluation reports on NUSAF first phase performance among others. Documentary review helped in finding out information available on community participation, local government participation, civil society participation and corruption in relation to the performance of projects/programs. This enabled the identification of their strengths, weaknesses and gaps in participation on project success. This helped the researcher in the validation of the primary data that were collected from the field.

3.6. Data collection instruments

The data collection instruments used included structured questionnaires, interview guide, observation check list and documentary review checklist.

3.6.1 Structured questionnaires

The researcher used closed ended structured questionnaire for community members. The use of questionnaires enabled the collection of data from a large number of respondents and they gave sensitive information without fear as their identity was not needed on the questionnaire. This supports (Amin, 2005 p. 270)’s contention that questionnaires offer greater assurance of

anonymity thus enabling the respondents to give sensitive information without fear. Rensis Likert's scale statement having five category response continuums of 1-5 was used where, 1 means 'strongly disagree', 2 means 'disagree', 3 means 'neither agree nor disagree', 4 means 'agree' and 5 means 'strongly agree' with assertion. This was designed to establish the extent to which respondents were in agreement with the statements and it was used to measure the variables under study. In using this, each respondent selected the response most suitable to him/her in describing each statement and the response categories were weighed from 1-5 and averaged for all items.

3.6.2 Interview guide

Interview guide was used for selected NUSAF community project leaders (key informants); district technical planning committee (district NUSAF technical officer, CAO and heads of departments) and NUSAF district executive committee (all representing local government) and selected CSOs. The use of interview guide helped the researcher to generate more information with greater in-depth on the various questions asked. Interview guide use made it possible to get the required data to meet the study objectives in addition to the provision of rich information that would not be captured in the closed ended questionnaires.

3.6.3 Observation check list

Observation check list was used to help in the collection of information generated by observation. The check list had outline of phenomenon for observation and they included; condition of NUSAF constructed structures like roads, health centers, class room blocks, boreholes, conditions of beneficiaries' shelter and reaction to sensitive issues like corruption and

project implementation challenges among others. Observation checklist outlined detailed characteristics of defined variables that were observed during the data collection process. Each characteristic was checked off as was observed so, this kept the researcher attentive. To avoid collecting unreliable data, unobtrusive observation was carried out and this made respondents not to change their behaviors.

3.6.4 Documentary review checklist

Documentary review checklist containing a list of documents reviewed was used and this provided necessary data for the study. The documents reviewed were obtained from libraries, internet, project group leaders and news papers among others. These documents included minutes of meetings held by community group members, attendance lists for group meetings and project implementation reports among others. These documents helped in revealing the levels of stakeholder participation in NUSAF Project activities.

3.7.0. Ensuring quality

The research instruments were pre-tested to ensure reliability and validity. Reliability of an instrument reflects the extent to which it is error free by establishing its consistency while validity is ensuring that the researcher is measuring the variables she/he set out to measure not something else (Sekarani, 2003).

3.7.1. Reliability measures

Data collection instruments were subjected to test-retest reliability measure using the same sampled population of study by subjecting the same tool to same respondents at different times and shuffling the questions. Reliability analysis of the scales of the research instruments were carried out by performing the Cronbach's Alpha Tests. The results of these tests show that all constructs exceeded the cut-off of 0.7 meaning the scales were reliable and consistent. The questionnaire was pre- tested on 31 respondents and the results are presented in the table below:-

Table 2.0 showing reliability statistics for the different variables measured

Alpah	Variable	Number of items
0.726	Level of community participation	15
0.702	Level of empowerment	11
0.859	Level of local government participation	17
0.788	Level of civil society participation	15
0.765	Corruption	11

(Source: primary data)

3.7.2. Validity measures

Face validity and content validity of the questionnaires were ensured by pre-testing the research instruments and consultation of supervisors and other research professionals. A close inspection of the contents indicated that all variables were satisfactorily captured. Also, some of the questions had been used by credible researchers in similar researches, thus the empiricism that consistent results were realized. Pre-testing helped the researcher ensure that the instruments were in line with Crobach (1946) test of instruments meeting specific constructed meaning.

3.8. Procedure for data collection

Introductory meeting was held with Lira district NUSAF technical office and during the meeting, the researcher explained the need to carry out the study and the purpose of the study. A letter from Uganda Management Institute explaining the purpose of the study was presented by the researcher to provide further proof of the researcher's intention and this helped seek permission to carry out the study. The same thing was done to all other respondents in the sample. The lead researcher employed 5 assistants, familiar with action and social research methods. The assistants were oriented to method and rationale, and were 'armed' with essential kits, including a letter of introduction from Uganda Management Institute, questionnaire and varied documentation resources. The research assistants were positively motivated by the lead researcher and this ensured quality work. Appointments were made with selected respondents at sub-county offices, district offices and at agreed places convenient to the NUSAF community beneficiaries. Data collection lasted for 21 days and the response rate was 98.6% (145 out of 147 targeted respondents were contacted).

3.9. Data Analysis

Completed questionnaires were edited for completeness, accuracy, uniformity and comprehensiveness. The interview guide responses were revised, compiled, checked and coded noting the relationships between the given answers and asked questions.

Data were analyzed using Statistical Package for Social Scientists (SPSS) version 12.0 (for windows) computer programme because of its simple usability. Presentations of quantitative results have been made in descriptive formats such as tables, frequencies, mean and percentages backed with narrations and citations of qualitative data. This was done after a comprehensive

analysis of the statistics generated.

Data were analysed by way of frequency, tables and percentages to determine the relationships (Mugenda & Mugenda, 1999). Regression analysis analyzed the effect of stakeholders' participation and corruption on project performance (community empowerment). Regression analysis generated statistics for testing each hypothesis of the study and the statistics used for testing the hypotheses were got from standardized coefficient values (Beta) and significant levels of the regression results for all the independent variables against level of community empowerment. If the significance value of F statistic (the regression mean square divided by the residual mean square) for each independent variable is larger than say 0.05 then the independent variables do not explain the variation in the dependent variable. It's therefore considered insignificant in explaining the variation in the dependent variable. Predictors with significance value of F statistic within the acceptable range below 0.05 were accepted to be having significant effects on the project performance.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter presents, analyses and discusses the findings of the study. The chapter has been structured into four parts; Part I presents background information (sample characteristics and demographic statistics) about respondents reached; Part II presents the descriptive analysis of community participation on the performance of NUSAF projects; part III presents civil society participation views (descriptive analysis of civil society participation); part IV presents the Local government participation views; and part V presents the views of community members on corruption in NUSAF.

4.1 Rate of questionnaire return

Researcher administered questionnaire was used to get information from NUSAF community beneficiaries. Table 3 indicates the sample size, questionnaires administered, valid questionnaires, invalid questionnaires and response rate.

Table 3 showing the response rate

Sample size	132	Representing 100%
Questionnaires administered	132	Representing 100%
Valid questionnaires	130	Representing 98.5%
Invalid questionnaires	2	Representing 1.5%

Using Krejcie and Morgan table (1970), the sample size of 132 respondents was derived from the accessible population of 200 respondents. Out of 132 questionnaires administered to NUSAF community members, 130 of them were valid and only two questionnaires were invalid. The 130 valid questionnaires make the response rate to be 98.5% and according to Mugenda & Mugenda (1999), a response rate of fifty percent (50%) is considered satisfactory. Approximately 0.02% of questionnaires were invalid and this occurred due to difficulties in locating two of respondents that were also in the sample.

4.2. Part I. Sample characteristics and demographic statistics of NUSAF Community Beneficiaries.

Section A of the questionnaire administered to NUSAF community beneficiaries was intended to collect background information about each respondent and the information collected included gender (sex), age, marital status, level of education and lastly, occupation of the respondents. The researcher used descriptive statistics to present the information collected as shown below.

4.2.1 Sex (gender) of respondents

From the valid questionnaires, observation was made that out of the total respondents (130 respondents), 73 (56.2%) were male and 57 (43.8%) were female.

Table 4 Showing sex of respondents (N=130)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	73	56.2	56.2	56.2
	Female	57	43.8	43.8	100.0
	Total	130	100.0	100.0	

Based on the data in table 4 above, it is evident that there were more males than the females benefitting from NUSAF. This means that there was some gender balance though minimal in the composition of the various community groups, that benefited from NUSAF faze one.

4.2.2 Age of respondents.

The age bracket of respondents in the questionnaire were in eight categories and according to the analysis results, the majority of NUSAF community beneficiaries which is about 42 (32.3%) are between the age brackets of 50 years and above followed by the age category of 40-44 years with 21 (16.2%) then 45-49 category 17 (13.1%). This continued with respondents in the age category of 30-34 and 35-39 with each having 16 (12.3%), then followed by 25 -29 with 11 (8.5%), 20-24 age category with 6 (4.6%) and finally the age category of 15-19 which had only one person (0.8%). The data generated after analysis has been presented in table 5 below:-

Table 5 Showing age of respondents (N= 130)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	15-19	1	.8	.8	.8
	20-24	6	4.6	4.6	5.4
	25-29	11	8.5	8.5	13.8
	30-34	16	12.3	12.3	26.2
	35-39	16	12.3	12.3	38.5
	40-44	21	16.2	16.2	54.6
	45-49	17	13.1	13.1	67.7
	50>	42	32.3	32.3	100.0
	Total	130	100,0	100,0	

As shown in table 5, the respondents' classification by age indicates that the age category of 50 years and above is the most dominant in NUSAF.

4.2.3. Marital status of respondents

On the marital status of respondent, the findings established that 78.5% of NUSAF community beneficiaries are married, 12.3% are widowed, 6.9 % are single, 1.5% are divorced and 0.8% fall in the category of others (separated, eloped, etc). The data on marital status of respondents are presented in table 6 below:-

Table 6 Marital status of respondents (N=130)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	9	6.9	6.9	6.9
	Married	102	78.5	78.5	85.4
	Widow(er)	16	12.3	12.3	97.7
	Divorced	2	1.5	1.5	99.2
	Others(specify)	1	.8	.8	100.0
	Total	130	100.0	100.0	

This implies that the majority of NUSAF community members are married and this could be because of the age groups which the majority of people are in (the age category of fifty years and above).

4.2.4. Level of education attained by respondents

The study revealed that the majority of NUSAF community beneficiaries have attained very low level of education with 89 (68.5%) falling in the category of primary level and below. This was followed by those who have attained secondary educational level 31 (23.8%), then tertiary

education category having 9 (6.9%), and finally the university level category with only one respondent and thus contributing to 0.8%. The summary of frequencies and percentages of the respondents' level of education are presented in table 7 below:-

Table 7 Respondents' level of education (N=130)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary and below	89	68.5	68.5	68.5
	Secondary	31	23.8	23.8	92.3
	Tertiary	9	6.9	6.9	99.2
	University	1	.8	.8	100.0
	Total	130	100.0	100.0	

(Source: primary data)

Based on the data in table 7.0 above, it is evident that NUSAF is dominant by people who have attained very low level of education.

4.2.5. Occupation of respondents

The occupation of respondents in the questionnaire had five different categories namely; - student, Peasant farmer, trader, teacher, and finally the category of others. Analysis showed that the majority of NUSAF community beneficiaries are peasant farmers106 (81.5%) followed by traders and others with each accounting for 6.2%. The category of others includes sub- county security officers (GISO), pastors and area councilors. Other categories include teachers 5 (3.8%) and finally students who were three in number thus accounting for 2.3% of the sampled population. the data is represented in the table below.

T**able 8 Occupation of respondents (N=130)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Student	3	2.3	2.3	2.3
	Peasant farmer	106	81.5	81.5	83.8
	Trader	8	6.2	6.2	90.0
	Teacher	5	3.8	3.8	93.8
	Others(specify)	8	6.2	6.2	100.0
	Total	130	100.0	100.0	

The analysis results in the table above indicate that NUSAF project is dominated by peasant farmers.

4.3. Part II. Descriptive Analysis of participation, corruption and project performance

After the presentation of respondent's background information, descriptive analyses of participation, corruption and project performance were carried out. The analyses were carried out objective by objective beginning with community participation followed by civil society participation, Local Government participation, corruption and finally level of community empowerment.

4.3. 1 Community participation and project performance

The first objective for the study was to examine the effect of community participation on the performance of NUSAF projects in Lira district. The research question for this objective was "what is the effect of community participation on the performance of NUSAF?" The data to

answer this question and test the hypothesis were obtained from primary sources and reinforced by secondary data to help in the validation of primary data. Fifteen indicators were identified to find out the level of Community Participation in NUSAF projects as analyzed in the table below.

Table 9: Community participation views.

Variable	**Response** (%)					**Total (%)**
	Strongly disagreed	Disagreed	Undecided	Agreed	Strongly agreed	
1. Our group members participate highly in Project identification.	0.8	0	0	63.3	36.2	100
2. Our group members participate highly in project planning.	0	15.4	0	78.5	6.2	100
3. Our group members participate highly in project implementation.	0.8	70.0	1.5	26.9	0.8	100
4. Our group members participate highly in project monitoring & evaluation.	0	90.0	0.8	6.9	2.3	100
5. Our group members hold meetings for sub-projects after every month.	56.2	20.8	16.2	0	6.9	100
6. The level of our attendance to group meetings is very high.	16.2	72.3	2.3	6.9	2.3	100
7. The participation of our group members in attendance of planning meetings for sub-projects is high.	6.2	63.1	3.1	27.7	0	100
8. The contributions of our group members during meetings are very high.	0	66.2	2.3	29.2	2.3	100
9. Project leaders dominate group meetings as others are not allowed to contribute.	1.5	63.1	0	34.6	0.8	100
10. Agreed plans by our group members during meetings are put in to implementation.	0.8	0.8	24.6	68.5	5.4	100
11. Our participation in group meetings is very important for our project success.	0	0.8	0	4.6	94.6	100
12. The mobilization skills used by our group members when there is a meeting are very good.	0.8	0.8	1.5	79.2	17.7	100
13. Our group members contribute money for our project.	3.1	96.9	0	0	0	100
14. Our group members mobilize local materials for our project.	2.3	97.7	0	0	0	100

Table 9: Community participation views.						
Variable	**Response** (%)					**Total (%)**
	Strongly disagreed	Disagreed	Undecided	Agreed	Strongly agreed	
15. Our group members contribute labour for the maintenance of NUSAF community projects (boreholes, roads, etc).	1.5	98.5	0	0	0	100
Source: Primary data						

One of the questions asked on community participant was to seek the opinion of the respondents on the level of their participation in project identifications. It was necessary to get responses to this question because project identification is a very critical stage in the project cycle as it plays a great role in determining the level of beneficiaries' participation (low or high) in other subsequent stages of the project. This is so because if the priorities of the beneficiaries are not considered in project identification stage, their interests in participation are affected negatively. The responses to the above were summarized in the table 9 above and they can further be explained as follows:

From table 9 above, the majority of the beneficiaries represented by 99.5% agreed that they participated highly in the identification of their respective sub-projects and only 0.8% of the respondents disagreed that they don't participate highly in project identification. This means that the level of participation in project identification by community members was high. On level of community participation in project planning, 84.7% of respondents agreed that they participated highly and only 15.4% disagreed that they never participated highly in planning of their sub-projects. This statistics means that community participation was so high in project planning. Another question that was asked was to find out the level of community participation in project implementation and project monitoring and evaluation (M&E). Out of those interviewed, 70.8%

disagreed that they never participated highly in project implementation as a group and only 27.7% agreed that their participation was high. One point five percent of the respondents were undecided. On participation in M&E, findings indicate that 90.8 % of respondents disagreed that their participation in monitoring and evaluation was not high and only 9.2% agreed that their participation in M&E was high. This indicates that the majority of people do not participate in M&E. From the above figures, it can be seen that community participation was high in project identification and planning (99.5% and 84.7%) respectively but very low in project implementation and project M&E. Conclusions can therefore be made that community participation is high in project identification and planning but very poor in project implementation and project monitoring and evaluation as well.

Results from interviews indicate that monitoring and evaluation of projects by community members was poor because there were no M&E guidelines objectively specifying what to be monitored, indicators of performance, means of verification of performance, frequency of M&E and responsible persons to carry out each monitoring activity. This affected community participation in NUSAF project M&E negatively. A community member in Adwari Sub County said, *"We are not aware of monitoring and evaluation because we were not taught by the NUSAF district officials on our roles and responsibilities. We were not even given books to guide us and this makes us not to know what to monitor"*. This indicates how poor community participation in project monitoring and evaluation was. There was also lack of openness by community group members in giving information on the amount of money they have received from NUSAF and what they have procured. This made monitoring their project performance very difficult by CSOs and NUSAF technical officials. One of the local government official interviewed said *"Beneficiaries say that they don't know any thing about NUSAF thinking that*

they will not benefit from NUSAF any more if the M &E team gets to know that they benefited from the first phase of the project".

Only knowing the level of community participation in project identification, planning, implementation and M&E was not enough to determine their full participation in NUSAF project. Knowing how they participated and the frequency of their participation was very necessary as well as there might be a possibility of a community member attending a group project meeting without making even a single contribution. When the respondents' opinion was sought on the frequency of holding group meetings, 77% of the total respondents (130 respondents) disagreed that they don't hold meetings for their sub-projects monthly and only 6.9% agreed that they hold meetings after every month and 16.2% of respondents were undecided. According to the interview results, this was so because the majority of community groups had already collapsed and people were getting on with project activities on individual basis. On how they participated in the project meetings, the respondents were asked on the level of their attendance to group meetings and their contribution during group meetings. Eighty eight point five percent of respondents disagreed that the level of attendance of their respective members to group meetings were not high and only 9.2% of respondents agreed that their level of attendance of group meetings was very high. However, 2.3% of respondents neither agreed nor disagreed to this. When their opinion was sought on contribution of members during group meetings, 66.2% of respondents disagreed that the contribution of their group members during meetings were not very high and only 31.5% agreed that theirs were high. Two point three percent of respondents were undecided on their level of contribution during meetings. This means that the majority of NUSAF beneficiaries make contribution during group meetings.

The low level of community participation during meetings according to the interview results was attributed to the fact that beneficiaries were not trained to enable them not only understand but also make positive contributions to their sub- projects by raising out critical issues necessary for the success of their projects. High level of poverty also contributed to low level of participation during group meetings as the majority of the respondents were in the areas affected most by insecurity in addition to having low levels of education which make the majority of people fail to have other alternative sources of income. On domination of meetings by community group leaders, 64.4 % disagreed that leaders don't dominate meetings while 34.5 % agreed that community group leaders dominate meeting as others are not allowed to contribute. This implies that the majority of NUSAF sub project leaders do not dominate meetings as they allow other members to make contributions as well. On implementing agreed plans during meetings; findings indicated that 73.9 % of respondents agreed that plans agreed on during meetings are put in to implementation. However, only 1.6% of respondents disagreed that agreed plans during meetings are not put in to implementation and 24.6% of respondents were undecided. This shows that NUSAF beneficiaries were implementing plans agreed on during group meetings. On the importance of community participation in meetings for the success of group projects, 99.2% of respondents agreed that their participation in group meetings is very important for the success of their projects and only 0.8% disagreed. This means that the contribution of community members during group meetings is very important for the success of community projects.

On the mobilization skills used by group members when there is a meeting, 96.9% greed that the mobilization skills used by their group members are very good while 1.6% disagreed to this statement. One point five percent of respondents were however undecided. However results

from the interview conducted showed that although the mobilization skills used by community members are good, they are not being put in to practice as each and every one is concerned with doing their own things not as a group since the majority of groups got disintegrated immediately after the commissioning of their projects. On contribution of money for group projects, all the respondents sampled (100%) disagreed that their group members don't contribution money for group projects. Results from the interview carried out with four of the project group leaders confirmed this as they pointed out that the high poverty level makes the contribution of money for sub projects not to be a priority as the little earned by people are spent on basic needs like salt, and medical care among others. On the mobilization of local materials for group projects, all the respondents sampled (100%) disagreed that their group members don't mobilize local materials for group projects.

Finally, the community members were asked on their contribution of labour for the maintenance of NUSAF community projects (boreholes, roads, etc). 1.5% agreed and 98.5% disagreed that they make contribution of labour for the maintenance of NUSAF community projects (boreholes, roads, etc). This means that community members don't contribute labour for the maintenance of community projects.

Conclusion can therefore be made that community participation in NUSAF was only high in project identification and project planning but very low in project implementation (contribution of local materials, money, labour and project monitoring and evaluation among others) and yet they are critical factors in ensuring good performance of projects.

4.3.2 Civil society participation views.

The second objective of this study was to find out the extent to which civil society participation affect the performance of NUSAF projects in Lira district. The research question hence was; to what extent do civil society participation affect the performance of NUSAF? The data to answer this question and test the hypothesis were obtained from primary sources and reinforced by empirically derived data. A number of indicators to establish contribution of civil society participation were analyzed as follows:

Table 10: Civil society participation views.

Variable	**Response** (%)					**Total (%)**
	Strongly disagreed	Disagreed	Undecided	Agreed	Strongly agreed	
1. Civil society organization officials open the door for us to approach them any time for help on NUSAF issues.	5.4	93.1	1.5	0	0	100
2. All of our service providers (civil society officials) provide the same quality of service to us all the time.	2.3	52.3	26.2	19.2	0	100
3. Service providers (civil society officials) are willing to answer our questions for the first time.	1.5	63.1	20.8	14.6	0	100
4. Service providers know what they are doing most of the times when they are training us.	0	3.1	50.8	46.2	0	100
5. Service providers (civil society officials) provide services to us without fumbling around.	0	24.6	10.0	65.4	0	100
6. It's easy for us to reach the appropriate service providers (civil society officials) in person.	65.4	30.8	0	3.8	0	100
7. It's easy for us to reach the appropriate service providers (civil society officials) by telephone.	65.4	29.2	3.1	2.3	0	100
8. Service access points are conveniently located for us.	47.7	22.3	2.3	26.9	0.8	100
9. When we contact service points, service providers (civil society officials) listen to our problems and demonstrate understanding and concern.	4.6	34.6	10.0	50.8	0	100
10. Service providers (civil society officials) explain clearly the various options available to particular questions we ask.	2.3	46.2	17.7	33.8	0	100

Table 10: Civil society participation views.						
Variable	**Response** (%)					**Total (%)**
	Strongly disagreed	Disagreed	Undecided	Agreed	Strongly agreed	
11. Service providers (civil society officials) try to determine what our specific objectives are, before offering the service(s) to us.	0.8	85.4	10.0	3.1	0.8	100
12. Level of service(s) provided by service providers (civil society officials) is consistent and in line with what we require.	0.8	37.7	12.3	49.2	0	100
13. The cost of service(s) provided by service providers (civil society officials) is affordable to us.	69.2	17.7	9.2	3.8	0	100
14. Civil society officials participate highly in checking our progress after training us on how to manage our projects.	4.6	94.6	0.8	0	0	100
15. Civil society officials give us proper advice on action to be taken after checking on our project performance.	3.1	96.2	0.8	0	0	100

The study noted that civil society organization officials don't open the door for NUSAF community members to approach them any time for help on NUSAF issues as 98.5 % disagreed on doors being opened to them while the remaining 1.5% of respondents were undecided. Analysis indicated that, 54.6% of respondents disapproved that civil society officials provide the same quality of service all the time and only 19.2% of respondents agreed that same quality of service are provided all the time to beneficiaries by civil society officials. The remaining 26.2% of respondents were however undecided. This implies that the quality of service provided to community members by civil society officials is not consistent. A beneficiary from Boroboro parish in Adekokwok Sub County confirmed this when he said, *"Service providers make contradictory statements and end up confusing us the farmers".*

On willingness of civil society organisations to answer the questions of community members for the first time when asked, 64.6% of respondents disagreed, 20.8% of respondents were undecided and only 14.6% of respondents agreed that civil society organisations are willing to answer questions regarding their sub projects for the first time. This means that civil society officials don't understand some of the project components properly in addition to having the knowledge and skills to do the work apportioned to them as indicated by inability to answer questions asked faster. This was further confirmed when 50.8 % of the respondents disagreed to the statement that "civil society officials know what they are doing most of the times when they are training us". Only 46.2% agreed to the statement and 3.1% of respondents were undecided. Analysis also noted that civil society officials provide the services to community members without fumbling as 65.4% of respondents agreed that they don't fumble while 24.6% pointed out that they do fumble when training them. The remaining 10% of the respondents were undecided.

When respondents' opinion were sought on access of civil society officials (service providers), 96.2% of respondents disagreed on ease of access of civil society officials in person as they said that it is not easy for them to reach civil society officials (service providers) in person. Only 3.8% of respondents agreed that reaching service providers in person is easy for them. On access of service providers by telephone, 94.6% of respondents disagreed on ease of reaching service providers by telephone (it is not easy for them) while 2.3% agreed that it's easy for them and 3.1% of respondents were undecided. These mean that it is not easy for community members to access service providers both in person and by telephone thus indicating that communication among community members and service providers is poor.

Analysis indicated that the location of service access points were not conveniently located for NUSAF community members as 70% of respondents disagreed to the statement that "service access points are conveniently located for us". Only 27.7% of respondents agreed and 2.3% of the respondents were undecided on the above statement. Findings from the analysis also show that service providers (civil society officials) listen to the problems of community members and demonstrate understanding and concern as 50.8% of respondents agreed to the above and 39.2% of respondents disagreed. The remaining 10% of respondents were undecided (neither agreed nor disagreed). Only finding out whether service providers demonstrate understanding or concern was not enough as a service provider may only show concern without providing appropriate solution to a problem which he or she is meant to solve. Opinion of respondents was therefore sought on the capability of service providers to explain clearly the various options available to particular questions asked by community members, when they have problems with their sub projects. Statistics shows that 48.5% of respondents disagreed that service providers don't clearly explain the various options to help solve their problems while 33.8% agreed that they do explain and 17.7% of respondents were undecided. This implies that service providers don't clearly explain the various options to help solve the problems of NUSAF beneficiaries.

On determining the objectives and expectations of community members before offering the services to them, 86.2% disagreed that their objectives and expectations are not sought by service providers (civil society officials) before offering the service to them while 3.9% agreed and 10% of respondents were undecided. This implies that the expectations of community members were not being asked by service providers prior to the commencement of trainings and other service provision. A beneficiary from CRCM project component in Bar Opuu Village Adekokwok sub-county confirmed this when she said, *"We expected to be given money to buy*

goats and cows after being trained on conflict management but this never happened. We were not even told the benefits of this particular project component by service providers prior to the training". She showed her high expectations from this project component by saying *"Other projects should be given to us especially the ones which can empower us for example animal traction projects where people are given oxen and ox-ploughs. This will help us carry out large scale farming other than training us and living us with nothing to help us survive from famine".* Roumboutsos & Latinas, (2003) while quoting Bourne & Walker, (2005) said, *"project managers require keen analytical and intuitive skills to identify stakeholders and work with them to understand their expectations and influence upon project success. This facilitates managing a process that maximises stakeholder positive input and minimises any potential detrimental impact".*

Findings show that level of service(s) provided by civil society officials is consistent and in line with what the majority of community members require although the percentage of respondents who agreed and those who disagreed have a small margin. Forty nine point two percent of respondents disagreed while 38.5% of respondents disagreed to the statement that "service(s) provided by civil society officials is consistent and in line with what we require". Twelve point three percent of respondents were undecided. On cost of services provided by civil society officials, 86.9% of respondents disagreed that the costs of services provided by civil society officials are not affordable to them while only 3.8% of respondents agreed that it is affordable to them and 9.2% of respondents were undecided. One of the beneficiaries from an animal traction project in Okec Oyere village in Lira sub-county (Otemo yele animal traction project) said, *"Government must subsidize the cost of veterinary services. This is so because we are paying a lot of money for such services and if we don't have the money to pay veterinary*

people, our animals are not treated and they end up dying". This implies that the majority of community members can not afford the services of service providers.

On checking progress after training community members on how to manage their projects, 0.8% of respondents could neither agree nor disagree on whether CSOs check progress of community members after training them on project management while 99.2% of respondents disagreed that CSOs don't check on their progress after training them. This implies that community projects are not checked on by CSOs yet monitoring of projects is so critical for project success. Analysis also noted that civil society officials don't give NUSAF community members advice on action to be taken after checking on their project performance as 99.3% disagreed to the statement that civil society officials give feed backs after checking on the project performance of beneficiaries. Zero point eight percent of the respondents neither agreed nor disagreed to the above statement.

Conclusion can therefore be made that although civil society participation was so critical success of NUSAF in empowering the poor, the majority of civil society officials did not have the knowledge and skills to provide the necessary services expected from them. This was further worsened by the high costs of their services which were not affordable to the majority of the beneficiaries all of which affected the performance of the project negatively.

4.3.3 Local government participation views.

The third objective of this study was to find out the extent to which local government participation affects the performance of NUSAF projects in lira district. The research question hence was; to what extent does local government participation affect the performance of NUSAF? The data to answer this question and test the hypothesis were obtained from primary

sources and reinforced by empirically derived data.

A number of questions to establish views on Local Government participation were analyzed as follows:

Table11: Local government participation views.

Variable	**Response** (%)					**Total (%)**
	Strongly disagreed	Disagreed	Undecided	Agreed	Strongly agreed	
1. Local government officials participate highly in training community members on project proposal writing.	5.4	93.1	1.5	0	0	100
2. Local government officials are free and fair (transparent) when appraising community project proposals.	4.6	87.7	7.7	0	0	100
3. Local government officials transmit the funds to community groups promptly.	0.8	97.7	1.5	0	0	100
4. Local government officials conduct field visits (monitoring and evaluation) to check on our project performance.	20.8	78.5	0.8	0	0	100
5. Local government officials give us feedbacks after checking our performance.	1.5	97.7	0.8	0	0	100
6. Local government officials inform us on appropriate actions which we should take to improve on our project performance.	3.1	96.2	0.8	0	0	100
7. Local government officials (technical staff) participate highly in the supervision of NUSAF community projects (roads, boreholes, classroom and health centers)	5.4	86.2	1.5	6.9	0	100
8. Local government officials provide us with opportunities for field exchange visits to check on the performance of other NUSAF projects elsewhere.	3.8	96.2	0	0	0	100
9. Local government officials open the door for us to approach them any time for help on NUSAF issues.	5.4	83.1	1.5	10.0	0	100

Table11: Local government participation views.

Variable	**Response** (%)					**Total (%)**
	Strongly disagreed	Disagreed	Undecided	Agreed	Strongly agreed	
10. Local government officials attend to us and provide appropriate answers to our problems when we approach them.	1.5	98.5	0	0	0	100
11. Local government officials organize stakeholder meetings to sensitize us on NUSAF monthly.	3.8	93.1	3.1	0	0	100
12. The level of attendance to NUSAF stakeholder meetings by local government officials is very high.	3.8	88.5	1.5	6.2	0	100
13. The contributions of Local government officials during stakeholder meetings for NUSAF projects are very high.	5.4	93.1	1.5	0	0	100
14. Leaders heading NUSAF District Technical Planning Committee and NUSAF District Executive Committee dominate stakeholder meetings as others are not allowed to contribute.	5.4	93.1	1.5	0	0	100
15. We were highly sensitized on NUSAF project by local government officials.	0	99.2	0.8	0	0	100
16. Local government officials award tender on projects which can not be done by community members.	5.4	84.6	0	10.0	0	100
17. The people awarded tender to carry out works and supplies do quality work.	4.6	94.6	0.8	0	0	100
Source: Primary data						

This study noted that, Local Government officials don't participate highly in training community members on project proposal writing as 98.5% of respondents disagreed to the statement that Local Government officials participate highly in training community members on project proposal writing .No one agreed to the above statement meaning that the community members struggled alone with proposal writing without much help from Local Government officials. Results from the interview noted that the community members got a lot of problems

with project proposal writing as the majority of them didn't have the knowledge and skills of project proposal writing. This according to the people interviewed was further worsened by low level of training of community members by Local Government officials on proposal writing. A beneficiary from Boroboro parish in Adekokwok Sub County said *"the cost of paying a technical person to write for you a project proposal could not be below fifty thousand Ugandan shillings and this was too much for us as we had to forego a number of basic necessities in order to pay for the service".*

Analysis showed that 92.3% of respondents disagreed to the statement that local government officials are free and fair (transparent) when appraising community project proposals although 7.7% of the respondents were undecided. This means that there was no transparency in the appraisal of project proposals by Local Government officials. Analysis further indicated that, 98.5% of respondents disapproved to the statement that Local Government officials transmit the funds to community groups promptly and only 1.5% of respondents were undecided. This means that funds are not remitted to beneficiaries bank accounts in time and yet time management is one of the most critical factors that determine project performance (project success). On conducting field visits (monitoring and evaluation) to check on community project performance by Local Government officials, the majority of respondents (99.3%) disagreed that Local Government officials don't conduct field visits (monitoring and evaluation) to check on their project performance. One of NUSAF beneficiaries in Adwari sub-county said, *"We come together with local government officials when our sub projects are being commissioned and that marks the end. We don't see them again later".* This means that local government officials don't carry out monitoring and evaluation of NUSAF projects yet monitoring and evaluation is so critical for the success of projects.

It was noted from statistical results that 99.2% of respondents disagreed to the statement that Local Government officials give feed backs after checking on the beneficiaries' project performance although 0.8% of the respondents were undecided. Analysis further noted that Local Government officials don't give NUSAF community members advice on action to be taken after monitoring and evaluating their project performance as 99.3% of respondents disagreed that they were not given advice whereas 0.8% of the respondents neither agreed nor disagreed to the opinion that Local Government officials give community members proper advice on action to be taken after monitoring and evaluating their project performance. This means that Local Government officials don't advice community members on appropriate actions to be taken to improve on their project performance. On the participation of local government officials in the supervision of community projects like roads, boreholes, classroom blocks and health centers, 91.6% of respondents disagreed to the statement that Local Government officials participate highly in the supervision of community projects and only 6.9% agreed to this statement whereas 1.5 % of the respondents neither agreed nor disagreed to the statement above. This means that there was low level of participation by Local Government officials in the supervision of community projects.

Analysis further indicated that opportunities for field exchange visits were not provided to community members by Local Government officials as all the respondents (100%) disagreed to the statement that opportunities for field exchange visits are provided to community members by Local Government officials. The study further noted that Local Government officials don't open the door for NUSAF community members to approach them any time for help on NUSAF issues as only 10% of respondents agreed that the doors are opened for them compared to 88.5 % of respondents who disagreed that doors are not opened to them. One point five percent of

respondents were however undecided. The study also noted that Local Government officials don't attend to and provide appropriate answers to the problems of community members when they are approached as all the respondents (100%) disagreed on being given appropriate answers to their project related problems by Local Government officials.

On monthly organisation of stakeholder meetings by Local Government officials, 96.9% of respondents disagreed to the statement that Local Government officials organize stakeholder meetings to sensitize community members on NUSAF monthly and 3.1 % of respondents were undecided. This means that Local Government officials don't organize stakeholder meetings to sensitize community members on NUSAF monthly. Interview results also confirmed this as ten out of fifteen people interviewed (67%) pointed out failure of Local Government officials to organize stakeholder meetings regularly as one of the factors affecting the performance of NUSAF. Only knowing weather stakeholder meetings were organized or not was not enough as meetings could sometimes be organized and no meaningful participation and benefit takes place from the meeting. It was therefore necessary to find out the level of participation of Local Government officials during stakeholders meeting and how this participation affected the performance of NUSAF. When respondents' opinion was sought on the level of attendance to NUSAF stakeholder meetings by Local Government officials, only 6.2% of respondents agreed that the level of attendance to NUSAF stakeholder meetings by Local Government officials is very high while 92.3% of respondents disagreed to the statement that the level of attendance to NUSAF stakeholder meetings by Local Government officials is high. One point five percent of respondents were undecided. This means that the participation of Local Government officials in attendance of stakeholder meetings was poor.

It was also noted after analysis that the contributions of Local Government officials during stakeholder meetings for NUSAF projects were not very high yet Local Government officials were the ones to champion the whole of NUSAF implementation process by providing information to other stakeholders of NUSAF. This was indicated by 98.5% of respondents who disagreed to the statement portraying high contributions of Local Government officials during stakeholder meetings. The remaining 1.5% of respondents were undecided. The response was the same when community members' opinion was sought on the dominance of meetings by top local government officials (98.5% of respondents disagreed and 1.5% were undecided). This means that top Local Government leaders don't dominate meetings as other stakeholders are also allowed to contribute.

On sensitization of community members on NUSAF by local government officials, 99.2% of respondents disagreed that they were not highly sensitized on NUSAF project by local government officials leaving only 0.8% of the respondents who were undecided. A beneficiary from CPRM project in Bar jwinya village (Adekokwok sub county) confirmed this when he said, *"Most of the groups joined late because they didn't know the objective of NUSAF as they thought NUSAF was a loan project which was supposed to be paid back".* This shows lack of awareness about the project. One of the CSO officials interviewed further confirmed this by saying *"Lack of awareness was too high as some of the NUSAF and NAADS group beneficiaries would even give back their goats, chicken and other project resources to the service providers thinking that it belongs to service providers. This caused lack of ownership of group projects by community members thus leading to failure of most projects".* Interview results showed that all the people interviewed (100%) pointed out lack of sensitization of community members on the NUSAF as one of the major factors that affected the performance of the project.

On award of tender for the implementation of community projects like roads, classroom blocks construction and road construction among others, opinion of beneficiaries were sought on whether Local Government officials award tender on projects which can not be done by community members. The major purpose of seeking opinion on this particular aspect is that the award of tender on projects that can be implemented by community members not only helps in the improvement of their income but also increases on ownership and sustainability of projects by community members especially when they participate actively in such projects. Statistical results indicated that Local Government officials award tender on projects which can be done by community members to other organisations as the majority of respondents (90%) disagreed to the statement that Local Government officials award tender on projects which can not be done by community members leaving only 10 % of the respondents in agreement to the statement above. This means that some of the tender awarded to other organisations could have been done by community members even at a cheaper cost than the cost incurred in tendering such projects to contractors.

When asked on the quality of works and supplies done by the people awarded tender (contractors) by Local Government officials, 99.2% of respondents disagreed to the statement that the people awarded tender to carry out works and supplies do quality work and the remaining 0.8% of the respondents neither agreed nor disagreed (were undecided) to the statement. Interview results also confirmed this as 100% of the people interviewed pointed out that the contractors did shoddy work and many reasons were given as to why this happened among which include; corruption, lack of supervision and lack of capacity of contractors to do quality work. This affected the performance the project negatively according to the people interviewed.

Conclusion can therefore be made that the contribution of Local Government officials in the implementation of NUSAF project was very minimal as the majority of respondents disagreed on statements positively stated in support of active participation of Local Government officials in their project related roles and responsibilities.

4.3.4 Beneficiaries' views on corruption in NUSAF.

The fourth objective of this study was to examine the effect of corruption on the performance of NUSAF projects in Lira district. The research question hence was; what are the effects of corruption on the performance of NUSAF? The data to answer this question and test the hypothesis were obtained from primary sources and reinforced by empirically derived data. A number of questions to determine the views of community members on corruption were analyzed as follows:

Table 12: Views on corruption in NUSAF

Variable	**Response** (%)					**Total (%)**
	Strongly disagreed	Disagreed	Undecided	Agreed	Strongly agreed	
1. Our project proposals are only accepted when we pay some little money.	0.8	21.5	10.8	25.4	41.5	100
2. We have to pay money for our project proposals to be funded.	0.8	21.5	8.5	35.4	33.8	100
3. We have ever paid money to facilitate the operations of service providers.	0.8	9.2	6.2	16.2	67.7	100
4. We receive minimal service from service providers if we don't pay them.	0	10.0	23.1	58.5	8.5	100
5. Service providers receive gifts for the services they provide to us.	0	47.7	6.2	41.5	4.6	100
6. Service providers are given presents when they come to inspect our projects.	0	36.9	36.9	23.8	2.3	100

Table 12: Views on corruption in NUSAF						
Variable	**Response** (%)					**Total (%)**
	Strongly disagreed	Disagreed	Undecided	Agreed	Strongly agreed	
7. Project appraisal officials recommend and fund projects belonging to their relatives.	0	3.1	79.2	16.2	1.5	100
8. Some vital information is disclosed to us by service providers when we pay some money to them.	0	26.9	54.6	17.7	0.8	100
9. Members who don't pay service providers are expelled from the group.	10.8	78.5	10.8	0	0	100
10. Project group leaders pay us in order to be selected to lead us.	60.0	39.2	0.8	0	0	100
11. Personal interests of our group leaders override all other issues concerning our group project.	2.3	94.6	0.8	0.8	1.5	100

This study noted that, project proposals of community members are only accepted when they pay some money to Local Government officials in charge. A total of 66.9% agreed that their proposals were only accepted after paying money to the officials in charge and only 22.3 % of respondents disagreed on paying money to the officials for the acceptance of their proposals leaving 0.8% of respondents who were undecided. This implies that project proposals of community members were accepted after paying some money to the officials in charge. A disgruntled NUSAF community group member in Alal parish (Aloi sub-county) said, *"NUSAF technical people keep on dodging us and they don't provide the necessary services to us unless we give them some money".*

Analysis indicated that, 69.2% of respondents agreed that they have to pay money for their project proposals to be funded and 22.3% of respondents disagreed that they don't pay money for their project proposals to be funded leaving 8.5% of respondents who were undecided.

This means that community members have to pay money to the officials in charge for their proposals to be funded. Further confirmation on this was made by one of the project group leaders interviewed who said, *"Money would first be sent direct to our group account then back in envelopes to the top officials".* A sixty two year old beneficiary from the PCRM project pillar in Bar opuu village (Adekokwok sub- county) said, *"I have lost hope in government projects since most of the people in charge collect money from us instead and fail to approve our projects. Those projects are for the owners (district officials)".*

On payment of money to facilitate the operations of service providers, 83.9% of respondents agreed that they have ever paid money to facilitate the operations of service providers while 10% of respondents were in disagreement of ever paying money to facilitate the operations of service providers. Six point two percent of respondents were undecided. This means that community members pay money to in order to receive service from service providers. On corruption and level of service provision, 67% of respondents agreed that they receive minimal service from service providers if they don't pay them and only 10% of respondents disagreed on the statement that community members receive minimal service from service providers if they don't pay them. The remaining 23.3% of the respondents were undecided. This finding implies that community members receive minimal service if they don't pay service providers. On receiving gifts for the services provided by service providers to community members, in totality, 47.7% disagreed that service providers don't receive gifts for the services which they provide while 46.1 % that service providers receive gifts for the services provided to them and 6.2% of respondents were undecided. This statistics mean that there was a balance between beneficiaries whom service providers were receiving gifts from and those whom gifts were not being received from for the services provided.

On recommendation and funding of projects belonging to relatives of Local Government officials, 17.7% of respondents agreed that this happens and only 3.1% disagreed that this does not happen. The majority of people (79.2 %) were however undecided and this was so because this subject was so sensitive and the majority of respondents did not want to talk about it (as indicated by a response of 79.2 % undecided). However, when the response percentage of those who agreed and disagreed are considered, then observation can be made that NUSAF district officials were recommending and funding projects belonging to their relatives. On disclosure of vital information to community members after paying bribe to service providers, 26.9% of respondents disagreed on paying money to service providers to receive vital information while 18.5% of respondents agreed that community members pay service providers (Local Government officials) in order to receive vital information on NUSAF project. The majority of the respondents represented by 54.6% were undecided. The study however noted that members who don't pay bribe to service providers were not dismissed from community project groups as 89.3% of respondents disagreed that they are not dismissed and 10.8% were undecided. The study also found out that project leaders don't pay group members in order to be elected as leaders as 99.2% of respondents disagreed that leaders don't pay them in order to be elected to lead them and 0.8% of respondents were undecided.

Finally the opinion of community members was seeked to find out whether Personal interests of their group leaders override all other issues concerning their group project. Findings indicate that 96.9% of respondents disagreed to the statement that Personal interests of group leaders override all other issues concerning group projects. Two point three percent of respondents however agreed to this statement and the remaining 0.8 % of respondents were undecided. This means that Personal interests of the majority of group leaders do not override all

other issues concerning group project. A few cases however occurred where personal interests of group leaders override other project issues for example a dissatisfied community beneficiary from a poultry project in Ireda Agali village (Lira central division) narrated their experience with the project which was mismanaged by their group leaders (chairman, secretary and treasurer). Most of their poultry died as they lacked money for buying feeds and treating poultry. *"We tried complaining to NUSAF technical persons but the officials failed to solve our problems .Our project chairman misused the money and collaborated with a prominent politician to help him with accountability after the collapse of the project".* She said.

Conclusion can be made that the practice of corruption was too much in the implementation of NUSAF as indicated by the majority of respondents whose response were in agreement that most forms of corruption used in this study were taking in NUSAF project.

4.3. 5 Beneficiaries views on level of empowerment

A number of questions to determine the level of community empowerment by NUSAF project were analyzed as follows:

Table 13: Beneficiaries views on level of community empowerment

Variable	**Response** (%)					**Total (%)**
	Strongly disagreed	Disagreed	Undecided	Agreed	Strongly agreed	
1. Ability to come together and identify problems affecting group project(s).	7.7	79.2	0	6.9	6.2	100
2. Ability to come up with appropriate solutions to the problems without help.	11.5	84.6	0	3.1	0.8	100
3. Ability to make decisions regarding running of the group.	4.6	89.2	0.8	5.4	0	100
4. Ability to ask leaders to explain their actions (accountability).	6.2	4.6	4.6	80.8	3.8	100

Table 13: Beneficiaries views on level of community empowerment						
Variable	**Response** (%)					**Total (%)**
	Strongly disagreed	Disagreed	Undecided	Agreed	Strongly agreed	
5. Capability of developing problem solving plans.	6.9	76.9	0.8	14.4	0	100
6. Capability of coordinating the implementation of planned activities.	4.6	89.2	0	6.2	0	100
7. Capability of managing group finances.	1.5	7.7	13.8	65.4	11.5	100
8. Capability of managing project equipment and facilities.	1.5	2.3	16.9	72.3	6.9	100
9. Willingness to raise their contributions in terms of money for the project.	0	40.8	10.8	46.9	1.5	100
10. Willingness to raise their contributions in terms of labour for the project.	14.6	27.7	31.5	19.2	6.9	100
11. Making contributions in terms of local materials for the project.	1.5	50.0	30.8	13.8	3.8	100
Source: Primary data						

This study noted that, community group members don't come together and identify problems affecting their project(s) as 86.9% of the respondents disagreed to statement number one in table 13. Only 13.1% of respondents agreed that they come together and identify problems affecting their projects. This implies that NUSAF beneficiaries were not holding meetings to identify problems affecting their projects. On the ability of community beneficiaries to come up with appropriate solutions to the problems affecting their project without help from non group members, only 3.9% of respondents agreed that their groups have that ability while 96.1% of respondents disagreed that they don't have the ability to come up with appropriate solutions to the problems affecting their projects. This indicates that the beneficiaries were not empowered to solve the problems affecting their projects on their own.

Findings further pointed out that the beneficiaries of NUSAF are not able to make decisions regarding running of their respective groups without interference (help) from non members as statistics showed only 5.4% of respondent who agreed that their groups have the ability to make decisions independently without help while 93.8% of respondents disagreed on having the ability and 0.8% of respondents were undecided. It can therefore clear that NUSAF beneficiaries are not empowered to make decisions independently without help from non group members. Analysis noted that group members ask their leaders to explain their actions regarding the proper running of the group project(s). This was confirmed by 84.6% of respondents who agreed on having the ability to ask for accountability from their group leaders as compared to only 10.8% who disagreed on having the ability to ask their leaders to explain their actions regarding their group projects. The remaining percentage of the respondents (4.6%) were undecided.

On the capability of group members in developing plans which can enable them achieve solutions to their problems, 83.3% of respondents disagreed on having the capability and only 14.4% agreed on having the capability leaving the remaining 0.8% of the respondents who were undecided. This means that the majority of NUSAF beneficiaries lacked the capability in developing plans which can enable them achieve solutions to their project related problems. When the opinion of beneficiaries were further sought on their capability in coordinating the implementation of the planned activities by themselves, 93.8% of respondents disagreed on having the capability and only 6.2% of respondents agreed on having the capability of coordinating the implementation of planned activities independently. This means that the NUSAF beneficiaries are not empowered to coordinate the implementation of their project activities in line with plans made without help from non group members.

Findings revealed that beneficiaries are capable of managing group finances by putting them to the right use as 76.9% agreed on their groups being capable of managing its finances as compared to 9.2 % who disagreed on their group having the above capability. The remaining thirteen point eight percent of the respondents were undecided. This means that the majority of NUSAF beneficiaries had groups capable of proper management of project finances. On capability of community groups in managing project equipment and facilities by putting them to the right use, 79.2% of respondents agreed that they have the above capability and only 3.8 % of respondents disagreed on having the above capability leaving 16.9% respondents who were undecided. This means that NUSAF beneficiaries have the capability of managing group equipment as they do put the equipment to the right use.

On willingness of group members in raising contributions in terms of money for project activities, 48.4% of respondents agreed that their group members contribute money for their projects while 40.8% disagreed and 10.8% of respondents were undecided. From the statistics, observation is made that the percentage of respondents who agreed and disagreed on contributing money are almost the same meaning that some group members raise contributions while others don't. Findings further revealed that the majority of NUSAF beneficiaries are not always willing to raise contributions in terms of labour provision for the project as only 26% of the respondents agreed that their group members raise contributions in terms of labour while 42.3% of respondents disagreed on willingness of their group members in raising labour contributions for project activities and the remaining 31.5% of respondents were undecided. This indicates that NUSAF beneficiaries don't contribute labour for NUSAF project activities as indicated by their lack of willingness to do so. This was confirmed by observation which showed that community access roads were inaccessible due to the poor maintenance activities and sometimes they are not

visible because of over growth of grasses on them. A community member in Adekokwok Sub County reported that they sometimes had to be forced by their leaders to clear the roads if they become overgrown with grass. In such cases, the property (chicken, goats, hoes, etc) of those who refuse to work on the road is grabbed.

Finally, the opinion of respondents was sought on contributions of local materials for group project and according to statistics generated, results showed that 51.5% of respondents disagreed on willingness of their group members in contribution of local materials and only 17.6% of respondents agreed that their group members are always willing and do contribute local materials for project activities. Thirty point eight percent of respondents were however undecided. This finding therefore means that NUSAF beneficiaries are not willing to contribute local materials for their group projects.

Conclusion can be made that the majority of NUSAF beneficiaries are not empowered to implement project activities on their own as groups. This has been indicated by high percentage of negative responses to the positively stated indicators of empowerment used in this study.

4.4. Hypothesis testing

The major objective of this study was to investigate the effect of stakeholders' participation and corruption on the performance of NUSAF projects in Lira district. The predetermined study hypotheses were; community participation significantly affects performance of NUSAF, civil society participation significantly affects performance of NUSAF, Local Government participation has a significant effect on the performance of NUSAF and lastly, corruption has a significant negative effect on the performance of NUSAF. Regression analyses were carried out to generate statistics for determining the effects of all the independent variables on project

performance. The research hypotheses stated above were later on tested using the significant values generated on the regression coefficient statistics. Below are the multiple regression results presented objective by objective.

Table 14: Model Summary: stakeholders' participation, corruption and project performance.

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	.399(a)	.159	.125	.379	.159	4.696	5	124	.001
2	.743(b)	.552	.518	.281	.392	26.261	4	120	.000

(Source: primary data)

From the above table, the significance level of 0.000 indicated that a coefficient of determination (R square) value of 0.552 was obtained and this implies that the amount of variation in NUSAF project performance explained by stakeholders' participation and corruption was fifty five point two percent (55.2%) obtained with a standardized error of estimate of 0.281. The correlation coefficient (R= 0.743 approximately 75%) indicated the strength of the association between stakeholders' participation, corruption and performance of the project, taking in to consideration all the interrelations among the study variables. The adjusted R square of 0.518 approximately 52% was the variance in the project performance explained by stakeholders' participation and corruption putting in to consideration all the study variables and the sample size of the study. The remaining balance of 48% is explained by other factors other than the ones covered in this study.

After analyzing the model summary results, the researcher proceeded to present the ANOVA results as shown in the table 14 below.

Table 15: ANOVA (c): stakeholders' participation, corruption and project performance.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.369	5	.674	4.696	.001(a)
	Residual	17.789	124	.143		
	Total	21.158	129			
2	Regression	11.672	9	1.297	16.407	.000(b)
	Residual	9.486	120	.079		
	Total	21.158	129			

Analysis of variance (ANOVA) indicates an overall significance of regression results with F value of 16.407 which was significant at a confidence level of (P value of 0.000).

After the establishment of the significance of the model summary and ANOVA, both significant at 99% level of confidence, the researcher continued to present the summary of coefficients that were obtained as indicated in table 16 below.

Table 16: Summary of Regression Results

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.408	.195		17.457	.000
	Sex of respondent	-.028	.074	-.034	-.376	.708
	Age of respondent	-.079	.018	-.379	-4.347	.000
	Marital status	-.013	.067	-.018	-.195	.846
	Level of education	-.034	.057	-.055	-.596	.552
	Occupation	-.024	.044	-.050	-.556	.579
2	(Constant)	-1.253	.614		-2.041	.043
	Sex of respondent	.003	.055	.003	.046	.964
	Age of respondent	-.006	.015	-.031	-.420	.675
	Marital status	.005	.050	.007	.099	.921
	Level of education	-.039	.043	-.064	-.922	.358
	Occupation	.051	.033	.105	1.527	.129
	COMMUNITY PARTICIPATION	.961	.095	**.822**	10.153	**.000**
	CIVIL SOCIETY PARTICIPATION	.374	.126	**.253**	2.972	**.004**
	LOCAL GOVERNMENT PARTICIPATION	-.217	.152	-.109	-1.429	.156
	CORRUPTION	.221	.067	**.248**	3.314	**.001**

a Dependent Variable: LEVEL OF EMPOWERMENT
(Source: primary data)

The summary of regression results in table 16 above the predetermined research hypotheses have been interpreted objective by objective as follows.

4.4.1. Research hypothesis 1. Community participation significantly affects the performance of NUSAF rehabilitation projects.

From table 16, observation was made that community participation with a beta value of +0.822 was significant (sig= 0.000) at 99% level of confidence. The positive beta value indicates that when community participation is increased, then chances of improving NUSAF project performance are likely to increase. This finding therefore supports the predetermined hypothesis

that community participation significantly affects the performance of NUSAF rehabilitation projects. In simple terms, increment of community participation 1 unit increases community empowerment by 82%.

4.4.2. Research hypothesis 2. Civil society participation significantly affects the performance of NUSAF rehabilitation project.

Analysis results in table 16, indicated that civil society participation with a beta value of +0.253 was significant (sig= 0.004) at 95% level of confidence. The positive beta value indicates that when civil society participation is increased, then chances of improving NUSAF project performance are likely to increase as well. This finding therefore supports the predetermined hypothesis that civil society participation significantly affects the performance of NUSAF rehabilitation projects.

4.4.3. Research hypothesis 3. Local government participation has a significant effect on the performance of NUSAF.

Statistics in table 16 showed that Local Government participation with a beta value of -0.109 was not significant (sig= 0.156 which is > acceptance limit of 0.005 and 0.01). The negative beta value indicates that when local government participation is increased, then NUSAF project performance is likely to decrease and vice versa. This finding does not support the predetermined hypothesis that Local Government participation has a significant effect on the performance of NUSAF. This is majorly attributed to by the high level of corruption practice by Local Government officials involved in NUSAF project implementation.

4.4.4. Research hypothesis 4. Corruption has a significant negative effect on the performance of NUSAF.

Observation was made from table 15, that corruption with a beta value of 0.248 was significant (sig= 0.001) at 95% level of confidence. The positive beta value indicates that when corruption increases, then chances of improving NUSAF project performance are likely to increase and vice versa. This situation occurred because the majority of people who benefited from NUSAF had to pay money in order for their project proposals to be funded. It therefore implies that for someone to be empowered by NUSAF, then he/she must bribe in order for their projects to be funded. Those who did not pay bribe never benefited from the project as their projects were not funded meaning that they were not empowered by NUSAF.

From the results above, community participation and civil society participation positively and significantly affect the performance of NUSAF project. The positive effect indicated with positive beta values means that when community participation and civil society participation are increased, then chances of improving NUSAF project performance are likely to increase and vice versa. Community participation however affect the performance of the project more that civil society participation indicated with significance levels of 0.000 at 99% level of confidence and significance level of 0.004 at 95% level of confidence for community participation and civil society participation respectively. Local Government participation on the other hand negatively and insignificantly affects the performance of NUSAF whereas corruption affects the performance of the project positively as indicated in the model summary meaning that when corruption increases, then chances of improving NUSAF project performance (community empowerment) are likely to increase and vice versa. The summary of the results is shown in table 17 below.

Table 17. Summary of Regression Results

Independent variables	**Standardized coefficients (Beta value)**	**Significance level**	**Hypothesis acceptance or rejection**
Community participation	0.822	0.000	**Accepted**
Civil society participation	0.253	0.004	**Accepted**
Local Government participation	-0.109	0.156	Rejected
Corruption	0.248	0.001	**Accepted**

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.0. Introduction

This chapter summarizes the discussions, conclusions and recommendations on the contribution of community participation, civil society participation, Local Government participation and corruption to the performance (community empowerment) of NUSAF projects in Lira District. A cross-sectional survey design incorporating a triangulation approach was applied in this study and a researcher administered questionnaire following a 5-point Likert scale was used in addition to interview guide and observation checklist. The population under study included 225 people with a sample size of 147 people (145 people were accessed) making the response rate to be 98.5%. Data analysis was done using descriptive statistics and regression.

5.1. Discussion on the findings

Basing on the study findings in chapter four, the discussions of the findings have been made objective by objective as follows.

5.1.1 Community participation and performance of NUSAF

From regression results, community participation was the most significant predictor affecting the performance of NUSAF project and some of the factors of community participation that affected the performance of the project were; community participation in project identification; community participation in project implementation; community participation in attendance of

planning meetings for sub- projects; contributions of community group members during meetings and finally, the mobilization skills used by community group members during meetings.

These results were in line with earlier findings that in a participatory approach (community participation), stakeholders are identified, mobilized and supported, and participation structures are put in place (Community participation & mobilization handbook, September 2003). Opolot, (2003) while citing Kapirir, (1995) argued that participation for development is where both the communities and outsiders organize and hold meetings in a favorable environment for active participation to analyse the situation and come up with solutions to the problem. Hannah, (2008), 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 a wider audience. Katarikawe 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. Karl, (2000) noted that projects more likely achieve objectives if they have been identified, designed, implemented and evaluated with the participation of the people most affected by them. ODA, 1995 also holds the view that community participation ensures project sustainability by making people committed to carrying on the activity after aid stops in addition to helping in the development of skills and confidence of community members.

5.1.2. Civil society participation and performance of NUSAF

From regression analysis of civil society participation as the third most significant predictor and some of the factors of civil society participation that affected the performance of NUSAF were; consistency in the provision of quality service; possession of required knowledge on project issues when training community members; provision of services without fumbling around; ease of reaching the appropriate service providers (civil society officials) in person; ease of reaching the appropriate service providers (civil society officials) by telephone; convenience of the location of service access points to community members; listening to the problems of community members by civil society officials and demonstration of understanding and concern; determination of community members' specific objectives first before offering the service(s) to them; consistency in the level of service(s) provided and ensuring that services provided are in line with what community members require; and finally, affordability of the cost of services provided to community members.

These results were in line with (ODA, 1995)'s contention that the purpose of aid is to enhance the economic and social development and well-being of recipients. This means fully taking into account recipients' views on objectives and how they are to be achieved (ODA, 1995). Bourne & Walker, (2005) as cited by Roumboutsos & Latinas, (2003) pointed out the importance of possession of the right skills and knowledge in service provision as they asserted that project managers require keen analytical and intuitive skills to identify stakeholders and work with them to understand their expectations in order to influence them to support and contribute to the project. Twigg, et al, (2001) advanced that the practice of participation is complex and full of challenges as the skills and the attitudes it requires from its practitioners are not easily acquired.

5.1.3. Local Government participation and performance of NUSAF

Local Government participation had no effect on the performance of NUSAF project in empowering the poor communities as regression results showed the insignificance of its effect. This confirms findings that the Local Government technical staff do not see value added from engaging community participation as they have a negative attitude on the capability, knowledge and expertise of the public, the community organizations and even NGOs that operate at the grassroots (Joseph, 2007). He further advanced that resource constraints (both human and financial for citizens' participation are inadequate) and logistical constraints limit the provision of extension services to the community by Lower Local Government technical staff leading to one time consultative meeting with the community which has minimal or no impact at all.

5.1.4. Corruption and performance of NUSAF

Regression results show that corruption second most significant predictor affecting the performance of NUSAF in empowering the poor communities and some of the factors under corruption that affected the project performance were; payment of money by community members for their project proposals to be funded and recommendation and funding projects belonging to relatives by the officials in charge among others. These results were in conformity to earlier findings. For example (Tumwesigye, 2004) argued that corruption leads to making wrong choices when selecting on projects to be undertaken. Although Tumwesigye, (2004)'s argument had a gap in explaining how making wrong choices of projects to be implemented affect the quality of services, findings from this study fulfills this gap as it revealed that corruption in the form of payment of money by community members for their project proposals to be funded and recommendation and funding projects belonging to relatives by the officials in

charge made the majority of poor people who lacked the money to pay for bribe and relatives to help them benefit from the project never benefited from the project meant to empower the poorest of the poor. Kahkonen, et al. (1997) advanced that the impact of corruption affects all as it results in to selective and poor public service delivery. Ruzindana et al. (1998) further observed that corruption leads to economic waste and inefficiency because of its effects on resource allocation.

5.2. Conclusions

Based on the study findings and discussions, conclusions were made objective by objective as follows.

5.2.1. Community participation and performance of NUSAF

Community participation was found out to be the dimension with the highest effect on the performance of NUSAF project. This implies that the performance of the project could be improved if the significant factors under community participation that are affecting the performance of NUSAF are improved upon.

5.2.2. Civil society participation and performance of NUSAF

Civil society participation had the third highest effect on the performance of NUSAF projects and under civil society participation dimension, it was noted that a number of factors were affecting the performance of NUSAF in empowering the poor communities and unless these

factors are addressed, then the project might not achieve its performance objective of empowering the poor.

5.2.3. Local government participation and performance of NUSAF

Local Government participation had no effect on the performance of NUSAF project in empowering the poor communities as regression results showed the insignificance of its effect. This however does not mean that they should be left out in the implementation of the project as the struggle to empower the poor is a collective effort of all the different stakeholders. There is therefore need to address the factors limiting active and proper participation of local government in the implementation of NUSAF project.

5.2.4. Corruption and performance of NUSAF

Corruption was found out to be the dimension with the second highest effect on the performance of NUSAF (empowerment of communities). It was noted from the analysis that when corruption increases, then chances of improving NUSAF project performance are likely to increase and vice versa. This situation occurred because the majority of people who benefited from NUSAF had to pay money in order for their project proposals to be funded implying that for someone to be empowered by NUSAF, then he/she must bribe in order for their projects to be funded. Those who did not pay bribe never benefited from the project as their projects were not funded meaning that they were not empowered by NUSAF. This situation is not desirable for the success of project meant to benefit the "poorest of the poor" and it should be addressed in order to ensure that the project empowers the poor as planned.

5.3.0. Recommendations

Recommendations to the study findings have been made objective by objective as follows.

5.3.1. Community participation and performance of NUSAF

NUSAF project should encourage and uphold meaningful community participation in all the aspects of the project right from project inception including all phases to strengthen service appropriateness, relevance, efficiency and effectiveness. The project should ensure that participation strongly supports commitment, concentration and membership in planning, organizing, implementing, collecting and analyzing data, documenting and disseminating information, and utilizing information for decision making to guarantee realization of quality and community empowerment.

Future projects should target the already established groups with a common purpose instead of making people to form groups comprising of members who don't know each other very well and with different interests. Community groups were formed at a time when most of the people were in IDP camps and it was difficult to use the formal groups as people were scattered. Most of the groups that benefited from NUSAF were formed just for the purpose of receiving NUSAF sub-projects funds and after that, each and every group member took their shares. This caused low level of community participation in group projects and it is the reason why most of the community groups got abandoned by the members. Future projects should use the formal community groups with a common purpose like farmer groups, community saving groups and cooperative groups among others as vital entry points for improving livelihoods and incomes of community members.

5.3.2. Civil society participation and performance of NUSAF

Functional civil society organisations in the district should be engaged by NUSAF to carry out facilitation and implementation of community projects by forming a strategic alliance with them. Civil society organisations providing services to community members should have staff with appropriate demeanor, and appropriate knowledge and skills in specific areas required for the success of community projects. This can be done by developing terms of reference for civil society organisations by NUSAF technical people on community capacity building in participatory planning and project management. This will help in enabling community members to acquire skills and knowledge in project management which they can later on use to sustain their projects and achieve greater benefits from such projects. The location of service points should be accessible to community members and service providers should determine the needs of community members before offering services so that the needs of community members are met.

The CSOs were using different approaches and methodologies in the training of NUSAF community members and since these trainers (practitioners) target the same communities, there is need to harmonize these approaches and methodologies in order to make it simpler for the community members to understand and adopt. When this problem is addressed conflicts will be reduced and efforts of the practitioners will be consistent and complimentary resulting in to a greater achievement in mobilization impact. The development of experience sharing through workshops should be carried out and this should involve the institutions engaged in poverty reduction interventions. This will help the various stakeholders to improve on their various project implementation activities and processes as a number of risks will be avoided after sharing the experience. Compilation of lessons learnt and the development of action points can also help greatly in the improvement of NUSAF two.

5.3.3. Local Government participation and performance of NUSAF

Despite the existence of an excellent and elaborate decentralization policy and structure, its implementation and especially its deepening to the grassroots is constrained by attitudinal change, financial constraints, human resource capacity and inadequate supportive structures. To ensure that the decentralization policy through Local Government participation in the implementation of NUSAF makes a significant improvement in the well being of communities, efforts of all development actors including development partners should be mobilized to support sustainable mechanisms for facilitating community participation. This can be enhanced by the good will of the Local Government officials, political leaders and local government technocrats. This will enable the achievement of development and since development is about people participating in decision –making and implementation that will affect their position and their future, the community as one of the major stakeholders in project implementation should be supported by Local Government officials and other stakeholders to actively become involved throughout the implementation process of NUSAF project cycle and to achieve the above, facilities, resources and technical skills amidst sound relations between and among the various stakeholders should be available through out.

It is also recommended that in order to ensure effective delivery of services to the poor and ensure utilization of financial resources within Local Governments, sector ministries involved in the implementation of NUSAF should develop clear benchmarks for measuring performance by Local Governments. The benchmarks will therefore be used as a basis for assessing the performance of the departments. Support supervision, monitoring and evaluation should also be intensified to facilitate quick tracking of service delivery through government programmes and projects like NUSAF. Capacity building and guidance is necessary for success.

5.3.4. Corruption and performance of NUSAF

Community members should be sensitized on the forms of corruption and NUSAF project cycle. They should know that the project belongs to them not the service providers and the government as they do think. This will help solve the problem of "I don't care attitude" which was not only encouraging corruption practices but also causing mismanagement of NUSAF sub projects. Disciplinary measures should be taken from top level down to the lower level (beneficiaries) and vice versa to reduce on the problem of corruption and other forms of project mismanagement that took place during the first phase of NUSAF. Some of these measures should include arrests and prosecution of victims, protection of whistle blowers, encouraging reporting, sacking corrupt workers and enhancing training and supervision among others.

Observation of construction works showed that corruption took place as classroom blocks and health centers (NUSAF constructed) had cracks on them and the functionality of the construction projects were not ensured by the constructors as planned. This can be solved by making the procurement cycle clear to the community project management committees and procurement committee in addition to putting emphasis on adherence to the procurement policy. The tendering process should be open and transparent and at least one or two community representatives and representatives from District Technical Committee should be included to witness the process. Community members should participate in monitoring such projects so as to ensure that the contractors do quality work and for them to do so, they need to be made aware of their rights and obligations and sensitized to fight corrupt practices and abuse of office. This strategy will contribute to this through increased public awareness.

5.4. Areas for further research

(a) Findings showed that community participation, civil society participation and corruption affect NUSAF performance (community empowerment). These findings significantly explained only 52% of the variance in NUSAF project performance (community empowerment) leaving a balance of 48% unexplained. This means that there are other variables not considered in this study explaining the remaining 48% balance like insecurity, tradition of people, participation of donors and natural factors among others. This therefore calls for further research about the above mentioned variables perceived to be contributing the remaining 48% variation in NUSAF project performance.

(b) This study investigated the effects of stakeholders' participation and corruption on the performance of NUSAF (community empowerment) and yet participation and absence of corruption alone does not guarantee community empowerment but should be capacitated by other factors like availability and access to health services, gender equality, ownership and access to land, access to clean water, having information and access to good markets for farm produce among others. There is therefore need to carry out research on other factors that affect project performance other than the ones captured by this study.

REFERENCES

ACORD, (2003). Mainstreaming HIV/AIDS Using a Community Led Rights Based Approach, a Case Study of ACORD Tanzania.

Amin, M. (2005) Social Science Research, Conception, Methodology and Analysis; Makerere University.

Aubel Judy, (1999). "Participatory Program Evaluation Manual – Involving Program Stakeholders in the Evaluation Process". Catholic Relief Services, Child Survival and Technical Support Project. Retrieved on 10/6/2009 from http://www.child survival.com/features/ bookmarks/pemanual.cfm

Beinebyabo Adrian, (2007). Effects of Corruption on Service Delivery in Uganda Police Force. Un-published Masters Thesis, Uganda Management Institute, Kampala.

Belliethathan, Yitbarek & Araya, (2008). Civil Society Participation in International Environmental Governance: Ethiopia

Berger-Bartlett H. and Craig T. (2002). The Challenge of Stakeholder Participation: examples of evaluation projects from the Youth justice context. Paper presented at the 2002 Australasian Evaluation Society International Conference. October/ November 2002 – Wollongong. Australia. In http://www.evaluationcanada.ca/distribution/ 20021030_berger-bartlett_heidi_craig_toni.pdf

Boyne, A.G. (2000). Sources of public service improvement; A critical review and research agenda. A paper presented at a workshop on networks management and new patterns of governance. Barcelona, 4th- 5th October 2002.

C.R. Kothari, (1990). Research Methodology, Methods and techniques.

Canadian International Development Agency (1997) . Indicators of Participation and empowerment. “The Why and How of Gender-Sensitive Indicators: A Project Level Handbook.”

Candia, S, (2008, May 28). Museveni grills Arua district NUSAF technical officer. Adungu. Retrieved March 21, 2009, from (http://www.adungu.org/?p=106)

Caxton, R. (2003). An Analysis of conflict between NGOs and Local Government on implementation of Education and Health Programs. Un published Masters thesis of Uganda Management Institute, Kampala.

Ccori Daniel Jesus and Solis Antonio Pozo (2007). Institutionalizing Monitoring and Evaluation IFAD-Cofinanced Projects in Latin America and the Caribbean. Summary of surveys of directors and officers of monitoring and evaluation units, 2004 and 2007. Programme for Strengthening the Regional Capacity for Monitoring and Evaluation of Rural Poverty-Alleviation Projects in Latin America and the Caribbean –PREVAL and IFAD. www.preval.org. TAG 700 IFAD-DESCO Agreement. Working Documents Series No. 3.

Coetzee, J.K. Graaff, J. Hendricks, F. & Wood, G. eds. (2001). Development. Theory, Policy and Practice. Cape Town : Oxford university Press Southern Africa.

Cohen, Jean L., and Andrew Arato. (1992). Civil Society and Political Theory. Cambridge, MA: MIT Press. In Gemmill, Barbara; and Amimbola, Bamidele-Izu. (2002). “The Role of NGOs and Civil Society in Global Environmental Governance”, in Eds. D Esty & M Ivanova, Global Environmental Governance: Options and Opportunities. 1-24.Yale School of Forestry and Environmental Studies.

Collier, P; Elliott, V.L; Hegre, H; Hoeffler,A; Reynal-Q.M; and Sambanis, N. (2003). Breaking the Conflict Trap: Civil War Development Policy. World Bank and Oxford University Press, Washington DC. A World Bank Policy Research Report.

David, Bryde, (2008). Perceptions of the Impact of Project Sponsorship Practices on Project Success. Journal of International Project Management Association (IPMA). 26/issue 8/2008.

Davidson, C. H. et al, (2006). "Truths and Myths about Community Participation in Post-Disaster Housing Projects", Habitat, Vol. 31, Issue 1, pp.100-115. Retrieved June, 12, 2009 from http://kerrn.org/pdf/davidsonetal2006.pdf

E J Van Rooyen, (2007). Reflection of Public Participation in the Context of Good Governance. African Journal of Public Affairs Vol 1 No.1, December 2007. Published by African Consortium of Public Administration (2007) ISSN 1997-7441.

Edward, et al. (1997); Making a Difference; NGOs and Development in a Changing World, Earthscan publishers, London.

Eriku, J (2008, March 9). World Bank extends NUSAF project. Monitor. Retrieved April 23, 2009, from http://allafrica.com/stories/200803100294.html

Fitzgerald. P.E, (2009); Information Systems Discipline; Faculty of Business, University of the Sunshine Coast, maroochydore,Queensland, Australia Efitzger@usc.edu.au.

Hannah.S, (2008); Enhancing the role of Major Groups and Stakeholders in the implementation of UNEP's Programme of Work 2010-11; A paper by Stakeholder Forum for a Sustainable Future.

Hoeffler, A. and Reynal- Querol,M. (2003). Measuring the cost of conflict. http://www.globalsecurity.org/military/world/war/index.html.

International Displacement Monitoring Centre, (2005). Global Statistics.

Jan Egeland, (2003). Uganda Civil War, http://www.globalsecurity.org/military/world/war/uganda.ht Retrieved on 13/5/2009.

Janelle Plummer (1999). Municipalities and Community Participation: A Sourcebook for Capacity Building

Jean Pike, (2009). The World at War: Retrieved on May 13, 2009 from http://www.globalsecurity.org/military/world/war/index.html.

Joseph Kayuza, (2007). Participatory Development Management-Uganda Experience. Ministry of Local Government, Uganda. Retrieved on 23/4/2009 from http://unpan1.un.org/intradoc/groups/public/documents/UN/UNPAN030836.pdf.

Kapirir Monica: Community Participation for Sustainable development, Community Development Resource Network CDRN July 1995.

Kahkonen, S.P; Meagher & Bestelaev T.V. (1997). Governance and private sector development. A paper presented at the regional ministerial seminar on Good Governance for Private Sector Development in Africa, Lake Victoria hotel, Entebbe, Uganda, 16th- 19th March 1997.

Karl Marilee (2000). Monitoring and evaluating stakeholder participation in agriculture and rural development projects: a literature review. In http://www.fao.org/sd/PPdirect/PPre

Kasozi A.B.K (1994). The social origin of violence in Uganda 1964-1985; Kampala: fountain Publishers Ltd.

Katarikawe Charles, (2006). Community Participation in Urban Public Service Delivery in Uganda. Un published Masters thesis of Uganda Management Institute, Kampala.

Khang B.B & Moe T.L, (2008). Project Success Criteria and Factors for International Development Projects: A life-cycle-Based Framework. Project Management Journal 39 No.1, March 2008.

Lengsenth, P. & Rick, S. (1996). The role of a national integrity system in fighting corruption. EDI Washington DC. World Bank.

Lukwiya, P, (2007). Poverty reigns despite big relief. MS Uganda newsletter. Retrieved on April 20, 2009, from http://wwww.ms.dk/sw88090.asp

Mackay K. (2006). Institutionalization of Monitoring and Evaluation Systems to Improve Public Sector Management. Evaluation Capacity Development Working Paper Series – No. 15, January 2006. The World Bank, Washington D.C. In www.world bank.org.

Mackay Opolot, (2003). An Analysis of factors that Affect Participation of Grassroots Communities in Local Government Programmes in Uganda. Un published Masters thesis of Uganda Management Institute, Kampala.

Magaju ,J.P (1996) Uganda's Decade of Reforms (1986- 1996); Kampala: Fountain Publishers Ltd.

Ministry of Local Government, (September, 2003). Participants Handbook on Civil society organizations and Public Private Partnerships.

Ministry of Local Government, (September, 2003). Participants Handbook on Community Participation and Mobilisation.

Mugenda and Mugenda, (1999). Research Methods (Rev.ed).Nairobi. Kenya.

Muhabwe, N, (2002). Challenges to community empowerment. A paper prepared for a workshop entitled "Decentralisation and Community Empowerment: Sharing Lessons and Designing Actions" in Safari park hotel, Nairobi, Kenya, 25th- 28th March 2002.

Mutibwa Phares, (1992). Uganda since Independence . A story of unfulfilled Hope; Kampala : Fountain Publishers Ltd.

Naidoo, Kumi. (2003). Civil Society, Governance and Globalisation, World Bank Presidential Fellows Lecture, World Bank, Washington, DC.

Norbert Mao, (2007, May 21). Crafty elite have derailed NUSAF. New Vision. Retrieved March 15, 2009, from http://www.newvision.co.ug/D/8/20/566434

Oberthur, Sebastian., Matthias Buck, Sebastian Muller, Stefanie Pfahl and Richard G.Tarasofsky. (2002). Participation of Non-Governmental Organizations in International Environmental Governance: Legal Basis and Practical Experience. Final Report published on behalf of the Umweltbundesamt.

Okino, P, (2008, August 27). Northern Uganda corruption probe leads to further arrests. Published by Jean- Francois Drancois Darcq (institute for war and peace reporting. Retrieved April 14, 2009, from http://www.mailarchive.com/jfdinfo@googlegroups.com/msg00056.html

Omara, G, (2008, August 13). NUSAF has released more funds for Apac and Oyam. New Vision. Retrieved March 20, 2009, from http://ugandaspotlight.wordpress.com/2008/08/13/nusaf-has-released-more-funds- for-apac-and-oyam.

Overseas Development Agency (ODA), (April, 1995). Note on Enhancing Stakeholder Participation in Aid Activities.

Rao & Walton, (2004a & 2004b). NUSAF community reconciliation and conflict management empower communities in a post conflict setting. Report No. 269 December 2006). Retrieved April 15, 2009, from http://www.worldbank.org/afr/findings/english/find269.pdf

Republic of Uganda, (2000). Prevention of Corruption Act. Laws of Uganda. Vol. V111, CAP 168. Entebbe UPPC.

Roper, L., Utz, E, and Harvey, J. (2006). The Tsunami Learning Project: Lessons for Grant makers in Natural Disaster Response. Grant makers Without Borders, Boston, MA. Retrieved on June 21,2009, from http://www.internationaldonors.org/issues/pdf/tlp_full-report.pdf

Roumboutsos, A.& Latinas N, (2003). Project Stakeholders' Power Distribution. A System's Approach to Uncertainty Management. Aegean Working Papers Issue 1, December 2003. Retrieved on 6/5/2009 from http://www.stt.aegean.gr/AWP/AWP1_0106.pdf

Ruzindana, A. (1989). Corruption and mismanagement in government. A paper presented at the seminar on Uganda's Economy. Sheraton Hotel, Kampala, Uganda.

Ruzindana, A. Lengsenth, P; & Gakwandi, A. (1998) Fighting corruption in Uganda: The process of building National Integrity Systems. Fountain publishers, Kampala, Uganda.

Sharma, M, (2007). Community Participation in Community-Based rehabilitation Programmes. Asia Pacific Disability Rehabilitation Journal. Retrieved April 16, 2009, from http://www.aifo.it/english/resources/online/apdrj/apdrj207/com_participation.pdf.

Tumwesigye, J. (2004).The impact of corruption on the implementation of poverty action fund programmes in Uganda. A paper presented to participants at the Regional post National Integrity Survey (NIS) at Kolping hall, Hoima, Uganda.

Turmusani M, Vreede A and Wirz SL (2002). Some ethical issues in community based rehabilitation initiatives in developing countries.

Twigg, J. et al, (2001). "Guidance Notes on Participation and Accountability", Benfield Hazard Research Centre, London. Retrieved on April 15, 2009 from http://www.benfieldhrc.org/activities/misc_papers/PA%20text.pdf

UNDP (1997). Who are the Question-makers – A Participatory Evaluation Handbook. OESP. In http://www.undp.org/eo/documents/who.htm.

UNDP, (2002). Handbook on Monitoring and Evaluation for Results. New York: United Nations Development Program, Office of Evaluation and Strategic Planning.

UNICEF, International HIV/AIDS Alliance and Save the Children (2005). Guide to Monitoring and Evaluation Response for Children Orphaned and Made Vulnerable by HIV/AIDS. In www.savethechildren.nl/pro jecten/best/

United Nations Organisation, (2001) . United Nations Development Program engagement with civil society. Retrieved on 17/6/2009 from http://www.undp.org/partners/civil_society/

Vivek M., Ramasankar P., Murty V.R, Agarwal S. and Parmesh S. Case study of Andhra Pradesh, India: Improving Health Service through Community Score Cards. A case study for the workshop on application of social accountability mechanisms in CDD & Decentralization programme in South Asia: Experiences from pilot projects in Hyderabad, India, published in March 2007 in Social Accountability Series. South Asia Sustainable Development Department. Note 1. August 2007.

Webstar New World College Dictionary. Definition of stakeholder. Retrieved on April 14, 2009, from http://www.mariosalexandrou.com/definition/stakeholder.asp

Wisner, B. and Adams, J. (2003). "Environmental Health in Emergencies and Disasters: A Practical Guide". World Health Organization, Geneva. Retrieved on June 21, 2009, from http://www.who.int/water_sanitation_health/hygiene/emergencies/em2002chap15.pdf

World Bank, (1996). Participation Sourcebook, Washington D.C.

World Bank, (2002). A Sourcebook for Poverty Reduction Strategies, Washington D.C.

World Bank, (2002). Community Participation in Post-Disaster Reconstruction: Lessons learned from the Maharashtra Emergency Earthquake Rehabilitation Program, World Bank, Washington DC http://go.worldbank.org/KT7M4G9810.

Zewde, Yitagesu, (2006). The role, mandates of CSOs. Discussion paper presented on at the CSO Internal Dialogue II, organized by UECSO, 3 August 2006. Retrieved on 14/6/2009 from www.crdaethiopia.org/Documents/Assesment%20of%20NGOs%20Operating%20Environment_%20in%20Ethiopia.PDF

Zeithaml, Parasurama & Berry, (1990). SERVQUAL model- an instrument for measuring quality service.

APPENDIX 1. QUESTIONNAIRE USED FOR THE STUDY

SECTION A: BACK GROUND INFORMATION

1	Sex	**1.** Male **2.** Female
2	Age	**1.** 15-19 **2.** 20-24 **3.** 25-29 **4.** 30-34 **5.** 35-39 **6.** 40-44 **7.** 45-49 **8.** 50 >
3	Marital status	**1.** Single **2.** Married **3** widow(er) **4.** Divorced **5.** Others (specify)……
4	Level of education	**1.** Primary and below **2.** Secondary **3.** Tertiary **4.** University **5.** Others (specify)…….
5	Occupation	**1.** Student **2.** Peasant Farmer **3.** Trader **4.**Teacher **5.** Others (specify)……

Please tick (√) on a scale of 1-5 how you strongly agree or disagree with the following statements.

	1	2	3	4	5
	Strongly Disagree	**Disagree**	**Neither Agree nor Disagree**	**Agree**	**Strongly Agree**

	SECTION B: LEVEL OF COMMUNITY PARTICIPATION	**1**	**2**	**3**	**4**	**5**
1	Our group members participate highly in Project identification.					
2	Our group members participate highly in project planning.					
3	Our group members participate highly in project implementation.					

	1	2	3	4	5
	Strongly Disagree	**Disagree**	**Neither Agree nor Disagree**	**Agree**	**Strongly Agree**

		1	**2**	**3**	**4**	**5**
4	Our group members participate highly in project monitoring & evaluation.					
5	Our group members hold meetings for sub-projects after every month.					
6	The level of our attendance to group meetings is very high.					
7	The participation of our group members in attendance of planning meetings for sub- projects is high.					
8	The contributions of our group members during meetings are very high.					
9	Project leaders dominate group meetings as others are not allowed to contribute.					
10	Agreed plans by our group members during meetings are put in to implementation.					
11	Our participation in group meetings is very important for our project success.					
12	The mobilization skills used by our group members when there is a meeting are very good.					
13	Our group members contribute money for our project.					
14	Our group members mobilize local materials for our project.					
15	Our group members contribute labour for the maintenance of NUSAF community projects (boreholes, roads, etc).					
	SECTION C: LEVEL OF EMPOWERMENT	**1**	**2**	**3**	**4**	**5**
16	Our group members are able to come together and identify problems affecting our project(s).					
17	Our group members are able to come up with appropriate solutions to the problems affecting our project without help from non group members.					
18	Our group members are able to make decisions regarding running of the group without interference from non members.					
19	Our group members are able to ask our leaders to explain their actions regarding the proper running of the group project(s).					
20	Our group members are capable of developing plans which can enable us achieve solutions to our problems.					

21	Our group members are capable of coordinating the implementation of the planned activities by themselves.					

	1	2	3	4	5
	Strongly Disagree	**Disagree**	**Neither Agree nor Disagree**	**Agree**	**Strongly Agree**

		1	**2**	**3**	**4**	**5**
22	Our group members are capable of managing group finances by putting them to the right use.					
23	Our group members are capable of managing our project equipment and facilities by putting them to the right use.					
24	Our group members are willing to raise their contributions in terms of money.					
25	Our group members are willing to raise contributions in terms of labour provision for our project.					
26	Our group members raise contributions of local materials for our group project.					
	SECTION D: LEVEL OF LOCAL GOVERNMENT PARTICIPATION	**1**	**2**	**3**	**4**	**5**
27	Local government officials participate highly in training community members on project proposal writing.					
28	Local government officials are free and fair (transparent) when appraising community project proposals.					
29	Local government officials transmit the funds to community groups promptly.					
30	Local government officials conduct field visits (monitoring and evaluation) to check on our project performance.					
31	Local government officials give us feedbacks after checking on our project performance.					
32	Local government officials inform us on appropriate actions which we should take to improve on our project performance.					
33	Local government officials (technical staff) participate highly in the supervision of NUSAF community projects (roads, boreholes, classroom and health centers).					
34	Local government officials provide us with opportunities for field exchange visits to check on the performance of other NUSAF projects elsewhere.					

	1	2	3	4	5
	Strongly Disagree	**Disagree**	**Neither Agree nor Disagree**	**Agree**	**Strongly Agree**

		1	2	3	4	5
35	Local government officials open the door for us to approach them any time for help on NUSAF issues.					
36	Local government officials attend to us and provide appropriate answers to our problems when we approach them.					
37	Local government officials organize stakeholder meetings to sensitize us on NUSAF monthly.					
38	The level of attendance to NUSAF stakeholder meetings by local government officials is very high.					
39	The contributions of Local government officials during stakeholder meetings for NUSAF projects are very high.					
40	Leaders heading NUSAF District Technical Planning Committee and NUSAF District Executive Committee dominate stakeholder meetings as others are not allowed to contribute.					
41	We were highly sensitized on NUSAF project by local government officials.					
42	Local government officials award tender on projects which can not be done by community members.					
43	The people awarded tender to carry out works and supplies do quality work.					
	SECTION E: LEVEL OF CIVIL SOCIETY PARTICIPATION	**1**	**2**	**3**	**4**	**5**
44	Civil society organization officials open the door for us to approach them any time for help on NUSAF issues.					
45	All of our service providers (civil society officials) provide the same quality of service to us all the time.					
46	Service providers (civil society officials) are willing to answer our questions for the first time.					
47	Service providers know what they are doing most of the times when they are training us.					

48	Service providers (civil society officials) provide services to us without fumbling around.					

	1	2	3	4	5
	Strongly Disagree	**Disagree**	**Neither Agree nor Disagree**	**Agree**	**Strongly Agree**

		1	**2**	**3**	**4**	**5**
49	It's easy for us to reach the appropriate service providers (civil society officials) in person.					
50	It's easy for us to reach the appropriate service providers (civil society officials) by telephone.					
51	Service access points are conveniently located for us.					
52	When we contact service points, service providers (civil society officials) listen to our problems and demonstrate understanding and concern.					
53	Service providers (civil society officials) explain clearly the various options available to particular questions we ask.					
54	Service providers (civil society officials) try to determine what our specific objectives are, before offering the service(s) to us.					
55	Level of service(s) provided by civil society officials is consistent and in line with what we require.					
56	The cost of service(s) provided by service providers (civil society officials) is affordable to us.					
57	Civil society officials participate highly in checking our progress after training us on how to manage our projects.					
58	Civil society officials give us proper advice on action to be taken after checking on our project performance.					
	SECTION D: CORRUPTION	**1**	**2**	**3**	**4**	**5**
59	Our project proposals are only accepted when we pay some little money.					
60	We have to pay money for our project proposals to be funded.					
61	We have ever paid money to facilitate the operations of service providers.					

62	We receive minimal service from service providers if we don't pay them.					

	1	2	3	4	5
	Strongly Disagree	**Disagree**	**Neither Agree nor Disagree**	**Agree**	**Strongly Agree**

63	Service providers receive gifts for the services they provide to us.					
64	Service providers are given presents when they come to inspect our projects.					
65	Project appraisal officials recommend and fund projects belonging to their relatives.					
66	Some vital information is disclosed to us by service providers when we pay some money to them.					
67	Members who don't pay service providers are expelled from the group.					
68	Project group leaders pay us in order to be selected to lead us.					
69	Personal interests of our group leaders override all other issues concerning our group project.					

APPENDIX 2

INTERVIEW GUIDE FOR COMMUNITY GROUP PROJECT LEADERS (KEY INFORMANTS).

1. What problems are community members facing in the implementation of NUSAF project?

2. Do community group members participate fully in the project?

3. What activities do they participate in?

4. Are your group members capable of developing plans which can enable them to achieve solutions to their problems?

5. Are your group members capable of coordinating the implementation of the planned activities themselves?

6. Are your group members capable of managing the group resources like finances, project equipment and facilities by putting them to the right use?

7. Have you ever had cases of resource mismanagement in your group?

8. What are some of the resource challenges being faced by communities in the implementation of the project?

9. What have been done to reduce on those challenges?

APPENDIX 3

OBSERVATION TOOL

- Conditions of NUSAF constructed structures (schools, health centers).
- Conditions of NUSAF roads.
- Conditions of NUSAF constructed boreholes
- Reaction to sensitive issues like corruption and general performance of NUSAF projects among others.
- Conditions of respondents (NUSAF community members) shelter.
- Living conditions of NUSAF community members

APPENDIX 4

INTERVIEW GUIDE FOR THE CIVIL SOCIETY ORGANISATIONS.

1. What challenges are you facing with training NUSAF community members?

2. What challenges are you facing with training local government officials?

3. What challenges are you facing in monitoring progress of your activities?

4. What is your opinion on corruption and performance of NUSAF faze one?

5. Corruption manifests itself in many forms. Which ones do you think are closely linked to NUSAF phase one?

6. What should be done to reduce/stop on the problem of corruption in NUSAF?

7. What measures in your opinion should be taken to improve NUSAF project performance?

APPENDIX. 5

INTERVIEW GUIDE FOR LOCAL GOVERNMENT OFFICIALS

1. Are you facing any challenge regarding NUSAF implementation?

2. What challenges are you facing in carrying out Project appraisal?

3. What challenges are you facing in carrying out Project funding?

4. What challenges are you facing in carrying out Project monitoring & evaluation?

5. What measures have been taken to reduce/solve the above challenges?

6. What is your opinion on corruption and performance of NUSAF phase one?

7. Corruption manifests itself in many forms. Which ones do you think are closely linked to NUSAF phase one?

8. What should be done to reduce/stop on the problem of corruption in NUSAF?

9. What measures in your opinion should be taken to improve NUSAF project implementation in Lira and make things work better (as planned)?

APPENDIX. 6

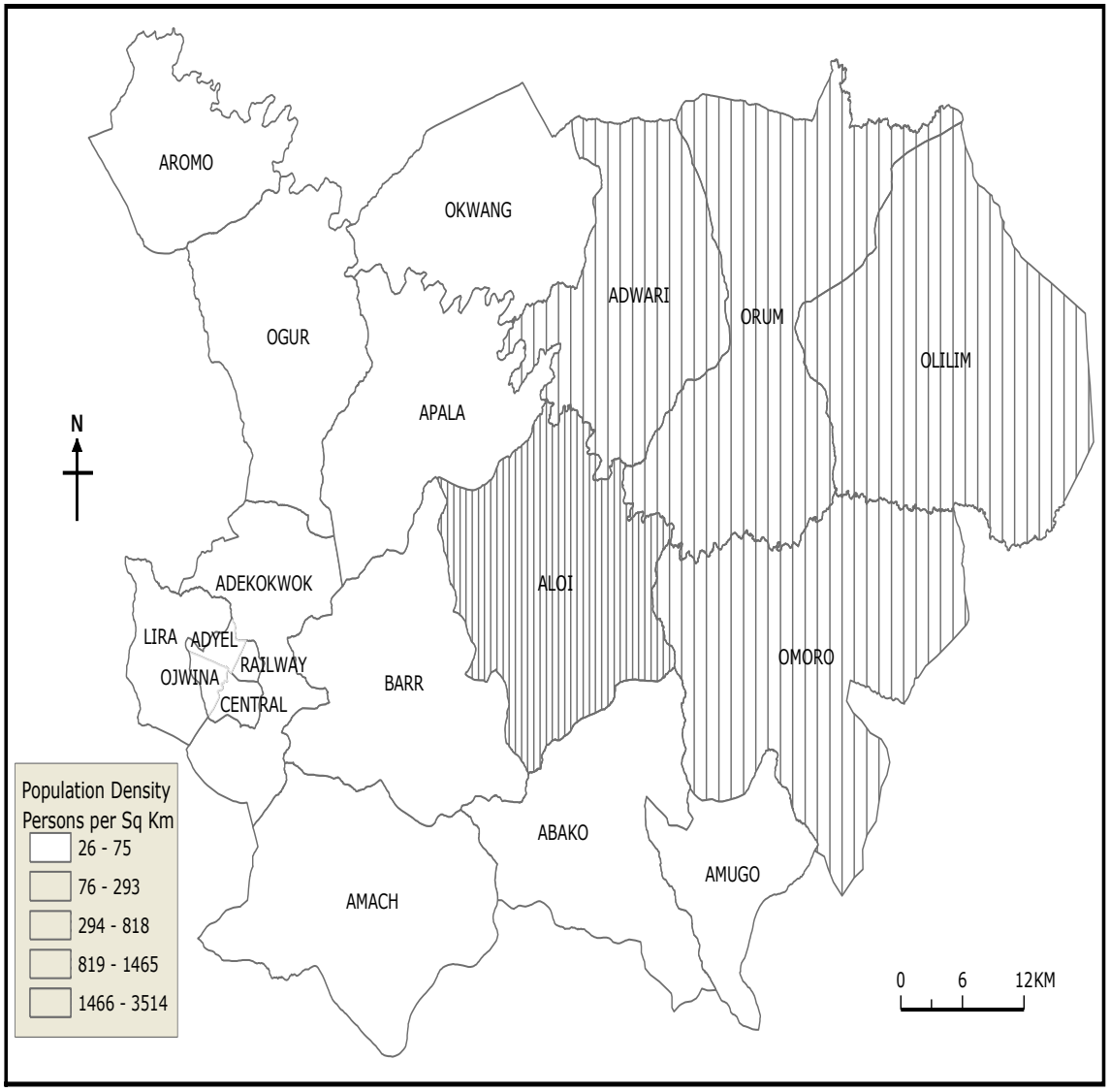
Morgan and Krejcie's table for determining sample size from a given population

Note: "N" is population size; "S" is sample size

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

APPENDIX. 7

MAP OF UGANDA SHOWING THE LOCATION OF DISTRICTS

APPENDIX. 8

MAP OF LIRA DISTRICT SHOWING THE LOCATION OF SUB COUNTIES.