



**COMMUNITY PARTICIPATION AND SUSTAINABILITY OF THE NAADS
PROGRAMME IN BUFUMBO SUB-COUNTY,
MBALE DISTRICT, UGANDA.**

BY

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Declaration

I Catherine Nabalwala declare to the best of my knowledge that this work Community Participation and Sustainability of the NAADS programme in Bufumbo Sub-county Mbale District is my original work and it has never been published or submitted in any institution of higher learning for award of Degree.

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Approval

This is to acknowledge that this work entitled Community Participation and Sustainability of the NAADS programme in Bufumbo Sub-county Mbale District has been under our supervision and is now ready for submission to the School of Management Science for examination.

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Dedication

This work is dedicated to my dear parents Mr. Wilson Weasa Wamimbi and Petua Jessica Wabule Mandu who laid the foundation to which I stand today.

Acknowledgement

I am deeply indebted to many individuals for their personal encouragement and professional assistance without them, this Research would not have been possible. I wish to thank my supervisors Mr Kiwanuka Michael and Dr Gerald K Karyejja for the professional guidance rendered to me in the production of this work. I must sincerely thank my dear parents for their tireless efforts to raise me up, educated me, supported me financially and for their constant encouragement.

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List of abbreviations & acronyms

AASP	Agriculture Advisory Service Provider
ATTAS:	Agricultural Technology Agribusiness Advisory Services
CAO:	Chief Administrative Officer
CBF:	Community Based Facilitators
CDO	Community Development Officer
CPO:	Chief Production Officer
DAO:	District Agriculture Officer
DNC:	District NAADS Co-ordinator
FAO	Food Agriculture Organization
FID	Farmer Institutional Development
ISFG	Integrated Support to Farmer Groups
LG	Local Government
LGMSD	Local Government Management and Service Delivery Programme
MAAIF:	Ministry of Agriculture, Animal Industry and fisheries
NAADS:	National Agriculture Advisory Services
NARO	National Agriculture Research Organization
PCC	Parish Co-ordination Committees
PEAP	Poverty Eradication Action Plan
PMA:	Plan for Modernization of Agriculture
PRDP	Peace Recovery and Development Programme
SAS:	Senior Assistant Secretary
SFF	Sub-County Farmers Forum
SNC:	Sub-County NAADS Co-ordinator
UMI	Uganda Management Institute

Abstract

The study was community participation and sustainability of the NAADS programme in Bufumbo Sub-county Mbale District. The study was intended to establish the effect of community participation on sustainability of the NAADS programme and recommend strategies that would involve the community in the programme so as to cause improvement on sustainability in Bufumbo Sub-County. This was in view of the fact that despite the well laid down procedures of Community participation in the NAADS programme the rate of adaption rates is very low. The study used a cross sectional design using quantitative and qualitative approach and employed both qualitative and quantitative methods of Data collection that enabled them to collect a large quantity of data. The Data collection methods used included Questionnaires, face to face interviews and Focus group discussions. Findings showed the majority respondents (51.2 %) disagreed that farmers /community members were invited for planning and are not involved in decision making and (58.8%) agreed that community was involved in the selection of NAADS beneficiaries which leads to sustainability while majority of the respondents (53.7% disagreed that community participates in formulation of M& E work plans and that community does not take part in M& E. Community participation in planning has been under implementation for a long time but the level of farmer participation in decision making is still low which will lead to enhanced sustainability of the NAADS programme. It's therefore concluded that community participation in Programme M& E if ignored would cause failure to the NAADS programme. It's therefore recommended that community participation be improved and deep rooted so as to cause sustainability of the programme and increased beneficiary participation in NAADS programme implementation at lower levels which will make the programme more bottom up as originally designed in the NAADS master document (2000). It is finally recommended that M&E of the NAADS be accorded adequate resources and time to cause sustainability.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

The study investigated the relationship between community participation and Financial and Economic sustainability of the NAADS programme in Bufumbo Sub-County in Mbale District. Community participation was the independent variable while sustainability of the NAADS programme was the dependent variable.

Dimensions of the independent variable were community participation in planning, implementation, monitoring and Evaluation & the indicators of the dependent variable were financial and Economic sustainability. People's participation strengthens civil society, facilitates the flow of information and leads to more efficient allocation of resources. It also eases implementation of programmes/projects because people benefit directly.

Active participation of the rural population is an essential factor for real & sustainable rural development to occur. (Uphoof, 1979). Involvement of appropriate levels of government in decision making, implementation & Evaluation of development programmes is another essential factor contributing to the success of rural development.

1.2 Background of the Study

1.2.1 Historical Background

Community participation has received considerable academic attention in Uganda particularly since the early 1960s. For the last decades, community participation in relation to sustainability of interventions has gained momentum. Many researchers have pronounced themselves on the importance of community or stakeholder participation in many government programmes lifespan. Participation of communities in government programmes is for their survival and not

with long term intentions. This is the reason why many people prefer money instead of physical items (Habitant report 2008).

Participation enhances and extends democracy by allowing a representative range of groups to participate on an important area of decision making and service developing for the community (Luc, 1990)

Universally community participation in Development work has been researched & documented since the colonial times (Conning & Kevane,2002).The historical transition from state centered social policy to community focused projectised development work as comprehensively documented.(Mansuri & Rao,2003,Reed 2008) Breever (2002) catalogues diverse kinds of community led Development initiatives & varied levels of Community involvement in the extortion of such projects since this concept became a subject of research interest in the past decades. Data on Community participation in Development work in Africa also dates way back to the colonial era (Conning & Kevane 2002).In Uganda historical data on community Participation in Development projects is scanty. None the less, Kafiriri et al., 2003 present some information on community participation in successful health service provision in Uganda from as early as the 1970,s & 1980s). All these findings confirm Breurs (2002:3) assertion that community participation has been practiced in many different ways for many years not only with in Health but more broadly with in social practice & Development.

Since the 1980s the sustainability concept has been used in development literature especially in the sustainable development, theoretical and empirical studies (Shiva 1992). The turning point however came in 1987 with the release of a report by the world commission on Environment & Development (WECD) titled our common future which popularized sustainable Development and positioned it as a topic of National & Global importance. The report was seen as a global agenda for change (WCED, 1987 pix) and promoted sustainable development as the solution to the growing concerns over Environmental degradation & the

affections of the consumer society. The current state is alarming in that there is no sustainability due to political interference where by farmers who receive the inputs assume that they voted for NRM and therefore see no reason to pass on technology to other farmers.

1.2.2 Theoretical Background

The social systems theory was the guiding theory in building the conceptual framework of the study. Louise c and Stephen JY (2004) describe the social system theory as a means of ordering the world in terms of relatedness. A system would be complete if composed of interrelated and interdependent parts.

The social systems theory states that human needs cannot be considered a part from the larger systems in which humans function. These include the family, small groups, community and various social systems. The theory further asserts that all people belong to several larger systems which often make conflicting demands. The theory provides a means of understanding and identification of the needs of the people. The assumptions of theory include: Impact of change must be on all systems involved, meeting needs of individuals will not make impact but for all the community members. It further assumes that there should be a balance between needs and resources available at the time the community should be able to participate in the processes of decision making, planning, implementation, M& E, (Ann Hartman 2004). The other assumption is that there must be mutual benefits with in all the clients.

Social systems theory is being used for this study because it gives control over planning decisions and investment resources for local development to community groups (World Bank, 2011) It has been chosen to guide this study because of the principle of community participation and empowerment and has been reportedly been used to support a variety of urgent needs like water supply, school and health unit construction.

1.2.3 Conceptual Background

Community participation is a very widely used concept whose meaning keeps changing with users and Brever (2002) advises that for easier understanding, it is important to look at the two words-“Community and Participation separately.

Drawing on key literature, Community participation has thus been loosely defined as the involvement of people especially the disadvantaged in a community project to solve their own problems (Breet, 2003). But according to Brever (2002:10) community participation is a process by which people are enabled to become actively & genuinely get involved in defining issues of concern to them in making decisions about factors that affect their lives in formulating & implementing policies in planning developing & delivering services & taking action to achieve change. Bakenegura 2003 defines community participation as a process through which stakeholders influence and share control over development initiatives, decision and resources which affect them. It means active contribution and control of all decisions related to the services delivery.

Qakley & Marsden (1987) defined Community participation as the process by which individuals, families or communities assume responsibility for their own welfare and develop a capacity to contribute to their own personal and community Development.

Issues concerning community participation offer a number of sets of explanations as to why the process of community engagement is useful in addressing sustainability of the programmes. Tacconi (2008) notes that social scientists have unearthed wide evidence that public life improves when influenced by networks of community involvement.

The world Bank Report (2000, P33) asserts that the outcomes of community participation in sustaining government programmes are increased in commitment planning, decision making

and increased Financial support. It provides empowerment and helps in fulfillment of programme mandates.

However Noordegraaf (2003) identifies that the community should be able to interpret documents, understand basic principles in programme cycle. This implies that the levels of education of community should be to a level to match the technical knowledge required. The variables under community participation will include planning, implementation and M &E while the variables under sustainability of the NAADS programme will involve Financial and Economic.

The participation of local communities in decision making affects their day to day lives. Participation through these state structures remains marginal. Citizen participation in the NAADS Agriculture Extension programme barely remains barely visible. There has been an up surge in advocacy for all-inclusiveness in rural recipients of such development prescriptions understand and can use the prescribed mechanisms meaningfully for their betterment. While the term participation has become part of the standard vocabulary of many development agencies, its definition is not clear. Contrary to general practice in rural development, people's participation is not limited to stakeholders attending meetings or contributing their labour to the implementation of projects designed. Democratic participation entails the active involvement of the people in all development activities. As a result, people can respect and contribute meaningfully to overarching objectives of development such as poverty alleviation and protection of the environment.

Cooke and Kothari (2001:3) challenge the widespread belief that participation is unequivocally goal and provide a detailed fieldwork analysis of the reasons participation ought not and distribution of power that is sometimes rhetorically suggested, indeed efforts towards embracing participation are described as largely maintaining existing power relationships, through masking this situation behind the rhetoric & techniques of participation.

The international fund for agricultural development (IFAD 2010) defines sustainability as ensuring that the institutions supported through projects and the benefits realized are maintained and continue after the end of the project (Tango international, 2009). Ingle (2005), contends that projects still account for much of the focus and structure of development activities. That research shows that identifying, planning and implementing a project for benefit sustainability requires additional development mindset reinforces with some practical management knowledge- from the inception of a project idea to the completion of the intended returns on investment. With this view, it would require that at the time conceiving the sub-project, the beneficiaries should incorporate the sustainability aspects. Ingle (2005) also argues that sustainability involves ensuring the successful implementation of the project and at the same time working oneself out of job since the ownership of activities are now transferred to the beneficiaries.

1.2.4 Contextual Background

The significance of community participation to project success has been researched and documented for decades (Sanoff, 2000 & Twala, 2010). Brever 2002 enumerates different development efforts including health service delivery, that have been successfully implemented with community participation over the decades. In Bufumbo Sub County Community Participation has not been widely used in all Government programmes thus lagging behind sustainability. And development in general.

Since the early 1990, sustainability has been a dominant theme in discussions on development in third world countries especially Development that is facilitated by NGO's (Luba, 2010). The ideal of sustainability has increasingly become a conscious policy of donors in a comprehensive sense. Donors seek projects which they think recipients will be able & willing to sustain after the donors & their funds development swindler & Watkins.

Participation of rural poor in their own development has been measured as a key factor in the success of projects (Burkey, 1993). This is seen in terms of increase in self-help capacity & probability of project benefits becoming self-sustaining.

Burkey (1993) emphasized that Community involvement is an essential part of human growth, thus the development of confidence, pride, initiative, creativity, responsibly & cooperation. Without such development within the people themselves, all efforts to alleviate their poverty will be immensely more difficult if not impossible. Chambers (1993) observed that stakeholder involvement ensures reflection and participation of key stakeholders in program implementation for example the community, community representatives as well as government and NGO staff.

To eade sustainable Development cannot be achieved unless the community is fully involved in the development process. Recent studies content with earlier studies that meaningful & sustainable development cannot be achieved without involving the main stakeholders in the running of development activities (Luba 2008:WURDT 2007;IFAD,2009; Okeny, 2010; CHF,2008)

1.3 Statement of the problem

Bufumbo Sub-County is committed to ensure that communities take part in decision making using the bottom up approach .The Sub-county has prioritized Production sector as the number one key sector in the Sub-County and it takes over 70% of the entire Sub-County budget thus an aspect of sustainability. (Bufumbo Sub-County Budget Financial year 2012/13, FY 2013/14) The Integration of NAADS in other Development programmes like NUSAF,PRDP & LGSMD coupled with full involvement of communities in decision making ensures ownership and empowerment of the farmers. The District and Sub-county Executive Committee& Farmer fora have embraced the NAADS programme by sensitizing communities on policies that ensure group formation, ownership, passing on of technologies to other farmers

if sustainability strategy is to succeed. The Farmers capacity has been built through various trainings by the ASSP,s Crop and Veterinary. In spite of all that commitment, there is still a problem in terms of financial and Economic sustainability in Bufumbo Sub-County where the Sub-county and farmers have failed to co fund, there is no income generation, lack programme ownership and farmers are not empowered. The Rate of technology adaption is low at 38% in 2006, 39% in 2007 and 35 % in 2008 (NAADS review report March 2009). Despite the procedures and policies in the programme that provide Community participation and the huge government funding of the programme where Mbale District received 206 billion in FY 2012/13 there is still a challenge with sustainability. This clearly shows that the NAADS programme is likely not to achieve its objectives whose outcomes have not increased people's income. Most animals have been eaten, sold or left to die. (AAMP report 2008) thus the need to investigate the involvement of community participation in NAADS is key in sustaining the programme.

1.4 Purpose of the Study

To establish the relationship between community participation and sustainability of the NAADS programme taking a case of Bufumbo Sub-county in Mbale District

1.5 Objectives of the Study

The objectives were to assess the extent to which community participation contributes to the sustainability of the programme.

1. To establish the relationship between which community participation in planning influences the choice of projects and sustainability of NAADS in Bufumbo Sub-county in Mbale District.

2. To establish how implementation strategies leads to sustainability of the programme in Bufumbo Sub-County
3. To find out how community participation in programme Monitoring and Evaluation relates to sustainability of NAADS in Bufumbo Sub-County in Mbale District

1.6 Research Questions

The study was guided by the following research questions

1. What is the effect of community participation in planning on sustainability of the programme in Bufumbo Sub-county?
2. How does community participation in programme implementation affect sustainability of the NAADS programme in Bufumbo Sub-County Mbale District?
3. How does community Participation in Programme M& E relate to the sustainability of NAADS in Bufumbo Sub-County, Mbale?

1.7 Hypothesis of the Study

1. Community participation in Programme planning significantly affects sustainability of NAADS in Bufumbo Sub-County Mbale
2. Community participation in programme implementation has a significant effect on the sustainability of NAADS programme
3. Community Participation and programme M& E has a significant relationship on the sustainability of the NAADS programme in Bufumbo Sub-County Mbale

1.8 Conceptual Framework

Independent variable

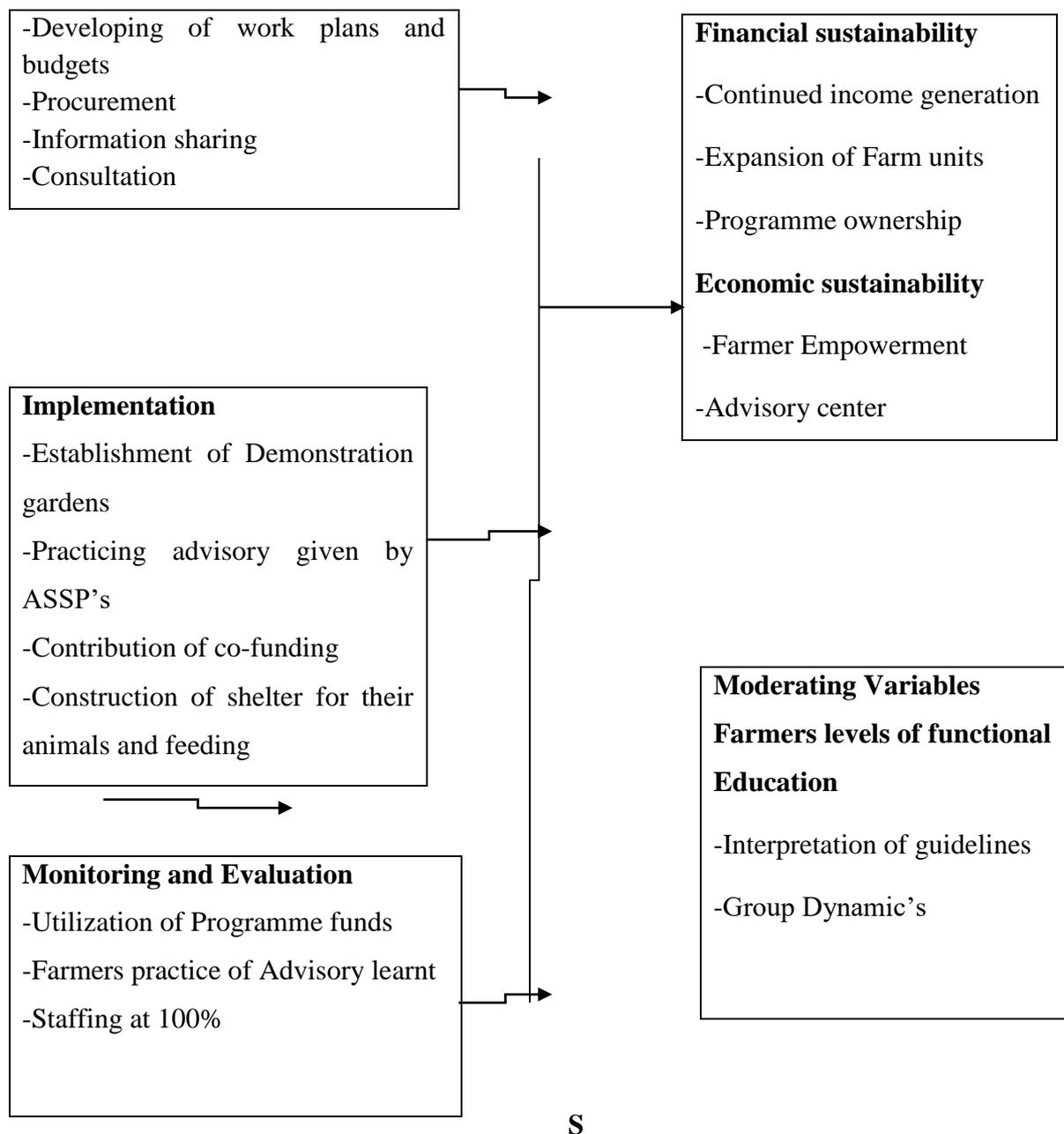
Community Participation

Dependent Variable

Sustainability of NAADS

Planning

-Identification of Farmers needs



S

Source: adapted & modified from the social systems theory: Ann Hartman (2004) social work practice.

This will help explain the various dimensions involved in community participation in planning, implementation and M& E of the programme.

The social systems theory helped in the generation of the conceptual framework where people work as a team to structure what they want in a team to structure what they want in terms of needs identification, wanting to participate in what concerns them as a group.

The conceptual framework explained the various dimensions involved in community participation particularly in planning, implementation and M& E of the programme. The community participates in identification of farmer needs and development of work plans and budgets, establishment of demonstration sites and practices advisory knowledge learnt in the implementation process, all this is intended to add value to programme sustainability as the social systems theory suggests. Farmers have a role of input tracking within themselves in the farmer groups ensuring accountability is done through M&E.

Where the independent variable is favorable, the dependent variable will be positively influenced (add value to the programme) and if the independent variable is unfavorable, it will influence the dependent variable negatively. The social systems theory fits in the research questions to find out the extent to which community participation should be done in order to sustain programmes like NAADS.

1.9 Significance of the study

The sustainability of the NAADS programme is geared to cause a reduction in the poverty levels. It requires high level community participation as they are the beneficiaries, for it to remain on course

This study will provide information to the NAADS secretariat, Ministry of Agriculture, Animal Industry and Fisheries, Donors and all the implementers on how to improve on community participation for sustainability of their projects. The study will identify resource usage and programme implementation.

1.10 Justification of the study

The NAADS programme has undergone various reviews i.e. NAADS guidelines 2001, 2005, 2008, 2011, 2012 and further reviews are still going on. NAADS is still under review to address problems that affect sustainability. The study therefore was used to enhance community participation and sustainability of the Programme. This study was carried out in view of the current public outcry that government pro poor innovations are benefiting only the implementers with the target group reaping very little or nothing from the programme and public outcry about the quality of services of the NAADS programme.

1.11 Scope of the study

Content Scope

The study investigated the effect of community participation to sustainability of the NAADS programme in Bufumbo Sub-county. During research, emphasis was put on establishing the extent to which community participation leads to sustainability

Geographical scope

The research was carried out in Bufumbo Sub-county, Bungokho North constituency on the slopes of Mt Elgon in Mbale District, Eastern Uganda.

Time scope

The study covered the period 2007 – 2013.

1.12 Operational Definition of terms and concepts

Community: A community in this study will mean a group of people who live in the same area or a group of people who share the same interest with in society

Participation: Taking part in an event

Sustainability: It refers to whether or not something continues to work over time.

Community Participation: It refers to a process through which stakeholder's influence and share control over development initiatives and decisions and resources which affect them.

Cofunding: Farmer Groups contributing in money terms to the programme Budget

Empowerment: Farmers having capacity to be able to demand for services under the NAADS Programme

Food Security Farmer: It Refers to growing food for storage to be used in times of hunger by households

Market Oriented Farmer: Growing food on a large scale for commercial purposes

1.13 Conclusion of Chapter One

This chapter summarized the introduction, background, statement of the problem, purpose of the study, objectives of the study, research questions, hypothesis of the study, conceptual framework, significance of the study, justification of the study, scope of the study and operational definitions.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter highlighted the theoretical literature related to community participation and sustainability of the NAADS programme in Bufumbo Sub-County Mbale District, Uganda.

Thwala (2010) explains community participation in any given project as to enhance empowerment, beneficiary capacity, project cost sharing as well as project effectiveness and efficiency aspects which are vital to project performance.

2.2 Theoretical Review

The social systems theory was the guiding theory in building the conceptual framework of the study. Louise c and Stephen JY (2004) describe the social system theory as a means of ordering the world in terms of relatedness. A system would be complete if composed of interrelated and interdependent parts.

The social systems theory states that human needs cannot be considered a part from the larger systems in which humans function. These include the family, small groups, community and various social systems. The theory further asserts that all people belong to several larger systems which often make conflicting demands. The theory provides a means of understanding and identification of the needs of the people. The assumptions of theory include: Impact of change must be on all systems involved, meeting needs of individuals will not make impact but for all the community members. It further assumes that there should be a balance between needs and resources available at the time the community should be able to participate in the processes of decision making, planning, implementation, M& E, (Ann Hartman 2004). The other assumption is that there must be mutual benefits with in all the clients.

The strength of the social systems theory is that it looks at liabilities of empowerment, resilience, healing and wholeness in working with people.(Berner E & B Phillips 2005) Bhatta (2006) argues that the social system theory provides a clear way how the community can be structured to super citizens, a term used to denote citizens which attributes of being politically informed,acts rationally and is constructive in engagement. However, Boyte CH (2008) argues that the glaring gap in social systems theory is that it does not provide the level at which community should be involved in the programme cycle and the net effect of their involvement to the sustainability of the programme is not clearly high lightened. The assumptions of the social systems theory and the gaps high lightened by Boyle (2008) create a vague scenario; it's therefore needful to conduct empirical research to harmonize the agreements and disagreements. The research will clearly establish what to obtain in reality in the field.

2.3 Community Sustainability

Fewz & Rhaman (2000) indicated that if sustainability is to be achieved, activities by the present generation should not compromise the resources against the future generation. The success of a programme is achieved when it meets its objectives and maintained by its users over a significant period of time.

Skinner (2003) indicated that there are three major parameters of a sustainable government programme; it should be acceptable, convenient and rhyming well with citizens traditional beliefs and practices and it should be feasible to suit local facets.

Community sustainability is built on the premise that communities will have been empowered to provide appropriate levels of managerial skills, financial support and technical competencies that will maintain the flow of benefits after direct external funding is terminated (Meppem & Gill, 1998, P34).

However, indicators to say that the community empowered needs to be clearly highly enlightened, a thing which Skinner, or Meppem and Grill's arguments

Community Participation in planning and its effect on sustainability of NAADS programme

Brandland (1987), through his report on development clearly shows that for sustainable development, the process of planning is key which calls for proper identification of people's needs. This argument is shown by UNHC (1991), Sheng (1992), KORTEN (1987), Gorilla (1987) who connote that community participation refers to the involvement of people in community development projects. The project management institute (2000) concurs with Turner (1993) that for programme activities and objectives to be achieved, all stakeholders need to be exhaustively involved in planning as an important component of the programme cycle.

Kerzner (2003), defines planning as the determining what needs to be done by who and when in order to accomplish one's tasks. Economists now accept that communities have considerable capacity to plan and implement programs which has often been cloaked by a lack of empowerment (Aiyar, 2001). However critics argue that the level of emphasis that is placed on community participation in projects should be able to generate a big impact in the beneficiaries compared to what is seen. In line with this argument, Mosse (2001) contends that there is local collusion in the planning exercise in which people concur on the process of problem identification and planning because it creates space where they can manipulate the program for their own interests. He further asserts that the process of participation is used to legitimize the projects previously established priorities and needs so as one that has duly gone through the participatory process. This argument lends credence to the proposed research as one of the issues it seeks to establish is whether there was actually community participation in identifying and planning of priorities.

On community contribution, Tandia (2006) argues that community participation, in the years 80,s was aimed at improving the contribution of the community participation and at the same time taking into account the needs and the demands of the communities in the development of community services. But this approach did not consider the questions related to the accountability. Local specific needs and the low utilization of locally available resources. He also contends that it has been acknowledged that the success and the failure of projects or programmes, once implemented, depend on community endogenous factors like the capacity of the community to contribute to the operation of services.

The NAADS programme has deeply rooted mechanisms that call for community participation. In the NAADS guidelines, the farmers are involved in identifying constraints Development of work plans and budgets. This involvement calls for a bottom up system that clearly put in the peasant charter(FAO 1981) where participation by people in institutions and systems which govern their lives is a basic human right and also essential for realignment of the political power in favor of the disadvantaged groups and for social and Economic Development. However the theory does not clearly show the entry point of the community in the programme cycle. NAADS Master Document (2000) also states that the planning processes in the NAADS programme are expected to be participatory. It is noted that the primary plans were to originate from the Farmer Groups. Plans were expected to be generated through group discussions (Participatory Rural Appraisal (PRA)-led) as well as consensus building and collaborative learning approaches. The aggregation of the plans is expected to be undertaken at the sub-county, district, and national levels. To make the process as transparent as possible, guidelines based on criteria developed from the NAADS principles were to be developed at national level and disseminated to the lower levels.

World Bank Report (2000) points out that poverty has remained stubbornly in Africa for decades due to inappropriate approaches used to alleviate it. It notes that top down plans, donor

driven invest programme have been less than successful. What is contained in the new vision of the Bank is there for a vision of prosperity through empowerment of local communities. The Banks new vision sought to put local governments and rural and urban communities in the driver's seat and give them a new seat of powers, rights and obligations. NAADS is one of the World Bank funded program in Uganda therefore need to ascertain whether programme planning modalities are congruent to the tenets of the new vision of the World Bank as stipulated in the 2000 Report.

Mickelsen (1995) argues that the level of Education of the community is not even for all of them to contribute in the entire cycle process effectively

Community participation in implementation, decision making and Project sustainability

Community participation is a prerequisite for project sustainability that is to achieve efficiency, effectiveness, equity and replicability. Harvey and Reed (2004) assert that user communities must be granted true decision making authority. This means that they should be given comprehensive information needed to make informed decisions without being pressured to follow the preference of the facilitator. Ideally communities should be empowered to make their own decisions regarding where NAADS projects are located. Feroze and MAJIBUR (2003) argue that often time, communities are seen as beneficiaries and not as clients with a right to decision making.

Thwala (2010) contends that in the past, development was initiated by the state, centrally planned and controlled by state ideology. This kind of approach has always misallocated resources. He argues that communities should be allowed to identify and define their needs as they are the ones who best understand themselves. He therefore agrees that community participation requires values and interests of the community to the guidelines of development process. That community participation in the project would allow development that is appreciated by themselves and ensure that the project is successfully implemented in a

sustainable manner. In his case study of the rural water project in the Jeppes Reef, South Africa, emphasis is put on community empowerment in decision making. The consultation of the community on their willingness to budget and therefore meet monthly fees on water supply enabled sustainability of the project. While these studies were Nairobi city and South Africa respectively, they all the same point out the importance of community members participating in attending meetings and in those meetings, budgeting for their priorities. Otherwise without them participating, others will participate and control the decision making on their behalf and as asserted by Cifuentes (2010), those who control the decision making structures will define the space, actors, agendas and the procedures to be followed. In most cases those actors are not motivated by the sustainability of the project but by their selfish interests

World Bank report (2000) points out that poverty has remained stubbornly high in Africa for decades due to inappropriate approaches used to alleviate it. It notes that top-down plans, donor-driven investment programmes have been less than successful. What is contained in the new vision of the Bank is therefore a vision of prosperity through the empowerment of local communities.

The Bank's new vision sought to put local governments and rural and urban communities in the 'driver's seat', and give them a new set of powers, rights and obligations. These include among others the right to be treated as people with capabilities, not objects of pity, the power to plan, implement and maintain projects to serve their felt needs, the obligation to be accountable to local people, not just central governments or donors, and the obligation to enable stakeholders and beneficiaries most especially the women, ethnic minorities, the poorest, and other long excluded groups to participate fully in the economic development activities.

The NAADS programme being one of the World Bank funded programmes in Uganda, there was need to ascertain whether the programme implementation process / modalities are congruent to the tenets of the ‘new vision’ of the World Bank as stipulated in the 2000 report. To establish this, it required a systematic investigation which indeed formed the justification for this study.

Community participation in M& E and its effects in Community Sustainability of NAADS

The World Bank (2013) defines Participatory M& E is as a “process through which stakeholders at various levels engage in monitoring or evaluating a particular project, program or policy, share control over the content, the process and the results of the monitoring and evaluation activity engage in taking or identifying corrective actions” On the other hand, the project management Institute (1997), looks at Monitoring and Evaluation (M& E) from the project quality control point of view. It defines quality control as monitoring specific project results to determine whether they meet the relevant quality standards and identify ways to eliminate unsatisfactory performance. This is in line with the World Bank (2013) definition of participatory monitoring and Evaluation and helps one understand that the purpose of community participation in M& E is to measure progress and ascertaining actions on results.

Participatory monitoring and evaluation is a process through which stakeholders at various levels engage in finding out whether the programme is on course as planned and it will achieve its objectives. (Dangino, E2007).

Participatory monitoring is part of the process of programme management a function that aids decision making. It’s a continuous process of stakeholder’s assessment of the programme activities in the context of implementation and use of inputs as laid down in the plans. It’s an

internal as well as external programme activity an essential ingredient for good management practice.

Community participation in monitoring is important in designing monitoring checklists and other tools, determining indicators to be used. Evaluation involves the use of data in monitoring, analyze it for decision making. However Dagnino (2007), in critiquing M & E, says the communication may have capacity to analyze the findings.

Tsiane & Youngman (1985) argue that the potential of M& E will be achieved if its clearly understood, who is to use the results and for what purpose. Feed back to all stakeholders is emphasized.

The international fund for Agricultural Development (IFAD) defines sustainability as ensuring that institutions supported through projects and the benefits realized are maintained and continue after the end of the project(Tango International, 2009).Ingle (2005),contends that projects still account for much of the focus and structure of development activities. That research shows that identifying, planning and implementing project for benefit sustainability requires an additional development mindset reinforced with some practical management knowledge from the inception of a project idea to the completion of the intended returns on investment. With this view, it would require that at the time conceiving the sub-project, the beneficiaries should incorporate the sustainability aspects and this is provided for in the operation manual.

Ingle (2005), also argues that sustainability involves ensuring the successful implementation of the project and at the same time working as one self.

2.4 Summary of literature review

Existing literature reviewed agrees to the fact that all development partners have adapted community participation as having a strong bearing on sustainability of Development

initiatives directed towards improving livelihoods of community members. However much as many interventions continue to use community participation approach as a panacea for development to ensure sustainability and empowerment, many NAADS beneficiaries have sold their items though there is still a common belief that community participation approach can still redress a challenge of sustainability. From the literature reviewed, all theories assume that community members are at the same level of development, are united to pursue similar goals.

The social systems theory shows that community participation in programme planning, implementation, monitoring and Evaluation is the only critical path of sustainability of government programmes. It's clear that the assumptions of social systems theory fits into support of community participation. The education levels of community are different and sometimes too low to analyze issues efficiently. The research probes further how community participation can lead to sustainability of the NAADS programme.

In summary, the literature reviewed a lot about community participation and the community sustainability of the NAADS programme in Uganda. The programme is currently undergoing major processes of transformation at National level.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter presented the research process and techniques employed. It contained Research design, study population, determination of sample size, Sampling techniques and procedure, data collection methods & instruments, Validity and Reliability, Procedure of data collection, data analysis and measurement of variables used in data presentation.

3.2 Research Design

The study used a cross sectional design using quantitative and qualitative approach. The case study was used because the information on community participation and sustainability of the NAADS programme was collected at a point in time from sample population. The quantitative approach was used to quantify incidences in order to describe current conditions and to investigate the relationship between the independent and dependent variable using information that was obtained from the questionnaire. The qualitative approach was used to give the explanation of events and described findings using documentary analysis (Amin 2005). All this enabled gaining data that was used to find solutions for the research questions on Community Participation and Sustainability of the NAADS programme in Uganda.

3.3 Study Population

The study was conducted in Bufumbo Sub-County, Bungokho North Constituency Mbale District, and Eastern Uganda on the slopes of Mt Elgon. The accessible population was the community of Bufumbo Sub-County involved in NAADS programme where as the target population was 359 members of farmer groups in the Sub-County and the sample size was 237.

Respondents were the Chief Administrative Officer, District NAADS Co-ordinator, Chief Production Officer, District Agriculture Officer, Chairperson District Farmer Fora, Sub-County Chief, LC3 Councilors, Sub-county NAADS Co-ordinator, Sub-county Extension staff, Community Based Facilitators, Sub-County Farmer Fora executive, Sub-County Procurement Committee, NAADS beneficiary Farmers i.e. Commercial Farmers, Market Oriented Farmers & Food Security Farmers.

3.4 Determination of the sample size

The researcher used purposive sampling, simple random and cluster sampling to come up with a sample of 237 respondents which included the Chief Administrative Officer, District NAADS Co-ordinator, Chief Production Officer, District Agriculture Officer, Chairperson District Farmer Fora, Sub-County Chief, LC3 Councilors, Sub-county NAADS Co-ordinator, Sub-county Extension staff, Community Based Facilitators, Sub-County Farmer Fora executive, Sub-county Procurement Committee, NAADS beneficiary Farmers i.e. Commercial Farmers, Market Oriented Farmers & Food Security Farmers.

Table 1: Showing Determination of the sample size

NO	Category Population	Target Population	Sample	Sampling Technique
1	Chief Administrative Officer	1	1	Purposive Sampling
2	DNC	1	1	Purposive Sampling
3	CPO	1	1	Purposive sampling
4	DAO	1	1	Purposive Sampling
5	Sub-County Chief	1	1	Purposive Sampling
6	LC3 Councilors	18	5	Convenient Sampling
7	SNC	1	1	Purposive Sampling
8	Sub-county Extension staff	11	5	Convenient Sampling
9	CBF,s	21	21	Purposive Sampling
10	Sub-county Farmer Fora Executive	5	5	Purposive Sampling
11	Sub-county Procurement Committee	5	3	Purposive Sampling
12	Commercial Farmers	2	2	Purposive Sampling
13	Market Oriented Farmers	21	21	Purposive Sampling
13	Food Security Farmers	269	169	Cluster Sampling
14	Chairperson District Farmer Fora	1	1	Purposive Sampling
	Total	359	237	

3.5 Sampling Techniques and procedure

The sample size of 237 respondents was selected based on Krejcie & Morgan (1970) sampling frame as cited by (Amin 2005) which recommends the appropriate sample for any given population. Various sampling techniques of probabilistic and Non probabilistic were used.

3.6 Data Collection Methods

The study employed both qualitative and quantitative methods of Data collection that enabled them to collect a large quantity of data which was triangulated to improve on accuracy. The Data collection methods used included Questionnaires, face to face interviews and Focus group discussions.

Amin (2005) & Mugenda & Mugenda (1999) concur with the argument and advocates for triangulation of the methods of data collection.

Primary Data

3.6.1 Questionnaire Survey:

A questionnaire consists of a set of items (questions) seeking views of the respondents on a phenomenon under investigation. The items may be closed ended or open ended. Sakantokos (1998) argues that using the questionnaire is a key data collection method because it's self-administered and invariably uniform and generate consistent data. It is used to collect quantities of information from a wide range of respondents, promotes collection of information quickly and from a large sample. The questions were categorized, scaled and coded to minimize bias due to interviewer influence and created confidentiality anonymity. In this study, structured questionnaires were used to collect descriptive data from the Sub-County chief, SNC, Sub-County Extension staff, Sub-County Farmer Fora Executive, Sub-county Procurement Committee, LC3 Councilors, CBF,s and Commercial farmers on issues surrounding Community Participation and Sustainability of the NAADS programme in Bufumbo Sub-county.

3.6.2 Interviewing

Interviewing is a method used in order to obtain information from people about their feelings, perceptions and attitudes about the NAADS programme.

Wolonich 2005; 27 explains that a good interview is at the heart of exploring the subjective knowledge, opinions and beliefs from individuals.

Amin (2005) & punch (2000) argue that to get information which cannot be expressed numerically, the interview method was used for gathering qualitative data. The researcher used

face to face interviews to obtain responses from key informants who included the CAO, DNC, DAO, Chief Production Officer and the Chairperson District Farmer Fora. Interviews were found convenient with these officers because they provided in depth search of data (Amin, 2003) that allowed the researcher to ask for more questions.

3.6.3 Focus Group Discussion:

Depending on the levels of education and numbers, the researcher held focus group discussions with groups of food security farmers and Market oriented farmers totaling to 190. It involved face to face discussions with small groups of respondents that gathered data on issues under investigation (Amin 2003). Focus group discussions were useful in that they provided in depth data on a subject and yielded higher responses rates than questionnaires (Mugenda & Mugenda 2003). Focus group discussion were also used to collect data from the members of the Local Council 111 of Bufumbo Sub-county. This guide contained a list of open ended questions which helped the researcher to conduct the discussion. Groups of the enlisted categories were collected together to form a discussion group. Items in the focus group discussion schedule formed the basis of discussion. One item was read out at a time and the respondents answered by making comments about what was be read to them.

3.7 Data Collection Instruments

This included both qualitative and quantitative instruments for the purpose of triangulation that promoted reliability and validity. The questionnaire was the key instrument for quantitative data collection while the interview schedule and focus group discussions were for qualitative data collection.

Structured Questionnaires were used to collect information from randomly sampled respondents. Sarantakos 1998 argues that the questionnaire is a very important data collection tool.

Interview guide contained open ended questions which were used while interviewing key informants of the study

Focus Group Discussion contained a list of open ended questions which helped the researcher to conduct the discussion

3.8 Validity & Reliability

(a) Validity

Test validity was conducted to determine whether the instruments were measuring to what the researcher claimed to measure. Mugenda & Mugenda (2003) argues that the test validity is the extent to which inferences conclusions and decisions made on the basis of test scores are appropriate and meaningful. Two types of validity were carried out:

Face validity

This was done to determine whether the instruments measured what it was intended to measure. Instruments were discussed with my supervisors on technical expertise and they were approved to be representative and adequate to tackle the concepts of the study

Content Validity

This was carried out by the supervisor in reviewing the process of developing the instrument and the items there in. It was proved that the instruments covered the intended content area.

(b) Reliability

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials (Mugenda & Mugenda, 2003)

Instruments were checked using the internal consistency method recommended by Mugenda & Mugenda, (1999, P 99)

Pre testing was done on 10 individuals with full knowledge on Community Participation in the NAADS Programme. These 10 individuals were not included in the sample.

Reliability was then determined using cronbach, s alpha computer programme SPSS- 10 for windows. Using 50 items of the variables, reliability was 95.9010

Cronbach coefficient alpha is a reliability coefficient showing how well the items in a set are positively related.

According to sekaran (2003) the closer the Cronbach co-efficient is to 1 the higher the consistency reliability and the reliability co-efficient lower than 0.6 are generally poor. Thus the reliability of the instruments being 0.959 as alpha test meant that the instruments were reliable.

3.9 Data Collection Procedure

According to Padget (1998) the procedure for data collection provided guidelines and time frames for the collection, analysis and reporting of Data. Following this argument, the research got approval of the entire proposal including data collection instruments. The researcher got an introductory letter from Uganda Management Institute introducing her to the authorities at the District, Sub-county and the respondents. During Data collection phase, the researcher first issued out questionnaires proceeded to face to face interviews and finalized with focus group discussions.

3.10 Data Analysis

Quantitative data collected was edited, coded and later analyzed using (SPSS) Computer programme and the questionnaires were reviewed thoroughly

Information from the interviews(qualitative data) was analyzed in form of narratives, quotations or paraphrased as appropriate while quantitative was presented in percentages using charts and groups

Correlation was used to establish the relationships and regression analysis was used to explain how the independent variables affected sustainability of the NAADS programme.

3.11 Measurement of Variables

The respondents choose a response that best described their reactions to the statements of strongly agree, agree undecided, disagree and strongly disagree. The response categories weighed from 5 to 1. The nominal scale was used for categorizing the variables in the questionnaire (Amin, 2005).

The nominal scale was used on the background where items comprised of a common set of characteristics such as gender, sex, age, category of employment and education background.

3.12 Ethical Considerations

Permission from relevant authorities

Prior to conducting this study, the UMI School of Management Science had approved my research proposal including all the relevant research instruments through the Institutes vetting procedure. Subsequently the local leadership of Mbale District and Bufumbo Sub-county were

informed about the research purpose and requested to give permission to the researcher and her team to conduct the study.

Informed consent of all respondents

Respondents selected to participate in the study were informed about its objectives and they willingly allowed to participate. The study engaged respondents of 18 years and above whom were deemed to be mature and able to make independent and mature decisions. During and after the study, maximum confidentiality was emphasized and maintained and the study highlighted to the respondents as entirely for academic purposes

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.0 Introduction

This chapter presents the facts of Community Participation and Sustainability of the NAADS programme in Bufumbo Sub-county, Mbale District. The results have been presented in accordance with the research objectives that guided the study.

4.1 Demographic Characteristics of respondents

The researcher investigated on some demographic characteristics of the respondents in order to get an accurate picture of the key stake holders in Bufumbo Sub-county. The study investigated on the gender of the respondents, age, marital status, level of education and Sources of family income;

4.1.1 Gender of the Respondents

Table 4.1: Gender

Gender	Frequency	Percent
Male	32	78.0
Female	9	22.0
Total	41	100.0

Source: Primary Data, 2014

Out of the 41 respondents, 78% were males while 22% were females. This represents a ratio of two male respondents to every one female respondent, which is observed not only in the employment sector in the District and Sub-county, but is also mandated by the Local Government Act (2007) in the election of local council leaders that is at least one third of the members of the local councils have to be females. This implies that the selection of the sample

was good because it catered for gender proportions in the target population. It therefore follows that the views expressed by the respondents can be considered representative of the target population of the study.

4.1.2 Age category

The ages of the respondents varied from below 20 to above 50 years as presented in table 4.2 of the respondents age distribution.

Table 4.2: Age Category

Age Category	Frequency	Percent
21 – 30 Years	2	4.9
31 - 40 Years	16	39.0
41 – 50 Years	13	31.7
51 Years above	10	24.4
Total	41	100.0

Source: Primary Data, 2014

From table 4.2, the majority of the respondents were within the age bracket 31 – 40 and 41 – 50 years indicating that they were mature enough and in their prime years of service. These two age brackets constituted 70.7% of all the respondents while 29.3 were within the age bracket 21 – 30 years and 51 years and above. These were mainly youth farmers and mature people tending towards their retirement.

4.1.3 Marital Status

Table 4.3: Marital Status

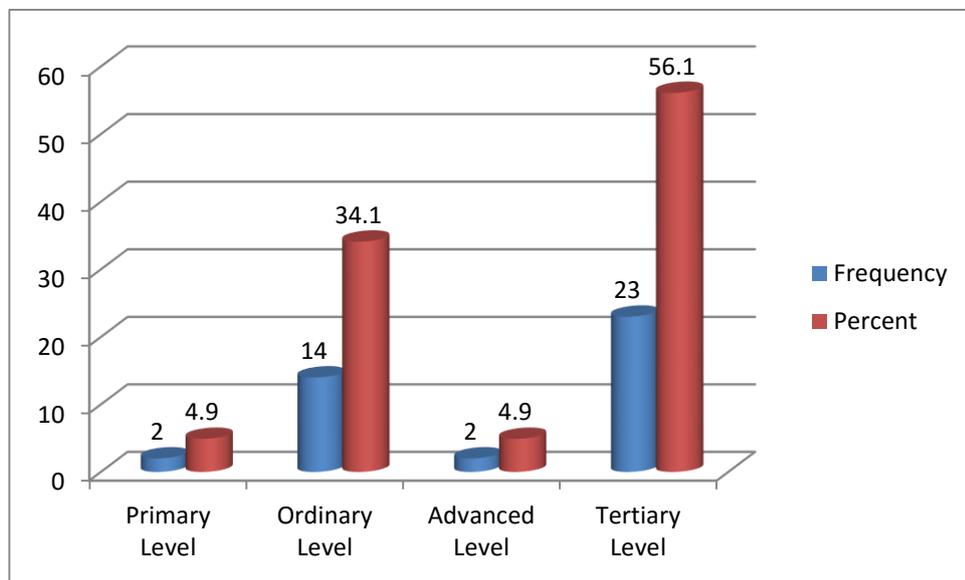
Marital Status	Frequency	Percent
Married	39	95.1
Single	2	4.9
Total	41	100.0

Source: Primary Data, 2014

Out of the total number of respondents interviewed, 95.1% were married while 4.9 were single meaning that they were mature enough to make right decisions.

4.1.4 Level of Education

All the respondents in the study were found to have attained some level of Education. Figure 4.1 presents the proportions of respondents in terms of level of Education.



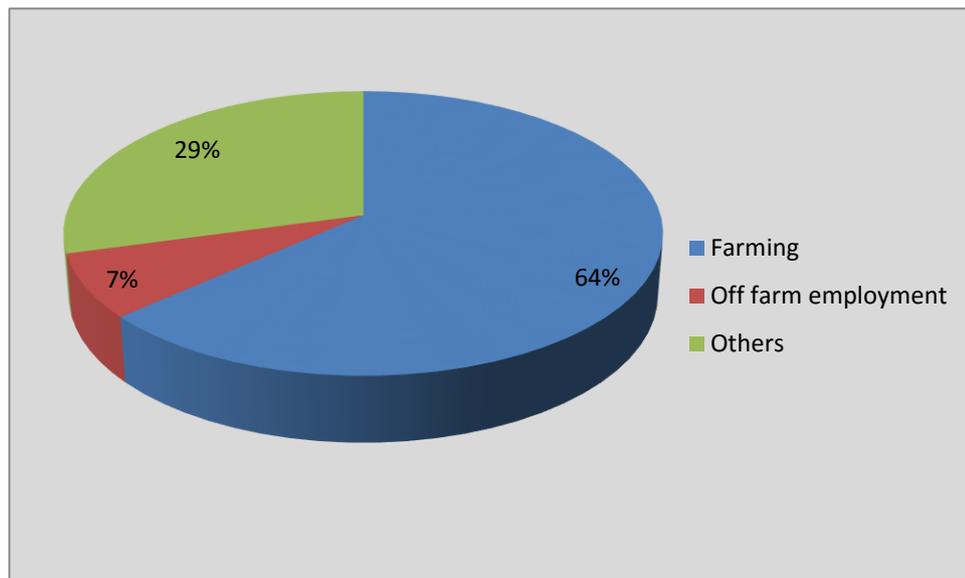
Source: Primary Data, 2014

Figure 4.1 Respondents' level of Education

From figure 4.1, the majority of the respondents (56.1%) had attained tertiary level of education such as Diplomas and Degrees. 34.1% had attained ordinary level. The researcher believes education levels have a bearing on the farmers' levels of participation in the NAADS Programme. It implies that a greater percentage of the respondent's levels of understanding of the NAADS programme is high.

4.1.5 Sources of Family Income

The fact that this study was carried out in a rural Sub-county, majority of the respondents were found to be residing in the Community under study. It was found necessary to assess the sources of family income because it has a bearing on sustainability of the NAADS programme. Figure 4.2 presents the proportions of the respondents on the basis of sources of family income



Source: Primary Data, 2014

Figure 4.2: Sources of Family Income

From figure 4.2, it can be noted that majority (64%) of the respondents in the study derive their family income from farming. This therefore implies that the majority of the respondents were the right category of people to provide information on Community participation and Sustainability of the NAADS programme to the community under study. 29 % derive their

income from off farm employment with 7% totally dependent on others for survival. This is true of a typical community and it is good for a study such as this to have views from different categories of people for purposes of triangulation to ascertain the truth.

4.2 Community involvement in Programme Planning

The first objective of this study was to establish the relationship between which community participation in planning influences the choice of projects and sustainability of NAADS in Bufumbo Sub-County.

Table 4.4: Community involvement in Programme Planning

STATEMENT	RESPONSE				
	Strongly agree	Agree	Undecided	Disagree	Strongly Disagree
Farmers/community members are invited to gather for needs assessment and identify problems.	9(22%)	11(26.8%)	00(00%)	21(51.2%)	00(00%)
Community participated in decision making.	8(19.5%)	7(17.1%)	3(7.3%)	21(51.2%)	2(4.9%)
Community resolved on key Enterprise to be supported by NAADS and areas of intervention.	9(22%)	10(24.4%)	00(00%)	20(48.8%)	2(4.9%)
Community is involved in making of work plans & activities on how to solve the problems identified on each enterprise	3(7.3%)	10(24.4%)	9(22%)	18(43.9%)	1(2.4%)
Problems being identified are solved by the NAADS programme	7(17.1%)	8(19.5%)	7(17.1%)	17(41.5%)	2(4.9%)
Community is involved in identification of inputs required by NAADS beneficiaries	8(19.5%)	11(26.8%)	00(00%)	17(41.5%)	5(12.2%)
The committee members are involved in the identification of suppliers of inputs.	6(14.6%)	31(75.6%)	1(2.4%)	2(4.9%)	1(2.4%)

Source: Primary Data, 2014

Farmers/community members are invited to gather for needs assessment and identify problems

From Table 4.4 above, the findings show, 22% of the respondents who strongly agreed that farmers/community members are invited to gather for needs assessment and identify problems, 26.8% agreed and 51.2% who were the majority disagreed.

The majority of the respondents (51.2%) disagreed that farmers/community members were invited to gather for needs assessment and identify problems. This hindered farmers' full participation because the NAADS principles, procedures and conditionality's- relating particularly to tendering, contracting and reporting; planning, monitoring, and evaluation, includes needs assessment as one of the principle elements.

The Sub-County NAADS coordinator only selects CBF's Farmer Fora Executive and Chairperson PCC for needs assessment and farmers /beneficiaries are left out

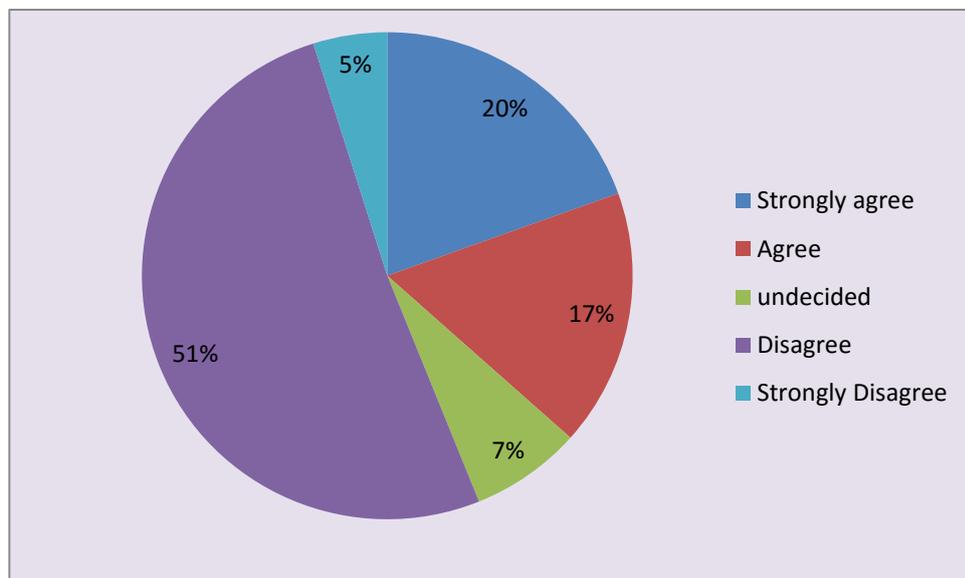
Community Participation in Decision Making

From the findings, 19.5% strongly agreed that they participate in decision making, 17.1% agreed, 7.3% were undecided, 51.2% who were the majority disagreed and 4.9% strongly disagreed. A Member of the procurement committee revealed that community participation in planning has not had a significant contribution in sustainability of the NAADS Programme. Despite the fact that Community participation in planning has been under implementation for a long time, the level of farmer participation in decision making in Bufumbo Sub-county is still low. Farmers are expected to participate in decision making especially on issues pertaining to what they want to do, monitor their funds, participate in securing market linkages, involvement in farm quality assurance as well as being autonomous in utilizing the resources. The farmers

are also expected to effectively participate in designing poverty reduction strategies and identifying the poor who need critical assistance.

For one to say that community participation has contributed to sustainability of the NAADS programme in Bufumbo Sub-county, it ought to provide opportunities for farmers to participate in all these activities.

Figure 4.3 presents an analysis of the views of the respondents on the basis of the above activities as a measure of the contribution of community participation and sustainability of the NAADS program in Bufumbo Sub-county in Mbale District



Source: Primary Data, 2014

Figure 4.3: Whether the community participation in decision making

As illustrated in figure 4.3 above, it can be observed that majority of the respondents indicated that community participation has not significantly contributed to sustainability of the NAADS Programme in Bufumbo Sub-County. Failure to participate in decision making means that sustainability will not be realized thus no improvement in production. The farmers therefore do not monitor the funds set aside for NAADS implementation services in Bufumbo Sub-

county. It also follows that farmers are not involved in securing market linkages for their produce. However the Sub-county LC3 Finance committee monitors funds for the programme.

Community resolves on key Enterprise supported by NAADS and areas of intervention

The above table shows 22% of the respondents who strongly agreed that the community resolved on key Enterprise to be supported by NAADS and areas of intervention, 24.4% agreed, whereas 48.8% disagreed and 4.9% strongly disagreed.

The selection of Enterprises is a step wise process in which farmers in their respective parishes are guided to choose Enterprises that have a competitive advantage including market potential and low risk. The NAADS philosophy is to incorporate the principle of participation in all its processes and activities at various levels including planning. It's important to note that in line with its commercialization strategy for modernizing the country's Agriculture, NAADS adapted a commodity focused or Enterprise approach as the basis for generating and meeting farmers advisory & technology service's needs.

The NAADS programme implementation modalities (2006) also state that one of the mandates of the NAADS programme was to empower farmers in enterprise selection. The report further notes that through a participatory process, farmers are guided to select profitable enterprises to be promoted in their groups. These are forwarded to the sub-county where farmers' fora and technical staff then select the main three priority enterprises to be supported.

Some respondents said that farmers' group members participate in selecting from the available enterprises which have already been determined by the Farmers' forum executive at the sub-county level with the assistance of the technical planning committee (TPC).

However, the majority of respondents expressed lack of information about the criteria followed in the process of selecting enterprises in the sub-county. Most of them feel they are not

empowered to select their own enterprises. They said that they are engaged in some group enterprises because they have no alternative. Some of them applied for enterprises of their preference, for example cattle keeping and tree planting, but for several years they have not been considered for funding among the selected enterprises in the sub-county.

Respondents also claimed to have been denied participation in the selection of enterprises right from the lower levels. Much as they have trust in the farmer for a and the technical planning committee at the sub-county level who select the enterprises to be supported, respondents argued that it would be better if they are involved at the lower stage right from the group level. They argued for a bottom-up approach as proposed by the NAADS Master document (2000) that the work plans should originate from the farmers themselves in their groups and be presented upwards through parish committees representatives up to sub-county level for consideration.

Community is involved in making of work plans & activities on how to solve the problems identified on each enterprise

From the study, only 7.3% of the respondents strongly agreed that Community is involved in making of work plans & activities on how to solve on how to solve the problems identified on each enterprise, 24.4% agreed, 22% were undecided, 43.9% disagreed and 2.4% strongly disagreed.

The NAADS programme has deeply rooted mechanisms that call for community involvement. Hence, since the majority of the respondents revealed that they were not involved in making of work plans & activities on how to solve, this negatively affected NAADS program sustainability.

In an interview with the DNC, “he said NAADS programme work plans are based on needs identified by farmers while the CAO said farmers problems are diverse and individualized but generally attitude and market based. “ He said NAADS is generally and specifically demand driven by organized group based organizations and interventions are geared towards technological innovations/approaches and application of science based practices and ideas and With the two divergent expectations and approaches, NAADS does not generally attend to farmers problems”’

Problems being identified are solved by the NAADS programme

According to the findings, 17.1% of the respondents strongly agreed that problems being identified are solved by the NAADS programme, 19.5% agreed, 17.1% were undecided, 41.5% disagreed and 4.9% strongly disagreed.

The findings therefore indicate that the NAADS programme was not adequately identifying and solving farmers’ problems since the majority (41.5%) of the respondents disagreed.

Analysis of the data from the interview from CAO said that farmer’s problems are diverse and individualized but generally attitude and market based. He said NAADS is generally and specifically demand driven by organized group based organizations and added that interventions are geared towards technological innovations/approaches and application of science Based practices and ideas. With the two divergent expectations and approaches, he said NAADS does not generally attend to farmers problems.

The CAO said “farmers specifically need one to one guidance from extension workers on their farms whereas SNC’s are busy with theoretical teaching on group basis and added that real seeds, tools, breeds, implements of NAADS supplies of these is a drop in the ocean and

reported that there is little market for farmers produce due to small markets, lack of storage, lack of value addition hence low prices at the end’.

The CPO reported that NAADS attempts to address farmers touching issues but is often limited by funding.

Community is involved in identification of inputs required by NAADS beneficiaries

The study shows the majority (41.5%) of the respondents who disagreed that the community was involved in identification of inputs required by NAADS beneficiaries, this was followed by 26.8% who agreed, 19.5% strongly agreed.

Although agricultural advisors and suppliers of agricultural and technological inputs and implements are contracted at the sub-county level. Various mechanisms are used to empower farmers and enhance their roles in demanding services through farmer groups and fora. Hence, the involved in identification of inputs required by NAADS beneficiaries.

The DNC in his interview said “farmers do Enterprise selection with the guide of the subject matter specialist while food security and market oriented farmers who filled th questionnaires denied that community is not involved in identification of inputs. The DAO said he gets involved at the time of quality assurance and specification of the NAADS inputs as a subject matter specialist and does seed germination before they are supplied to the farmers. He noted that farmers don’t want to attend trainings conducted by the ASSPS and thus don’t want to adopt to new technology which leads to low levels of financial assistance.

The committee members are involved in the identification of suppliers of inputs

The committee members are involved in the identification of suppliers of inputs as strongly agreed by 14.6% of the respondents, 75.6% who constituted the majority agreed, 2.4% were un decided, 4.9% disagreed and 2.4% strongly disagreed.

The findings imply that the committee members are involved in the identification of suppliers of inputs since the majority of the respondents 75.6% agreed.

Through interviews, respondents revealed that Parish Procurement committees are supposed to work hand in hand with the farmers’ forum and other parish level farmers’ committees in the procurement and supply of the required agricultural and technology inputs and implements. They are charged with the responsibility of identifying and selecting the potential suppliers of agricultural and technology inputs through a competitive bidding process with the guidance of the extension workers. They visit the source of the supplies and verify the quality before procurement and supply to the selected farmers.

“Through Focus Group Discussion, farmers expressed lack of knowledge as to whether they should be involved in selection of suppliers. They said this activity is entirely done by the technical staff whom they have a lot of confidence in and have always identified potential suppliers who buy them big in calf heifers”.

Table 4.5: Descriptive Statistics Community involvement in Programme Planning

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Farmers/community members are invited to gather for needs assessment and identify problems.	41	1.00	4.00	2.8049	1.28879

Community participated in decision making	41	1.00	5.00	3.0488	1.30290
Community prioritized and ranked the problems and need where support is needed	41	1.00	5.00	3.0732	1.34889
Community resolved on key Enterprise to be supported by NAADS and areas of intervention	41	1.00	5.00	2.9024	1.35656
Enterprises identified by the community are being supported by NAADS	41	1.00	5.00	3.0732	1.29210
Community is involved in making of work plans & activities on how to solve the problems identified on each enterprise	41	1.00	5.00	3.0488	1.04765
Problems being identified are solved by the NAADS programme	41	1.00	5.00	2.9756	1.23466
Community is involved in identification of inputs required by NAADS beneficiaries	41	1.00	5.00	3.0000	1.41421
The NAADS inputs are identified by the community	41	1.00	4.00	1.8537	.90997
The committee members are involved in the identification of suppliers of inputs	41	1.0	5.0	2.049	.7730
Valid N (listwise)	41				

Source: Primary Data, 2014

From the above table, it's observed that on average, the relationship between community participation in programme planning is high given the average mean. This means that if communities take part in needs assessment and participates in decision making, they will be able to design poverty reduction strategies and will identify the poor who need critical assistance resolve on key enterprises to be supported, are involved in making work plans and

identifying inputs required by the beneficiaries and coming up with solutions to identified problems and this will cause a corresponding effect on sustainability of the NAADS Programme.

4.3 Community Involvement in Programme Implementation

This objective was about establishing Community involvement in programme implementation and the findings of the study revealed the following;

Table 4.6: Community Involvement in Programme Implementation

STATEMENT	RESPONSE				
	Strongly agree	Agree	Undecided	Disagree	Strongly Disagree
The community is involved in the selection of NAADS beneficiaries i.e. food security /market oriented.	13(31.7%)	24(58.5%)	3(7.3%)	00(00%)	1(2.4%)
The community participates in marking decisions about budget and work plans.	7(17.1%)	8(19.5%)	9(22%)	15(36.6%)	2(4.9%)
The community contributes facilitators to advise them.	6(14.6%)	7(17.1%)	5(12.2%)	15(36.6%)	8(19.5%)
Some Community members supply NAADS inputs	13(31.7%)	18(43.9%)	3(7.3%)	5(12.2%)	2(4.9%)
Community members establish demonstration sites	7(17.1%)	13(31.7%)	1(2.4%)	17(41.5%)	3(7.3%)
Community members attend trainings of associations	7(17.1%)	11(26.8%)	5(12.2%)	16(39%)	2(4.9%)
Community members practice what they have learnt on the farms.	3(7.3%)	10(24.4%)	5(12.2%)	22(53.7%)	1(2.4%)
Community members want always to be identified with the NAADS Program.	12(29.3%)	18(43.9%)	6(14.6%)	5(12.2%)	00(00%)

Source: Primary Data, 2014

The community is involved in the selection of NAADS beneficiaries

The findings show the majority 58.5% of the respondents who agreed that the community was involved in the selection of NAADS beneficiaries, this was followed by 31.7% who strongly agreed that they were involved, 7.3% were undecided and only 2.4% strongly disagreed.

The findings of the study imply that the community is involved in the selection of NAADS beneficiaries. Focus Group discussions with the Market oriented and Food Security Farmers revealed that all community members are invited for community meetings to select suitable farmers for various enterprises for example dairy or coffee farming.

It was also revealed that to qualify for selection as a commercial, market oriented or food security farmer, one must win the agreement of fellow parish farmers and meet the set requirements which include previous knowledge and practice in the prospective enterprise, ability to look after the enterprise and also pay back. This is judged on the basis of possession of farm structures (for goats, heifers and poultry enterprises), a reasonable size and 'improvable' banana plantation among others. The NAADS coordinator and the PCC have to visit the selected farmer's farm to verify whether he /she meets the above requirements before he/she is given the agricultural / technological inputs. These new developments have raised a lot of complaints amongst the so-called 'NAADS beneficiaries' and this has had a negative impact on their participation in the activities of the NAADS programme. They are bitter about non- response to their applications for assistance and the fact that benefits are now to be received on loan basis. This is in line with the NAADS Master Plan (2000)

The community participates in making decisions about budget and work plans

It was also revealed that the community does not participate in making decisions about budget and work plans as disagreed by 36.6% of the respondents, 22.0% were undecided, 19.5% agreed and 17.1% strongly agreed.

The results of the study have indicated that community participation in making decisions about budget and work plans has not significantly contributed to sustainability of the NAADS Programme. Certainly something must be done to change this situation.

There is need for community involvement which calls for a bottom up system that clearly put in the peasant charter (FAO, 1981) where participation by people in institutions and systems which govern their lives is a basic human right and also essential for realignment of the political power in favor of the disadvantaged groups and for social and Economic Development.

The community contributes facilitators to advise them

The study further investigated whether the community contributes facilitators to advise them and 14.6% strongly agreed, 17.1% agreed, 12.2% were undecided, 36.6% who were the majority disagreed and 19.5% strongly disagreed.

It must be noted that organizations such as local government units are systems meaning that they consist of many components that are in constant interaction with each other. If these components do not function in this manner, is likely to be failure to achieve the organizational goals. Frequent involvement and consultation between the different components of the system and the different stakeholders in organizations helps not only in planning but also more importantly in organizing, directing and controlling programmes and activities.

Some Community members supply NAADS inputs

Respondents were further asked whether some community members supply NAADS inputs and the majority of the respondents 43.9% agreed, 31.7% strongly agreed, 7.3% were undecided, 12.2% disagreed and 4.9% strongly disagreed.

The findings imply that Community members supply NAADS inputs to other members as strongly agreed and agreed by 31.7 and 43.9% of the respondents respectively. This is in line with the NAADS policy which emphasizes group formation and only one farmer benefits who are expected to pass on inputs to other group members after multiplication to ensure sustainability while other Government programmes like NUSAF, LGSMD, PRDP also emphasize group formation and all their group members benefit but don't pass on.

Community members establish demonstration sites

The study investigated whether the community members establish demonstration sites and 17.1% strongly agreed, 31.7% agreed, 2.4% were undecided, 41.5% who were the majority disagreed and 7.3% strongly disagreed.

The findings imply that community members did not establish demonstration sites in Bufumbo Sub County and it a requirement in the NAADS guidelines where it stipulates that every parish should have a demonstration site to act as a learning center with the guidance of ASSPs.

However food security and Market Oriented farmers under Focus Group Discussion reported that they identify one competent farmer per Enterprise in each parish who then act as model and other farmers go to that individual farmer to learn but few community members are interested.

Community members attend trainings of associations

The study further investigated whether the community members attend trainings of associations and 17.1% strongly agreed, 26.8% agreed, 12.2% were undecided, whereas 39% of the respondents disagreed and 4.9% strongly disagreed.

Respondents under Focus Group discussion said that they have group trainings which are held according to set group schedules. Group trainings are held once in a month to discuss issues regarding group enterprise activities. Trainings are very vital and are regarded as fora for planning, learning, exchange of views and ideas, and electing leaders among other things.

Farmers are not engaged in training meeting and consultations which is contrary to Ezewu (1987) who views meetings and trainings are a bridge between the manager, the managed and other human resources in the organizations. It is equally contrary to Maicibi (2007) who underscores the importance of training in Planning, organizing, co-ordinating and supervising activities. Okumbe (1999) believes that in situations where stake holders are not effectively involved, there is often resentment, riots or strikes and poor performance. This is true of the situation in Bufumbo Sub-county where production levels are persistently low.

Community members practice what they have learnt on the farms

The findings show 53.7% of the respondents who disagreed that community members practice what they have learnt on the farms. Only 24.4% agreed and 7.3% strongly agreed.

According to the findings, farmers are guided to select profitable enterprises to be promoted in their groups. These are forwarded to the sub-county where farmers' fora and technical staff then select the priority enterprises to be supported. Then they implement what they have learnt. Although the findings revealed that farmers were not implementing what they learnt basing on the findings.

However in my own view, farmers do not take Advice given by extension staff and tend to use traditional methods of farming which yields to poor yields. For example the ASSP, s advise them to space beans and other seedlings given but they prefer to just sprinkle and are

not interested in improved varieties of various enterprises but prefer their traditional un improved seedlings.

Community members want always to be identified with the NAADS Program

The study further revealed that the community members want always to be identified with the NAADS Program as agreed by 43.9% of the respondents, 29.3% equally strongly agreed, 14.6% were undecided and only 12.2% disagreed that they wanted to be identified with the NAADS programme.

The technical planning committee (TPC) at the sub-county level consists of, among others, the sub-county chief, secretary for production, C/Person LC III, and the NAADS coordinator. This committee together with the farmers’ forum selects the enterprises for each financial year on the basis of geographical and climatic conditions that would favor the selected enterprises.

Table 4.7: Statistics on Community Involvement in Programme Implementation

	N	Minimum	Maximum	Mean	Std. Deviation
The community is involved in the selection of NAADS beneficiaries i.e. food security /market oriented	41	1.00	5.00	1.8293	.77144
The community participates in marking decisions about budget and work plans	41	1.00	5.00	2.8780	1.20820
The community contributes facilitators to advise them	41	1.00	5.00	3.2927	1.36462

Some Community members supply NAADS inputs	41	1.00	5.00	2.1463	1.15241
Community members establish demonstration sites	41	1.000	5.000	2.90244	1.319183
The community maintains demonstration sites	40	1.00	5.00	2.9500	1.29990
Community members attend trainings of associations	41	1.00	5.00	2.8780	1.24890
Community members practice what they have learnt on the farms	41	1.00	5.00	3.1951	1.07749
Community members demand services of NAADS officials	41	1.00	5.00	2.8537	1.29540
Community members want always to be identified with the NAADS Program	41	1.00	4.00	2.1463	1.01393
Valid N (listwise)	40				

Source: Primary Data, 2014

From the above table, its observed that the relationship between community participation and implementation is key because if communities take part, it leads to enhanced sustainability of the NAADS Programme. This means that if community is involved in the selection of NAADS beneficiaries, they are able to select suitable farmers for various enterprises for example dairy or coffee. The farmers will have capacity to establish demonstration gardens and to practice what they have learnt on their farms and will want to be identified with the NAADS programme

4.4 Community Involvement in Programme M&E

This was the third objective of the study which aimed at establishing how community participation in programme Monitoring and Evaluation relates to sustainability of NAADS in Bufumbo Sub-County in Mbale District and the following variables explain the findings;

Table 4.8: Community Involvement in Programme M&E

STATEMENT	RESPONSE				
	Strongly agree	Agree	Undecided	Disagree	Strongly Disagree
Community participates in formulation of M&E work plans and tools.	4(9.8%)	9(22%)	6(14.6%)	10(24.4%)	12(29.3%)
Community participates in M&E	5(12.2%)	8(19.5%)	3(7.3%)	11(26.8%)	14(34.1%)
Community participates in the discussion of M&E findings and formulates recommendations.	9(22%)	5(12.2%)	6(14.6%)	19(46.3%)	2(4.9%)
Community participates in the dissemination of M&E findings and recommendations to others for backstopping (filling gaps).	7(17.1%)	9(22%)	7(17.1%)	15(36.6%)	3(7.3%)
Community negotiates with the required changes and inputs based on M&E findings from NAADS officials.	4(9.8%)	10(24.1%)	5(12.2%)	13(31.7%)	9(22%)

Source: Primary Data, 2014

Community participates in formulation of M&E work plans and tools

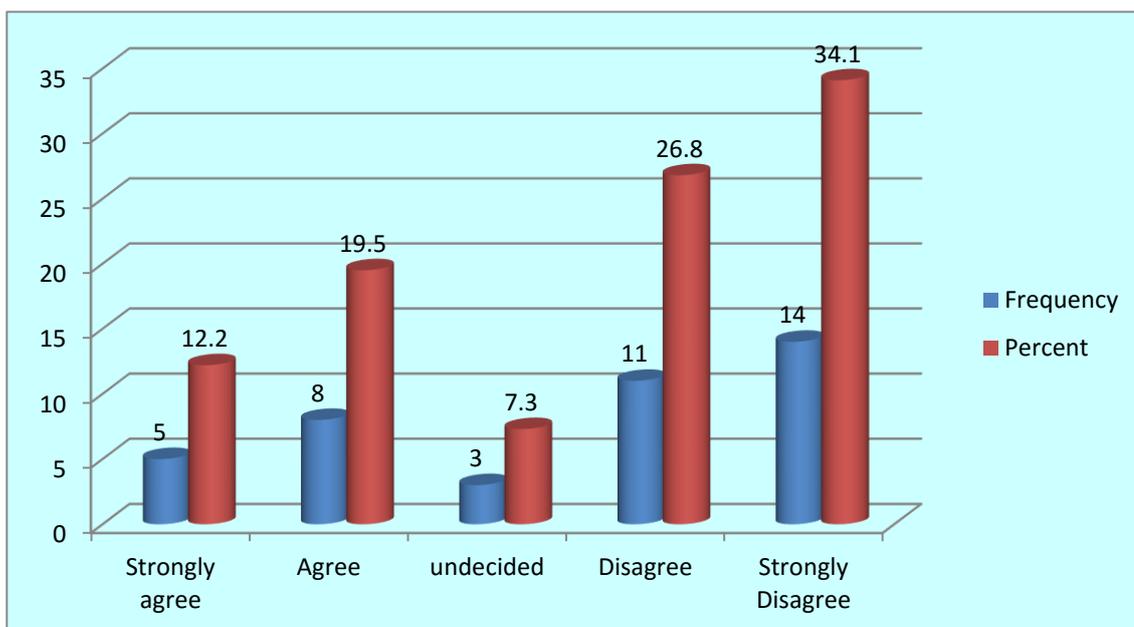
According to the findings, 9.8% of the respondents strongly agreed that the community participates in formulation of M&E work plans and tools, 22% agreed, 14.6% were undecided, 24.4% disagreed, 29.3%

The majority of the respondents (53.7%) disagreed and strongly disagreed that the community participates in formulation of M&E work plans and tools moreover participatory monitoring is part of the process of programme management a function that aids decision making. It's a continuous process of stakeholder's assessment of the programme activities in the context of

implementation and use of inputs as laid down in the plans. It's an internal as well as external programme activity an essential ingredient for good management practice.

Community participates in M&E

From the findings, 12.2% of the respondents strongly agreed that the community participates in M&E, 19.5% agreed, 7.3% were undecided, 26.8% disagreed and 34.1% strongly disagreed. However 12.2% and 19.5% of the respondents strongly agreed and agreed respectively that as members of groups they participate in the monitoring of group enterprises. This is done through group field tours whereby they visit fellow group members who are engaged in NAADS enterprises. The monitoring exercise focuses on the assessment of the performance and progress of group enterprises. They look at how the activities are faring, difficulties and challenges faced by group members, and advise accordingly. Other respondents said that sometimes they make rotational monthly meetings hosted by a group member. Members use this opportunity to visit the host member's activity site to assess the progress and advise accordingly. Respondents who filled questionnaires and those interviewed spoke about this participatory monitoring. However, this practice varies from one farmer's group to another; thus, it is not cross-cutting in all farmers' groups. The practice is also not continuous but it is planned for only specific periods of time.



Source: Primary Data, 2014

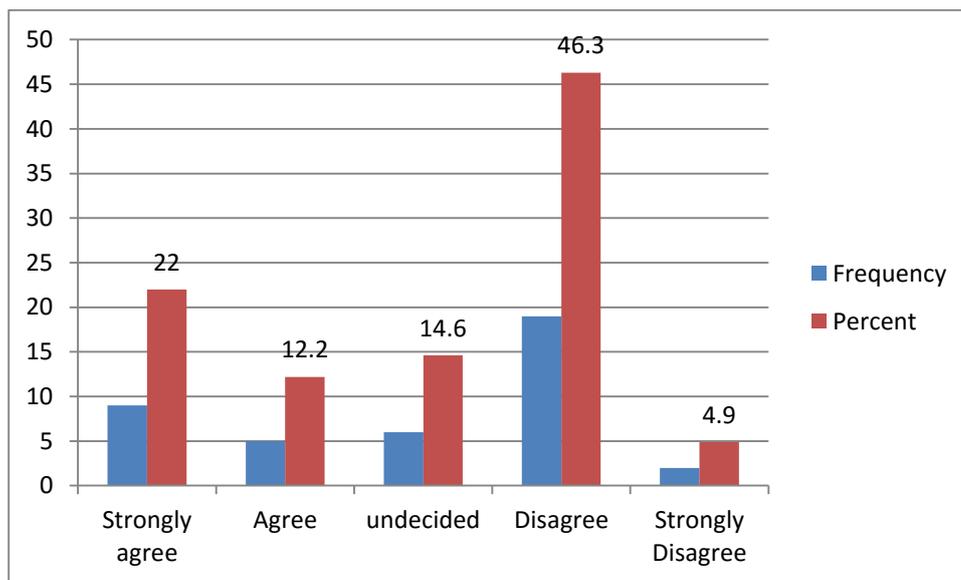
Figure 4.4: Whether the Community participates in M&E

The CAO said farmers are generally averse to M & E. They are in NAADS to gain inputs/money not to learn and they do not attend meetings. It's only farmer leaders that do but with more of lamentations than solutions and said identification with NAADS is negative and added that there is a common saying in some parts of the country that says “Enkora egyo effiere nkeya NAADS” meaning that what you are doing or planning is a fake as the NAADS approach.

The chairperson District Farmer Forum in his interview reported that monitoring at District level is done to check on Programme implementation, status of the farmers after NAADS support, gaps which need to be addressed and recommendations and critics while the DAO reported that farmers are represented by Farmer fora who do the M& E on behalf of all the farmers but have failed to punish culprits who have failed to pass on technologies to other members in their groups.

The food security farmers and market oriented farmers under FGD reported that they participate in M& E at individual and group levels. They said that through participatory M& E farmers evaluate themselves at every stage of programme implementation hence change for the better quickly or discard reject the intervention if it does not suit

Community participates in the discussion of M&E findings and formulates recommendations



Source: Primary Data, 2014

Figure 4.5: Whether the Community participates in the discussion of M&E findings and formulates recommendations

Respondents were asked whether the community participates in the discussion of M&E findings and formulates recommendations and 22% strongly agreed, 12.2% agreed, 14.6% were undecided, 46.3% disagreed and 4.9% strongly disagreed.

Community participates in the dissemination of M&E findings and recommendations to others for backstopping

The findings show 36.6% who were the majority disagreeing that the community participates in the dissemination of M&E findings and recommendations to others for backstopping.

17.1% were undecided, 22% agreed and 17.1% strongly agreed.

Community negotiates with the required changes and inputs based on M&E findings from NAADS officials

The findings show 9.8% of the respondents who strongly agreed that the community negotiates with the required changes and inputs based on M&E findings from NAADS officials, 24.4% agreed, 12.2% were undecided, 31.7% disagreed and 22% strongly disagreed.

Table 4.9: Descriptive Statistics on Community Involvement in Programme M&E

	N	Minimum	Maximum	Mean	Std. Deviation
Community participates in formulation of M&E work plans and tools	41	1.00	5.00	3.3415	1.37131
Community participates in M&E	41	1.00	5.00	3.5122	1.45124
Community participates in the discussion of M&E findings and formulates recommendations	41	1.00	5.00	3.0000	1.30384
Community participates in the dissemination of M&E findings and recommendations to others for backstopping (filling gaps).	41	1.00	5.00	2.9512	1.26395
Community negotiates with the required changes and inputs based on M&E findings from NAADS officials	41	2.00	5.00	3.6098	1.09266
Valid N (listwise)	41				

Source: Primary Data, 2014

From the above table it can be observed that the relationship between Community participation in M &E is very high. This means that if communities participate in M& E, they will be able to identify areas that need backstopping and even participate in highlighting

mitigation to the challenges. In farmers in M& E, are identified with utilization of funds as they get allowances and practice advisory learnt from the subject matter specialist and the ASSP, s. The community will have capacity to get involved in formulation of work plans, discussion of M& E findings and formulates recommendations, dissemination of findings and will be in position to negotiate with the required changes and inputs based on findings

4.5 Programme Sustainability

Sustainability of the NAADS programme as the dependable variable was operationalized by indicators which included financial and Economic sustainability. The Study sought respondent's perceptions about suitability of NAADS amidst community participation.

Financial sustainability was conceived to imply continued income generation and expansion of farm units while Economic sustainability was conceived to imply farmer empowerment.

This is fundamentally geared towards poverty reduction through promotion of production and related activities in order to raise people's income and material wellbeing. Thus, the study investigated whether Funding of the NAADS Programme meets to solve the identified problems/needs of the community. The findings are shown below:

Table 4.10: Correlations

		Community Participation	Sustainability of the NAADS programme
Community Participation	Pearson Correlation	1	.572**
	Sig. (2-tailed)		.000
	N	40	40
Sustainability of the NAADS programme	Pearson Correlation	.572**	1
	Sig. (2-tailed)	.000	
	N	40	41

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

Source: Primary Data, 2014

The table above shows a positive and significant relationship between community participation and sustainability of the NAADS programme represented by a correlation coefficient of 0.572. This is a strong positive relationship between the two variables and it implies that the relationship between community participation and sustainability of the NAADS programme is explained by 57.2%.

Descriptive Statistics

With the descriptive statistics below, community participation affects the sustainability of the NAADS programme, therefore a strong relationship between Community Participation and sustainability of the NAADS programme in Bufumbo Sub-county.

Table 4.11: Descriptive Statistics on Programme Sustainability

	N	Minimum	Maximum	Mean	Std. Deviation
Funding of the NAADS Programme meets to solve the identified problems/needs of the community	41	1.00	5.00	2.2439	1.04356
The community is willing to co-fund the NAADS Programme	41	1.00	5.00	1.8049	.87234
The NAADS Advisory meets the required specifications in solving the problems identified	41	1.00	4.00	2.0244	.79018
There is value for money for the NAADS inputs and activities	41	1.00	5.00	2.1220	1.05345
Community members pull resources to expand the activities supported by NAADS	41	1.00	5.00	3.6098	1.42965
CBFS have capacity to backup NAADS activities	41	1.00	5.00	2.9756	1.25475
NAADS Programme is known to all community members	41	1.00	4.00	2.0976	.80015
Community members are able to supply inputs required by NAADS	41	1.00	5.00	2.9024	1.26105
Farmers interpret the NAADS guidelines as required	41	1.00	5.00	3.6098	1.41206
Farmers understand Agriculture and Veterinary advice given by the AASPS	41	1.00	4.00	2.1463	.85326
Valid N (listwise)	41				
Average mean				2.55367	

Source: Primary Data, 2014

Legend

Mean Range	Response Mode	Interpretation
2.51-4.00	strongly agree	Very High
2.10-2.50	Agree	High
1.51-2.00	Disagree	Low
1.00-1.50	Strongly disagree	Very Low

From the above table, it is observed that on average, the relationship between Community Participation and sustainability of the NAADS programme is very high given the average mean of 2.55367. This means that in case the communities participate in NAADS programme in Bufumbo Sub-county, the NAADS Advisory will be able to meet the required specifications in solving the problems identified, there will be value for money for the NAADS inputs and activities, the community members will be able to pull resources to expand the activities supported by NAADS, CBFS will have capacity to backup NAADS activities, the NAADS Programme will be known to all community members, the community members will be able to supply inputs required by NAADS, farmers will interpret the NAADS guidelines as required and the farmers will understand Agriculture and Veterinary advice given by the AASPS.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

Having presented and discussed the findings of this study, this chapter presents the summary of the findings, Discussion, conclusions corresponding recommendations, contributions of the study, limitations and the areas recommended for future Research

5.1 Summary of Findings

According to the NAADS guidelines, farmers are expected to participate in decision making especially on issues pertaining to what they want to do. They also ought to monitor their funds, participate in securing linkages and be involved in farm quality assurance thus being autonomous in utilizing their resources. In addition, the farmers are expected to effectively participate in designing poverty reduction strategies and identifying the poor who need critical assistance. For one to say that Community Participation has contributed to sustainability of the NAADS programme, it ought to provide opportunities for farmers to participate in all these activities.

5.1.1 Community Participation in planning on sustainability of the NAADS programme in Bufumbo Sub-County

The findings revealed that 46.3% of the respondents disagreed that farmers participate in planning and taking decisions concerning NAADS activities. This means that farmers in Bufumbo Sub-county are not involved in deciding on the utilization of resources, monitoring of funds and quality assurance and are not involved in identifying the poor who need critical assistance.

5.1.2 Community participation in implementation and sustainability of the NAADS Programme

The results of the study revealed that there is a positive relationship between community participation & sustainability. The Pearson Correlation Co-Efficient implied that there is an improvement in the programme likely to cause a corresponding effect on programme sustainability.

5.1.3 Community Participation in Monitoring and Evaluation relates to sustainability of NAADS in Bufumbo Sub-county

Findings revealed that M& E has a positive effect, a statistically significant effect of sustainability of the NAADS programme. Corroborating it with responses from key informants, it was held that when community participates in M& E, they are able to identify areas that need backstopping, misuse of funds and provides a mitigating plan for solving challenges.

5.1.4 Sustainability of NAADS in Bufumbo Sub-county

Sustainability of the NAADS programme as the dependent variable operationalized by indicators which included financial and Economical sustainability. Responses indicated that NAADS programme can be sustained if farmers co-fund and learn from demonstrations to be empowered to cause backstopping

5.2 Discussion of the findings

5.2.1 Community participation in planning on sustainability of the NAADS programme in Bufumbo Sub-county

The findings revealed that there is a significant positive relationship between community participation in planning and sustainability of the programme. The findings are supported by Brandtland (1987) though his report on Development clearly shows that for sustainable

Development to occur, the involvement of people in the planning process is key in identification of people's needs. This argument is clearly supported by the UNHC(1991), Sheng (1992) & the project management Institute (2000) which say that for programme activities to be achieved, all stakeholders need to be exhaustively involved in planning. The social system theory assumes that the community should be able to participate in the process of planning for any activity that concerns them (Ann Hartman 2004). It's noted that failure to involve communities in planning will lead to lack of ownership of the programme and the beneficiaries will look at the programme as something forced on them.

Given the above scenario (NAADS guidelines 2008) have deep rooted mechanisms that call for community participation. The findings therefore reiterate that if community participation in NAADS planning is enhanced, it would lead to significantly positive impact. The sustainability of the programme may be compromised without community participation

Mosse argues that project actors are passive facilitators of local knowledge production and planning; they shape and direct these processes. People's needs are significantly shaped by perceptions of what the agency is able to deliver (Bill Cooke & Kothari 2001). Mosse also cites Pottier (1992) and points out that there is a tendency of local collusion in the planning consensus where needs are clearly socially constructed and local knowledge is shaped both by locally dominant groups and by project interests.

5.2.2 Community participation in implementation and sustainability of the NAADS Programme

The World Bank (2002) indicates that the capacity and capabilities of local communities need to be harnessed in the co-ordination of implementation of the programme. The researcher

contends that when people work together, organize themselves and mobilize resources to ensure continuity of the programme. This in itself is programme sustainability. This argument is supported by DFID (1998) which reiterates the importance of community participation in Programme implementation of NAADS to ensure the services provided reflect the demand and programme benefits are optimized.

The Rural participatory Appraisal model highlights that beneficiaries of any programme should be able to participate and know how the programme will be implemented. The community should participate in resource mobilization and activity action implementation. This leads to ownership. The researcher argues that beneficiaries are able to know the top bottom implementation aspect of the programme.

The participation of the community in the implementation process is key and leads to joint identification of logistical constraints, sites and target areas as well as the mutual identification of Programme opportunities and threats.

It's argued by the researcher that community participation in programme implementation promotes sustainable programme redesign and provides a platform for community to demand for similar services from NAADS and other government programmes.

The NAADS programme guidelines have been improved upon overtime due to lessons learnt during its implementation where the communities as beneficiaries are involved.

This indicates that Community participation in programme implementation has a positive effect on sustainability of the NAADS programme.

Saul Guerrer (2010) argues that the process of community participation and mobilization has become a central search for more efficient and more sustainable strategies to manage a development programme. There has been a major positive benefit associated with Community

participation in the implementation process of the NAADS implementation maximizes the positive impacts of the local people and minimizes the costs on them.

5.2.3 Community participation in Monitoring and Evaluation relates to sustainability of the NAADS Programme in Bufumbo sub-county

Dagnino (2007) argues that participatory M& E is a process of programme management engages in finding out whether the programme is implemented as planned and whether it will achieve its objectives. On the other hand, the Project Management Institute (1997) looks at monitoring and Evaluation from the project quality control view and defines quality control as monitoring specific project results to determine whether they meet the relevant quality standards and identify ways to eliminate unsatisfactory performance. This in effect is in line with the World Bank (2013) definition of participatory M & E and helps to understand that the purpose of community participation in M& E is to measure progress and ascertaining actions on results.

UNFRA (2004) elucidates the rationale of community participation that it improves programme quality and helps address local needs. It increases the sense of local ownership of programme activities and ultimately promotes the likelihood that the programme activities and their impact would be sustainable.

Ryan (2000) explains that community participation in M& E is useful as it leads to institutional learning and capacity development through self-assessment.

The participation of the community in Programme M& E of the NAADS programme ensures and enhances public accountability. However Dagnino (2007) gives a critique of community participation in M& E highlighting the community constraint of lack of literacy skills.

5.3 Conclusions

5.3.1 Community participation in planning and sustainability of the NAADS programme in Bufumbo Sub-county

Community participation in planning has been under implementation for a long time but the level of farmer participation in decision making is still low.

From the above findings it can be concluded that Community participation existed in the first phase of the NAADS programme implementation (2001-2007) but has been on decline. Forms and scope of participation by the beneficiary farmers include selecting enterprises, forming farmers' groups, electing group leaders and representatives, attending training, and group and inter-group meetings. However, this participation was and is still mostly felt at the farmers' group level as major decisions are made by higher NAADS programme implementation authorities. It is clear that there would be much more benefits accruing from the programme if the beneficiaries were fully participating in the decision making regarding the programme planning, and implementation.

5.3.2 Community Participation in implementation and sustainability of the NAADS programme

The participation of the beneficiaries in the NAADS programme has been on decline over the years since the early stages of its implementation. The situation has been worsened by the changing guidelines every financial year. The important decisions are now made by higher authorities' right from the sub-county level upwards. Such decisions include the selection of enterprises which is done at sub-county level without participation from the grassroots farmers. This leaves majority of the 'so called' beneficiaries idle, demoralized and disinterested in participating in programme activities. If community participation in Programme implementation is improved, it leads to enhanced sustainability of the NAADS programme

5.3.3 Community participation in Monitoring and Evaluation relates to sustainability of NAADS in Bufumbo Sub-county

It's concluded that Community in Programme M& E if ignored would cause failure to the NAADS Programme.

5.4 Recommendations

The following are suggested recommendations:-

5.4.1 Community participation in planning on sustainability of the NAADS programme Bufumbo

Community participation in planning of NAADS be harnessed so as to ensure sustainability of the programme. Caution should be taken that failure to involve community participation in planning will lead to lack of ownership and the beneficiaries will look at the programme as forced on them

5.4.2 Community Participation in implementation and sustainability of the NAADS Programme

I would recommend increased beneficiary participation in NAADS programme implementation particularly at the lower level. Beneficiaries right from the group level need to get involved in all the activities of the programme including planning, identifying their needs, and selecting their own favorite enterprises, while the farmers' forum, sub-county technical staff and extension workers play an advisory role. This will make the programme more bottom-up as was originally designed in the NAADS Master document (2000).

Improvement in community participation in programme implementation is likely to cause a corresponding effect on sustainability of the NAADS programme. It's thus recommended that

community participation in programme implementation be given adequate attention which would promote a sense of ownership of the NAADS programme.

5.4.3 Community Participation in M& E relates to sustainability of the NAADS Programme in Bufumbo

I recommend that M& E of the programme be accorded adequate resources and time to cause sustainability. More sensitization and training is also needed because most farmers are not conversant with the Programme guidelines for them to manage and develop their selected Enterprises in a systematic way. This is mainly needed on their roles, obligations, rights and desired degree of M & E.

5.5 Contributions of the study

The research findings are significant to development partners and the government of the Republic of Uganda at policy level. The academia will also appreciate the study and ensure community participation in NAADS so as to cause sustainability.

The community should participate in resource mobilization and activity action implementation. This leads to ownership. The participation of the community in the implementation process is key.

5.6 Areas recommended for future research

1. Further research in the area of effective management of the NAADS programme should be carried out to generalize the findings of this study
2. Research can also be carried out to assess the impact of Rural Development programmes on the rural economy.

3. Research can be done about gender equity or age-specific and participation in the NAADS programme.

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APPENDIX 1:
RESEARCH QUESTIONNAIRE

Dear Respondent,

This questionnaire is intended for collection of data on a study related to Community Participation & sustainability of the NAADS programme in Bufumbo Sub-county. All the responses shall be used for only this Research contributing to the award of Masters Degree in Management Studies Public Administration & Management of Uganda Management Institute Kampala. You have been selected as a respondent in this study because you are most suited to provide the data required.

I therefore request for your useful time to answer the questionnaire and the information collected will be treated with a high degree of confidentiality and will be for purely academic purposes.

Thank you for accepting to participate in this study.

.....

Nabulwala Catherine

Researcher

SECTION A

Please tick 1 category appropriately in the boxes provided below.

1. What is your Gender?

Male

Female

2. In what age category do you belong?

Below 20 Years

21 – 30 Years

31 - 40 Years

41 – 50 Years

51 Years above

3. Marital status,

Married

Single

Separated

Widowed

Cohabiting

4. Educational levels

- Never attended school
- Primary Level
- Ordinary Level
- Advanced Level
- Tertiary Level (please specify).....

5. What is your main source of Income?

- Farming
- Off farm employment
- Others (specify).....

SECTION B

In this section please tick on a scale of 1 – 5 i.e. Strongly agree 1 , agree 2, undecided 3 ,disagree 4, strongly disagree 5

SCALE	1	2	3	4	5
	Strongly agree	Agree	Undecided	Disagree	Strongly Disagree

	1	2	3	4	5
Community involvement in Programme planning					
1. Farmers/community members are invited to gather for needs assessment and identify problems.					
2. Community participated in decision making.					
3. Community prioritized and ranked the problems and need where support is needed.					
4. Community resolved on key Enterprise to be supported by NAADS and areas of intervention.					
5. Enterprises identified by the community are being supported by NAADS.					
6. Community is involved in making of work plans & activities on how to solve the problems identified on each enterprise					
7. Problems being identified are solved by the NAADS programme					
8. Community is involved in identification of inputs required by NAADS beneficiaries					
9. The NAADS inputs are identified by the community:					
10. The committee members are involved in the identification of suppliers of inputs.					

COMMUNITY INVOLVEMENT IN PROGRAMME IMPLEMENTATION	1	2	3	4	5

11. The community is involved in the selection of NAADS beneficiaries i.e. food security /market oriented.					
12. The community participates in making decisions about budget and work plans.					
13. The community contributes facilitators to advise them.					
14. Some Community members supply NAADS inputs					
15. Community members establish demonstration sites					
16. The community maintains demonstration sites					
17. Community members attend trainings of associations					
18. Community members practice what they have learnt on the farms.					
19. Community members demand services of NAADS officials.					
20. Community members want always to be identified with the NAADS Program.					

COMMUNITY INVOLVEMENT IN PROGRAMME M&E	1	2	3	4	5
21. Community participates in formulation of M&E work plans and tools.					
22. Community participates in M&E					
23. Community participates in the discussion of M&E findings and formulates recommendations.					

24. Community participates in the dissemination of M&E findings and recommendations to others for backstopping (filling gaps).					
25. Community negotiates with the required changes and inputs based on M&E findings from NAADS officials.					

PROGRAMME SUSTAINABILITY	1	2	3	4	5
26. Funding of the NAADS Programme meets to solve the identified problems/needs of the community.					
27. The community is willing to co-fund the NAADS Programme					
28. The NAADS Advisory meets the required specifications in solving the problems identified.					
29. There is value for money for the NAADS inputs and activities.					
30. Community members pull resources to expand the activities supported by NAADS.					
31. CBFS have capacity to backup NAADS activities.					
32. NAADS Programme is known to all community members					
33. Community members are able to supply inputs required by NAADS.					
34. Farmers interpret the NAADS guidelines as required					
35. Farmers understand Agriculture and Veterinary advice given by the AASPS					

36. Farmer groups conduct well attended meetings.					
37. Farmer leaders elect their leaders democratically.					
38. Farmers keep records of their activities.					

SECTION C:

Please answer the following questions by stating the opinions:

39. Is NAADS a programme to help the community to develop?(not more than 2 answers).

(a).....

(b).....

If No state why (Not more than two answers)

(a).....

(b).....

40. General observations about the NAADS Programme:

(a).....

(b).....

APPENDIX II:
INTERVIEW GUIDE

Introduction & Consent to participate

My name is Nabulwala Catherine a student of Masters in Management studies Public Administration and Management at Uganda Management Institute Kampala. This interview is conducted for purely academic purposes and the responses you will give will enable me complete my studies. Your confidentiality and that of the responses will be highly considered.

1. How do you participate in the NAADS programme/activities?
2. Do you conduct NAADS meetings? What do u discuss and with which stakeholders'?
3. What are some of the activities where farmers are not actively involved?
4. Are the farmers willing to contribute funds and other resources for expanding NAADS activities?
5. Is NAADS attending to the problems identified by farmers?
6. Are the inputs supplied by NAADS accepted by the farmers?
7. Do farmers refund the cost of inputs?
8. Do farmers participate in M&E and are the committee members willing to identify with NAADS?

APPENDIX III:

Focus Group Discussion Guide

(A) Community involvement in planning

[1] Have farmers been able to identify the Enterprise constraints and needs.

[a] Establish examples of constraints /needs identified Any relevant support documents [a] above.

[b] Establish whether they participate in direct decision making or guided by extension or NAADS officials.

[2] Does community participate in identified required technology inputs to address constraints?

[a] Establish technologies identified.

[b] At what levels.

[3] The community participates in formulation of budget &work plans.

[a] Establish members participating in the formulation of budget and work plan.

[b] Any relevant documentation.

(B) Community involvement in implementation

[4] Community members participate in maintenance of Demo site.

[a] Establish group dynamics in Demo sites

[b] Establish documentary evidence in attendance list.

[5] Community participates in holding NAADS officials accountable.

[a] Attendance of annual review.

[b] Establish recommendations in reviews

[c] Proposed charges attended to.

[6] Community participates in supply of technology inputs,

[a] Establish form list of suppliers where the community supply inputs.

[b] establish Documentary evidence

(C) COMMUNITY INVOLVEMENT IN M & E

[7] Community participates in formulation of M & E tools

[a] Establish whether M &E work plan is made .

[b] Get documentary evidence about attendance.

[8] Community participates in M&E exercise,

[a] Establish M&E teams and inclusion of community members .

[b] Get documentary evidence to support the above.

(D) COMMUNITY NAADS SUSTAINABILITY

[9] The community makes contribution that can cause sustainability

[a] community confounding- evidence.

[b] Community contributes inputs evidence.

[c] Community has practiced improved technology evidence.

[10] Community is empowered,

[a] To make the NAADS officials accountable.

[b] Farmers are able to progress from food security to market oriented up to commercial level.

[c] Farmers can advise others on improved techno