



**COMMUNITY EMPOWERMENT RELATED FACTORS AFFECTING THE  
PERFORMANCE OF POVERTY REDUCTION PROGRAMS IN PALLISA DISTRICT:  
A CASE STUDY OF NORTHERN UGANDA SOCIAL ACTION FUND (NUSAF)  
PROJECTS**

**BY**

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**REG. NO. 10/MMSF/21/094**

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

**FEBRUARY, 2012**

## **DECLARATION**

I, JOHN COSSY ODOMEL do declare that the work herein is presented in its original form and has not been presented to any other University for any academic award whatsoever.

Sign:.....

Date:.....

**APPROVAL**

We certify that JOHN COSSY ODOMEL carried out, the study and wrote this dissertation under our supervision. This dissertation has been submitted for examination with our approval as supervisors.

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## **DEDICATION**

This dissertation is dedicated to my dear family members; Mrs. Mary Magdellen Odomel, Moses Odomel, Joseph Ogunia, Andrew Elwana, Emmanuel Okwaja, Regina Marvel Esaete, the twins Maria Magdellen Apio and John Chrizostom Odongo for their encouragement and support that enabled me to achieve my ambition.

## **ACKNOWLEDGEMENT**

I would like to express my gratitude to all my lecturers that included: Dr. Basheka, Dr. D. Onen, Dr. Barifaijo, Mr. N. Kiwanuka, Dr. G. Karyeija and Ms. P. Oluka. They always shared with us their past experience as examiners and guided us on what to do to write a good dissertation. Dr., D. Onen encouraged us passionately to put in more effort, finish our courses and graduate immediately. I also wish to thank Mr. W.K. Onencan who helped me in proof reading my work and making suggestions that enabled me produce a good report.

I was very privileged to be supervised by Dr.B. Basheka and Dr. D. Onen. They were very busy but always had time to read and guide me in my research draft proposal and report. This eventually enabled me to finish the fieldwork early enough and submit the dissertation report.

All this would not have been possible without the huge support by Mr. Oitimong the Assistant CAO Pallisa; Mr. Omaido, The sub county Chiefs who included; Mr. Okoboi, Mr. Epupet, Mr. Odeke and Mr. Pozi.

I greatly appreciate the support given to me by the Community Development Officers who were at times hungry and thirsty but tirelessly traversed with me many villages: They included Mr. Otukol and Mr. Iyaama.

Lastly, I thank the community leaders and respondents for their input that enabled me to come up with all that is contained in this report.

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**LIST OF ACRONYMS**

CAO	-	Chief Administrative Officer
CDD	-	Community Demand Driven
CDI	-	Community Development Initiative
CDO	-	Community Purchasing Committee
CPMC	-	Community Project Management Committee
CVI	-	Content Validity Index
DEC	-	District Executive Committee
GOU	-	Government of Uganda
IDPs	-	Internally Displaced Persons
LC	-	Local Council
LPs	-	Local Service Providers
LRA	-	Lord Resistance Army
MAP	-	Modernization of Agriculture Program
MDGs	-	Millennium Development Goals
NAADS	-	National Agricultural Advisory Services

NARO	-	National Agricultural Research Organization
NARP	-	National Agricultural Research Organization
NDTO	-	NUSAF District Technical Officer
NEPAD	-	New Partnership for Development

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NOM	-	NUSAF Operational Manual
NUSAF	-	Northern Uganda Social Action Fund
PEAP	-	Poverty Eradication Action Plan
PRSPs	-	Poverty Reduction Strategy papers
RDC	-	Resident District Commissioner
SAC	-	Social Action Committee
SAPs	-	Structured Adjustment Programs
SEC	-	Sub county Executive Committee
SPSS	-	Scientific Program for Social
STPC	-	Sub-county Technical Planning Committee
UMI	-	Uganda Management Institute
UPA	-	Uganda Patriotic Army
VGs	-	Vulnerable Groups

**ABSTRACT**

The study was about Community empowerment related factors affecting the performance of poverty reduction programs in Pallisa District; A case study of NUSAF projects. The objectives included community access to information, community participation and community capacity development. The community is empowered when it is able to access information that enables it to take advantage of opportunities, access services, understand rules and regulations, and exercise their rights. The study findings showed that there is a positive and strong relationship between the community empowerment factors and poverty reduction. Although it was not a focus of study, the researcher had a chance to glance at the performance of NAADS which is also a sister program intended to empower the community to reduce poverty level through increased agricultural production. Based on observations, focus group discussions and data analysis, the researcher came up with some recommendations that could be much more cost effective in community empowerment as regards poverty reduction programs generally and not limited to NUSAF projects. For example, for ease of community mobilization, sensitization and supervision, every sub county should have a community development officer assisted by a community facilitator in each parish. It is recommended that the public should be sensitized and encouraged to join a co-operative society through which the government should facilitate them. It is also recommended that many technical or vocational institutions be constructed. Lastly it is strongly recommended

that NARO be facilitated and more of its centres opened so that they come out with more improved seeds so as to boost crop production while NAADS is restricted and limited to its role of advisory.

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## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.0 Introduction**

The study was about community empowerment factors derived from empowerment concept that affect the performance of Poverty Reduction Programmes in Pallisa District. It was a case study of the NUSAF projects. Community empowerment factors that included community access to information, community participation and community capacity development were the independent variables while poverty reduction was the dependent variable. This chapter presents the introduction, background to the study, theoretical background, conceptual framework, statement of the problem, purpose of the study, study objectives, research questions, hypotheses, scope, significance and the justification of the study.

#### **1.1 Background to the Study**

##### **1.1.1 Historical Background**

In late 1970s, the World Bank and the International Monetary Fund (IMF) launched a program known as the Structural Adjustment Programs (SAPs) to help developing nations to get their economies more productive hence reducing their poverty level. However, the strategies used were criticized because they did not involve local countries during their formulation. In 1990s, following the criticism of the SAPs, the World Bank and IMF came up with Poverty Reduction

Strategy Papers (PRSPs) that were thought to increase the local nations' participation and ownership of development programs aimed at improving the livelihoods of the citizens of the less developed countries. However, even the PRSPs did not greatly reduce the poverty level because the policy formulation and implementation did not involve the participation of the members of the poor communities.

In their resolve to fight and reduce poverty level globally, in 2000, the World Leaders came up with another strategy known as the Millennium Development Goals (MDGs). These goals are numerical benchmarks for tackling extreme poverty, hunger, maternal and child mortality, disease, inadequate shelter, gender inequality, environmental degradation and the global partnership for development. It is hoped that if MDGs are achieved, the poverty level globally would reduce by half by the year 2015. In 2001, the African leaders formed the New Partnerships for Africa's Development (NEPAD). The leaders had a common vision, a firm and shared conviction to eradicate poverty and placed their countries both individually and collectively on a path of sustainable growth and development. The effect of NEPAD let alone the MDGs on many African countries are yet to be seen.

Locally in Uganda, the Government has put in place a number of programs aimed at reducing poverty level. In 1997, the Poverty Eradication Action Plan (PEAP) was introduced basing on four major pillars of: creating a framework for economic growth and transformation; ensuring good governance and security; directly increasing the ability of the poor to raise their income and directly increasing the quality of life of the poor. To achieve the objectives of PEAP, the Government of Uganda (GOU) put in place other programs like Modernization of Agriculture (PAM) supported by a project called National Agricultural Advisory Services (NAADS).

Another program that the GOU together with the World Bank and International Monetary Fund put in place in 2003 to specifically uplift the economic level and reduce the poverty level in the Northern part of Uganda, Karamoja, and Teso Regions and some districts like Pallisa is called the Northern Uganda Social Action Fund (NUSAF). NUSAF sub-projects are based on Community Development Initiatives (CDI) also known as Community Demand Driven (CDD) in other countries like Tanzania and Malawi. NUSAF is based on community empowerment and community participation. NUSAF was intended for the vulnerable groups such as people living in Internally Displaced People's (IDPS) camps, unskilled youths, HIV/AIDS infected and affected persons, female headed households, orphans, the elderly and persons with disabilities (NOM, 2003). NUSAF sub-projects were also to provide or improve on social infrastructure like schools, health centres, clean water and roads. Nevertheless, the degree of achievements of NUSAF in these fields is still subject to debate.

The poverty level in Northern Uganda was exasperated due to the civil war perpetuated by the rebel group of the Lord Resistance Army (LRA) and the civil war in Southern Sudan that affected the bordering districts of Uganda especially in the West Nile Region. In the Acholi sub region, many people were settled in camps for almost two decades. The poverty in Karamoja Region is however perpetuated by internal and external cattle raids. While for Teso Region, poverty was perpetuated by cattle rustlers from Karamoja, the invasion of LRA in the area which forced people to be settled in protected camps. Long droughts and the frequent floods also contributed to the suffering in Teso. Pallisa district benefited from NUSAF Project because of the effects of Lakwena raid, perpetual hunger in families due to population explosion, diseases and the underpowered

communities generally. Pallisa district also hosted Teso refugees during the civil war between the rebel group called Uganda Patriotic Army (UPA) and the GOU. This made Pallisa District very poor. The researcher became interested in investigating community related factors or empowerment (access to information, participation, and community capacity development) in poverty reduction through NUSAF sub-projects in Pallisa district.

### **1.1.2 Theoretical Background**

A number of theories have been advanced on the causes of poverty and anti poverty programs. Brandshour (2006) came up with five theories and the first theory states that poverty is caused by economic, political, and social distortions or discriminations. It assumes that such distortions or discrimination is due to race, gender, disability, religion or other groupings. The above assumptions explain the cause of poverty in this study. NUSAF programs are for community empowerment, where the socially discriminated persons like the orphans, youth, widows, elderly, disabled and HIV/AIDS infected and affected are given vocational training or cash support to begin income generating activities. Such sub-projects are called Vulnerable Groups Support Sub-projects (VGSs). It was hypothesized in this study that effective community empowerment and participation have effect on poverty alleviation programs to succeed and poverty level to reduce. That was why the study was modeled on this theory.

Furthermore, the dependent variable of the study was built on the second poverty theory by Brandshour (2006), which states that poverty is caused by cyclical interdependencies (cyclical theory). This theory states that an individual or community is caught in a spiral of opportunities and problems and that once problems dominate, they close opportunities and create acumulative set of problems. It suggests that helping communities or people to achieve 'self-sufficiency' is an

increasingly significant phase in poverty reduction. It recommends help in areas such as income and economic assets generation, education and skills, housing and surrounding, access to social services, close personal ties as well as networking with others, personal resourcefulness and leadership abilities. The assumption of this theory explains the wide approach adopted by NUSAF in poverty alleviation by giving both financial assistance and the construction of social infrastructure.

Another theory, upon which the independent variables of the study were based on, was community empowerment. Alsops (2005) Theory of Community Empowerment states that enhancing an individual or group's capacity to make choices and transform them into desired actions and outcomes is community empowerment. The theory makes four assumptions that for an individual or community to be empowered, there should be;

Access to information: They argue that informed citizens are better equipped to take advantage of opportunities, access to services, understand rules and regulations and exercise their rights.

Inclusion and participation: They also asserted that ensuring opportunities for all members of a community to participate in decision making is critical in that it brings about commitment by all community members.

Accountability: That the program administrators and local administration need to be held accountable for their policies, actions, performance and the use of funds.

Local organization or community capacity to work together, organize themselves and mobilize resources to solve problems of common interest. When communities are organized, they are more likely to have their voices heard and their demands met.

### **1.1.3 Conceptual Perspective Background**

The Conceptual perspective of poverty reduction through NUSAF projects was based on community empowerment. According to the NUSAF Operational Manual (NUSAF, 2005), all the projects funded are Community-Demand-Driven (CD) also known as Community Development Initiatives (CDIs). IFAD (2004) defines Community Demand Driven as a way to design and implement development policy and projects that facilitate access to social human and physical capital assets for the rural poor by creating the conditions for; transforming rural development agents from top-down planners into client-oriented- service providers; empowering rural communities to take initiative for their own socio-economic development; enabling community level organizations especially those of the rural poor to play a role in designing and implementing policies and programs that affect their livelihood and lastly by enhancing the impact of public expenditure on the local economy at the community level. Alsop (2005) says that to assess whether an individual or a community is empowered, the core elements which are measurable and relate to choices, actions and outcomes include: access to and take advantage of opportunity, access to services, understand rules and regulations and exercise their rights.

Secondly, inclusion and participation; Giving opportunities for all members of a community to participate in decision making and this is critical in ensuring that the use of public resources builds on local knowledge and priorities to bring about local commitment to change. Thirdly, Accountability: Program Administrators and Local Administrators need to be held accountable for their policies, actions, performance and the use of funds. Accordingly, one of the objectives of NUSAF programs is to empower the communities to reduce poverty by capacity building. It does

so by giving financial assistance to vulnerable groups to start income generating projects, builds vocational schools to provide skills to the youth to enable them get employment.

#### **1.1.4 Contextual Background**

The contextual background was based on the general observation and the Auditor General's Annual Reports on the performance of NUSAF in Pallisa District. Since the launching of NUSAF projects in Pallisa District in 2004, there is little difference of livelihood between the communities that benefited from NUSAF projects and those that did not. According to Auditor General's Annual Report of 2010, 283 Community Development Initiative Sub projects (CDIs) worth Shs. 9, 798, 135, 274 were funded in Pallisa. A total of 416 Vulnerable Group Support Sub projects (VGS) worth Shs. 3, 010,836,848 were funded. A few social services have been provided. However, there were apparently a number of challenges in the implementation of those sub-projects which made the researcher interested in investigating what factors could have affected community empowerment in poverty reduction endeavors. For example, there was over funding in some sub projects. Shs 9,798,135,274 was initially budgeted for the 283CDs but additional Shs 68,405,842 was paid. Shs 3,005,512,848 was budgeted for 416 VGS sub projects but additional Shs 5, 327, 000 were made. There was also delay in the completion of some sub projects, the quality of some completed sub projects was poor, and there was high rate of unsustainability of some completed VGSs, poor maintenance and delay of submission of financial reports.

In July 2010, three district officials including Assistant CAO were remanded in prison for alleged mismanagement of NUSAF money amounting to Shs. 19 million.

From the above information, it is important to note that NUSAF Sub-projects were heavily funded and that there could have been a problem in financial management, and transparency that resulted into over funding; there could have been also little Community Empowerment that led to delay in the completion, poor quality and sustainability of some subprojects. Definitely and sadly, these anomalies affected the objective of NUSAF in reducing the poverty level among communities.

## **1.2 Statement of the Problem**

NUSAF was founded on the principle of community empowerment so as to reduce the level of poverty amongst the poor communities for which a lot of funding was made. It was hoped that the poor communities would easily access information regarding the available NUSAF projects. It was also expected that many deserving members of communities would participate or benefit from income generating projects. NUSAF program was also hoped to make many people have technical knowledge and managerial skills which are essential in entrepreneurship in poverty reduction. Auditor General's Annual Reports of 2009 and 2010 revealed that billions of shillings had been injected in various projects but a lot of money had not been accounted for. Many projects took a long time to complete with most of them poorly done and a majority of them were not sustained by the beneficiaries. NUSAF Operation Manual provides for guidelines for community information accessibility, participation and community capacity development but inspite of that, there is little on the ground to show poverty reduction. The above scenario necessitated an in depth

research on community empowerment factors so as to come up with recommendations of better strategies of community empowerment to reduce poverty level.

### **1.3 General Objective**

To assess the effects of community empowerment related factors on the performance of NUSAF funded projects in Pallisa District.

### **1.4 Specific Objectives**

1. To assess how community access to information affects the performance of NUSAF funded projects in Pallisa District.
2. To assess the effect of community participation on the performance of NUSAF funded projects in Pallisa District.
3. To assess the effects of community capacity development on the performance of NUSAF funded projects in Pallisa District.

### **1.5 Research questions**

1. How does community access to information affect the performance of NUSAF funded projects in Pallisa District?
2. How does community participation affect the performance of NUSAF funded projects in Pallisa District?

3. How does community capacity development affect the performance of NUSAF funded projects in Pallisa District?

### 1.6 Hypotheses of the study

1. Community access to information affects the performance of poverty reduction projects.
2. Community participation affects the performance of poverty reduction projects.
3. Community capacity development affects the performance of poverty reduction projects.

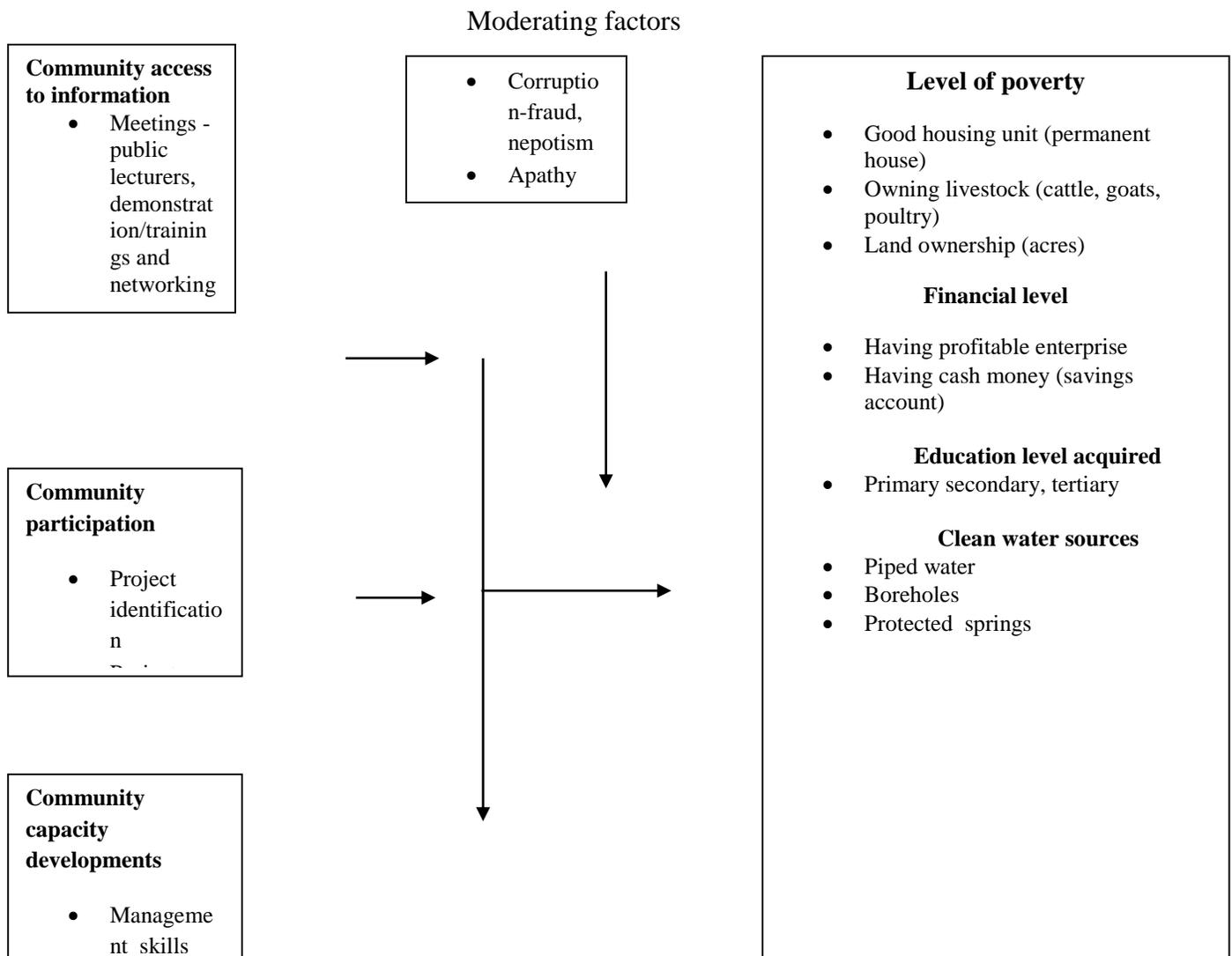
### 1.7 Conceptual Framework

Independent variable

Dependent variable

Community empowerment related factors

Poverty reduction





**Figure 1: Conceptual framework showing the relationships between community empowerment factors and poverty reduction.**

**Source: Mehchy and Kabbani (2007) Concept of community empowerment**

The conceptual framework shows the three factors of community empowerment (information accessibility, community participation and community capacity development) that have impact on poverty reduction,. When people are mobilized and sensitized, they take the opportunity of such knowledge and become productive. The outcome is that their standard of living (housing, property ownership) improved.

Community participation is important and productive in community empowerment because members of various communities know their priority needs as regards poverty reduction. The priority needs might be income generating projects, education, health care, roads or clean water sources.

Community capacity development plays a great role in community empowerment especially as regards implementation and sustainability of the projects. It entails the members of the community to have basic technical knowledge, management skills, necessary infrastructure and a fair financial stand.

## **1.8 Significance of the Study**

The significance of the study was to identify any gaps that hinder the community empowerment strategy in poverty reduction so that policies and procedures in the implementation of NUSAF and

other similar community empowerment projects may be reviewed. Therefore the findings of the study would add more knowledge on the concept of community empowerment. Recommendations on areas for further research were also made arising out the study.

### **1.9 Justification of the Study**

The justification of the study was to reduce on apparent wastage of government and donor funds. It also enabled the researcher to come up with better, cost effective and practical ways of community empowerment where many members of the community can easily access information regarding projects intended to reduce poverty, ways where many people can get involved or participate and can be aided in various income generating activities and lastly to come up with recommendations on community capacity development strategies to enable many people acquire technical and managerial skills which are essential in entrepreneurship as regards poverty reduction.

### **1.10 Scope of the Study**

The geographical scope of study was Pallisa Rural, Pallisa Town Council, Kasoda, Apopong, Kamuge and Puti Put. Apart from Pallisa Town Council which is more heterogeneous in population, other sub counties are also fairly heterogeneous consisting of Iteso and Bagwere. The study covered the period of seven years since NUSAF was established in Pallisa (2003-2010). The number of various NUSAF subprojects, tribal and religious composition of the communities were taken into consideration when selecting the sample sub counties. The content scope are community empowerment related factors with dimensions that include; community access to information with indicators meetings, local radio programs, vernacular papers, posters and phones; community participation with indicators being of project identification, planning, implementation, monitoring

and evaluation of meetings and community capacity development with indicators of training courses for management and other skills, social infrastructure and support development (financial stand, social networking). The poverty reduction was a dependent variable measured by property ownership, financial stand, education level acquired, health wellbeing and clean water sources.

### **1.11 Operational Definitions**

**Community** means people living in an area with common social problems and needs.

**Community empowerment** means and includes access to information, participation and community capacity development.

**Community access to information** refers to the means and how many times the community members get or share information amongst themselves or with their leaders.

**Community participation** refers to how much the community members are involved in all the stages of project management.

**Community capacity development** refers to what resources before and or after the project the community members have in terms of skills, infrastructure and finance capital for purposes of self employment, income generation or improvement of social wellbeing.

## **CHAPTER TWO**

### **REVIEW OF LITERATURE**

#### **2.0 Introduction**

This chapter reviewed literature on community related factors affecting implementation of poverty reduction. The review was carried on each independent variable which included; community access to information, community participation and community capacity. The chapter also reviewed literature on measurements of poverty using material well-being basing on the number of household property such as houses, livestock, and land; financial well-being basing on possession of profitable enterprise and cash savings; knowledge well-being based on standard of education and skills; lastly level of availability of social services such as schools, health centres, clean water and sanitation, roads and bridges. The source of literature was primary and secondary data, quarterly reports of NUSAF, Auditor General Reports, conference documents, journals, internet and UMI library.

#### **2.1 Community access to information and the performance of poverty reduction programs.**

The provision of information services in Africa has been dispersed and access to various information services has become more difficult, the principal victims being the rural people without having any individual means of becoming literate, (Heck, V.B. (2003). He also observed that the emergence of information and knowledge was a significant intervention with the potential to ensure that knowledge and information were very important for achieving meaningful

development. This assertion was supported by Cohen J. (1980) who pointed out that the least expensive input for rural development was knowledge. Knowledge and information are basic ingredients of making one to be self reliant and are essential for facilitating rural development and bringing about social and economic change. According to Cohen (1987) the purpose of rural development is ‘to improve the standard of living of the rural population which is multi-sectoral including agriculture, industry and social facilities’.

In another review, Edward M and Fowler A. (2002) asserted that rural communities require information on supply of inputs, new technologies, early warning systems (drought, pests, and diseases), credit market prices and their competitors. While the views of the above writers seem to advance the importance of information to development of a community, the researcher observed a difference as regards apparent insufficient information sharing or flow in NUSAF which might have limited the level of discussions between the community members and the assigned/elected implementers. This scenario led to mismanagement of funds and poor quality of some completed projects which ultimately could have affected the performance of projects. Although there was a positive relationship between community access to information and the poverty reduction performance in the implementation of NUSAF projects, there was need for an in-depth study to establish the level of information access and how it could have affected the performance of NUSAF in its endeavor to reduce poverty level. The research findings are discussed in subsection 5.2.1.

**2.2** Community participation involves project identification, selection, planning, design, implementation, monitoring and evaluation. The literature review was done in the following sub themes:

**2.2.1 Community participation in project identification, selection and the performance of poverty reduction projects**

Project identification consists of two distinct components; that is determining community needs and the preferences for public investment Jean, Fafuet, (2000). Robbins (2002) also said that identification of a project involves decision making among various options of projects. However, Sinha (1995) had earlier cautioned that during decision process, individual perceptions are carried into the process and can influence the course of action to be made. He recommended for a process that minimizes the influence of an individual perception on decision making. Accordingly, NUSAF Operation Manual (2002) gives guidelines for the community to follow when identifying and selecting the priority project. The guidelines further require the District Technical Officer (DTO) to make a field appraisal to confirm whether the whole community participated in the selection of the project. Although there was a positive relationship in community participation and poverty reduction performance, there was need for research to be done to ascertain the level of community participation in NUSAF projects and the findings are discussed in subsection 5.2.2.

**2.2.2 Community participation in project planning, design and the performance of poverty reduction projects**

This is the second stage of project cycle implementation. It requires plan and design drawing. Creswell et al (2003) asserted that project design must contain incentives for each side to contribute

their share of information. Earlier Parker, Serrano (2000) had observed that because of the technical nature of project planning, this activity does not require extensive popular participation. According to Mohan, (2000), participation has two definitions with opposite meanings. Participation can either represent assigning certain decisive roles to the users where they share the decision making responsibility with the professionals. The other type of participation is where there is no shift of responsibilities between the users and professionals but instead only the opinions of the user is considered while making decisions. In line with Parker, Serano (2000) and Mohan, (2000), NUSAF Operational Manual (2002) provides for the community to identify a project then elect members of Community Project Management Committee (CPMC) who work jointly with the facilitator to do the planning and design of the project. The District Technical Planning Committee also reviews the work done by CPMC. This arrangement seems to take into consideration the technical knowledge requirement of planning and design. However, for the purpose of community cohesion the researcher needed to find out how often CPMC shared information with the community members.

### **2.2.3 Community participation in implementation and the performance of poverty reduction projects.**

Heck (2003) observed that community participation was high at the selection phase of subproject but fell considerably at the implementation and monitoring phase. This follows the earlier observation by Parker and Serrano (2000) who stated that some activities are of technical nature. It was also pointed out that the CPMC did the implementation on behalf of the committee members and kept members informed through meetings. However Dubrim (1998) had much earlier cautioned that communication was a fundamental mechanism through which members of a

community show their frustration or feeling of satisfaction and hence could effectively influence the project implementation. He suggested that to foster group work, the leader should give feedback because this would lead to shared perception and concern towards the project. Community implementation has been known to have greater efficiency, satisfaction and cost reduction through community involvement and responsibility. It is also urged that community involvement in implementation assures better quality. Alexandra Mark et al (1994) observed that there were challenges at the initial stages of subproject implementation because there was delay of disbursement of funds into the community account. It has also been observed that after the District Executive Committee submitted approved projects to the Prime Minister's office, NUSAF Management Unit had also to sample the submitted projects before the release of funds. This does not only affect the period it takes to implement the sub-projects but also the number of communities that eventually benefit. It was also noted that The Auditor General's Report (2010) indicates that out of 642 subprojects visited, 60% did not have CPC and that 50% of the 257 subprojects which had CPC did not follow procurement guidelines. Although there is a positive relationship between the community participation in the project implementation and poverty reduction performance, but arising from the Auditor General Reports, there was need to do research to ascertain the level of community participation in NUSAF projects. The findings are discussed in 5.4.2 and 5.4.3.

#### **2.2.4 Community participation in monitoring, evaluation and the performance in poverty reduction projects**

Alexandra (1993) categorized monitoring and evaluation into three components: physical, financial and impact monitoring. Physical monitoring refers to the follow up of physical

implementation of subproject as regards the quantity of materials used and the quality of the finished work. According to him financial monitoring deals with disbursement, transfer and use of funds while impact monitoring deals with the review of impact of the program on the beneficiaries. He concluded by saying that the purpose of monitoring was to provide all the concerned people with information as to whether the project objectives were being achieved and the operations, performance and impact of the project were on course. Hawe et al (1990) asked three key questions regarding evaluation; as to whether participants were satisfied with the project and whether all materials and components of the project were of good quality. In the implementation of NUSAF subprojects, the Sub-county Technical Planning Committee (SCTPC) and the District Executive Committee are tasked with the monitoring. The NUSAF District Technical Officer (NDTO) also uses the given guidelines to monitor and report on the progress monthly. However, the Auditor General Annual Report (2010) reveals that out of 642 subprojects visited, only 33% had been monitored by NDTO on monthly basis. Only 5% of the 642 subprojects were supervised and monitored by District Sector Specialist. The audit further revealed that 80% of the 642 subprojects did not have payment certificates attached to the payment vouchers. However there is a positive relationship between the community participation, monitoring and evaluation of sub-projects in poverty reduction. The above revelation by Auditor General Reports called for research to establish the level of community participation in monitoring and evaluation and any gaps therein.

### **2.3 Community capacity development and the performance of poverty reduction projects**

Sufficient financial resources are required to strengthen capacities and capabilities among grass root groups to enable them play a more effective and independent role in development activities, in addition to attracting and maintaining human resource in an organization (Edwards & Fowler,

2002). Related to that, Bar and Fafchamps (2005) also noted that shortage of funds is an impediment to further project success and impact. While Rao (2003) noted that communities needed to be assisted to derive long term and sustained use of the sub-projects they received and therefore there was need to develop more formal systems for community-led maintenance sub-projects with clear responsibilities. He suggested that community participation, consultation, establishment and training of local management committees and allocation of maintenance budgets by local governments are critical in ensuring that investments or subprojects were relevant, effective and sustainable. All the above observations are in support of the findings in the Auditor General Annual Report (2006-2010) which reveal that some completed sub-projects did not survive for long. Whereas there is a positive relationship between the community capacity development in poverty reduction, there was need to conduct an in-depth research to establish the level of community capacity development, the gaps and come up with recommendations. The findings are discussed in 5.2.3.

## **2.4 Summary of Literature Review**

While the researcher agrees with the views expressed by Heck, (2003) who stated that information and knowledge was a significant intervention in achieving meaningful development in the rural people, he did not make any suggestion of the best methods of passing such information. Likewise, Cohen, (1980) noted that for rural development, knowledge was important but he did not give any suggestion of how knowledge could be passed to the communities. NUSAF Operation Manual provides guidelines on how the communities could get information but the research findings reveal that just a few people know about NUSAF programs and how to benefit from them but a majority of people have scanty information. The NUSAF Operation Manual does not provide for sufficient

facilitation for the sub county community development officers and the parish facilitators which as a result, greatly affected mobilization and sensitization of the community.

As regards community participation, the researcher partially agrees with many authors such as Jean and Fafuet (2000) and Robbins, (2002) who all emphasize the importance of community involvement in determining their needs and preferences for investment. The researcher agrees only as far as social infrastructure (schools, health facilities, roads and clean source of mobs is concerned). The Auditor General Annual Reports (2009) and (2010) revealed that most of the individual income generating projects had collapsed for various reasons, as discussed later because individuals were given free assets as provided for in the NUSAF Operations Manual. Suffice to note that individuals should only be facilitated to improve on the little they already have.

As regards community capacity development some authors like Edward and Fowler (2002) and Bar & Fafchamps (2005) have only emphasized the need of financial resources to strengthen capacities and capabilities among grass root communities in development activities but have not mentioned other factors that impact on community capacity development. The researcher agrees with Rao, (2003) who noted the importance of community capacity development in maintenance of sub projects. He also suggested the need for community training and budget allocation by local governments. Sadly for NUSAF program, Pallisa Annual Reports indicate that very few social infrastructures and individual projects, as compared to the community population (Appendix H), were approved for funding due to little resources and therefore resulting into negligible impact of poverty reduction. Auditor General's NUSAF Annual Reports of 2009 and 2010 revealed that most of the individual sub projects have collapsed due to various inadequate capacity

developments. The remedy to the gaps identified above on NUSAF operations and some recommendations on similar projects intended for community empowerment in poverty reduction are discussed in Chapter five.

### **CHAPTER THREE**

## **METHODOLOGY**

### **3.0 Introduction**

This chapter covers the research design, study population, sample size and selection, sampling techniques and procedures, data collection methods, data collection instruments, pre-testing (validity and reliability), procedure of data collection, data analysis and measurement of variables.

### **3.1 Research Design**

A case study design was adopted because the researcher wanted to carry out a holistic in depth investigation. This choice of design is supported by Strass et al (1990), who observed that the method is ideal when the researcher wants to carry out an in depth study. A case study design also enables the researcher to have a critical analysis and evaluation of the subject under study. A qualitative approach was employed because the data collected involved in-depth understanding and perception of the NUSAF projects' contribution to poverty reduction. Therefore this approach took care of narrative or descriptive information to be got in the study. Quantitative approach was employed when the data collected was summarized into frequencies and percentages that later enabled analysis and interpretation to be made. According to Creswell et al (2003), quantitative data is applied in order to describe the current conditions or to investigate relationships. It also helped in testing hypotheses or answer research questions concerning the current state of the subject under study.

Triangulation of qualitative and quantitative approaches was employed. This happened when the nominal answers to the questionnaires were raked using the 5-point Likert scale transforming the qualitative data into quantitative data. This approach was supported by the ascertain of Kolthari

(2003) who stated that one design cannot serve the purpose of all the research problems. A descriptive cross sectional design was particularly used in focus group discussion and face to face interviews to get in depth factual information about community empowerment in poverty reduction through the NUSAF programs in the district. The use of descriptive cross-sectional design is supported by Creswell (2003) who noted that this design is good when the study aims at collecting first hand qualitative data from a big number of respondents drawn from different sections of the study population.

### **3.2 Study Population**

The study population consisted of all the NUSAF beneficiaries of Pallisa District that consists of Pallisa and Butebo counties. The target population consisted of NUSAF beneficiaries of Pallisa Town, Pallisa Rural, Kasodo, Apopong, Kamuge and Puti Put sub counties. The target population was selected taking into consideration tribes, cultures, gender, age and life style. It consisted of Iteso and Bagwere, males and females; elderly and youth, widows and widowers, people with disabilities and people living with HIV/AIDS. A sample of two hundred fifty respondents was selected from the accessible population, which also included implementers of NUSAF programs and local leaders in the district and the selected sub counties.

#### **3.2.1 Sample size and Selection**

The table below shows the number and categories of people interviewed as well as the technique used in the sample selection. Purposive and stratified sampling was used while the sample size was determined using Morgan and Krekcie (1970) table formular and was 279.

**Table 1: Categories of the respondents**

<b>Category</b>	<b>Target Population</b>	<b>Sample size</b>	<b>Sampling technique</b>
Chairman LC V	01	01	Census
Resident District Commissioner (RDC)	01	01	Census
Chief Administrator Officer (CAO)	01	01	Census
NUSAF District Technical Officer (NDTO)	01	01	Census
Town Clerk	01	01	Census
Chairman LC III	6	6	Census
Sub county Chief	6	6	Census
Chairperson LC II	12	12	Census
NUSAF beneficiaries	700	250	Stratified sampling
<b>TOTAL</b>	<b>729</b>	<b>279</b>	

**Source: Primary data**

### **3.3 Sampling Techniques and Procedure**

Both probability and non probability sampling techniques were applied. It was not possible to exercise probability techniques on government officials (LC V, RDC, CAO, NDTO, and Town Clerk) and local leaders because they were the specifically targeted officials for interview by virtue of their offices. Therefore census sampling was applied. However, simple random sampling was used during focus group discussions. Convenience sampling and stratified were both used during the distribution of questionnaires because the researcher wanted to reach even those targeted population (elderly, widowers, HIV/AIDS patients) who could not readily be available so as to get their input. Convenience sampling method is also good because it is cheaper and faster.

### **3.4 Data collection Methods**

Face to face interview method using unstructured interview guide was applied. This was used on Government and local leaders so as to get their experience as regards community empowerment in poverty reduction through the NUSAF program. Babbie (1990), recommends the use of interview method because it is good in producing data which deals with in depth analysis of a topic based on the opinion and ideas. The respondents also had an opportunity to extend their ideas, explain their views and identify what they regard as critical factors.

Mugenda and Mugenda (1999) stated that interviews provide in-depth data which is not achievable through the use of questionnaires. This was especially crucial for the research based on case study. Secondly the method makes it possible to obtain the required data as per the objective of the study. Thirdly, interviews are most flexible than questionnaires because they give room for necessary explanations to respondents. Lastly the method enabled the researcher to probe further and obtain more information about the subject of interest.

Questionnaire survey methods using self-administered questionnaires was carried out on collecting data from the huge numbers of NUSAF beneficiaries. It is a cheaper and quicker method of getting information from a big number of respondents. Sekaran, (2003) supports the use of questionnaire when he said that the main advantage of self-administered questionnaires is that the researcher can collect all the required information within a short period of time. It also gives confidence to those respondents that would not have wanted to talk openly because with this method the respondent does not even write his name on the questionnaire.

Focused group discussion method was applied on small different groups of beneficiaries ( the poor but enlightened groups and very poor illiterate groups) to get their perceptions on poverty reduction through the NUSAF sub-projects.

Document analysis method was used in getting the relevant information from Auditor General NUSAF Annual Reports and the Pallisa District NUSAF Reports.

### **3.4.1 Data collection Instruments**

Unstructured interview guide was used during face to face interviews. An interview guide is written information or questions that provide guidance in the interview process. Self administered questionnaire instrument was used and this was a set of questions whose answers were ranked based on Likert's scale. They were applied to the NUSAF beneficiary respondents. They ensured privacy to the respondents and they also enabled getting data quickly and cheaply from a huge number of respondents.

Group discussion guide; Like the interview guide, the group discussion guide contains a set of unstructured questions that guided a discussion with groups of a few selected beneficiaries.

## **3.5 Pre-testing (Validity and Reliability)**

### **3.5.1 Validity:**

Validity of an instrument is the measure of the extent to which the instrument can collect justifiable and faithful data (Amin 2004). Leary (2004) refers to validity as the extent to which an instrument actually measures what it is intended to measure rather than measuring something else or nothing. The community access to information had fifteen items, community participation had ten items,

community capacity development had five items and the dependent variable had fifteen items. After the irrelevant or ambiguous items were removed, the total relevant items were thirty four out of the initial total of forty five.

The coefficient internal validity (CVI) of the instrument was computed using formular

$$\begin{aligned} \text{CVI} &= \frac{\text{Number of relevant items}}{\text{Total number of items}} \\ &= \frac{34}{45} \\ &= 0.777 \end{aligned}$$

The high value of CIV got (0.777) or 77.7% is high enough to make the instrument to be considered valid.

### **3.5.2 Reliability:**

An instrument is said to be reliable when it is able to collect the same data and give consistent results under similar conditions (Amin, 2004). Reliability test of instruments therefore promotes their use and generalization of the research results.

After the answers or responses were coded and fed into the computer, reliability analysis of the instrument was conducted using SPSS computer program to get Croncbach's Alpha reliability coefficient value for each of the variables.

The results are showed in the table below:

**Table 2: Reliability test on accessibility of information instruments**

Variable	Alpha	Number of items
Accessibility to information	0.823	12
Community participation	0.786	8
Community capacity development	0.872	4
Dependent Variables	0.752	10

**Source: Primary data**

The results obtained suggested that the instruments were reliable because according to Mugenda and Mugenda (1999) the alpha coefficient 0.70 or more is indicative of a high degree of reliability of the instruments.

### **3.6 Data Analysis**

Both nominal and ordinal scales of measurements were used in the questionnaire. The nominal scales of measurement were mainly used on demographic or background information of questionnaire that included gender, age, education and marital status. The rest of the items in the questionnaire were measured using ordinal scale of 5-point Likert scale. The following response continuum was used for community information accessibility; 1 = Never available (N), 2 = Rarely available (R), 3 = Not sure (NS), 4 = Frequently available (F), 5 = Always available (A). For community participation and community capacity development the response continuum used was: 1 = Never (N), 2 = Rarely (R), 3 = Not sure (NS), 4 = Frequently (F) and 5 = Always (A). Analysis of nominal and ordinal scores involved weighing and arranging the response categories for all the items (Amin, 2005) while the analysis of the quantitative data was done by coding and using the computer software SPSS 12 windows.

## **CHAPTER FOUR**

## **PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS**

### **4.0 Introduction**

This study was intended to find out the effect of community empowerment related factors that affect the performance of NUSAF funded projects in Pallisa District. The three independent variables of study were; community accessibility to information, community participation; and community development capacity in poverty reduction. The poverty reduction level was the measure of NUSAF performance and was the dependent variable of the study. The findings are presented in four sections; response rate background information, descriptive statistics and inferential statistics or hypothesis tests. In this chapter, findings were be presented, analyzed and interpreted objective by objective:-

### **4.1 Response Rate**

The actual sample used in the study was 279, respondents out which 250 were NUSAF beneficiaries and the rest consisted of district officials and local leaders as showed in table 3. The respondents were briefed that apart from the academic purpose, the study was also intended to advise the government on ways to improve on the operations of NUSAF. The researcher noted that with that in mind, everybody wanted to have his opinion taken down. The researcher had to stick to the number of respondents he wanted and this gave rise to 100% response rate for all the categories of respondents. It was important to seek the views of the district political leaders like the Chairman Local Council V and the Resident District Administrator (RDC) as to the achievements of the NUSAF program in poverty reduction in the district. The Chief Administrative Officer (CAO) is the overall district supervisor and accounting officer of government projects so it was important to get his views on the success and challenges of implementation of NUSAF program. The NUSAF District Technical Officer (NDTO) is a

coordinator of the program between the CAO and beneficiaries through the sub county Technical Team. Other stakeholders in NUSAF whose opinions were important included the Town Clerk, Sub-county Chiefs, LC III and L.C. II Chairman. The table below shows the response rate.

**Table 3: Response rate**

<b>Category</b>	<b>Target sample</b>	<b>Actual sample</b>	<b>Response rate</b>
Chairman LCV	01	01	100%
RDC	01	01	100%
CAO	01	01	100%
NDTO	01	01	100%
Town clerk	01	01	100%
Chairman LC III	06	06	100%
Sub county Chief	06	06	100%
Chairman LC II	12	12	100%
NUSAF Beneficiaries	700	250	100%
<b>Total</b>	<b>729</b>	<b>279</b>	<b>100%</b>

**Source: Primary data**

## **4.2 Background Information on the respondents**

The background is categorized in five parts; gender, age, level of education acquired; NUSAF respondents groups and marital status.

### **4.2.1 Gender of Respondents**

The aim was to find out the gender participation of beneficiaries of the NUSAF project. In spite of the purposive strategy during the data collection, with an aim of reaching as many women as possible that might have benefitted from the projects, the results showed that there were more men than women. The table below shows the gender response results.

**Table 4: Gender categories of respondents**

<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
Male	198	79.2
Female	52	20.8
<b>Total</b>	<b>250</b>	<b>100</b>

**Source: Primary data**

The results above show that out of 250 respondents, 198 (79.2%) were men and 52 (20.8%) were female. This therefore showed male dominance in participation of the NUSAF projects. The researcher observed in the field that the majority of the respondents were married males of youth bracket and just a few elderly women participated in answering the questionnaires. This showed that the majority of the participants in poverty reduction program were male youths as indicated in the age analysis of the respondents.

#### **4.2.2 Age bracket of respondents**

The objective was to find out the age bracket of the beneficiaries of NUSAF projects. The age brackets were in four categories and the results are presented in table 5:

**Table 5: Age bracket of respondents**

<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
Below 20 years	15	6.0
21 – 30 years	60	24.0
31- 40 years	111	44.4
41 – 50 years	43	17.2
Above 50 years	21	8.4
<b>Total</b>	<b>250</b>	<b>100.0</b>

**Source: Primary data**

The results revealed that the respondents of twenty years and below were only 15 out of the 250. This was six percent (6%) of the total and following informal discussions, the researcher found out that this age bracket was of young people who were still at school or had just left school and were still dependants to their parents. There were sixty (60) respondents in the bracket of 21 – 30 years old representing 24.0% of the total respondents. In most cases this was the age bracket of the youth who had just finished school and were still dependants. The majority of the respondents were in the age bracket of 31 – 40 years old and they were one hundred eleven (111) or 44.4% of the total number. This was the age bracket where most of the youth were married and exploring opportunities of getting income. Therefore this is the age bracket which saw NUSAF program as an opportunity and therefore actively participated in it. The respondents of the age bracket of 41 – 50 years were only forty-three (43) or 17.2%. The respondents of this age bracket had generally settled in life or had other sources of survival and therefore were not very keen in participating in NUSAF projects. The respondents of age bracket fifty years and above were only twenty one (21) or 8.4%. This age bracket was of people who were not very energetic. Many of them could have been widows, disabled or HIV/AIDS.

### 4.2.3 Education level of the respondents

The researcher was interested in finding out the education level attained by the beneficiaries of NUSAF projects and the findings are presented in the table below

**Table 6: Education level of the respondents**

<b>Education level</b>	<b>Frequency</b>	<b>Percentage</b>
Primary level	141	56.4
'O' level	31	12.4
'A' level	12	4.8
Diploma	30	12.0
Degree	0	0
None of the above	36	14.4
<b>Total</b>	<b>250</b>	<b>100</b>

**Source: Primary data**

The results showed that a majority of respondents were of primary level. Their number was 141 which was 56.4% of the total number. The researcher observed that they were the majority of the youth bracket and were the majority in the rural population. The O-level respondents were thirty one (31) or 12.4% of the total. Although the researcher observed their number to be a bit big in the villages, most of them had hope in other better opportunities and therefore shied away from NUSAF projects. Similarly the A-level respondents were 12 (48%) of the total. Although their number was smaller than the O-level in the villages, they also had higher expectations other than settling in the rural areas with NUSAF projects. The diploma holders were thirty (30) or 12.0%. Generally, the diploma holders in the villages were mature people and most of them were married and that was the reason why when the opportunities of NUSAF projects came, they whole heartedly took them up. The number of the respondents that did not have the above specified

education was thirty six (36) or 14.4%. This number could have constituted the elderly men and women and some disabled respondents that the researcher interacted with. These results indicate that community empowerment strategy on poverty reduction should target the primary and secondary leavers.

#### 4.2.4 The vulnerable categories of respondents

One of the objectives of NUSAF was to help the vulnerable people in providing them with skills or inputs to enable them to generate income. Therefore the researcher was interested in finding out which category each respondent belonged to. The results of the findings are presented in the table below.

**Table 7: Categories of vulnerable respondents**

<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
Elderly	72	28.8
Youth	102	40.8
Widows	6	2.4
Widowers	7	2.8
HIV/AIDS patients	5	2.0
Disabled	58	23.2
<b>Total</b>	<b>250</b>	<b>100</b>

**Source: Primary data**

The results showed that the majority of the vulnerable respondents were the youth. They were one hundred and two or 40.8% of the total number. This finding again confirms that the majority of the rural population is the youth. The vulnerable elderly respondents were seventy two or 28.8% of the total number. The disabled respondents were fifty eight constituting 23.2%, while the widowers and widows were seven (2.8%) and six (2.4%) respectively. The least number of the

vulnerable group was that of HIV/AIDS patients. They were five or 2.0%. These results show that the youth are the most vulnerable in the community and therefore much of the efforts in community empowerment as regards poverty reduction should focus on them.

#### 4.2.5 Marital Status of the Respondents

Lastly, on the background information, the researcher wanted to classify the respondents according to their marital status so as to find out their percentage participation in NUSAF projects. The table below shows the outcome.

**Table 8: Marital status of respondents**

Category	Frequency	Percentage
Single	61	24.4
Married	169	67.6
Divorced	8	3.2
Widow	6	2.4
Widower	6	2.4
<b>Total</b>	<b>250</b>	<b>100</b>

**Source: Primary data**

The results show that the majority of the respondents were married. They were one hundred sixty eight (168) or 67.2% of the total. This number almost corresponds to the total number of the vulnerable youth and the elderly (174) or 69.6%. The single respondents were 61 or 24.4%. This number is not far from that of the age bracket of thirty (30) years and below who were 75 or 30%. This is because at that age bracket, most of the youth have just left school. The divorced were eight (8) or 3.2% while the widowers and widows were seven (7) and six (6) respectively. The

results therefore imply that more focus on community empowerment in poverty reduction programs should be accorded to the married people.

### **4.3 Empirical Findings**

The variables studied that determine community empowerment factors in reducing poverty level included community access to information, community participation and community capacity development. The findings on those variables based on the questionnaires, interviews and focus group discussions are presented, analyzed and interpreted as per each objective.

**4.3.1 Research Objective One:** To assess how community access to information affects the performance of NUSAF funded projects in Pallisa District.

The indicators or channels of information accessibility are listed in the table that follows. To determine the level of information accessibility the answers in the questionnaire were based on 5-point Likert's scale whereby 1 = Never available (N); 2 = Rarely available (R), 3 = Not sure (NS); 4 = Frequently available (F) and 5 = Always available (A),  $\bar{X}$  = mean and SD = Standard deviation. The numbers of respondents or frequency for each category of the answers and for each channel of information accessibility are presented in table 9.

**. Table 9: Rating on the channels of information accessibility**

Information channel	N		R		NS		F		A		$\bar{X}$	SD
	f	%	F	%	F	%	F	%	f	%		
Public lecture	22	8.8	69	27.6	9	3.6	110	44	40	16.0	3.31	1.273
Demonstrations	163	65.2	48	19.2	7	2.8	17	6.8	15	6.0	1.69	1.184
Tours	249	99.6	0	0	1	0.4	0	0	0	0	1.01	0.126
Radio	14	5.6	36	14.4	11	4.4	120	48.0	69	27.6	3.78	1.164
TV	229	91.6	1	0.4	20	8.0	0	0	0	0	1.16	0.546
Newspapers	19	7.6	69	27.6	92	36.8	54	21.6	16	6.4	2.92	1.024
Posters	47	18.8	53	21.2	91	36.4	45	18.0	14	5.6	2.70	1.134
NUSAF officials	53	21.2	25	100	21	8.4	78	31.2	73	29.2	3.37	1.516
CPMC meetings	21	8.4	41	16.4	9	3.6	105	42.0	74	29.6	3.68	1.284
LSP meetings	7	2.8	64	25.6	48	19.2	81	32.4	50	20.0	3.41	1.152
STPC meetings	181	72.4	5	2.0	54	21.6	9	3.6	1	0.4	1.58	0.972
Pc Meetings	0	0	17	6.8	0	0	128	51.2	105	42.0	4.28	0.783

**Source: Primary data**

As regards information accessibility through public lectures through the NUSAF officials twenty two (22) or 8.8% respondents said information was never available, sixty-nine (69) or 27.6% said that information was rare. Nine (9) or 3.6% of the respondents said they were not sure while one hundred ten (110) or 44% reported that information was frequently available. Lastly, forty (40) or 16.0% respondents stated that information was always available. The mean score of 3.31 is on the positive side of the Likert's mean score of 3.0. However the difference of 0.31 is not much though positive and the reasons will be discussed in the following Chapter. One hundred sixty three (163) or 65.2% reported that demonstration teachings were never presented, forty eight (48) or 19.2% said demonstration were rare while seven (7) or 2.8% said they were not sure whether

demonstration teachings were there. Seventeen (17) or 6.8% of respondents said demonstrations were frequently done and fifteen (15) or 6.0% said demonstration teaching was always done. The overall assessment gave a mean score of 1.69. This score is negatively skewed to the average score of 3.0 and it is between the never and rare responses.

As regards accessibility of information through tours to similar projects of NUSAF, almost every respondent (249) or 99.6% said that tours were never there. Only one (1) respondent was not sure.

The findings showed that many respondents (120) or 48.0% frequently accessed information through radio programs although fourteen(14) reported never, thirty six (36) reported rarely and eleven (11) were not sure. Sixty nine (69) or 27.6%) respondents said radio programs were always there.

The overall assessment gave a mean of 3.78. This response score is on the positive side of Likert's mean score of 3.0 and it is more towards the frequently response.

The responses indicated that the majority of the respondents (229) (rural people), never accessed any information through the television programs. Twenty (20) respondents were not sure and one said the programs were rare. The overall score assessment was a mean of 1.16. This is too much on the negative side of the mean score of 3.0 and it is close to the never response.

Accessibility to information through the newspapers gave the following responses: Nineteen (19) never, sixty nine (69) rarely, Ninety two (92) not sure, fifty four (54) frequently and sixteen (16) always. These responses gave the mean score of 2.92 which is on the negative side of the average score of 3.0 but very near the not sure response. Actually a majority of the respondents (180) recorded never, rare and not sure responses meaning that accessibility of information through newspapers was not a common thing to the rural communities.

A total of one hundred ninety one (191) or 76.4% of all the respondents recorded the never, rare and not sure responses as regards accessibility of information through the posters. The mean score was 2.70 which is below the Likert's mean of 3.0. However some few respondents (49) or 23.6% recorded frequently or always answers to access to information through posters. Although more explanation will be given in the discussions in the next Chapter, the researcher would like to remind the reader that some of the sub-counties covered in the study were urban. So this explains some of the discrepancies in the responses.

While fifty three (53) respondents recorded that they never accessed any information through the NUSAF officials, twenty five and twenty one gave the rare and not sure responses. However a majority of one hundred fifty one recorded the frequently and always answers. The mean score was 3.37 which is greater than 3.0.

A majority of respondents (151) gave frequent and always as responses to accessibility of information through the meetings with the Community Planning management committee. This gave response mean of 3.68 which was almost to the frequent response.

While one hundred nineteen (119) respondents gave the never, rare or not sure answers a majority of 132 recorded the frequent or always responses as regards information accessibility through local service providers. The mean score was 3.41 which was on the positive side of Likert's mean score of 3.0.

One hundred eighty one (181) respondents said that the sub-county Technical Planning Committee never gave them any information although five (5) respondents were not sure. The general mean was 1.58 which is negatively far from 3.0.

Lastly, information accessibility through the purchasing committee gave a mean score of 4.28. This response grading falls within the frequently response and on a very far positive side of 3.0. The explanation is discussed in the following chapter.

The hypothesis of objective one was that community accessibility to information affects the performance of NUSAF projects which is measured by poverty reduction level. Therefore Pearson correlation analysis was done to find out what relationship exists between the two variables and how significant it was. The table below shows the results of the analysis using SPSS computer program.

**Table 10: Relationship between information accessibility and poverty reduction**

		<b>Dependent variable</b>	<b>Info Access</b>
Dependent variable	Pearson correlation	1	.407**
	Sig. (2 – tailed)		.000
	N	250	250
Info access	Pearson correlation	.407	250
	Sig (2-tailed)	.000	
	N	250	

Sources: Primary Data

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

The above results indicate that there is a positive relationship (0.407) between the independent and dependent variables with significance of 0.01 which is less than 0.05 critical value using 95% confidence. This, therefore, confirms the hypothesis that information accessibility affects poverty reduction.

Multiple regressions was done on all the dimensions of information accessibility put together to determine the rate at which the independent variable affects the dependent variable. The table below shows the findings.

The regression analysis as given by the SSAP is showed in the table below;-

**Table 11: Regression Analysis results**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R square</b>	<b>Standard Error of the estimate</b>
1	.407 <sup>a</sup>	.166	.162	.25332

**Sources: Primary data**

The results show that information access affects poverty reduction with  $R^2 = 0.166$ . This means that accessibility accounts for 16.6% of the variation in poverty reduction. This means that the more the community is sensitized and information or knowledge is shared amongst them, the more people will participate and the poverty level can be reduced.

Out of face interviews and focus group discussions, most of the respondents said that most of the information about NUSAF program was got through the Radio media as compared to other sources of media. However, the radio programs on NUSAF programs were not regular. Some of the poor people in the villages who do not have radios depended on hearsay information. They also said that there were few sub county community development officers as well as community facilitators. They noted that if these officers were enough and well facilitated with transport, many people in the rural areas would have known in detail about government programs including NUSAF.

**4.3.2 Research Objective two:** To assess the effect of community participation in the performance of NUSAF funded projects in Pallisa District.

The researcher was interested in determining how community empowerment concept by community participation factor can affect poverty reduction through the NUSAF projects in Pallisa district. The indicators of community participation included participating in the meetings of project identification, decision making on the projects to be undertaken, planning, implementation, monitoring and evaluation. The table below shows the 5 points Likert's scale responses in terms of frequencies or percentages for each indicator of community participation.

**Table 12: Community participation responses**

	N		F		NS		C		V		$\bar{X}$	SD
	f	%	F	%	f	%	f	%	f	%		
Identification of project meetings	0	0	0	0	16	6.4	23	9.2	211	84.4	4.78	0.548
Decision making on the project	0	0	0	0	8	3.2	14	5.6	228	91.2	4.88	0.413
Planning meetings	1	0.4	13	5.2	17	6.8	20	8	199	79.6	4.61	0.858
Implementation meetings	0	0	12	4.8	59	23.6	24	9.6	155	62	4.29	0.984
Monitoring and evaluation meetings	5	2	0	0	0	0	13	5.2	232	92.8	4.91	0.352

**Source: Primary data**

The responses to questionnaire and raking are similar to those of information accessibility. The findings indicate that two hundred and eleven (211) or 84.4% of respondents reported attending the project identification meeting always, twenty three (23) or 9.2% frequently attended while sixteen (16) or 6.4% were not sure. The overall mean score was 4.78 which is far beyond the

standard mean of 3.0. This means that almost every member other than the sixteen, always attended the meetings.

As regards the attendance of the meetings on the project decision, two hundred twenty eight (228) or 91.2% of the respondents always attended the meetings. Fourteen (14) or 5.6% frequently attended while eight (8) or 3.2% were not sure. The overall mean score was 4.8% indicating that the attendance was very high which shows a lot of enthusiasm by the members.

Planning meetings participation was also high because one hundred ninety nine (199) or 79.6% respondents reported attending the meetings always while twenty (20) or 8% frequently attended. The overall mean score was 4.61 which is on a high positive side of the standard mean of 3.0.

As for the implementation of projects one hundred fifty five (155) or 62% always attended the meetings, twenty four (24) or 9.6% frequently attended, fifty nine (59) or 23.6% were not sure while twelve (12) or 4.8% reported rarely attending the meetings. The mean score was 4.29 which is still a very good indication of community participation.

Lastly, the level of participation in monitoring and evaluation of projects was extremely high and it will be explained in the next chapter. The results showed that two hundred thirty two (232) or 92.8% always participated, thirteen (13) or 5.2% frequently did while five (5) reported having never participated. However, the overall mean score was 4.91 which indicated the great interest of the members in their projects.

The hypothesis was that community participation affects the performance of NUSAF projects. To confirm or disprove this hypothesis, Pearson correlation analysis was done and the results are showed in the table below:

**Table 13: Correlation analysis of community participation and poverty reduction**

		<b>Dependent variable</b>	<b>Participation</b>
Dependent variable	Pearson correlation	1	.190**
	single (2-tailed)		.003
	N	250	250
Participation	Pearson correlation	.190**	1
	Sig (2 tailed)	.003	
	N	250	250

**Source: Primary data**

The results showed a positive relationship of 0.190 between community participation and poverty reduction with significance 0.003 which is below 0.05 (critical value) using 95% confidence. These results confirm the hypothesis that community participation affects NUSAF projects in poverty reduction. This means that the more the community participates in project identification, planning, implementation and monitoring, the more success is achieved and therefore the poverty level is reduced.

To determine the rate at which community participation affects poverty reduction, multiple regressions was done and the results presented below.

**Table 14: Regression analysis results**

<b>Model</b>	<b>R</b>	<b>R square</b>	<b>Adjusted square</b>	<b>Std error of the estimate</b>
1	0.190	0.036	0.032	0.27226

**Source: Primary data**

The results indicated that the rate ( $R^2$ ) at which community participation affects poverty reduction was 0.036 meaning that holding all other factors constant, community participation accounts for 3.6% of the variation in poverty reduction.

Out of the interviews and focus group discussions, most of the respondents noted that some communities that participated in NUSAF projects were mobilized, sensitized and guided by

community facilitators at the initial stages of project. However, they expressed dismay in implementation of the project. They noted that out many project proposals that were approved by the district, only very few were selected and funded by the office of the Prime Minister. This did not only leave out many people in the participation but made people disillusioned about the NUSAF program. The researcher interpreted these findings to mean that there was little community participation therefore achievements of NUSAF program was equally minimal.

**4.3.3 Research Objective three:** To assess the effects of community capacity development on the performance of NUSAF funded projects in Pallisa District.

The objective was to determine the effect of community capacity development on the performance of NUSAF projects in poverty reduction especially in sustaining the projects given to them. The measurements of capacity development included: managerial skills, financial status or stand, technical knowledge and social networking. The respondents were presented with questionnaires which required to know their capacity development level in the above areas. The responses were raked on 5 point Likert scale where: 1 = Never capable (N); 2 = Fairly capable (F); 3 = Not sure (N); 4 = Capable (C ) and 5 = Very capable (V). The results are presented in the table below.

**Table 15: Capacity development responses**

	N		F		NS		C		V		$\bar{X}$	SD
	F	%	f	%	F	%	F	%	f	%		
Managerial skills	8	3.2	148	59.2	5	2.0	65	26.4	23	9.2	2.79	1.146
Financial stand	15	6.0	105	42.4	25	10.	84	33.6	20	8.0	3.95	1.150
Technical knowledge	79	31.6	64	25.6	17	6.8	85	26.0	25	10.0	2.57	1.416

Networking capacity	10	4.0	98	39.2	16	6.4	78	31.2	48	19.2	3.22	1.260
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**Source: Primary data**

As regards having managerial skills to sustain the NUSAF projects, eight (8) respondents said they never had any skills while the majority of one hundred forty eight (148) or 59.2% reported that they were fairly capable. Five (5) or 2.0% said they were not sure and sixty five (65) reported that they were capable. Only twenty three (23) or 9.2% respondents were very capable. The overall mean score was 2.79 which is on the negative side of the standard mean of 3.0. This means that the majority of one hundred fifty eight (158) or 64.2% did not have managerial skills to sustain the projects.

The financial status of the respondents indicated that fifteen of them were never capable, one hundred five (105) were fairly capable, twenty five (25) were not sure of their financial stand, eighty four (84) reported being capable and twenty (20) said that they were very capable. Further analysis of the results showed that one hundred forty five (145) respondents including those that were not sure were financially incapable to sustain their income generating projects. However, the overall mean score was 3.95 although only one hundred four respondents indicated that they were either capable or very capable financially.

Concerning technical knowledge capability, seventy nine respondents (79) said they were never capable, sixty four (64) were fairly capable, seventeen (17) were not sure, eighty five (85) were capable and twenty five (25) were very capable giving a mean score of 2.57. This clearly indicated that the technical capability was on the negative side of the standard Likert's mean of 3.0.

Lastly, the social networking capability of the respondents showed that ten were never capable, ninety eight were fairly capable, and sixteen were not sure, seventy eight were capable and forty eight were very capable to socially network so as to sustain their projects. The overall mean share was 3.22 which was slightly on the positive side of 3.0.

To determine the relationship between community capacity development and poverty reduction or the performance of NUSAF program, Pearson correlation analysis was done and the results are showed below.

**Table 16: Pearson correlation results**

		<b>Dependent variable</b>	<b>Capability</b>
Dependent variable	Pearson correlation	1	0.543**
	significance (2-tailed)		0.000
	Number	250	250
Capability	Pearson correlation	.543	1
	Sig .(2 tailed)	.000	
	N	250	250

**Source: Primary data**

The results indicate that there is a positive and significant relationship of 0.543 between community capacity development and the performance of NUSAF projects or poverty reduction. These results also confirm the hypothesis that community capacity development affects the performance of NUSAF projects. This means that when the community is empowered in managerial skills, financial status, technical knowledge and social networking the more success can be achieved in poverty reduction.

During the interviews and focus group discussions, most of the respondents reported that Out of the interviews and focus group discussions, most of the respondents noted that some communities apart from the social infrastructure projects that were done by the service providers or contractors, there were many challenges in the implementation of individual income generating projects. They reported that some of the beneficiaries of the income generating projects were very illiterate and in spite of the little sensitization they were given, they failed to run their projects. Some beneficiaries were too poor even to buy drugs for their chickens or cows. They ended up by selling them. Some did not have enough land to graze the cows or goats they got and ended up by selling their animals. Some groups of girls or boys who were trained and given tools like sawing machines or metal fabrication machines did not have initial capital for the required materials. They also ended by selling their tools and sharing out the proceeds. From the above information and as confirmed by the researcher while in the field, the researcher interpreted that there was little managerial skills and financial capacity among some beneficiaries that led to the unsustainability of NUSAF projects therefore affecting the achievements or performance of NUSAF program.

Most of the respondents said that most of the information about NUSAF program was got through the Radio media as compared to other sources of media. However, the radio programs on NUSAF programs were not regular. Some of the poor people in the villages who do not have radios depended on hearsay information. They also said that there were few sub county community development officers as well as community facilitators. They noted that if these officers were enough and well facilitated with transport, many people in the rural areas would have known in detail about government programs including NUSAF.

The researcher interpreted this observation, from the information given, that community accessibility to information was not much, therefore it affected the performance of NUSAF program in such a way that the real needy people did not benefit.

## **CHAPTER FIVE**

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

#### **5.0 Introduction**

This chapter presents the summary of the study, discussions of the findings, conclusions, recommendations, contributions made by the study, limitations and areas for further research. The

discussions, conclusions and recommendations are presented according to the objectives of the study.

## **5.1 Summary**

The summary covers the findings on the background information, questionnaire, interviews and focus group discussions. Details follow in the subsequent sections. The males (79.2%) were the majority of the respondents. The youth (74%) of the age bracket of 20 to 40 years were the majority. Most of the respondents (23.6%) attained primary and secondary education. Married respondents (67.6%) were the majority followed by the singles (24.4%) who had not married before. The empirical summary of the findings on community access to information revealed that urban respondents had more access to information on NUSAF programs through the print and broadcast media compared to the rural communities. Whereas the rural communities could also have benefited in information access through the sub county Community Development Officers and the parish facilitators, such officers are very few and poorly facilitated.

Therefore majority of rural communities have scanty information on NUSAF program. However, there is a positive relationship between information accessibility and the performance of NUSAF programs.

Although respondents participated in project identification, decision making, planning, monitoring and evaluation, in-depth findings revealed that just a few people compared to a parish population (Appendix H) benefited from income generating projects. Likewise, even social infrastructure were few and dotted in sub-counties.

On community capacity development, the findings revealed that there was very little capacity development as regards finance, managerial skills, and technical knowledge. This, as it was found out, severely affected the sustainability of the few income generating projects availed.

## **5.2 Discussion of the findings**

**5.2.1 Objective one:** To assess the effect of community accessibility to information and the performance of NUSAF projects in poverty reduction.

The findings indicated that community accessibility to information affects poverty reduction. The positive and significant relationship between the two variables confirmed the general concept that community empowerment affects poverty reduction. The findings therefore, uphold the hypothesis that community access to information affects the performance of NUSAF project. This means that for the success of NUSAF projects, community information accessibility plays a great role. For the purpose of community information accessibility and sensitization, NUSAF I Operation Manual provides for the community to identify a facilitator who will support them in mobilization, priority setting and development of sub projects proposals. The facilitators are paid by the communities based on a negotiated fee which is be part of the sub project cost.

NUSAF II Operational Manual also provides that the sub county executive committee (SEC) will participate in the mobilization and sensitization of the sub county stakeholders in project implementation. It also provides for the participation in mobilization by the Community Development Officer (CDO). Where the CDO may require additional technical support, he or she will work with the communities to identify a facilitator whose role will be among others, community mobilization, and writing the project proposals.

However, it was found out during the general discussions that some sub counties did not have community development officers and as a result one community development officer was assigned two sub counties. Only twenty motor cycles for CDOs had been supplied by the government to serve Pallisa, and Kibuku districts. Therefore not all CDOs got a motor cycle. Worse still the maintenance of the motorcycles was majorly on the user and a good number of the motor cycles were grounded. As a result, the role of the CDOs in community mobilization and sensitization was minimal. It was also noted during the research that only one community facilitator (CF) was recruited per parish. All of them had diploma certificates mostly in social works. Each one was paid 200,000/= per successful project proposal he wrote and was funded. They did not have any other facilitation like a bicycle or lunch allowance. Many sub projects would be passed at the sub county level to the district but very few would be funded in a sub county or none for some parishes until the next financial year. It was found out that most of CFs had simply abandoned their work and some had got jobs elsewhere. Those still serving the communities said they would have preferred a monthly salary or a definite contract payment other than praying for the successful funding of the projects they prepared. It was also observed that although they drew mobilization and sensitization programs, frequently they did not turn up in some the venues. With this frustration the turn up for meetings by the communities was very poor.

The questionnaire response analysis and interpretation showed that one of the means through which the community accessed NUSAF information was by public lectures. These public lectures referred to were the meetings organized by community facilitators who were also seen as NUSAF staff. However, the high rating of the frequency of such meetings was, as it was realized, due to

the consistency of the selected beneficiaries attending them to get the update. The results also indicated that the sub county executive committee did more or less nothing in the mobilization and sensitization of the communities. While there was virtually no information given through demonstrations, many respondents testified to have frequently heard NUSAF programs in their languages on the radio. In the rural areas where the research was mostly conducted, the majority of the respondents did not get any NUSAF information through television, newspapers or posters, a trend that is common in most rural settings. A few positive responses were got from the town council area where such facilities were available. During the face to face interviews and general discussions, it was found out that the meetings between communities and community project management committees were only active during the early stages up to the time of sharing out the proceeds and after that each member was for himself. It was only on the social infrastructure projects that such meetings would continue even after the completion of the project.

With the above research findings about the community information accessibility, I will slightly agree with Heck, V.B. (2003) who observed that the information services in Africa has been dispersed and access to various information services has become more difficult and the principal victims being the rural without having any individual means of becoming literate. Contrary to that view, NUSAF program had hoped and prepared to empower mostly the vulnerable and the illiterate inclusive by putting up information accessibility (mobilization and sensitization) structure. The mobilization and sensitization of the communities would have been successfully achieved had each sub county community development officer been facilitated with a motorcycle together with its maintenance allowance.

Another bigger challenge was recruiting only one community facilitator for the whole parish despite how much work they had to do as stated earlier. How were they expected to transverse the whole parish everyday without a bicycle or small lunch allowance? Is it surprising when the research revealed that a good number of them had left for better opportunities? Even the few still working were not meeting their schedules. Balit (1996) asserted that the least expensive input for rural development is knowledge. I agree with that observation and the important player in giving that information or knowledge is the community facilitator.

**5.2.2 Objective two:** To ascertain the effect of community participation in the performance of NUSAF projects.

The findings indicated that community participation by project identification, planning, implementation, monitoring and evaluation of the NUSAF projects contributed to poverty reduction. These findings concur with earlier studies of Silvia & Bymouth (1992) who asserted that participation yields results. Hech (2003) also stated that International organizations, Governments and Non Government Agencies realized that the main reason of many unsuccessful development projects was due to the lack of active effective and long lasting participation of the intended beneficiaries. Still concerning participation, Edward and Fawler (2002) said that beneficiary participation elicits support from stakeholders and this strengthens their role and responsibility, strengthens partnership and motivates them all of which are very important for effective implementation of projects and its subsequent output.

However, it should be noted that although there was great enthusiasm by the community to participate in the NUSAF projects, very few people benefited in income generating projects. In a

parish of about three thousand people, mostly two or three communities totaling to forty five people benefited. Many projects were approved by the sub county technical team and forwarded to the district. The district would scrutinize and submit to the Prime Minister's office those projects that they had approved. When the results come back from the Prime Minister's office, very few projects were funded. Appendix H clearly shows the level of community participation or beneficiary considering the given population in a sub-county. The table shows for example, in Apopong sub county that has a population of 22,800 people, only 375 people got a cow each and 15 people got one fabrication machine as income generating projects; Puti Puti sub county with a population of 28,800 only 285 people benefited from income generating projects; Kasodo sub county with a population of 26,000 people, only 255 were given income generating projects. Therefore on this section, the researcher concludes by saying that the NUSAF program was just like first aid in community empowerment as regards poverty reduction since very few people benefited or participated in it.

**5.2.3 Objective Three:** To find out how community capacity development affects the performance of NUSAF projects in poverty reduction.

The areas of focus included managerial skills, financial status, technical knowledge and social networking capability of respondents. The findings gave a mean score of 2.79 as regards the managerial skills ability of the respondents. It should also be noted that the majority of the beneficiaries were primary drop out and the elderly. They relied much on guidance of the sub county sectoral experts especially the veterinary officers. The concept of community empowerment in capacity development would require giving skills to individuals to enable them run their enterprises efficiently. As a result of lack of managerial skills, some recipients of exotic

cows sold them or the animals died. Rao (2003) asserted that communities need to be assisted to deliver long term and sustained use of the projects they received. He further stated that there was need to develop more formal systems for community-led maintenance of the sub-projects with clear responsibilities. Some communities had received rudimentary training in metal fabrication, tailoring, hairdressing and bee-keeping but all their sub-projects had collapsed soon after they were handed to them. The Auditor General Reports (2006 – 2011) consistently reported that some completed sub projects did not survive for long. One of the major factors for their collapse is due to lack of managerial skills. The study also revealed that almost half of the respondents had limited financial resources to sustain their sub-projects. They found difficulty in buying drugs for their animals or hiring the services of experts. This was one of the reasons why some respondents sold their animals. The boys trained in metal fabrication sold the equipments and shared the money because they claim, they did not have the capital for the raw materials. This was a similar report for those communities that were trained and given hair dressing or tailoring machines. Edward, Fowler (2002) said that sufficient financial resources were required to strengthen capacities and capabilities among the grassroots groups to enable them play a more effective and independent role in development activities. The above observation fits into what is meant by community empowerment. Unfortunately, NUSAF projects have been constrained due to limited donor funds (Table 5.1) and the indigenous people being too poor to sustain most of the income generating sub projects. During focus group discussions, the researcher noted that there was a problem in some communities to maintain even their borehole. Many members were said not to be willing to give a maintenance fee of five hundred shillings per family per month! The average mean score for technical knowledge was 2.57 meaning that the respondents did not have sufficient technical knowledge. They reported relying mostly on the advice got from the sub county technical officers.

However, a few of them could afford service fees, meaning that the majority was poor and this fact contributed to the collapse of some sub projects. Social networking, where respondents of similar sub projects shared their experiences, helped the survival of some subprojects.

### **5.3 Conclusions of the study**

The conclusions are derived from the results of hypotheses verifications and other study findings.

#### **5.3.1 Objectives one:**

To find out how community access to information affects the performance of NUSAF projects in Pallisa district. The hypothesis was that community access to information affects the performance of NUSAF projects in Pallisa district. The Pearson Correlation analysis carried out showed that there is a positive and significant relationship between information accessibility and poverty reduction the indicator of NUSAF performance. However, group discussions revealed that many people had heard about NUSAF but did not know how one could participate in it because there were few sub-county community officers and facilitators to mobilize and sensitize the population about NUSAF program. The lesson learnt is that print or broadcast media are not the best for passing information to the rural communities but rather the community development officers and parish facilitators.

#### **5.3.2 Objective two:**

To assess how community participation affects the performance of NUSAF programs. The hypothesis was that community participation affects performance. The verification of the hypothesis using Pearson correlation and regression analysis showed that there was a positive and significant relationship between the two variables. This meant that a positive change in community

participation led to a similar directional change in the level of poverty reduction. However the findings also revealed that a few people participated or benefited from the subprojects due to limited financial resources of NUSAF. Therefore limited funding of NUSAF has had little impact in community empowerment to reduce poverty level.

### **5.3.3 Objective three:**

To determine the effects of community capacity development on the performance of NUSAF funded projects in Pallisa district. The correlation and regression analysis confirmed the hypothesis which stated that community capacity development affected the performance of NUSAF program. However the results of the study also found out the majority of the respondents lacked sufficient managerial skills, technical knowledge and good financial stand to sustain the sub projects they had benefitted from. This showed the need to empower the communities to acquire those identified necessities because without sufficient development capacity, a lot of money will continue to be wasted without showing any impact on poverty reduction.

## **5.4 Recommendations**

In this section, recommendations are made basing on the results of questionnaires, focused group discussions, face to face interviews with the district and local leaders, informal discussions with non beneficiaries of NUSAF and Co-operative Societies members and officials.

### **5.4.1 Objectives one: Community accessibility to information:**

The findings revealed that although many people had heard on the radio about NUSAF, they did not know how to benefit from it because they lacked other sources of information. The research

found out that some sub counties did not have a community development officer and as a result, one community development officer was assigned two sub counties. The sub county technical team hardly moved to rural areas to mobilize and sensitize the communities. Only one facilitator was contracted per parish to mobilize, sensitise the communities and write for them project proposals. Each facilitator (Diploma holders) were paid 200,000= for each successful subproject that was funded. They did not have any other facilitation like a bicycle to transverse the whole parish. As a result, the researcher found out that a good number of them had abandoned their jobs and some of them had got better jobs. Some of them said that they would have preferred if they had been recruited in permanent terms because out of very many project proposals one would write; only one or two could eventually be approved and funded. The researcher also found out that the few facilitators who remained never followed or fulfilled their schedules of meeting the communities and this demoralized the public from attending meetings. This affected the mobilization of people. It was only the communities that benefited that continued attending meetings called by the community planning and management committee or the Purchasing committee. Having witnessed the role of the sub county community development officers and the parish community facilitators, in mobilising and sensitising the public, the researcher strongly recommends that each sub county should have a community development officer facilitated with a motor-cycle and parish facilitators should be employed on permanent terms and given a bicycle or its allowance. This should be done by the GOU for the success of any future grassroots intended projects. The sub county sectoral experts like the Veterinary officers did not have any means of transport to move in the villages and yet their services are important, so the GOU should also provide them with motor cycles.

#### **5.4.2 Objective Two: Community participation**

Although the questionnaire responses indicated high enthusiasm in participation by the communities that benefitted from the program, Pallisa NUSAF reports show that there were very few projects both social and income generating compared to the given population of a parish (Appendix H). While analysis shows that community participation significantly and positively affect poverty reduction, NUSAF projects cannot be said to have significantly reduced the poverty level in the population because they were just too few. Therefore, for many people to participate in poverty reduction efforts, the GOU should encourage and facilitate the formation of cooperative societies and unions. Each individual would find out which cooperative society he can register according to what he/she is involved in. The Co-operative societies can be for example growers, processors, transporters, marketing, furniture, builders, manufacturers. The GOU should facilitate them by selling to them subsidized inputs, tools or machinery through their Co-operative societies. The GOU should make use of the sub county community development officers as earlier recommended for purposes of mobilization and sensitization of the population as regards the benefits of working together through co-operatives. The sub county sectoral experts would be of great use in teaching and rendering other services to boost production. By doing all these, the GOU will have done a lot in community empowerment by encouraging everybody to get involved in production, thereby reducing the poverty level.

The researcher further strongly suggests that many people would benefit or participate if all the funding in NAADS is rechanneled to the people through co-operative societies and NAADS plays its original objectives of advisory. To boost production level the GOU should expand the services of NARO since a majority of the Ugandan population depends on agriculture. NARO would soon come up with a variety of crops which are not only high yielding but dry weather resistant.

### **5.4.3 Objective three: Community capacity development**

The result of the study showed that the respondents lacked sufficient managerial and technical skills to sustain their income generating projects. This led to the collapse of many projects. Quite a big number of respondents did not have a good financial stand to purchase the required inputs and as a result almost all of them sold the tools they were given and shared the money. In order to give managerial skills and technical knowledge to the exploding and redundant youthful population, so as to enable them create jobs for themselves or be employable, it is recommended that G.O.U. builds or converts some of the schools to technical institutions. There should at least be one technical school per sub county. A population can efficiently be productive when it has skills and is well facilitated. It is also suggested that G.O.U should give favourable loans to enable individuals or co-operative societies to expand on their businesses other than giving them free money like “entandikwa” or “Bonabagagawale” for starting enterprise. Free money to unskilled persons does not stimulate sustainable production. While the construction of technical institutions may be a long term project to the G.O.U, the increase in number and immediate recruitment together with facilitation of sub county community development officers and sub county sector experts could help the population in some areas of capacity development especially in agriculture and animal husbandry of all the recommendations in community capacity development, the G.O.,U. could make capacity development as the priority beginning with the provision of technical knowledge and managerial skills followed by financial assistance.

### **5.5 Limitations of the study and proposals on how to address them**

Many sub-projects of NUSAF program have been mismanaged and as a result, many of them have collapsed. Therefore when information circulated that the researcher who happened to be a former Police Chief was moving around conducting research on the performance of NUSAF sub projects, there was too much fear of some people going to be arrested. Even the District NUSAF officer was at first hesitant to give much information inspite of the introductory letter from UMI that the researcher showed him. This fear was overcome when the CAO Pallisa wrote another introductory letter. The situation was even made better when some community Development officers and Liaison officers became part of the researcher's field team.

The study estimated period was affected by the rainy season. Many would-be respondents were busy in their gardens in the morning hours. This was overcome by adjusting the visitation hours to start in the afternoon when most of the respondents had come back from the gardens. However, the research period was extended for another week. This also caused a financial constraint and the researcher had to mobilize more resources.

Language barrier was a big problem in the whole exercise but this was overcome by getting several fluent interpreters.

There was hesitation by some respondents to be interviewed for fear of disclosure but the researcher assured them of strict confidentiality of the source of the information as his sole obligation.

## **5.6 Contribution of the study**

The study has contributed a lot in making suggestions of strategies to the policy makers and stakeholders after identifying the gaps or challenges in poverty reduction efforts. The study has also added more knowledge in understanding and appreciating the strong bond between community empowerment and poverty reduction.

The study was revealed that for any success of grassroots projects, very important link persons between the communities and other stakeholders like NGO's or Government are the sub county Community development officers or the Community Liaison persons. These people are very useful in mobilizing and sensitizing the community about the intended program.

This study also urges the G.O.U to facilitate these people especially in terms of their morbidity NUSAF program performance was affected especially as regards community accessibility to information because there were few sub county development officers as well as community liaison officers.

This study has also made a good suggestion to the government on a value for money strategy in community empowerment to fight poverty. This study suggests that the level of production in any sector can be improved if productive people combined their efforts by forming cooperative societies and the government boosts their efforts by providing/selling subsidized inputs to theory.. In relation to improved level of production and wider participation, the study has also recommended for urgent establishment of vocational institutions in every subcounty. Therefore the study has not only identified gaps in NUSAF program but it has brought in more information and suggestions in the community empowerment to fight poverty.

## **5.7 Areas of further study**

National Agricultural Advisory Services (NAADS) is a sister program to NUSAF in reducing the level of poverty by boosting production level. It is common knowledge that a lot of money has been pumped into NAADS. The researcher recommends an in-depth study of wider community participation and performance of NAADS. This is intended to verify whether many people have benefitted from NAADS program and make suggestions if any.

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#### **APPENDIX A:**

Dear Sir/Madam,

My name is Odomel John Cossy; I am currently undertaking a Master's in Finance and Management at Uganda Management Institute (UMI). Part of the requirements for the Masters is for one to undertake a research study. You have a vast knowledge, experience and information that will help me in this study. The information you will give me although it is for academic purpose, is so important that it might help the government in redesigning the implementation of NUSAF Projects.

The objective of the study is to find out the community factors affecting the performance of NUSAF Projects. The information you give will be treated with the utmost confidentiality.

### **SECTION A: GENERAL INFORMATION**

Please fill in the given space or tick in the box against the answer of your choice for the questions below:

1. Your sex:      Male                      Female   

2. Your age Category

Below 20 years                 

21 – 30 years                   

31 – 40 years                   

41 - 50 years                   

Above 50 years                 

3. **What is your highest education qualification?**

Primary level                   

‘O’ Level                           

‘A’ Level                           

Diploma                           

Degree or above               

None of the above

**4. Which NUSAF category do you belong to?**

- Elderly
- Youth
- Single parent
- Widow
- Widower
- HIV/AIDS Patient

**5. Marital status**

- Single
- Married
- Divorced
- Separated
- Widow
- Widower

**SECTION B: INDEPENDENT VARIABLE**

Please tick below the answer you choose to each of the questions below. The answers are Never = N, Rarely = R, Frequently = F, Always = A and Not sure = NS.

**1. How available is information about NUSAF Project through the following means?**

		N	R	NS	A
--	--	---	---	----	---

6	Public Lectures				
7	Demonstration teaching				
8	Visiting similar projects				
9	Radio programmes				
10	TV programmes				
11	News papers				
12	Posters				
13	Visits by NUSAF district officials				
14	Meetings with community project committee members (CPMC)				
15	Meeting with the local service providers (LSP)				
16	Visits by the Sub-county Technical Planning Committee.				
17	Meeting with the Purchasing Committee				

**2. How much are you involved in the participation of NUSAF Projects in the following stages?**

		N	R	NS	A
18	Identification of the projects to be undertaken				
19	Decision of the Project to be undertaken				
20	Planning of the Project				
21	Implementation of the Project				
22	Monitoring and evaluation of Project				

The answers to the following questions are Never Capable = NC, Fairly Capable – FC, capable = C and Very Capable = VC and Not sure = NS.

**3. How capable are you to continue running the NUSAF Project on your own after its completion as regards you?**

		N	R	NS	A
23	Managerial Skills				
24	Financial positions				
25	Technical knowledge				

26	Social networking				
----	-------------------	--	--	--	--

**SECTION C: DEPENDENT VARIABLE**

The answers to the questions below are Nothing at all = NA, Fairly much = FM, Not sure = NS, Much = M and Very Much = VM.

**1. How much have you benefitted from the NUSAF Projects with regards to the following:**

		N	R	NS	A
27	Number of Cattle				
28	Number of goats				
29	Acres of land				
30	Business size				
31	Savings account				

**2. How much has your community benefitted from NUSAF Projects with regard to the education, training and employment as outlined below?**

		N	R	NS	A
32	Increase in Number of Primary Schools				
33	Enrollment in Primary Schools				
34	Literacy level				

35	Number of Secondary schools				
36	Number of Tertiary institutions				
37	Number of skilled people				
38	Number of employed people				
39	Number of self employed people				

**3. How much has your community benefitted from NUSAF Projects with regard to availability of clean water as outlined below?**

		<b>N</b>	<b>R</b>	<b>NS</b>	<b>A</b>
40	Piped water coverage				
41	Number of boreholes conducted				
42	Number of protected wells				

**APPENDIX C:**

**FOCUS GROUP INTERVIEW GUIDE**

1. How accessible is information to the community regarding NUSAF Projects in Pallisa District?
2. How is the performance of NUSAF is funded Projects in Pallisa District?
3. How much does accessibility to information affect the performance on NUSAF funded Projects in Pallisa District?
4. How does the community participate in NUSAF funded projects?
5. How does the community participation affect the performance of NUSAF funded projects in Pallisa District?
6. What development capacity does the community have as regards NUSAF funded projects in Pallisa District?
7. How much does community development capacity affect the performance (sustainability) of NUSAF funded projects in Pallisa District?

**APPENDIX D:**

**RATING ON THE CHANNELS OF INFORMATION ACCESSIBILITY**

N = Never available,

R = Rarely available,

NS= Not sure

F = Frequency available

A= Always available

Information channel	N		R		NS		F		A		X	SD
	f	%	F	%	F	%	F	%	f	%		
Public lecture	22	8.8	69	27.6	9	3.6	110	44	40	16.0	3.31	1.273
Demonstrations	163	65.2	48	19.2	7	2.8	17	6.8	15	6.0	1.69	1.184
Tours	249	99.6	0	0	1	0.4	0	0	0	0	1.01	0.126
Radio	14	5.6	36	14.4	11	4.4	120	48.0	69	27.6	3.78	1.164
TV	229	91.6	1	0.4	20	8.0	0	0	0	0	1.16	0.546
Newspapers	19	7.6	69	27.6	92	36.8	54	21.6	16	6.4	2.92	1.024
Posters	47	18.8	53	21.2	91	36.4	45	18.0	14	5.6	2.70	1.134
NUSAF officials	53	21.2	25	10.0	21	8.4	78	31.2	73	29.2	3.37	1.516
CPMC meetings	21	8.4	41	16.4	9	3.6	105	42.0	74	29.6	3.68	1.284
LSP meetings	7	2.8	64	25.6	48	19.2	81	32.4	50	20.0	3.41	1.152
STPC meetings	181	72.4	5	2.0	54	21.6	9	3.6	1	0.4	1.58	0.972
Pc Meetings	0	0	17	6.8	0	0	128	51.2	105	42.0	4.28	0.783

Source: Primary data

- APPENDIX E : Rating on community participation

	N		R		NS		F		A		X	SD
	f	%	F	%	f	%	F	%	f	%		
Identification of project meetings	0	0	0	0	16	6.4	23	99.2	211	84.4	4.78	0.548
Decision making on the project	0	0	0	0	8	3.2	14	5.6	228	91.2	4.88	0.413
Planning meetings	1	0.4	13	5.2	17	6.8	20	8	199	79.6	4.61	0.858
Implementation meetings	0	0	12	4.8	59	23.6	24	9.6	155	62	4.29	0.984
Monitoring and evaluation meetings	5	2	0	0	0	0	13	5.2	232	92.8	4.91	0.352

Source: Primary data

**APPENDIX F**

**Rating on community development capacity**

	N		R		NS		F		A		X	SD
	F	%	f	%	F	%	F	%	f	%		
Managerial skills	8	3.2	148	59.2	5	2.0	65	26.4	23	9.2	2.79	1.146
Financial stand	15	6.0	105	42.4	25	10.01	84	33.6	20	8.0	3.95	1.150
Technical knowledge	79	31.6	64	25.6	17	6.8	85	26.0	25	10.0	2.57	1.416
Networking capacity	10	4.0	98	39.2	16	6.4	78	31.2	48	19.2	3.22	1.260

Source: Primary data

APPENDIX G: Auditor General Report extracts

Table: 3 Funding to Vulnerable Group Support Subprojects

Project	No. of VGS Sub Projects	NUSAF Budgeted Amount ( shs)	Total Amount Disbursed	Over funding	Returned funds	Total Over Funding
	196	2,74,108,148	2,082,954,597	8,846,449	-	8,846,449
	649	6,506,356,111	6,556,243,645	49,887,534	-	49,887,534
	377	4,344,439,719	4,354,215,783	9,776,064	6,080,000	3,696,064
	495	7,240,871,453	7,255,357,573	14,486,120	-	14,486,120
Manado	164	2,204,598,949	2,231,755,438	27,156,489	-	27,156,489
W	171	1,696,609,670	1,760,753,539	64,143,869	28,774,057	35,369,819
	644	7,956,990,384	8,000,220,608	43,230,224	-	43,230,224
	70	740,641,481	747,607,166	6,965,685	-	6,965,685
	308	2,694,847,832	2,779,644,836	84,788,004	-	84,788,004
	503	5,356,629,526	5,368,143,678	11,514,152	-	11,514,152
Wipit	53	426,595,535	431,095,535	4,500,000	-	4,500,000
	276	2,383,743,200	2,389,275,384	5,532,184	-	5,532,184
	305	3,834,736,691	3,860,066,764	25,270,073	7,075,850	18,194,223
	416	3,005,512,848	3,010,836,848	5,324,000	-	5,324,000
	261	3,191,192,734	3,210,947,196	10,754,462	-	10,754,462
	126	1,085,492,977	1,098,266,448	12,773,471	-	12,773,471
Total	5,306	57,139,614,015	57,537,336,861	397,722,846	49,110,553	348,612,293
	7,956			1,444,827,644	190,731,484	1,254,096,260

Source: OAG Analysis of NUSAF Disbursement Tracker

**APPENDIX 4: PALLISA DISTRICT NUSAF BUILT SOCIAL INFRASTRUCTURE**

Sub county	Parishes	Villages	Population	Projects
Apopong	6	44	22,800	Education - 3 Pr. Schools Veterinary - 25 communities Fabrication -1 community Water - 4 boreholes
Kamuge	4	29	18,500	Veterinary- 17 communities Water'-6 boreholes Capacity -1 community Hairdressing -1 community
Kasodo	8	45	26,00	Veterinary -15 communities Water - 4 Pr Schools Water - 4 boreholes Tailoring- 2 communities
Pallisa Rural	3	24	13,300	Veterinary - 15 communities Water - 7 borehole Education- 2 primary schools Tailoring -1 community Pottery- 1 community Bee keeping- I community
Pallisa Town Council	5	40	30,000	Water - 3 spring wells Veterinary - 25 community Education- 6 primary school Hairdressing - I community Tie and dye - 1 community Metal fabrication - 1 community Sanitation - 1 community Beekeeping - 1 community Tailoring - 2 community
Puti puti	4	51	28,800	Veterinary - 16 communities Water - 8 boreholes Education- 3 primary schools Bee keeping - 1 community Tailoring- 1 community Metal fabrication- 1 community

Source: Pallisa District NUSAF REPORT 2009.





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Your Ref:

Our Ref: G/35

12 October 2010

TO WHOM IT MAY CONCERN

### MASTERS IN MANAGEMENT STUDIES DEGREE RESEARCH

Mr. John Cossy Odomel is a student of the Masters Degree in Management Studies of Uganda Management Institute 21<sup>st</sup> Intake specializing in Financial Management, Registration number: 10/MMSFM/21/094.

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

His Research Topic is: "Factors Affecting Poverty Reduction Through Northern Uganda Social Action Fund (NUSAF): A Case Study of Pallisa District".

*Benon C. Basheka*  
 Benon C. Basheka  
 HEAD, HIGHER DEGREES DEPARTMENT

*Agnes*  
 Please assist the bearer with  
 10 copies of NUSAF reports  
 for 2006/7, 2007/8 & 2008/9  
 financial years.  
 SPA/CB

① *James Bantia*  
 Please assist the  
 bearer of this note  
 with audited financial  
 states/reports for  
 NUSAF. I had  
 earlier been assisted  
 him during his research.  
 F. Akwot.  
 SP/10

TELEPHONE:



The Republic of Uganda

PALLISA DISTRICT LOCAL GOVERNMENT  
OFFICE OF THE CHIEF ADMIN. OFFICER  
P.O BOX 14,  
PALLISA- UGANDA

DATE: 6<sup>TH</sup> JUNE, 2011

In any correspondence on  
this subject please quote CR/210/43

## TO WHOM IT MAY CONCERN

### RE: RESEARCH ON NUSAF I PERFORMANCE

This is to introduce MR. ODOMEL JOHN COSY currently undertaking masters in Finance and Management at Uganda Management Institute (UMI), Kampala.

Mr. Odomel John Cosy will be interested in interacting with the Sub County officials and beneficiary communities of selected NUSAF I funded sub-projects to obtain specific information on the contribution of NUSAF I to poverty reduction in the district.

The purpose of this letter therefore, is to request you to accord him all the necessary assistance during his study in your respective Sub Counties.

  
Otimong Moses

**FOR: CHIEF ADMINISTRATIVE OFFICER**

- c.c. The District Chairperson, **Pallisa**
- c.c. The Resident District Commissioner, **Pallisa**
- c.c. The NUSAF II Focal Point Officer

