PUBLIC PARTICIPATION AND PERFORMANCE OF COMMUNITY DRIVEN DEVELOPMENT PROJECTS IN MUKONO DISTRICT, UGANDA

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13/MMSPPM/32/040

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

January, 2016

DECLARATION

I hereby declare that this is my original work and has never been presented to any other institution for the award of any qualifications.

……...

Christopher Magezi

APPROVAL

This research dissertation on "Public Participation and Performance of Community Driven Development Projects in Mukono District, Uganda" has been prepared with our guidance as supervisors in the Institute. We here by certify that it satisfies the partial fulfilment for the award of a degree of Masters in Management Studies (Project Planning Management) and has been submitted with our approval.

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DEDICATION

This study is dedicated to my dear Dad Mr. Christopher Ssonko and my Mum Clementina Nakizito for the academic foundation for which this achievement is premised. I also, dedicate this piece work to my wife Viola Nakayita, my Daughter Gloria Myra Namiyingo Magezi and my friend Miss Barbra Nyakato for the moral support and encouragement throughout the research process.

ACKNOWLEDGMENTS

I would like to gratefully acknowledge the support I received during the entire research process without which, production of this dissertation would not have been a reality. Although it is not possible to mention all individuals and entities that assisted me in one way or the other, I wish to mention just a few of them below.

Special thanks are due to my two academic supervisors from Uganda Management Institute; Dr. Edgar Mwesigye and Mr. Alfred Kenneth Kiiza for their time and tireless efforts in providing the overall requisite oversight and guidance.

Lots of thanks also go to the leadership of Mukono District Local Government particularly the Chief Administrative Officer Mr. Luke Lokwii Lokolimoi Lukuda for allowing me to undertake the research in the District, and also for the hospitality and cooperation during the research process. All the officials both technical and political who accepted to be interviewed and even responded objectively are appreciated. The community based respondents whose responses were a pillar of this study report are also greatly appreciated.

Lastly with lots of appreciation, I recognize the colleagues of MMS Programme 32nd intake as well as the UMI staff who in various ways supported me and even provided a contusive environment for overall learning in general.

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LIST OF ACRONYMS AND ABBREVIATIONS

CAO	Chief Administrative Officer
CAO	Chief Administrative Officer
CDC	Community Development Commmittee
CDD	Community Driven Development
CDO	Community Development Officer
CFO	Chief Finance Officer
CPC	Community Procurement Committee
CVI	Content Validity Index
DCDO	District Community Development Officer
DCO	District Commercial Officer
DEC	District Excective Committee
DP	District Planner
DTPC	District Technical Planning Committee
DV	Dependent Variable
IV	Independent VariableL
LC	Local Council
LGMSD	Local Government Management and Service Delivery
LG	Local Government
MDA	Ministries,Depertment and Agencies
MMS	Masters in Management Studies
MOFPED	Ministry of Finance Planning and Economic Development
MOLG	Ministry of Local Government
NEMA	National Environment Management Authority
NGO	Non-Governmental Organisations

OPD	Outpatient Patient Department
PMC	Project Management Committee
RC	Resistance Council
SAS	Senior Assistant Secretary
SMS	Subject Matter Specialist
SPSS	Special Package for Social Scientists
TPC	Technical Planning Committees
UMI	Uganda Management Institute
UN	United Nations

ABSTRACT

This study examined the influence of public participation and performance of community driven development (CDD) projects in Uganda. The study specifically looked at influence of public participation in projects design, projects management and resources management on performance of community driven development. A cross-sectional study design for quantitative and qualitative analysis on 108 respondents was carried out. Data were collected by use of a self-administered questionnaire, interview guide and documentary analysis/ review. Quantitative data were analysed at univariate level basing on the mean, standard deviation and frequencies, bivariate level using correlation coefficient and multivariate using multiple linear regression using the Statistical Package for Social Sciences 17.0 (SPSS). Qualitative data was analysed by content analysis by putting together explanations and substantiating them using the respondents open responses. The study revealed a positive significant relationship between public participation in projects design and performance of community driven development projects; a positive significant relationship between public participation in projects management and performance of community driven development projects; and a positive significant relationship between public participation in resources management and performance of community driven development projects. The study concludes that public participation in; projects design, projects management and resources management, influence performance of community driven development. Therefore, it was recommended that government agencies such as Ministries, local governments; and donor communities/development partners supporting community driven development projects should ensure that there is full community members' participation especially in non-technical areas of the projects design, projects management and resources management of community driven projects

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This study examined the influence of public participation on performance of community driven development (CDD) projects in Mukono District, Uganda. In this study, public participation was the conceived independent variable (IV) and performance of community driven development (CDD) projects was the dependent variable (DV). Public participation was measured in terms of participation in projects design, projects management and resources management. On the other hand, performance of community driven development (CDD) projects was measured in terms of projects sustainability, projects growth, efficiency, effectiveness, and innovation. This first chapter of the study covers the background to the study, statement of the problem, study purpose, objectives, research questions, hypotheses, conceptual framework, significance, justification, scope and operational definition of terms.

1.1 Background to the Study

1.1.1 Historical background

The current wave of interest in participation or community driven development began as a reaction to the highly centralised development strategies of the 1970s and 1980s,which created the widespread perception among activists and Non-Governmental Organisation (NGOs) that “top-down” development aid and influence was deeply disconnected from the needs of the poor, the marginalised, and the excluded (Mansuri & Rao, 2013). Underlying this shift was the belief that giving the poor greater say in decisions that affected their lives by involving them in at least some aspects of project design and implementation would result into a closer connection between development aid and its intended beneficiaries (Chetty, 2013). Participation would incorporate local knowledge and preferences into the decision-

making processes of governments, private providers, and donor agencies. When potential beneficiaries make key decisions, participation becomes self-initiated action known as the "exercise of voice and choice," or "empowerment." The hope was that participation would lead to better-designed development projects, more effective service delivery, improvements in the targeting of benefits, equitable allocation of public resources and reductions in corruption and rent-seeking (Mansuri & Rao, 2013).

CDD supports efforts to bring villages, urban neighbourhoods, and other household groupings into the process of managing development resources, without over relying on formally constituted local governments. CDD projects are community-driven development, community based development, community livelihood projects, and social funds (Mallett & Slater, 2013). In recent years, the effort to expand community engagement in service delivery has also introduced participatory education and health projects, which have some of the same features as community-driven and community-based development projects. Designs for this type of aid can range from community-based targeting, in which only the selection of beneficiaries is decentralised, to projects in which communities are also involved to varying degrees in project design, project management and the management of resources (Mansuri & Rao, 2013).

Community driven development has extended to different rural communities the world over and covers development aspects. Dongier et al. (2003) indicate that community-developed facilities include health centres, schools, and water supply systems. They state that different countries have implemented successful community driven development projects such as Benin, Bolivia, Honduras, Indonesia, Pakistan and Uganda among many others. Accordingly, community-developed facilities such as health centres, schools, and water supply systems in

the countries indicated above tended to have higher utilisation rates and better maintenance than when investment decisions came from actors outside the community.

Africa has a comparative advantage in CDD projects because of donor funding. Particularly, Uganda developed a funds flow and disbursement Local Government Development Program 1999 to support CDD assisted by the World Bank. There is a component to finance basic service delivery, based on demand driven planning, delivery and management of infrastructure and other public services at the various levels of local governments including the lowest level of the parish (Aiyar, 2001). However, despite this evidence of existence of community driven development projects, in the compilation of this study, no empirical study has been found on public participation and performance of CDD projects in Uganda. This study empirically appraised the performance Community-Driven Development projects in Uganda, particularly in Mukono District.

1.1.2 Theoretical Background

The theory that guided this study was the participation theory originating from the postulations of Johann Wolfgang Von Goethe in 1910. The participation theory argues for a move from the global, a spatial, top-down strategies that dominated early development initiatives to more locally sensitive methodologies. The participation theory postulates that there should be involvement of key and primary stakeholders and empowerment of community participants in programs at all levels, from local to national, provides a more effective path for solving sustainable resource management issues. Participation is important because it enhances project effectiveness through community ownership of development efforts and aids decision-making. Besides, local ownership of a project or a program is a key to generating motivation for ecologically sustainable activities (Claridge, 2004). Several studies (e.g. Bonye, Thaddeus & Owusu-Sekyere, 2013; Lerner, Lerner, Almerigi, Theokas,

Phelps, Gestsdottir, S. ...& Von Eye, 2005; Zadeh & Ahmad, 2009) have participation theory as their theoretical basis. Bonye et al. (2013) used the participation theory to explain Community Development in Ghana. Lerner et al. (2005) used the participation theory to participation in community youth development programs and community contributions. Also, Zadeh and Ahmad (2009) used the participation theory to relate participation and community development. The studies using participation theory showed that public participation was in terms of projects design, projects management and resources management.

1.1.3 Conceptual background

Participation refers to a social process whereby specific groups with shared needs living in a defined geographic area actively pursue identification of their needs, take decisions and establish mechanisms to meet these needs. The independent variable of public participation refers to involvement of the local population actively in the decision-making concerning development projects or in their implementation. It is a process whereby those with a legitimate interest in a project influence decisions which affect them. It is about the ways in which citizens exercise influence and have control over the decisions that affect them (Claridge, 2004). Ahmed and Palermo (2010) indicate that public participation is the process by which an organisation consults with interested or affected individuals, organisations, and government entities before making a decision. On the other hand, Muigua (2014) indicates that public participation is a two-way communication and collaborative problem solving with the goal of achieving better and more acceptable decisions, based on the belief that those who are affected by a decision have a right to be involved in the decision-making process. Hauck, Saarikoski, Turkelboom and Keune (2014) states that public participation or involvement refers to engagement of interest groups (i.e. representatives of locally affected communities, national or local government authorities, politicians, civil society organisations and businesses) in a planning or decision-making process. Operationally, in this study, public

participation refers to community members' participation in projects design, projects management and resources management in the development of their communities.

On the other hand, the dependent variable of performance refers to the achievement of specified task measured against predetermined or identified standards of accuracy, completeness, cost and speed. Efficiency and effectiveness are ingredients of performance apart from competitiveness and productivity and training is a way of increasing individual's performance (Cooke, 2000). On their part, Okereke and Nnenna (2011) indicate that performance refers to how well a group performs its required tasks to satisfy its customers inside and outside the organisation, which is the effectiveness and efficiency of the employees. Yongbeom (2007) indicates that performance is the effective and efficient use of resources to achieve outcomes in terms of services delivery, what gets done, detecting errors, recognising success, enhancing organisational learning and improvement, mobilising support, improving accountability for budget expenditures, and improving public communication. In addition Olum (2004), contends that good performing organisations are characterised by effectiveness and efficiency: timely service delivery, for example, through prompt response to correspondence; completion of assignments in time; having desired outputs with minimum cost; minimal or no complaint from public. In this study, performance of community driven development (CDD) projects refers to projects sustainability, projects growth, efficiency, effectiveness, and innovation.

1.1.4 The context of the study

Mukono District is divided into three counties namely, Mukono County, Nakifuma County and Mukono Municipality. Mukono County is made of seven sub counties namely, Kkome Islands, Kyampisi, Nakisunga, Nama, Ntenjeru, Mpunge and Mpatta with a total of 2394 beneficiaries and 99 projects. Nakifuma County is made of seven sub counties namely

Ntunda, Nabbaale, Kimenyedde, Kasawo, Sseta-Namuganga, and Nagojje with a total of 889 beneficiaries and 38 projects. Mukono Municipality is made up of two divisions of Central and Ggoma. The sampled population were beneficiaries from Mukono County. However, since Mukono County was still a wide area, only one sub county, Ntenjeru Sub County with 151 beneficiaries with eighteen (18) projects out of seven sub counties was studied.

This study was carried out on community driven development (CDD) projects in Mukono District particularly in Ntenjeru Sub County. In the Sub County, there were 151 community driven projects (Mukono District Annual Statistical abstract 2014). The projects included natural resource based enterprises, resource user groups in agriculture, fisheries, tourism, and mining and micro-finance institutions (Mukono District Annual Statistical Abstract 2014). For instance, there is a community based ecotourism and conservation programme within Mabira Forest Reserve focusing on provision of visitor management by the local communities, and promotion of community conservation education. There were also farmer driven approach by which farmers through their farmer groups and at local levels (parishes and villages) identify, and prioritise viable enterprises through a facilitated participatory process guided by a situational analysis (Twahirwa, Rugumayo, Otim & Ssebale, 2007). However, despite the existence of the community driven development projects, local people still remained poor (Mukono District integrated monitoring and evaluation report 2014). The physical state of the infrastructure of most primary schools is wanting; dilapidated structures being used as classrooms; with health facilities for both inpatient and OPDs very poor while deliveries in health units had been declining over the years; access to water in rural areas is a big challenge with boreholes often broken, and taking long to be repaired in sub-counties such as Kasawo and Nagojje (Mukono District integrated monitoring and evaluation report 2014). There is reduction in food production leading to food insecurity; and environmental degradation especially due to sand mining and improper use of natural resources in areas such

as Nakisunga Sub-county among others (Muyomba-Tamale, 2011). This contextual evidence led to the unanswered empirical question as to whether public participation enhanced performance of community driven development (CDD) projects.

1.2 Statement of the Problem

The Government of Uganda has made effort to promote public participation in development initiatives such as citizenry empowerment as orchestrated in the Constitution of the Republic of Uganda 1995 as amended, the Decentralisation policy 1992, Local Government Act Cap. 243 and community development programmes. The decentralisation reforms initiated by the Government of Uganda in 1992 transferred power and responsibilities to the local Governments (Steiner, 2007). District councils are required to prepare plans incorporating those of lower level governments (Basheka, 2008) and National Planning Guide (2014).The Local Government Act 1997 put in place a clear local government structure which has created opportunities for different stakeholders to consult and negotiate mutually agreeable outcomes (Saito, 2003). Besides, the Government of Uganda developed a funds flow and disbursement arrangement as indicated in the Local Government Management and Service Delivery (LGMSD) Program in the operational manual for Local Governments(2011) to support CDD projects that include resource based enterprises, resource user groups in agriculture, fisheries, tourism, mining and micro-finance institutions (Twahirwa, Rugumayo, Otim & Ssebale, 2007). However, the promotion of community participation had serious challenges because local people lacked the political tools such as information, literacy, power and money which are necessary to enable them to effectively participate in decentralisation processes. The people at the local level are unable to hold the local leaders accountable for what they do or fail to do. Community meetings where participatory planning is supposed to take place and where most decisions are made are rarely held. On the few occasions when the

meetings are held, politicians, elites and the business community dominated them (Kakumba & Nsingo, 2008). Thus despite community development programmes in Mukono District, community driven projects performance remained poor hence, the local people were underdeveloped. School infrastructure are dilapidated, when boreholes break down they took long to be repaired, agriculture remains poor and environmental degradation is high (Muyomba -Tamale, 2011). If the problem of poor performance of community projects persisted, community members would remain poor and vulnerable. It was therefore, necessary to examine whether public participation in projects design, projects management and resources management enhanced performance of community driven development (CDD) projects.

1.4 Purpose of the study

The purpose of this study was to establish whether public participation influenced performance of community driven development (CDD) projects in Mukono District.

1.5 Objectives of the study

Specifically, this study sought;

i. To establish whether public participation in projects design influences performance of community driven development (CDD) projects in Mukono District.
ii. To find out whether public participation in projects management influences performance of community driven development (CDD) projects in Mukono District.
iii. To establish whether public participation in resources management influences performance of community driven development (CDD) projects in Mukono District.

1.6 Research questions

This study was guided by the following research questions;

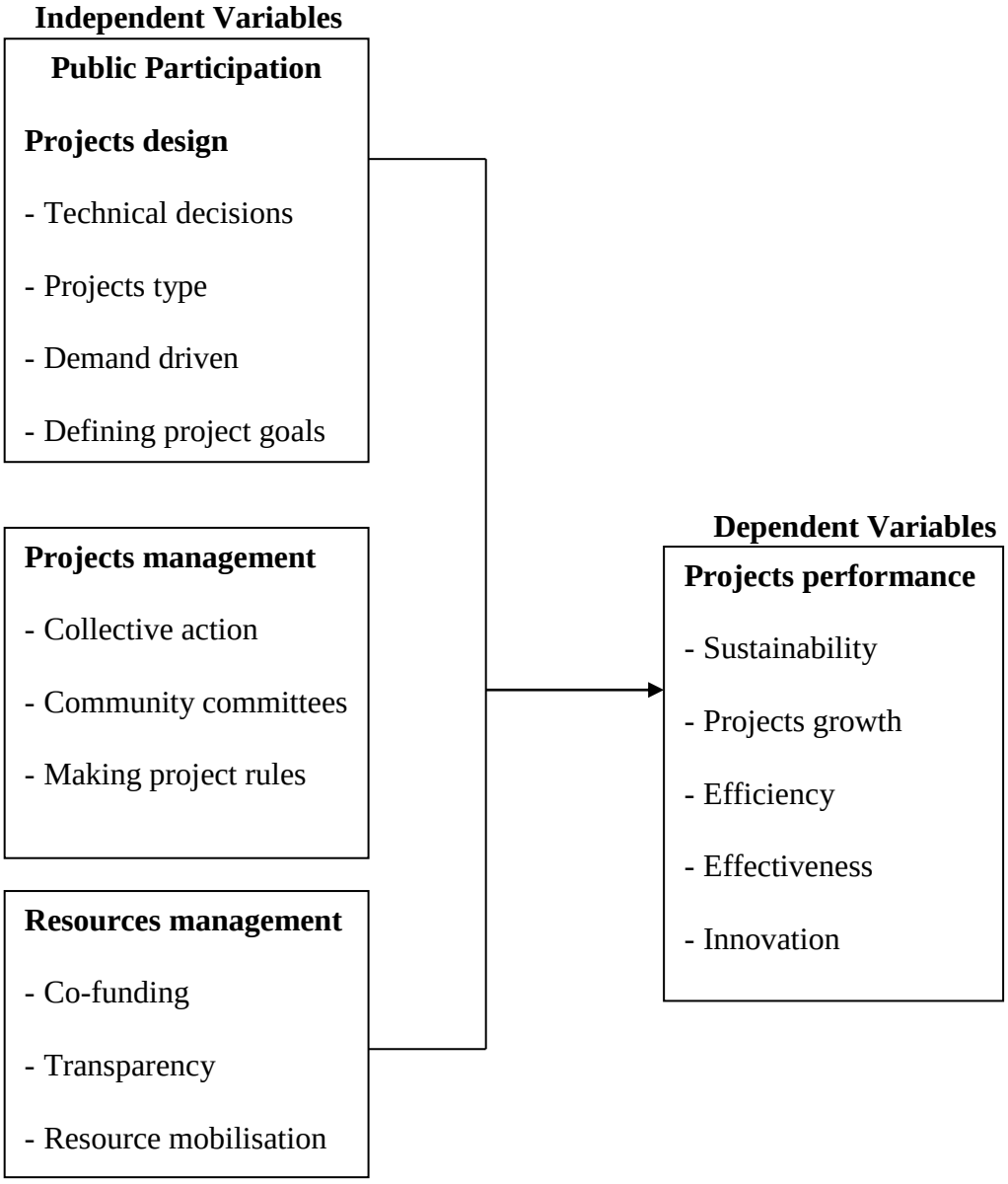
i. What is the influence of public participation in projects design on the performance of community driven development (CDD) projects in Mukono District?
ii. What is the influence of public participation in projects management on the performance of community driven development (CDD) projects in Mukono District?
iii. What is the influence of public participation in resources management on the performance of community driven development (CDD) projects in Mukono District?

1.7 Research hypotheses

The study was analysed along the following research hypotheses;

i. Public participation in projects design influences performance of community driven development (CDD) projects in Mukono District.
ii. Public participation in projects management influences performance of community driven development (CDD) projects in Mukono District.
iii. Public participation in resources management influences performance of community driven development (CDD) projects in Mukono District.

1.8 The conceptual framework



The framework was drawn on ideas adopted from Madu, Wakili and Mshelia (2013); Aniguchi (2012); Adato, Hoddinott, Haddad (2005); Khwaja (2004);

The above framework shows that there is a relationship between public participation which is the independent variable and performance of community driven projects which is the dependent variable. Participation is conceived in terms of participation in projects design which involves taking of technical decisions, determining projects type, demand driven

projects and defining project goals; then projects management which involves collective action, community committees and making project rules; and resources management that involves co-funding, transparency and resources mobilisation. Performance which is the dependent variable of this study is shown to be in terms of sustainability, projects growth, efficiency, effectiveness and innovation.

1.9 Significance of the study

This study is hoped to provide a benchmark for promoting public participation in community driven development projects from the Ugandan context. This will be through providing information to the concerned government agencies such as MoLG, MoFPED, MoGLSD, LGs and Donors agencies / Development partners on how these projects can be enhanced and improve people's standards of living. The study also highlights the challenges affecting the performance of community driven development projects. This will help concerned government agencies and donors to understand them and provide the means to the people that will help them to overcome those challenges. Besides, the study will contribute to the body of knowledge. This will help researchers and academicians interested in further studies in public participation and performance of community driven development (CDD) projects**.**

1.10 Justification for the study

Community driven development supports efforts to bring villages, urban neighbourhoods, and other household groupings into the process of managing development resources, without over relying on formally constituted local Governments (Mallett & Slater, 2013). This importance has also been recognised by the Government of Uganda that the government developed a funds flow and disbursement Local Government Development Program 1999 to support CDD (Twahirwa, Rugumayo, Otim & Ssebale, 2007). In spite of this effort, majority of local people remain in abject poverty. Infrastructure of schools is dilapidated, when boreholes get broken they take long to be repaired, agriculture remains poor and

environmental degradation high (Muyomba-Tamale, 2011). This study was carried out to establish how engaging people in projects design, projects management and resources management could enhance community driven development projects management and get the population out of poverty. The findings of this study help in the enhancement of performance of community driven projects.

1.11 Scope of the study

The geography of the study was Mukono District. Mukono District is made up of Mukono Municipality and the two counties of Nakifuma and Mukono. Mukono District is bordered by Buikwe to the East, Kayunga along river Sezibwa to the North, Luweero to the Northwest, Wakiso to the South West and Buvuma, Lake Victoria and Tanzania to the South. This study covered the years 2010 – 2015 in order to be able to analyse the study problem in an extended period. The content scope was on the independent variables of projects design, projects management and resources management. Under Projects design, dimensions studied were; technical decisions making, determining projects type, demand driven projects and defining project goals. Relatedly under Projects management, dimensions studied were; collective action, community committees and making project rules. In addition, under resources management, dimensions investigated were; co-funding, transparency and resources mobilisation. On the other hand, the dependent variable of performance was studied in terms of sustainability, projects growth, efficiency, effectiveness and innovation.

1.12 Operational Definitions

Community Driven Development Projects: These refer to community-driven development, community based development, community livelihood projects, and social funds (Mallett & Slater, 2013). In this study it is operationalized as those projects the community participates in their design, management and resources management.

Performance: This refers to the achievement of specified task measured against predetermined or identified standards of accuracy, completeness, cost and speed (Cooke, 2000). In this proposed study, referred to projects sustainability, projects growth, efficiency, effectiveness, and innovation.

Projects Design: Operationally, projects design referred to the making of technical decisions of projects, deciding projects type and defining project goals.

Projects Management: In this study, project management was operationalised as people's **c**ollective action, community committees' role and making project rules.

Public Participation: This refers to involvement of the local population actively in the decision-making concerning development projects or in their implementation (Claridge, 2004). In this study, it referred to community members' participation in projects design, projects management and resources management in the development of their communities.

Resources Management: Operationally, this referred to **c**o-funding, ensuring transparency and resources mobilisation.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter is an analysis of existing literature on public participation and performance of CDD projects. The literature analysed is on public participation in Projects design, projects management and resources management. While carrying out analysis, the contributions, weaknesses and gaps in the existing literature was revealed. The review of the literature is presented following the order of the objectives.

2.2 Theoretical review

The theory that guided this study was the participation theory originating from the postulations of Johann Wolfgang Von Goethe in 1910. The theory was later developed from deferent sources that are the legacy of western ideology, the influence of community Driven development and the contribution of social work and community radicalism (Midgley et al., 1986), political sciences and development theory Buchy et al. (2000), modernisation theory (Lane, 1995), the recognition that the worlds' poor have actually suffered because of development, and that everyone needs to be involved in development decisions, implementation and benefits (Holcombe, 1995) and community development movement of the 1950s and 1960s (Midgley, et al., 1986). The participation theory argues for a move from the global, a spatial, top-down strategies that dominated early development initiatives to more locally sensitive methodologies. The theory postulates that there should be involvement of stakeholders and empowerment of community participants in programs at all levels, from local to national, provides a more effective path for solving sustainable resource management issues. Participation refers to a social process whereby specific groups with shared needs

living in a defined geographic area actively pursue identification of their needs, take decisions and establish mechanisms to meet these needs.

According to the theory, participation is essential because it enhances project effectiveness through community ownership of development efforts and aids decision-making. Besides, local ownership a project or a program is a key to generating motivation for ecologically sustainable activities. With local participation, people organise best around problems they consider most important; local people tend to make better economic decisions and judgments in the context of their own environment and circumstances; voluntary provision of labour, time, money and materials to a project is a necessary; condition for breaking patterns of dependency and passivity; and the local control over the amount, quality and benefits of development activities helps make the process self-sustaining. Participation: has an intrinsic value for participants; is a catalyst for further development; encourages a sense of responsibility; guarantees that a felt need is involved; ensures things are done the right way; uses valuable indigenous knowledge; frees people from dependence on others' skills; and makes people more conscious of the causes of their poverty and what they can do about it (Claridge, 2004). This theory reveals that participation which involves community involvement in projects design, project management and resources management leads to success of community projects. Therefore, this theory helped in relating public participation and community driven development (CDD) projects.

2.3 Public Participation in Projects Design and Performance of CDD Projects

Public participation in community driven development projects argues for participation in the project's design. Participation has to do with the strengthening of direct citizen involvement in decisions making by individuals or groups in public activities often through established institutional channels such as monitoring committees and planning processes among others

(Adesopo, 2011). However, public participation in projects design involves a series of activities. These include taking of technical decisions (Khwaja, 2004), deciding the projects type (Madu, Wakili and Mshelia, 2013), community needs and design preferences (Adato, Hoddinott & Haddad, 2005) and goals of projects (Claridge, 2004).

2.3.1 Technical Decisions

Participation in decision making involves taking of technical decisions because even though everyone makes daily decisions, not many of those decisions are associated with technical matters. The psychology of decision-making varies among individuals (Koocher& Keith &Spiegel, 2015). Tennøya, Hansson, Lissandrelloc and Næssd, (2015) indicate that in situations of low goal consensus and low technical knowledge are better suited for non-technical decision processes. Decision content, in of itself, is strongly associated with both goal consensus and technical knowledge. Khwaja (2004) indicates that technical decisions are such decisions such as selecting the particular site for the project, its scale and design. Accordingly, such decisions require expert technical knowledge and, especially in the context of relatively poor and small rural communities where design can be probably better provided by an external agency. Professions or technical people are important actors when taking technical decisions is necessary (Tennøya et al., 2015). Khwaja (2004) investigated whether increasing community participation was a good thing with community members' from rural communities in Northern Pakistan (Baltistan) as units of analysis. The study revealed that while community participation improved project outcomes in nontechnical decisions, increasing community participation in technical decisions led to worse project outcomes. Therefore, it can be argued that in Public Participation in Projects Design it is important for experts to take technical decisions. This was thus focussed on during the investigations of this study.

2.3.2 Deciding the Projects Type

Public participation involves deciding on the project type (Madu, Wakili & Mshelia, 2013). Involving public participation in deciding choice of projects type is very important because people are the local experts of their needs (Theron, 2005). In deciding the type of projects, people participate through consultation and external agents listening to their views. The external agents propose the projects and may modify them in light of people's responses. People participate in joint analysis and it tends to involve interdisciplinary methods that seek multiple perspectives and makes use of systematic and structured learning processes (Chirenje, Giliba &Musamba, 2013). Making choice of the project by community members increases the effectiveness of a project especially in rural areas. People see the project as theirs rather than something externally generated. Projects fail because they are not what people prefer (Mnaranara, 2010).

Madu et al., (2013) indicate that demand driven design in community-driven development (CDD) projects operates based on the needs of local communities and governments. By this people are allowed to determine what types of development activities the project should include to make it effective for them as beneficiaries. In their study carried out on rural farming communities in Adamawa State, Nigeria using the interpretive and positivist paradigms, qualitative results revealed that communities were directly involved in the planning of development of projects conceived by them, indicating that there was bottom-up approach in project planning which is typical of community driven development. Their T-test analysis and descriptive statistics showed that the rate of adoption of new technologies was large and significant. The value of productive assets increased significantly among the beneficiaries. Thus, it can be discerned that Public Participation in Projects Design involves community members deciding the project type. This attracted the attention of this study while carrying out investigations.

2.3.3 Demand Driven Projects

With community driven development projects, design aspects may be more appropriate to community needs and preferences (Adato, Hoddinott & Haddad, 2005). Community participation gives communities an opportunity to determine their own destination in terms of their needs and resources (Theron, 2005). Community-driven development (CDD) projects operate based on the needs of local communities and governments, which allow them to determine what types of development activities the project should include to make it effective for them as beneficiaries (Madu, 2015). Adato et al. (2005) in a study in South Africa established that when the public was involved, the beneficiaries expressed design preferences, for example, with respect to allocation of space in community buildings. They indicate that for instance in Lutzville, the peoples committee helped to decide on the design of a crèche, kitchen, and meeting hall. In Langa, the community decided where they wanted to start with the greening, choosing the entrance to Langa to create a good first impression, and to not favour one part of the community over another. Basing on the above literature, this study investigated the projects in the area studied were based on demands of the communities.

Further, Adato et al. (2005) indicate that the ways in which different forms of participation added value to projects was enabling beneficiary communities to influence the choices of priority assets and project design features, which increased safety and convenience and affected the number of jobs created in the short and long terms. Accordingly, Community members can contribute ideas that make a design better (for example, safer) for the community. They for instance reveal that in Thembalethu, South Africa, residents wanted speed bumps and taxi pull-offs, pointing out that the absence of these features created safety hazards for children and adults (given how fast taxis and other traffic travelled on the long straightaways). The literature above reveals that public participation in projects design

involves projects being demand driven. This thus attracted the attention of this study during investigations.

2.3.4 Goals of Projects

Participation in project design involves determining the goals of the project (Kimenyi, Deressa, Pugliese, Onwuemele &Mendie, 2014). Goals are broad statements applied to a project. Goals are the "what" of the process. In other words, goals are about what the project intends to accomplish (Goetz, 2010). Community participation is a process by which a community reaches a given socio-economic goal by consciously diagnosing its problems and drafting a course of action to resolve those problems (Chirenje et al., 2013). Neighborhoods feature a multiplicity of interests, some clear and some not, and mostly adhoc mechanisms for developing broad-based agendas for action. Thus community participation brings a range of priorities and the people set their goals (Briggs, 2007). With community participation, community members work together for common goals (Labonne & Chase, 2011). Kimenyi et al. (2014) analysed community-driven development in Nigeria's Niger Delta Region. Their empirical results from the probit model showed that the involvement households in the projects design in setting goals of the project positively and significantly affected satisfaction with the design of the projects. This means that active participation in projects design positively contributed to beneficiary satisfaction with the projects and this was investigated in the context of this study.

2.4 Public Participation in Projects Management and Performance of CDD Projects

Projects management is the application of processes, methods, knowledge, skills and experience to achieve the project objectives (Patanakul & Milosevic, 2009). A project is a unique, transient endeavour, undertaken to achieve planned objectives, which could be defined in terms of outputs, outcomes or benefits (Barclay &Osei-Bryson, 2008).Project

management involves carrying out collective actions (Madu et al., 2013), community committees' roles (Adato et al., 2005) and making of project rules (Kimenyi et al., 2014).

2.4.1 Collective Actions

Public participation involves taking of collective decisions. Collective action through community participation can be an important strategy for rural communities to improve their welfare. Low participation in collective activities may reduce the ability of groups to provide useful services to its members (Fischer & Qaim, 2014). Collective action involves beneficiary community participation includes assessing communities participation in the development processes and project lifecycle that is project identification, needs assessment, planning, implementation, monitoring and evaluation. Collective action is a crucial avenue through which communities can participate in development. Collective action ensures that everybody's ideas and needs in the community are catered for and that everybody has an opportunity to make contribution and share responsibility in development processes. Collective action ensures that everybody comes on board, gives their time and energy in development, and reaps the benefits accrued thereof. Through collective action, beneficiary communities become real resources, protagonists and experts in their development processes (Waweru, 2015).

Collective action in development processes is a key ideal in people centred and community driven development initiatives. Collective action ensures that all segments of the community are partakers of development projects and that they reap any resultant benefits. Development projects with genuine and authentic participatory elements increase the overall effectiveness particularly in building capacity for collective action (Waweru, 2015). Through participation, the community develops skills for collective action, maintenance and sustainability (Olukotun, 2008). Madu et al. (2013) in their study the effect of a community-driven

development project on rural farming communities in Nigeria explained that public participation in projects involved collective action. Accordingly, CDD projects are normally implemented collectively through community members by consensus rather than individuals. The beneficiaries of CDD project plan and implement project activities collectively. The qualitative results of the study and quantitative T-test and descriptive statistics results revealed that conflict had been reduced among the community members because of participation enhancing development. This means that when communities collectively participate in projects management, conflicts are reduced enabling development.

On the other hand, when there is community participation in community driven development projects, problems can be resolved early avoiding disruption later. Adato et al. (2005) in their study in South Africa established that involvement up front means that if there are problems raised that need to be resolved, this occurs before the project is underway and changes become more costly. Accordingly, for instance a community unhappy with how they see a project progressing may disrupt it midstream, as they did in the Khayelitsha project. This means that when communities are involved in the management of the project from the start, problem will be raised early and in case of problems, they will not disrupt the project. This was an issue of inquiry during the investigations of this study.

2.4.2 Community Committees

Community participation requires management by community committees (Adato et al., 2005). In Uganda, a system of community committees has been in existence since the late 1980s when the National Resistance Government came to power. This is a hierarchy of Councils and committees at five administrative levels from villages to districts. Originally known as the Resistance Councils (RCs), they were renamed as the Local Councils (LCs) system in 1997 (Green, 2008). The LCs system is a mechanism through which people

participate in governance by expressing their views and participating in local decision making process. The government maintains that people can fully participate in governance through the LCs. The LC system also serves as an effective mechanism for development in Uganda. In a decentralized structure, it is anticipated that locally elected political leaders (Local Councillors) make visions for development, and these visions are implemented by local administrators. The people express their views and participate in planning and implementing local development activities. By so doing, it is hoped that accountability is improved. Funds are used more effectively and efficiently, and the living conditions for Ugandans is expected get improved (Saito, 2000).

CDD project committees have a resemblance of LCs. In community projects management, there is always need for community development committee (CDC). These are groups of elected officials of a community, for the purpose of coordinating the self-help development of that community (Ofuoku, 2009).Adato et al. (2005) indicate that their study found a wide gap between ideas for community-driven projects embodied in national government programs and the beliefs and practices of professional public and private providers at provincial and local levels. Accordingly, although consensus on the importance of community participation had been voiced, there was also profound ambivalence about it, as well as widely different ideas about what it meant and where it was appropriate. Community-based committees were involved in some way in almost all the projects, but their roles were often limited to community and worker liaison functions. Private-sector and local government project managers excluded community participation from management tasks because of their views on efficiency and specialization; their lack of identification with the programs' capacity-building and empowerment objectives, which were set at the national level; and ambiguities about the roles of different stakeholders. This study was thus attracted to investigate the existence and role of community committees in this study.

2.4.3 Project Rules

Projects management involves community member involvement in discussing and approving the rules of the project (Kimenyi et al., 2014). Project rules are the principles that guide a partnership and ongoing effort amongst all group members. These principles are applied throughout the partnership process. Rules may be either formal or non-formal. Formal rules comprise all the codified laws and regulations that are issued by a legislative process or formal decree. These may be promulgated at the national, local or village level but they are generally written down somewhere. Non-formal rules on the other hand are generally unwritten. They often derive from custom or practice. They are more likely to exist at the village level than at higher official levels but this is not always the case. Rules whether written or unwritten are the way that activity in the organisation is constrained (Jarvie & Stewart, 2011). Kimenyi et al. (2014) carried out an empirical study, analysis of community-driven development in Nigeria's Niger Delta Region. The empirical results from the probit model indicated that the involvement of households in discussing and approving the rules of the project positively and significantly affected satisfaction with the implementation of projects. This positively contributed to beneficiary satisfaction with the projects. Therefore, it means that in projects management setting of project rules by members is very paramount and this was investigated.

2.5 Public Participation in Resources Management and Performance of CDD Projects

Public participation in resources management involves different activities. Resource management is the efficient and effective deployment and allocation of an organization's resources when and where they are needed. Such resources may include financial resources, inventory, human skills, production resources, or information technology (Raja, 2015).

Resource management activities involve co-funding (Madu et al., 2013), transparency in the use of resources (Aniguchi, 2012) and resource mobilisation (Mallett & Slater, 2013).

2.5.1 Projects Co-Funding

One of the sources of funding for local projects is co-funding (Chimulwa, 2009). Co-funding is provided by the beneficiaries to supplement donor agencies in complementing the existing funds. By co-funding beneficiary communities are required to contribute a percentage to the project costs and in the management of projects (Afrane & Adjei-Poku, 2013).This approach creates sustainability of donor funded projects. Donors are very willing to join an initiative to respond to a problem but they do not want to feel as if they are being given the whole responsibility for response e.g. that the government is somehow handing them the responsibility to respond to emergencies (Chimulwa, 2009). Madu et al. (2013) indicate that public funding from central governments or donors or local authorities always supports CDD projects. They argue that most CDD projects receive support from outside the communities (funding from governments and other donor agencies). Accordingly, this characteristic differentiates the CDD model from strategy used by community-based organisations (CBOs), which may not receive external support. The support include; empowering the beneficiaries to plan, implement, and take control over management of development activities. Others include access to services and strengthening the link with organisations such as nongovernmental organisations. However, Adamu, Biwe and Suleh (2013) in a study, impact of community driven development strategy in Billiri Local Government Area of Gombe State, Nigeria found out that when the value of the service is clear to the local people, famers are willing to contribute to it thus reducing dependence on public fund for meeting recurrent cost. Accordingly, the implication of this result is that majority of famers may sustain their project by themselves even after termination of the donors funding. However, the missing

link was the extent to which the people in the area understudy participated in supporting projects leading to their sustainability and this was investigated by the study.

2.5.2 Transparency

One important element in resources management is transparency (Aniguchi, 2012). Transparency is about the ability of the receiver to have full access to the information he/ she wants, not just the information the sender is willing to provide. Transparency embodies honesty and open communication because to be transparent someone must be willing to share information when it is uncomfortable to do so. Transparency is the organisation being upfront and visible about the actions it takes, and whether those actions are consistent with its values (Gebler, 2011). With transparency, people know what is happening and why, feel more involved and reduces division between the people. Transparency promotes good use of resources (Aniguchi, 2012). Gupta, Grandvoinnet and Romani (2003) indicate that local population participation can be very useful in monitoring the use of program funds and of service delivery. Accordingly, this is especially strong when those being monitored have close ties to the community sanctions for offences are hard to ignore when they come from people with whom one necessarily has multi-stranded and longstanding relationships. For instance, Aniguchi (2012) in a qualitative study in the Philippines established that community driven development project approach instilled transparency especially, because many people were involved promoting checks and balances in the financial use of the money disbursed to the projects.

2.5.3 Resource Mobilisation

Resources management involves resources mobilisation (Breskin et al., 2005). Resource mobilization is a process whereby resources both financial and non-financial resources are mobilized either externally or internally to support organisation activities (Batti, 2014).

Financial resource mobilisation deals with how to obtain sufficient funding to meet a desired goal (Bello, 2005). Fonchingong & Fonjong (2003) states that local-level development provides a major force in activating the utilisation of local resources (land, water, labour) and therefore constitutes one of the most effective methods of promoting people's participation in determining their own development. However, Batti (2014) contends that many resource mobilization efforts of organisations are focused on fund raising from international institutional donors. He suggested that organizations need to diversify their sources of resources by even sourcing resources from businesses and individuals. Accordingly, organizations in their bid to diversify funding resources need a paradigm shift to tap into corporate philanthropy, individual donors and community members. Fonchingong & Fonjong (2003) studied the concept of self-reliance in community development initiatives in the Cameroon Grass fields. Their qualitative results revealed that community members were increasingly shouldering the adverse consequences of the economic downturn and the growing inability of the state to provide economic and social development by initiating, mobilising and galvanising their own resources in the quest for improving their standard of living. This study tried to establish how through community driven development projects local people mobilised resources to improve their standards of living.

2.5.4 Resource Utilisation Planning

Resources utilisation planning refers to resources budgeting (Ahura, 2011). The mission of the budget process is to help decision makers make informed choices about the provision of services and capital assets and to promote stakeholder participation in the process. Participation in resources management leads to stakeholder acceptance of decisions related to goals, services, and resource utilisation (Breskin et al., 2005). Ahura (2011) in an empirical study found out that when stakeholders involve in planning the resources, there is increased transparency, making them identify with the budget and so support its implementation.

Basing on this literature the study investigated how community participation in budgeting resources enhanced community driven development projects.

Community driven development supports effort to bring villages, urban neighbourhoods, and other household groupings into the process of managing development resources, without relying on formally constituted local governments (Mallett & Slater, 2013). This importance has also been recognised by the Government of Uganda that the government developed a funds flow and disbursement of Local Government Development Program 1999 to support CDD (Twahirwa, Rugumayo, Otim &Ssebale, 2007). In spite this effort, majority of local people remain in abject poverty. Infrastructure of schools is dilapidated, when boreholes get broken they take long to be repaired, agriculture remains poor and environmental degradation high (Muyomba -Tamale, 2011). This study was carried out to establish how by engaging people in projects design, projects management and resources management enhanced community driven development projects and got the population out of poverty.

2.6 Summary of Literature Review

In summary, the above literature showed that public participation had a number of variables, namely, participation in projects design, projects management and resources management. Projects design was shown to include technical decisions making, determining projects type, demand driven projects and defining project goals. Projects management covered collective action, community committees and making project rules. While resources management included co-funding, transparency and resources mobilisation. However, overall, the above reviewed literature was not carried out from the Ugandan context and in particular Mukono District. This contextual gap made it necessary for this study to be carried out exploring public participation and performance of community driven development (CDD) projects in the Ugandan context, particularly Mukono District.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter presents the research methodology that was followed in the study. It includes the research design, study population, determination of the sample size, sampling techniques and procedure, data collection methods, data collection instruments, validity and reliability, data analysis and measurement of variables.

3.2 Research Design

This study adopted a cross sectional design by which either the entire population or a subset thereof is selected. Cross-sectional information gathered represents what is going on at a particular point in time. This significantly helped in obtaining useful data in a relatively short period (Bordens & Abbott, 2011). The study used both quantitative and qualitative research approaches. The quantitative approach was used because the study involved the calculating of descriptive statistics and statistical inferences. The qualitative approach complemented the quantitative approach by providing in-depth information (Fassinger & Morrow, 2013).

3.3 Study Population

The population of this study were 2436, namely 2394 beneficiaries from 99 CDD projects in the District (Mukono District Statistical Abstract, 2013) and 40 informants who were key informants (see Table 3.1). Due to time and cost constraints, the researcher found it convenient to carry out the study on part of the target population that were the beneficiaries from eighteen projects from only Ntenjeru Sub County who were more accessible and hence became the sampled population. The total sub counties were 15 with a total of 99 projects.

3.4 Sample Size and Selection

The sample size was 120 comprising 108 out 151 beneficiaries of CDD projects from Ntenjeru Sub County determined basing on the table for determining sample sizes from a given population (Krejciec & Morgan, 1970-Appendix 1). Five (05) District Technical Staff (CAO, DP, CFO, DCDO and DCO), 5 District Executive Committee members, 1 Community Development Officer (CDO) and one (01) Senior Assistant Secretary (SAS) of the selected sub county were purposively chosen as key secondary informants for in-depth information. This was because the number of the key informants needed to be small and easily accessed. The sample size determined is presented in Table 3.1.

Table 3. 1: Population, Sample Size and Selection Technique

Category	Target Population	Sampled population	Sample Size	Sampling Techniques
Community Members	2394	151	108	Simple random
CDOs	16	1	1	Purposive
SAS	16	1	1	Purposive
DTPC	5	5	5	Purposive
DEC Members	5	5	5	Purposive
Total	2436	**163**	**120**	

Source: Mukono District primary data

3.5 Sampling Techniques and procedures

The study employed simple random sampling and purposive sampling techniques.

3.5.1 Simple Random Sampling

Simple random sampling is a sampling technique by which each individual is chosen randomly and entirely by chance, giving each individual in the population the same probability of being chosen for the study (Dattalo, 2010). Simple random sampling ensured

that everyone had equal chance of being included in the sample. The respondents selected using simple random sampling were the community members (beneficiaries of the projects).

3.5.2 Purposive Sampling

Purposive sampling technique is a non-probability sampling and was used to collect qualitative data. Purposive sampling involves selecting certain units or cases based on a specific purpose (Teddlie & Yu, 2007). Using purposive sampling, the researcher selected particular people to provide in-depth views since the study was both qualitative and quantitative. Purposive allowed the researcher to select a small number of rich cases that provided in depth information and knowledge of a phenomenon of interest (Bordens & Abbott, 2011). The respondent's selected using purposive sampling were the 5 DEC members and technical staff of both the District and Sub-County to provide in-depth views through interviews.

3.6 Data Collection Methods

The study used three data collection methods, namely questionnaire survey, interview and documentary review.

3.6.1 Research Questionnaire Survey

The method of data collection for Community Members was a questionnaire survey made up of close ended question items. By this, only the most important alternatives were chosen preventing the respondents from expressing their preference over the others (Bordens & Abbott, 2011). The responses were based on a five – point Likert scale with 5 intervals: (1 = Strongly Disagree 2 = Disagree 3 = Undecided 4 = Agree 5 = Strongly Agree).

3.6.2 Interview Survey

Face to face interviews are a research method used when a specific target population is involved. The purpose of conducting personal interview survey was to explore the responses of the people through gathering more detailed information. Interview questions are convenient for long oral answers than individuals writing (Sincero, 2012). Interviewing was specifically used on collecting in-depth data from the DEC members, technical staff of the District (5 TPC members) and Sub county staff (SAS and CDO). This was because they were well versed with implementation modalities of CDD projects and the beneficiary communities in District.

3.6.3 Documentary Review Method

This documentary method of analysis reviewed documents containing information about the phenomenon. The method was used to supplement the other methods of the study (Ahmed, 2010). The documents of analysis were records about community driven development projects which included among others; community group constitutions the CDD operational Manual, 2007, Community procurement guidelines 2007, District and Sub county five year development plans, District and Sub county Annual work plans and District and Sub county budgets.

3.7 Data Collection Instruments

The tools/instruments used for the actual data collection included; Self-administered questionnaires, interview checklist/ guide and documentary review checklist. Semi structured instruments were used to allow achievement of quantity and quality dimensions of the data which was necessary for deep and wide explanation of the variable under study.

3.7.1 Research Questionnaire

The researcher used close ended questionnaire with some spaces provided for open responses for community members participating in the study. The use of questionnaires enabled the collection of data from a large number of respondents and enabled respondents give sensitive information without fear of revealing their personal identity (Amin, 2005). The instrument was based on Rensis Likert's scale statement having five category response continuum of 1 – 5 from strongly disagree to strongly agree. The spaces provided helped to collect summary qualitative information from the community members on their participation in the projects and their performance. Those who were not proficient in the English language which was used in the study, the questions were translated for them in their local language (Luganda).

3.7.2 Interview Guide

This provided more qualitative data. In-depth interviewing is a qualitative research technique that involves conducting intensive individual interviews with a small number of respondents to explore their perspectives on a particular idea, program or situation to explore issues in depth (Boyce, 2006). Interview data was particularly collected from Local Council Political Leaders and the technical staff of the district. These helped in providing in-depth information for qualitative analysis because as key stakeholders/implementers of the programme they could easily explain the programme / project modalities.

3.7.3 Documentary Review Checklist

A documentary review checklist containing a list of documents for review was used and this provided necessary data for the study (Onen, 2005). The documents for review were obtained from the District officers and PMCs. The information generated supplemented data from the questionnaires and interviews.

3.8 Validity of the Instruments

Content related validity was considered in this study. This was through consultation with the supervisors and fellow students reading through my questionnaire. The test of content validity was established through inter–judge with two research experts, each analysing the questionnaire and the interview guide to give their opinion about their accuracy. Each judge rated the items of the instruments on a two point rating scale of Relevant (R) and Irrelevant (IR). The computation of CVI (Content Validity Index) was done by summing up the judges ratings and dividing by two to get the average. The items rated irrelevant for the study were discarded and replaced with relevant ones. The formula for CVI was;

$$\text{CVI} = \frac{n}{N}$$

Where; n = number of items rated as relevant and N= Total number of items in the instrument.

The instrument was considered valid at CVI above 0.70. This is because Amin (2005) observes that in a survey study, the least recommended CVI is 0.70 (or 70%). CVI results are presented in Table 3.2 here under.

3.9 Reliability

Reliability for the qualitative instrument was achieved through consultation with the supervisor, fellow students, and peer debriefing, prolonged engagement and audit trails. Data were systematically checked, focus maintained and there was identification and correcting of errors (Tashakkori & Teddlie, 2003). Reliability for qualitative data was determined by calculating reliability Analysis Scale (Alpha co-efficient) using SPSS 17.0 (Statistical Package for Social Scientists) The instruments were found reliable at above .70 (70) after a pilot study. A reliability of .70 indicates 70% consistency in the scores that are produced by the instrument (Amin, 2005). The results yielded are presented in Table 3.2 below.

Table 3.2: **Content Validity Index and Reliability**

Items	Content Validity Index	Cronbach alpha (α)value
Public Participation in Projects Design	0.75	0 .830
Public Participation in projects Management	0.90	0.748
Participation in Resources Management	0.70	0.830
Performance of Community Development Projects	0.75	0.791

Source: Primary Data

3.10 Research Procedure

A letter was obtained from the Dean School of Management Science at Uganda Management Institute (UMI), granting permission to proceed with data collection after the proposal had been approved. The researcher proceeded to Mukono District and presented the letter to the Chief Administrative Officer to allow him collect data in the District. Consent was obtained from all the respondents participating in the study. Anonymity and confidentiality were observed during data collection and handling the responses. The respondents that could not read and write were assisted in the filling of the questionnaire. Information was availed to the respondents that the research would not endanger them directly or indirectly and that participation was voluntary.

3.11 Data Analysis

3.11. 1 Qualitative Data

In data analysis, patterns and connections within and between categories of data collected was identified. Data was presented in form of notes, word-for-word transcripts, single words,

brief phrases and full paragraphs (Powell & Renner, 2003). Data interpretation involved content analysis by composing of explanations and substantiating them using the respondents open responses.

3.11.2 Quantitative Data

Quantitative data were analysed at three levels, namely univariate, bivariate and multivariate. The data analysis at univariate level was carried out using descriptive statistics that considered the frequencies, mean and standard deviation. At bivariate level, to establish the existence of relationship between variables, the dependent variable performance of CDD project was correlated with each of the three independent variables from which hypotheses were developed, namely public participation in projects design, projects management and resources management. At multivariate level, the dependent variable, namely performance of community driven projects was regressed on the three independent variables, namely public participation in projects design, projects management and resources management to establish if public participation predicts performance of community driven projects. The Statistical Package for Social Sciences (SPSS 17.0) was used for data analysis.

3.12 Measurement of variables

The questions in section A (background characteristics) were developed on the nominal scale which served as a label or tag on the items. The questions in sections B (independent variables) and section C (dependent variables) were developed on the ordinal scale which is a ranking scale and possess the characteristic of order. The scale helped to distinguish between objects according to a single attribute and direction (Smith & Albaum, 2013). The ranking was on the five-point Likert scale (Where 1 = strongly disagree 2 = disagree 3 = undecided 4 = agree 5 = strongly agree).

CHAPTER FOUR

ANALYSIS, PRESENTATION AND INTERPRETATION OF THE FINDINGS

4.1 Introduction

This is the analysis, presentation and interpretation of the findings of this study. This study assessed the influence of public participation on performance of community driven development (CDD) projects in Mukono District. Specifically, the study looked at whether public participation in projects design, projects management and resources management influenced performance of community driven development (CDD) projects. Questionnaire data was obtained from 108 respondents who were members of CDD projects and interview data was obtained from 12 respondents who were CDO, SAS, DTPC members and DEC members. This chapter covers, demographic characteristics and analysis, presentation and interpretation of the findings on the main study variables basing on the order of the research objectives.

4.1 Demographic characteristics of the respondents

Demographic characteristics studied included gender, age group, education levels, projects type and number of years by the respondents in the project. This information was thought to be necessary for the study because the ability of the respondents to provide required information was believed to depend on their background. These attributes were looked at with the aim of establishing whether in the sustainable livelihood/CDD projects both men and women were involved. Data obtained is presented in figure 4.1.

Table 4.1: Distribution of Respondents According to Attributes

Question item	Category Attributes	Frequency	Valid Percent
Gender of the respondents	Male	45	41.7
	Female	63	58.3
	Total	**108**	**100.0**
Age group of the respondent	Below 30 Years	33	30.6
	30-40 Years	35	32.4
	41-50 Years	32	29.6
	Above 50 Years	8	7.4
	Total	**108**	**100.0**
Projects type	Agriculture	72	66.7
	Carpentry	19	17.6
	Eco-tourism	12	11.1
	Apiary	5	4.6
	Total	**108**	**100.0**
Number of years in the project	Less than 4 years	27	25.0
	4 – 9 years	49	45.4
	10 years and above	32	29.6
	Total	**108**	**100.0**

Source: Primary data

The data in Table 4.1 shows that the larger numbers of the respondents were females 58.3% and the remaining 41.7% were males. Whereas the majority of the respondents were females, the responses of both groups were captured obtaining views representative of both groups. Both groups of respondents actively participated in providing responses to the researcher.

The data in Table 4.1 on age groups show that larger number of the respondents 32.4% were above 30-40 years followed those below 30 years that were 30.6%, then those between 41-50 years who were 29.6% and the remaining 7.4% were 51 and above years. These statistics

show different age categories were represented in the study. This thus led to the obtaining of views representative of different age groups.

Regarding the projects type, the data in Table 4.1 shows that the majority of the respondents 66.7% were in agriculture projects followed by 17.6% in carpentry, then 11.1% in eco-tourism and the remaining 4.6% were in apiary that is beehives making, bee keeping and honey activities. This results show that all respondents who participated in the study were involved in some sort of CDD project. This was the basis for studying how community participation affected the performance of these projects.

Concerning the number of years in the project, the data in Table 4.1 show that the larger number of the respondents 45.4% had been in the project for 4-9 years, followed by 29.6% who had been in the project for 10 years and above and the remaining 25.0% had been in the project for less than four years. With the majority of the respondents indicating that they had been in the project for more than 4 years, this provided the researcher the confidence that the data collected was appropriate because they had sufficient experience in the projects to provide dependable data.

4.2 Public Participation in projects Design

This item studied the first objective of the study that sought to establish whether public participation in projects design influences performance of community driven development (CDD) projects in Mukono District. The items studied included participating in deciding the site, size and design projects, choosing the projects, how the project should look like and deciding the goals of the projects. The means, standard deviations and frequencies yielded are presented in Table 4.2. A mean score below 3.00 means that the respondents were in disagreement with the research question items while a mean above 3.00 means that the respondents were in agreement with the question items. A low standard deviation, below

1.00000 indicates closeness of the results to the Mean hence in agreement or disagreement while a high Standard Deviation above 1.00000 shows higher variance from the mean indicating diverse responses from the respondents.

Table 4.2: Public Participation in projects Design

Item	Mean	Std Dev	SD	D	A	SA
I participated in deciding the site of the project	4.2778	0.60886	3* 2.8*	-	69 63.9	36 33.3
I participated in deciding size and design of our project	3.4722	1.28586	10* 9.3**	24 22.2	53 49.1	21 19.4
I participated in choosing the project we under took	3.5741	1.23200	8* 7.4*	22 20.4	56 51.9	22 20.4
I participated in deciding all the aspects of the project	4.3704	0.86026	-	9* 8.3**	41 38.0	58 53.7
Contributed ideas on how our project should look like	4.3241	0.47021	-	-	73* 67.6*	35 32.4
I participated in deciding the goals of the project	4.2870	0.45449	-	-	77* 71.3**	31 28.7

Primary Data
* Frequency
** Valid percent

The results in Table 4.2 show that all the means were positive between 3.4722 and 4.3704. The results also show that four items were of low Standard Deviations between 0.45449and 0.86026 which indicated closeness to the mean meaning that largely the respondents were in agreement. The results also show there were two items that produced high Standard Deviations between 1.23200 and1.28586 indicating variations from the mean, which meant that there were some respondents not in agreement on those items. These results indicate closeness between the mean and the Standard Deviation which mean that the respondents were in agreement. With the entire means being positive, this means that generally there was

public participation in projects design. Here under follows presentation, interpretation and analysis of the item by item.

4.2.1 Deciding the Site of the Project

The results in Table 4.2 show that the respondents indicated that the respondents participated in deciding the sites of the projects. The results on the item were a high positive Mean = 4.2778 and a low Standard Deviation = 0.60886 indicating closeness to the mean. The majority of the respondents 63.9% agreed, 33.3% strongly agreed and only 2.8% disagreed. These results mean that the public participated in deciding the sites of the projects.

In their summary responses, the respondents pointed out that they were responsible for deciding the sites of the projects. The respondents indicated that they were the ones who provided the pieces of land where the projects were being carried. Thus, this meant that they chose the sites because it all depended on the provision of the land for the projects. In the interviews, the respondents indicated that community members participated in selecting sites of the projects through group / community meetings whereby community members convened meetings and selected a convenient site or sites where to establish the projects for better management. This means that community members participated in deciding the sites of the projects.

4.2.2 Deciding Size and Designs of the Project

The data in table 4.2 indicated that the public participated in deciding the sizes and designs of the projects. The results on the item were a positive Mean = 3.4722 but with a high Standard Deviation = 1.28586 indicating that there was variation in the responses. The majority of the respondents 49.1% and 19.4% agreed and strongly agreed respectively. Those who disagreed were 22.2% and 9.3% strongly disagreed. These results mean that largely the public participated in deciding the sizes and designs of the projects.

The public in their open responses revealed that the proposals they made to the LG determined the size of the projects. For the farmers, they also revealed that they determined the designs of their farms with help of agricultural officials from LG. However, for activities which required technical ability that is eco-tourism, carpentry and apiary, they received technical assistance from SMS. Those involved in eco-tourism indicated that National environmental Authority (NEMA) and District Environmental Officer helped in determining the size and design of the projects. Those in carpentry indicated that their colleagues who had technical competency were the main determinants while those in apiary indicated that they were sent trainers and people to fix the hives by the District authority and these helped in kick starting the project.

In the interviews, it was revealed that the level of involvement of community members in determining the design and size of the projects involved making feasibility studies and participation in meetings designing the projects. One respondent stated, "The benefiting communities' carryout research on project design and implementation for sustainability and livelihood impact." It was also indicated that community/ group members with expert knowledge participated in the design of the project. For example, they develop implementation strategies and measurement frameworks. Further, it was revealed that through participation in meetings, community members discussed project issues. By and large, it can be stated that community members participated in determining the design of the projects.

4.2.3 Choosing of the Projects

The data in Table 4.2 on the item shows that the respondents indicated that participated in choosing the projects they under took. The results obtained on the item were a positive Mean = 3.5741 although the Standard Deviation = 1.23200 indicating variance of responses which

meant that not all the respondents were in agreement. The frequencies showed that the majority of the respondents 51.9% and 20.4% agreed and strongly agreed respectively. Those who disagreed were 20.4% and 7.4% strongly disagreed. These results mean that the public participated in choosing the projects they under took.

In the summary responses, the respondents indicated that they chose the projects they undertook. One respondent stated, "After we had been taught about the several projects we could undertake. We chose bee keeping and thus wrote the project proposal for funding." Another respondent stated, "We chose the project to undertake only that we got advice from Sub county Officials like the CDO and SAS at the start of the project." On the other hand, respondents to the interviews revealed that, community members identified the type of enterprise to implement as a group; analysed the capacity of group members to look after the selected project in terms of time, skills and resources; determined management issues for the selected projects and discussed sustainability issues for the project. From the views presented above, it can be deduced that community members chose the projects they undertook.

4.2.4 Deciding all aspects of the Project

The data in Table 4.2 obtained on the item revealed that the public participated in deciding all the aspects of the projects. The results on the item were a high positive Mean = 4.3704 and a low Standard Deviation =0.86026. The majority of the respondents were in agreement with 53.7% strongly agreeing and 38.0% agreeing. Those who disagreed were only 8.3%. These results mean that the respondents participated in deciding all the aspects of the project. In relation to the above, the respondents indicated that they contributed ideas on how their project should look like. The results on the item were a high positive Mean = 4.3241 and a low Standard Deviation = 0.47021. The results of the frequencies were all in agreement with

the majority of 67.6% agreeing and the remaining 32.4% strongly agreeing. These results mean that members contributed ideas on how our project should look like.

In their summary responses, the respondents indicated that they determined the location, design, type of activities and budgeted the necessary resources. They explained that the proposals formulated by them and forwarded to LG were the basis for granting of funds for the projects. However, the respondents indicated that there were technical areas which brought in officials from District authority and other agencies such as NGOs. During the interviews, various views were given on community members determined all aspects of the projects. One respondent stated, "By discussing sustainability issues for the project and funding strategies for the project." Another respondent said, "by appraising/ vetting the intended project care takers: the community members vet the intended project caretakers to pick out those who are honest and trustworthy to be trusted with group or community projects." While another respondent remarked that, "community members developed byelaws relating to site and the project such as accessibility to the site, perquisites for hosting the project, management of the site among others."

4.2.5 Deciding Goals of Projects

The results in Table 4.2 show that respondents indicated that they participated in deciding the goals of the project. The results on the item were a high Mean = 4.2870 and a low Standard Deviation = 0.45449 indicating closeness. All the respondents were in agreement with the majority of 71.3% agreeing and 28.7% strongly agreeing. This means that the public participated in deciding the goals of community driven development projects.

In their summary responses, the respondents to the questionnaire revealed that in the initial meeting in the preliminary stages of their projects, that sat and made goals and objectives. Members from the development projects identified the different goals of their projects they

decided. One member indicated, “To improve the incomes of the members and the welfare of their families.” Another member reported, “To promote the development of the community and promote employment” while another among others stated, “To protect the environment, enhance the income of members and promote sustainable development.” These views meant that the public participated in deciding the goals of the project.

4.3 Public Participation in projects Management

This item studied the second objective of the study that sought to find out whether public participation in projects management influenced performance of community driven development (CDD) projects in Mukono District. The items studied included members participating in making decisions on how to run the project, people’s concerns being about the project being addressed at the start of the project, involvement in the management of the project, discussing rules and members approving the rules of the project. Here under in Table 4.3 are descriptive statistics specifically based on the mean, standard deviation and frequencies. A mean score below 3.00 means that the respondents were in disagreement with the research question items while a mean above 3.00 means that the respondents were in agreement with the question items. A low standard deviation, below 1.00000 indicates closeness of the results to the Mean hence in agreement or disagreement while a high Standard Deviation above 1.00000 shows higher variance from the mean indicating diverse responses from the respondents.

Table 4.3: Descriptive statistics on Public Participation in Projects Management

Item	Mean	Std Dev	D	U	A	SA
I participate in making decisions on how to run the project	4.6019	0.49180	-	-	43* 39.8**	65 60.2
My concerns about the project were addressed at the start of the project	3.6852	0.99201	20* 18.5**	15 13.9	52 48.1	21 19.4
I am involved and i take part in managing the project	4.3611	0.48256	-	-	69* 63.9**	39 36.1
I have participated in discussing rules of our project	4.3611	0.48256	14* 13.0**	-	43 39.8	51 47.2
I have participated in approving the rules of the project	4.1944	0.97116	14 13.0	-	45 41.7	49 45.4

Primary Data

The results in Table 4.3 show that all the means were positive between 3.6852 and 4.6019. The results also show that all the standard deviations were low between 0.48256 and 0.99201. These results meant that largely there was closeness between the mean and standard deviation indicating public participation in projects management. Hereunder follows the analysis, presentation, and interpretation of the item by item.

4.3.1 Deciding the Running of the Projects

The results in Table 4.3 showed that there was participation in making of decisions on how to run the projects by the public. The results on the item were a high positive Mean = 4.6019 with a low Standard Deviation = 0.49180 indicating closeness. The results of the frequencies had all the respondents agreeing with the majority of 60.2% strongly agreeing and 39.8% agreeing. These results mean that all the respondents agreed that they participated in making of decisions on how to run the projects.

The above finding that there was participation in making of decisions on how to run the projects by the public is in conformity with the CDD operational manual for local governments and communities. The manual provides that each recipient community will democratically form a Project Management Committee (PMC). Through democratic participation, members that had to make decisions of running their projects. Such decisions they made included, procurement management. For instance, the beneficiary communities themselves decided the procurement function ensuring Maximum community participation, Value for money and ownership and sustainability in the delivery of services. Thus, there had to be utilization of local know-how and local materials and goods. In the interviews, it was revealed that community members participated in management of the projects through attending community/ group meetings; selecting community procurement committees (CPCs); selecting project management committees (PMCS); co-funding of the projects either by cash or in kind; participating in monitoring and evaluation of projects; and voicing farmer concerns.

4.3.2 Addressing Members Concerns at the Start of the Project

The data in Table 4.3 revealed that the respondents agreed that their concerns about the project were addressed at the start of the project. The results on the item were a high positive Mean = 3.6852 with a low Standard Deviation = 0.99201 indicating limited variation, that is closeness. The frequencies showed that the larger number of the respondents 48.1% agreed and 19.4% strongly agreed. Those disagreed were 18.5% and only 13.9% were undecided. These results meant that concerns about the project were addressed at the start of the project.

In the summary responses, the respondents indicated that their concerns about funding, forms of seeds, equipment, pests control and marketing of the produce were addressed at the beginning of the projects. The respondents indicated that from the start they were informed

that the projects had to be co-funded to ensure sustainability. One respondent remarked "Right from the start we were told that funding would be for a time. After being helped for one year, Government funding save for advisory services stopped and now we are using funds we generate to sustain our farm." Another respondent stated, "Our fears about exotic seeds which have not betrayed many were addressed by being given the freedom to purchase seeds of our own choice."

4.3.3 Projects Management

The data in Table 4.3 indicated that the committee members managed the projects. The results on the item were a high positive Mean = 4.3611 and a low Standard Deviation = 0.48256 indicating closeness. All the respondents were in agreement with the majority of 63.9% agreeing and 36.1% strongly agreeing. These results mean that committee members of the project managed the projects. In the summary responses of the respondents, they indicated they had different committees such as PMCs and CPCs. The respondents indicated that these dealt with the government officials from the Sub county and the District. The members indicated that the management committees were responsible for calling meetings, collections of members' contributions, procuring facilities and seeds, marketing and making reports to the authorities. In the interviews, the respondents reported that community members participated in projects management at peer level; project management committee level; community meeting level; feedback meetings; and Local Council Court level.

4.3.4 Rules Making

The results presented in table 4.2 showed that the respondents participated in discussing rules of their projects. The results on the item were a high positive Mean = 4.3611 and a low Standard Deviation = 0.48256. All the respondents were in agreement with 47.2% strongly

agreeing, 39.8% agreeing and 13.0% disagreed. These results mean that participated in discussing rules of their projects.

4.3.5 Approving the Rules of the Project

In relation to the above, the respondents were asked to tell whether they participated in approving the rules of the projects. The results on the item were in agreement with a high positive Mean = 4.1944 and a low Standard Deviation = 0.97116 indicating limited variation. The majority of the respondents were in agreement with 45.4% strongly agreeing, 41.7% agreeing and only 13.0% disagreed. These results mean that members of the projects participated in approving the rules of their projects.

In the summary responses, the community members revealed that they participated in making constitutions and their rules of procedure. One respondent stated, "Our project was accepted after we wrote a constitution with rules of operation decided and accepted by the members. We had to sign that we made the constitution." Another respondent remarked, "We sat and made a constitution to guide our operations and it is what we follow up to today." In the interviews, the respondents revealed that community members developed byelaw for the governance of the projects. Accordingly, the byelaws made by the community members were the basis for the governance of the projects. This thus means community members participated in making the laws for management of projects.

4.4 Public Participation in Resources Management

This considered the third objective of the study that sought to establish whether public participation in resources management influences performance of community driven development (CDD) projects in Mukono District. The items studied included members contributing to the funding of the projects, individuals supporting their project, finances monitoring, resource mobilisation and planning for the projects. Here under in Table 4.4 are

descriptive statistics specifically based on the mean, standard deviation and frequencies. A mean score below 3.00 means that the respondents were in disagreement with the research question items while a mean above 3.00 means that the respondents were in agreement with the question items. A low standard deviation, below 1.00000 indicates closeness of the results to the Mean hence in agreement or disagreement while a high Standard Deviation above 1.00000 shows higher variance from the mean indicating diverse responses from the respondents.

Table 4.4: Descriptive Statistics on Public Participation in Resources Management

Item	Mean	Std Dev	D	U	A	SA
I contribute to the funding of the project	4.2593	0.44027	-	-	80* 74.1**	28 25.9
I support my project	4.0093	0.82593	12* 11.1**	-	71 65.7	25 23.1
I am involved in seeing how the project money is used	3.9074	0.89168	16* 14.8**	-	70 64.8	22 20.4
I contribute to resource mobilisation efforts for the project	4.4074	0.49364	-	-	64* 59.3**	44 40.7
I am involved in all stages of planning for the project	3.8148	0.97777	21* 19.4**	-	65 60.2	22 20.4

Primary Data

The results in Table 4.4 show that all the means were positive between 3.8148 and 4.4074. The results also show that all the standard deviation were low between 0.44027and 0.97777. These results mean that largely there was closeness between the mean and standard deviation indicating public participation in resources management in community driven development projects. Here under follows analysis, presentation, and interpretation of the item by item.

4.4.1 Contribution to Funding of the Project

The results in Table 4.4 show that the public contributed to the funding of the projects. The results on item were a high positive Mean = 4.2593 with a low Standard Deviation =0.44027 indicating no variance. The respondents were all in agreement with the majority of the respondents 74.1% agreeing and the remaining 25.9% strongly agreeing. These results meant that public contributed to the funding of the projects. In relation to the above, the respondents indicated that they supported their projects. The results on the item were a high Mean = 4.0093 and a low Standard Deviation = 0.82593 meaning that there was no variation. All the respondents were in agreement with the majority of 65.7% agreeing and 23.1% strongly agreeing. These results meant that the members of community driven projects solely supported their projects. In the interviews, the respondents indicated that community members contributed various resources to the projects. Such resources included cash, labour and assets such as land for the projects.

4.4.2 Involvement in Management of the Use of Projects Money

The respondents indicated that they were involved in seeing how the project money was used. The results on the item were a high positive Mean = 3.9074 and a Low Standard Deviation = 0.89168 indicating that there was little variation hence the respondents were largely in agreement. The majority of the respondents 64.8% agreed, 20.4% strongly agreed and only 14.8% disagreed. These results meant that largely members of the community driven development projects were involved in seeing how the project money was used. In the interviews, the respondents revealed that community members involved in the use of the projects money through participating in the budget making process in their meetings and taking decisions on the use of profits. One respondent stated, “They participate in determining the using of the proceeds from the existing project.” The views above mean that community members were involved in seeing how the project money was used.

4.4.3 Contribution to Resources Mobilisation

The respondents indicated that they contributed to resources mobilisation for their projects. The results on the item were a positive high Mean = 4.4074 and a low Standard Deviation = 0.49364 indicating no variation. All the respondents were in agreement with 59.3% agreeing and 40.7% strongly agreeing. These results meant that members of CDD projects contributed to resources mobilisation for their projects. In the interviews, the respondents revealed that community members contributed to resource mobilisation through member contributions, seeking donation and applying for community driven development funds at the Sub County. One member stated, "Group members using the binding group constitution, pay for membership, subscription and fine fees help the committees to run the project." Another member said, "Group members used project management committees to write concept papers and proposals with assistance from CDO to solicit for funds to strengthen and scale up their projects. While another member stated; Community members applied for community driven development fund from the Sub-county under CDD fund. This they do after meeting minimum requirements in hygiene and sanitation. These funds are in a form of a grant and can be used to start up a new project or scale up the existing project.

The results above meant that community members contributed to resources mobilisation for their projects.

4.4.4 Involvement in Planning for the Projects

The respondents revealed that they participated in all stages of planning for the projects. The results obtained on the item were a positive high Mean = 3.8148 and a relatively low Standard Deviation = 0.97777 which indicated limited variation in the responses. All the respondents were in agreement with 60.2% agreeing and 20.4% strongly agreeing and only 19.4 disagreed. These results mean that the members of community driven development projects participated in all stages of planning for the projects.

4.5 Performance of Community Development Projects

This item of the study presents data on the dependent variable of the study, namely; performance of community development projects. The questionnaire items were measured on a 5 point likert scale ranging from 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Undecided (UN), 4 = Agree (A) and 5 = Strongly Agree (A). A Mean score below 3.00 means that the respondents were in disagreement with the research question items while a Mean above 3.00 means that the respondents were in agreement with the question items. A low standard deviation, below 1.00000 indicates closeness of the results to the Mean hence in agreement or disagreement while a high Standard Deviation above 1.00000 shows higher variance from the mean indicating diverse responses from the respondents. The results obtained are presented in table 4.5.

Table 4.5: Performance of Community Development Projects

Item	Mean	Std Dev	SD	D	U	A	SA
The project is sustainable	3.4722	1.17972	5* 4.6**	22 20.4	22 20.4	35 32.4	24 22.2
The project has been expanding	4.5833	0.49531	-	-	-	45* 41.7**	63 58.3
Profits have been realized from the project	3.2870	1.46007	21 19.4	18* 16.7**	-	47 43.5	22 20.4
There is increased productivity	3.5926	1.07683	-	31* 28.7**	-	59 54.6	18 16.7
My income is now better with the project	4.0741	0.89342	-	13* 12.0**	-	61 56.5	34 31.5
Other people are also taking on the project	3.6944	1.31461	12* 11.1**	14 13.0	-	51 47.2	31 28.7
There is market for the products	3.3148	1.38516	14** 13.0	27 25.0	-	45 41.7	22 20.4
I have acquired more production assets	3.7593	1.04899	2* 1.9**	21 19.4	-	63 58.3	22 20.4
My skills have improved	4.2407	0.42953	-	-	-	82* 75.9**	26 24.1

Primary Data

The results in Table 4.5 show that all the means were positive between 3.2870 and 4.5833. However, the standard deviations showed that there were variations on a number of items. For instance the items with low Standard Deviations were only 3 and those with high deviations were 6. These results meant that whereas the projects were performing, there were still a number of the respondents who held a different view. The interpretation of the items follow here under.

4.5.1 Sustainability of the Project

The results in Table 4.5 show that the projects were sustainable. The results on the item were a positive Mean = 3.4722 although the high Standard Deviation = 1.17972 indicated variance. These results mean that those with the larger number of respondents were in agreement and there were those who disagreed. The majority of the larger number of the respondents 32.4% agreed and 22.2% strongly agreed. Those who were undecided were 20.4%, disagreed were 20.4% and those strongly disagreeing were 4.6%. With the larger number of the respondents in agreement, the results meant that largely, the respondents were in agreement that the projects were sustainable.

In the open responses of community members, it was pointed out that contributions from the members, availability of assets such as land, production equipment and skilled participants, made the projects sustainable. The respondents indicated that they had developed capacity to sustain their projects. However, there were those who indicated that further support was needed because they did not have sufficient resources and there was low profitability which made it necessary that the government and donors should continue supporting the projects is they were to be sustainable.

4.5.2 Expansion of the Projects

The respondents reported that the projects were expanding. The results on the item were a high Mean = 4.5833 and a low Standard Deviation = 0.49531. All the respondents were in agreement with the majority of 58.3% strongly agreeing and the remaining 41.7% agreeing. In the summary responses, the respondents gave various views indicating that their projects were expanding. One respondent stated, "At the beginning of the project, we started with one acre, but now our project covers five acres." Another respondent reported, "At the initial stage, we had limited machinery which was manually operated, however, today our machinery has increased and we have electronically powered and automatic machines and these have made our work easy. Several respondents gave views related to the above. This meant that projects under CDD were expanding.

4.5.3 Realisation of Profits

The results on the item largely revealed that the projects were realising profits. However, the Mean = 3.2870 was marginally high with a high Standard Deviation= 1.46007. These results meant that although the results were in agreement there was variation in the responses with a number of the respondents in disagreement. The larger number of the respondents 43.5% and 20.4% agreed and strongly agreed respectively. Those who disagreed were 16.7% and 19.4% strongly disagreed. In the open responses, the respondents largely indicated that profits were increasing but some reported that there was a problem of lack of market for the products, those involved in agriculture indicated the profitability of their projects was affected by drought and other indicated that the projects were in the initial stages and so had not fully realised profits. Overall however, the projects were experiencing some level of profitability.

4.5.4 Increased Productivity

The results on the item revealed that, largely, the respondents were experiencing increased productivity from their projects. The results on the item were a relatively high Mean = 3.5926 although the Standard Deviation = 1.07683 was also high indicating variation of the responses. The majority of the respondents 54.6% and 16.7% agreed and strongly agreed respectively with 28.7% of the respondents disagreeing. The summary responses revealed that there was increase in productivity. Accordingly, due to improved production methods and technology the respondents indicated that they were experiencing increased productivity. For instance, those involved in agriculture indicated that after adopting modern methods of farming such as use of fertilisers, pesticides and mechanised farming, their productivity had increased. Even those involved in carpentry indicated the electronically powered and automatic machines had made their production improve. This meant that CDD projects were experiencing increase in productivity.

4.5.5 Increase in Incomes

The respondents revealed that their incomes had increased since the uptake of the projects. The results on the item were a high Mean = 4.0741 and low Standard Deviation = .89342. The majority of the respondents 56.6% agreed, 31.5% strongly agreed and those who disagreed were only 12.0%. These results mean that incomes of the people participating in the projects had increased because of the projects. The respondents revealed that they incomes had increase because they shared some of the profits accruing from the sales of their projects. A number of the respondents indicated that after the projects they could easily pay schools of their children, had improved their homesteads, and had acquired more property and their welfare was now better. This means that community driven development projects helped in increasing the incomes of those up taking the projects.

4.5.6 Increase of Membership

As to whether, other people were also taking on the project, the results on the item were a high Mean = 3.6944 but with a high Standard Deviation = 1.31461. This meant that whereas the respondents were largely in agreement there was variation with some members' disagreeing. The majority of the respondents' 47.2% and 28.7% agreed and strongly agreed respectively. Those who disagreed 13.0% and 11.1% strongly disagreed. In their summary responses, the respondents largely indicating that they were receiving new members joining their projects and even there were other people that had started related projects after learning from the initial projects. This means that other people were also taking on the projects.

4.5.7 Market for the Products

As to whether there was market for the products, largely the respondents were in agreement. The results on the item were a minimally high Mean = 3.3148 with a high Standard Deviation = 1.38516. These results mean that although largely the respondents were in agreement, there several respondents with varying views. The majority of the respondents 41.7% and 20.4% agreed strongly agreed respectively. Those who disagreed were 25.0% and 13.0% strongly disagreed respectively. With the majority of the respondents in agreement, this meant that largely there was market for the products of the people involved in the community driven development projects. In their open responses, the respondents revealed that there were various markets for their products. Some revealed that they sold their products in the various neighbouring markets, others had partnered with factories that needed their products, there were those who sold to the locals and traders on the farm and even others linked with exporters e.g those in poultry. However, there were those who indicated that the market was low and so did not reap the profits they had anticipated. However, overall, the respondents largely indicated that there market was for their products.

4.5.8 Acquisition of More Production Assets

The respondents revealed that since adoption of the CDD projects, largely they had acquired more production assets. This was because the results on the item were a positive Mean = 3.7593 although the Standard Deviation = 1.04899 was high indicating variation in the responses. The majority of the respondents 58.3% agreed and 25.4 % strong agreed. Those who disagreed were 19.4% and 1.9% strongly disagreed. With the majority of the respondents in agreement, this meant that members of the CDD projects, had acquired more production assets. In their summary responses, a number of production assets were pointed by the respondents depending on the kind of projects they were involved in. For instance those involved in carpentry indicated that they had acquired machinery; those in agriculture indicated that they had acquired assets like sprayers, a tractor and hoes among others. Those involved in art and craft indicated that they had acquired sewing machines, materials and furniture among others. These results mean that as a result of CDD projects, members had obtained more production assets.

4.5.9 Skills Improvement

The respondents indicated that their skills had improved following their involvement in CDD projects. The results on the item were a high Mean = 4.2407 and a low Standard Deviation= 0.42953 which indicated agreement. All the respondents were in agreement with the majority of 75.9% agreeing and 24.1% strongly agreeing. With all the respondents in agreement, this meant that their skills of the members involved in the CDD projects had improved following their involvement in the projects. The respondents in their summary responses revealed that they had attended several workshops organised by their respective lower local government and NGOs in which they received training about various means of production, handling of the finished products, post harvesting techniques for those involved in agriculture and

marketing. These views indicate that skills of the members involved in the community driven projects had had improved following their involvement in the projects.

4.6 Correlation Analysis of Public Participation and Performance of Community Driven Development (CDD) projects

To establish whether there was a relationship between public participation on performance of community driven development (CDD) projects, a Correlation Analysis was carried out. Correlation results obtained on the item are presented in Table 4.6.

Table 4.6: Correlation Results between public participation and performance of community CDD projects

	Performance of CDD Projects	Public Participation in Projects Design	Public Participation in projects Management	Public Participation in Resources Management
Performance of CDD Projects	1	0.607**	0.520**	0.595**
		0.000	0.000	0.000
Public Participation in Projects Design		1	0.849**	0.993**
			0.000	0.000
Public Participation in projects Management			1	0.832**
				0.000
Public Participation in Resources Management				1

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

Source: Primary Data.

The results in Table 4.6 suggest that there is a positive significant relationship between public participation and performance of community driven development projects. For all the items, the critical values were significant at below 0.01 levels. This indicated the acceptance of the research hypotheses, namely; public participation in projects design, public participation in

projects management and public participation in resources management influence performance of community driven development projects. The results on public participation in projects design and performance of community driven development projects were r = 0.607, $p < 0.01$, the results on public participation in projects management and performance of community driven development projects were= 0.520, $p < 0.01$ and the results on public participation in resources management and performance of community driven development projects were r= 0.595, $p < 0.01$. These results meant that there is a positive significant relationship between public participation and performance of community driven development projects.

4.7 Regression Analysis on Public Participation and Performance of Community Driven Development Projects

To establish whether public participation influenced performance of community driven development projects, the dependent variable namely, performance of community driven development projects was regressed against independent variable of public participation. Multiple regression analysis of the aggregate index public participation on the three variables namely public participation in projects design, public participation in projects management and public participation in resources management yielded the results in Table 4.7.

Table4.7: Regression coefficients on Public Participation and Performance of Community Driven Development Projects

Variables	Standardised B	Sig. P
Constant		0.000
Public Participation in Projects Design	0.243	0.001
Public Participation in projects Management	0.559	0.000
Public Participation in Resources Management	0.520	0.000
R= 0.609 R^2 = 0.371 Adjusted R^2 = 0.353 F = 20.485, p < 0.000		

a. Dependent Variable: Performance of Community Driven Development Projects

b. Independent Variable: Public Participation

The results in Table 4.7 showed that, the public participation variables explained 35.3% of the variation in performance of community driven development projects as indicated by the value of adjusted R^2(adjusted R^2 = 0.353). The complete equation shows that the relationship was highly significant (F = 20.485, p< 0.00). This means that 64.7% was accounted for by other factors not considered in this study. All the three hypotheses proved statistically positively significant. Therefore, public participation in projects design influences performance of community driven development projects (β = 0.243, p < 0.000); public participation in projects management influences performance of community driven development projects (β = 0.559, p < 0.000); and public participation in resources management influences performance of community driven development projects (β = 0.520, p < 0.000). However, public participation in projects management was more positively significant followed by public participation in resources management and then public participation in projects design in influencing performance of community driven development projects.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary and discussion of the results derived from the data presented in chapter four. The discussion leads to different conclusions and a number of recommendations that are presented later on how public participation influences performance of community driven development (CDD) projects. The study sought to establish whether public participation influenced performance of community driven development (CDD) projects in Mukono District. The investigations of the study were based on the objectives of the study that sought to establish whether public participation in projects design influences performance of community driven development projects in Mukono District; whether public participation in projects management influences performance of community driven development projects in Mukono District; and whether public participation in resources management influences performance of community driven development (CDD) projects in Mukono District.

5.2 Summary of Findings

5.2.1 Objective One: To establish whether public participation in projects design influences performance of community driven development (CDD) projects in Mukono District.

The findings of the study revealed a positive significant relationship between public participation in projects design and performance of community driven development projects ($r = 607$, $p > 0.001$; $\beta = 0.243$, $p > 0.001$). Apparently, community members participated in deciding the sites of the projects (Mean = 4.2778; Standard Deviation = 0.60886); participated in deciding the sizes and designs of the projects (Mean = 3.4722; Standard

Deviation = 1.28586); participated in choosing the projects they under took (Mean = 3.5741; Standard Deviation = 1.23200); participated in deciding all the aspects of the projects (Mean = 4.3704; Standard Deviation = 0.86026); contributed ideas on how our project should look like (Mean = 4.3241; Standard Deviation = 0.47021); and participated in deciding the goals of (Mean = 4.2870; Standard Deviation = 0.45449).

5.2.2 Objective Two: To find out whether public participation in projects management influences performance of community driven development (CDD) projects in Mukono District.

The results of the study showed a positive significant relationship between public participation in projects management and performance of community driven development projects ($r = 0.520$, $p > 0.001$; $\beta = 0.559$, $p > 0.001$). Accordingly, there was community participation in making of decisions on how to run the projects by the public (Mean = 4.6019; Standard Deviation = 0.49180); addressing of their concerns about the project at the start of the project (Mean = 3.6852; Standard Deviation = 0.99201); committee members managing the projects (Mean = 4.3611; Standard Deviation = 0.48256); participating in discussing rules of their projects (Mean = 4.3611; Standard Deviation = 0.48256); and participation in approving the rules of the projects (Mean = 4.1944; Standard Deviation = 0.97116).

5.2.3 Objective Three: To establish whether public participation in resources management influences performance of community driven development (CDD) projects in Mukono District.

The results of the study indicated a positive significant relationship between public participation in resources management and performance of community driven development projects ($r = 0.592$, $p > 0.001$; $\beta = 0.520$, $p > 0.001$). Accordingly, the public contributed to the funding of the projects (Mean = 4.2593; Standard Deviation =0 .44027); individuals

supported their projects (Mean = 4.0093; Standard Deviation = 0.82593); were involved in seeing how the project money was used (Mean = 3.9074; Standard Deviation = 0.89168); contributed to resources mobilisation for their projects (Mean = 4.4074; Standard Deviation = .49364); and participated in all stages of planning for the projects (Mean = 3.8148; Standard Deviation = 0.97777).

5.3 Discussion of the Findings

5.3.1 Objective one: To establish whether public participation in projects design influences performance of community driven development (CDD) projects in Mukono District.

The findings of the study revealed a positive significant relationship between public participation in projects design and performance of community driven development projects. For instance community participated in deciding the sites of the projects. This was through providing the pieces of land where the projects were being situated/located through their meetings. However, for activities which required technical ability people who had the technical competency came in to help. This means that community members participated in deciding the sites of projects especially where technical competence was less necessary. This finding agrees with the findings of pervious scholars. For instance, Khwaja (2004) found out the community members participated in selecting sites of the projects and this participation improved project outcomes in nontechnical decisions, increasing community participation in technical decisions led to worse project outcomes. This means that in community driven development projects, it is imperative that community members participate in selecting sites for the projects.

Further, the study revealed that community members participated in choosing the projects they under took. This was through their meetings through which they identified the type of

enterprise to implement as a group; analysed the capacity of group members to look after the selected project in terms of time, skills and resources; determined management issues for the selected projects and discussed sustainability issues for the project. This finding resonated / resounded with the findings of other scholars. Madu et al. (2013) found out that communities were directly involved in the planning of development of projects conceived by them, indicating that there was bottom-up approach in project planning which is typical of community driven development. Accordingly, because of this involvement in planning, the value of productive assets increased significantly among the beneficiaries. This means that when community members participate in choosing the projects to undertake, the output is likely to be high.

The study showed that the public participated in deciding all the aspects of the projects. This was through determining the location, design, type of activities and budgeting for the necessary resources. This finding agrees with the findings of previous scholars. For instance, Adato et al. (2005) found out that the public was involved and the beneficiaries expressed design preferences, for example, with respect to allocation of space in community buildings. The peoples committee helped to decide on the design of a crèche, kitchen, and meeting hall. The community decided where they wanted to start with the greening and choosing the entrance to create a good first impression. This means that with community driven development projects, the public participated in deciding all the aspects of the projects.

Also, it was identified that community members participated in deciding the goals of the project. Members sat and decided goals and objectives that included improving the incomes of the members and the welfare of their families and promoting the development of the community and promote employment, besides protecting the environment. This finding concurs the finding by Kimenyi et al. (2014) who found involvement of households in setting

goals of the project positively and significantly affected satisfaction with the design of the projects. Accordingly, active participation in projects design positively contributed to beneficiary satisfaction with the projects. This means that to successfully implement community drive development projects, there is need to involve members in deciding the goals of the project.

5.3.2 Objective Two: To find out whether public participation in projects management influences performance of community driven development (CDD) projects in Mukono District.

The results of the study showed a positive significant relationship between public participation in projects management and performance of community driven development projects. In the first place, this was because the study found out that community members participated in making of decisions on how to run the projects. The results on the item were a high positive Mean = 4.6019 with a low Standard Deviation = 0.49180 indicating closeness. The results of the frequencies had all the respondents agreeing with the majority of 60.2% strongly agreeing and 39.8% agreeing. These results mean that all the respondents agreed that they participated in making of decisions on how to run the projects by selecting community procurement committees (CPCs); selecting project management committees (PMCS); co-funding of the projects either by cash or in kind; participating in monitoring and evaluation of projects; and voicing farmer concerns. This finding concurs with the finding by Madu et al. (2013) that public participation in projects involved **c**ollective action. Accordingly, CDD projects are normally implemented collectively through community members by consensus rather than individuals. The beneficiaries of CDD project plan and implement project activities collectively. This means that with CDD projects, community members participate in making of decisions on how to run the projects.

The study revealed that there is need to address concerns about the project at the start of the project. Such concerns include funding, forms of seeds, equipment, pests control and marketing of the produce. This finding resonates the finding by Adato et al. (2005) who found out that involvement up front means that if there are problems raised that need to be resolved, this occurs before the project is underway and changes become more costly. This is because for instance a community unhappy with how they see a project progressing may disrupt it midstream. This means that it is imperative that the problems of members of community driven development projects are addressed at the beginning of the projects.

In the findings of the study it was also identified that the committee members managed the projects. Committee members dealt with the government officials from the sub county and the district. Management committees were responsible for calling meetings, collections of members' contributions, procuring facilities and seeds, marketing and making reports to the authorities. This finding is in agreement with the finding by Adato et al. (2005) that although consensus on the importance of community participation had been voiced, there was also profound ambivalence about it, as well as widely different ideas about what it meant and where it was appropriate. Therefore, community-based committees were involved in some way in almost all the projects. This means the community driven development projects need committees to help in the running of the projects.

The study further established that community members participated in making and approving rules to run the projects. Accordingly, community members participated in making constitutions and their rules of procedure. The byelaws made by the community members were the basis for the governance of the projects. This finding is in line with the finding by Kimenyi et al. (2014) that involvement of households in discussing and approving the rules of the project positively and significantly affected satisfaction with the implementation of

projects. Accordingly, this contributed to beneficiary satisfaction with the projects. This means that community members should be involved in making and approving rules that govern their projects.

5.3.3 Objective Three: To establish whether public participation in resources management influences performance of community driven development (CDD) projects in Mukono District.

The results of the study indicated a positive significant relationship between public participation in resources management and performance of community driven development projects. This was because the public contributed to the funding of the projects through providing cash and other resources such as labour and assets such as land for the projects. This finding is supported by the findings of pervious scholars. For instance, Adamu, et al. (2013) found out that famers contributed to funding of their projects reducing dependence on public fund for meeting recurrent cost. Accordingly, the majority of famers sustained their project by themselves even after termination of the Government/ donors funding. This means that members of community driven development projects can contribute resources for their projects and even sustain them.

It was also revealed that community members were involved in seeing how the project money was used. This was through participating in the budget making process in their meetings and taking decisions on the use of profits among others. This finding concurs with the findings of previous scholars. For instance, Aniguchi (2012) found out that community driven development project approach instilled transparency especially, because many people were involved promoting checks and balances in the financial use of the money disbursed to the projects or internally generated. This means that with CDD projects, members are able to ensure accountability by involving themselves in seeing how money is utilised.

The study further established that community members contributed to resources mobilisation for the projects. Apparently, this was done through member contributions, seeking donation/ support and applying for community driven development funds at the Sub-county / District. This finding agrees with the finding made by Fonchingong & Fonjong (2003). They found out that community members were increasingly shouldering the adverse consequences of the economic downturn and the growing inability of the state to provide economic and social development by initiating, mobilising and galvanising their own resources in the quest for improving their standard of living. This means that community members contribute to mobilising of resources under the community driven development projects.

Lastly, it was found out that community members participated in all stages of planning for the projects. This finding is similar to the finding by Ahura (2011) that stakeholders involve in planning the resources hence increased transparency, making them identify with the budget and so support its implementation. This means that with CDD projects, community members who are the primary stakeholders in the projects participate in planning for the projects helping to ensure their successful performance.

5.4 Conclusion

The findings of the study revealed a number of pertinent issues that led to the reaching of the following conclusions;

5.4.1 Objective one: To establish whether public participation in projects design influences performance of community driven development (CDD) projects in Mukono District.

Public participation in projects design influences performance of community driven development. This is because community members involved in the projects decide the site,

size and design projects, choose the projects, how the project should look like and decide the goals of the projects.

5.4.2 Objective Two: To find out whether public participation in projects management influences performance of community driven development (CDD) projects in Mukono District.

Public participation in projects management influences performance of community driven development. This because community members involved in the projects determine how to run the project, their concerns are addressed at the start of the project removing future conflict and agree on the rules for managing the projects.

5.4.3 Objective Three: To establish whether public participation in resources management influences performance of community driven development (CDD) projects in Mukono District.

Public participation in resources management influences performance of community driven development. This is due to the fact that members are able to contribute to the funding of the projects, monitor the use of finances, mobilise resources and plan for the projects.

5.5 Recommendations

The findings and conclusions reached at in the study led to the making of the following recommendations;

5.5.1 Objective one: To establish whether public participation in projects design influences performance of community driven development (CDD) projects in Mukono District.

Government agencies such as Ministries, local governments and donor communities/ Development partners and MDAs supporting CDD projects should ensure that there is full

community members' participation especially in non-technical areas of the projects design. Community members can be involved in deciding the sites, sizes and designs of the projects, choosing the projects and participating in deciding the goals of the projects.

5.5.2 Objective Two: To find out whether public participation in projects management influences performance of community driven development (CDD) projects in Mukono District.

Government agencies such as Ministries, local governments and donor communities/ Development partners and MDAs should promote public participation in projects management. Public participation in the management of the projects can involve community participation in making of decisions on how to run the projects, committee members managing the projects, members participating in discussing and approving rules of their projects leading to sustainability of community development initiatives.

5.4.3 Objective Three: To establish whether public participation in resources management influences performance of community driven development (CDD) projects in Mukono District.

Government and donor policies should enhance public participation in resources management of community driven projects. This should be through promoting community contribution to the funding of the projects, overseeing how the project money is used and participated in all stages of planning for the projects. This can enhance transparency and accountability of duty bearers.

5.6 Areas for Further Research

This study examined the influence of public participation on the performance of community driven development projects. Further studies can be carried out on the context of community

driven development projects in Uganda, the success of community driven development projects in Uganda and challenges to community driven development projects in Uganda.

5.7 Limitations of the Study

The study scope being only one area that is Mukono District leads to a number of study limitations. In the first place, the causal conclusions might be limited in representativeness. This is because alternative explanations cannot be ruled out. The generality of the findings is a concern because of limited unit of analysis. However, because there was triangulation in data collection methods and approaches (quantitative and qualitative) enhanced clarity of findings.

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APPENDINCES

Appendix i: Determining Sample Size from a Given Population by the Small Sample Technique for Selection of Sample

N	***S***	***N***	***S***	***N***	***S***
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—*N* is population size.
S is sample size.

By Robert V. Krejcie &Daryle W. Morgan (1970).

Appendix ii: Questionnaire for Community Members

I am currently undertaking research on the topic "Public Participation and performance of Community Driven Development (CDD) Projects in Mukono District, Uganda "in partial fulfilment for the award of a degree in Management Studies (Project Planning and Management) of Uganda Management Institute. Participation is entirely out of your free will and necessary for the success of this work. I request you to respond with truthfulness and honesty for the success of the research. Information provided will be treated with maximum confidentiality

Sincerely;

……

Christopher Magezi

Researcher

0772 933 139/ 0701 933 139

SECTION A: Background Information (Please Tick Appropriate)

1. Gender

Male	Female

2. Age group category

Below 30 Years	30-40 Years	41-50 Years	Above 50 Years

3. Project Type

4. How long have you been in business

Less than 4 years	4 – 9 years	10 years and above

Section B: public participation (IV)

This section presents items on public participation. The section is divided into three parts, namely; public participation in projects design, public participation in projects management and public participation in resources management. Kindly you are requested to indicate your feelings about your participation and performance of the projects using the scale where, 1 = Strongly Disagree, 2 = Disagree, 3 = Undecided, 4 = Agree and 5 = Strongly Agree**.**

B1	Public Participation in Projects Design	SD	D	U	A	SA
		1	2	3	4	5
B1.1	I participated in deciding the site of the project					
B1.2	I participated in deciding size and design of our project					
B1.3	I participated in choosing the project we under took					
B1.4	I participated in deciding all the aspects of the project					
B1.5	Contributed ideas on how our project should look like					
B1.6	I participated in deciding the goals of the project					

B1.6 Briefly, summarise your analysis of your involvement in the design of the project you are implementing?

.....

.....

.....

B2	Public Participation in projects Management	SD	D	U	A	SA
		1	2	3	4	5
B2.1	I participate in making decisions on how to run the project					
B2.2	My concerns about the project were addressed at the start of the project					
B2.3	The committee members of the project I am involved in take part managing the project					
B2.4	I have participated in discussing rules of our project					
B2.5	I have participated in approving the rules of the project					

B2.6 In summary, what is your analysis about your participation in the management of the project?

.....

.....

.....

B3	Participation in Resources Management	SD 1	D 2	U 3	A 4	SA 5
B3.1	I contribute to the funding of the project					
B3.2	I support my project					
B3.3	I am involved in seeing how the project money is used in the running of the project					
B3.4	I contribute to resource mobilisation efforts for the project					
B3.5	I am involved in all stages of planning for the project					

B3.6 In summary, what is your opinion on the extent to which you are involved in resources management for your project?

.....

.....

.....

Section C: Performance of Community Driven Development Projects

This section presents items on community driven development projects. Kindly requested indicate your feeling about the performance of your business using the scale where, 1 = Strongly Disagree, 2 = Disagree, 3 = Undecided, 4 = Agree and 5 = Strongly Agree**.**

C1	**Performance of Community Development Projects**	**SD** **1**	**D** **2**	**U** **3**	**A** **4**	**SA** **5**
C1.1	The project is sustainable					
C1.2	The project has been expanding					
C1.3	Profits have been realised from the project					
C1.4	There is increased productivity					
C1.5	My income is now better because of the project					
C16	Other people are also taking on the project					
C1.7	There is market for the products					
C1.8	I have acquired more production assets					
C1.9	My skills have improved					

C1.11 In summary, how do you assess the performance your project?

.....

.....

.....

Appendix iii: Interview Guide for Political Leaders and Technical Staff

1. How do community members participate in selecting the sites for the projects?
2. What is the level of involvement of community members in determining the design of the projects?
3. What was the role of community members in choosing the type of project to carry out?
4. What is the influence of community members in deciding the location of project?
5. How do group members participate in the running of the projects?
6. At what level are community members concerns about the project addressed?
7. What is the contribution of the CDD member's farmers in the running of the projects?
8. What is the role of farmers committees in the projects?
9. What resources are available for the project?
10. What resources do group members contribute to the project?
11. What resources mobilisation schemes are in place for the project?

Appendix iv: Validity of Public Participation in Projects Design

Judges	Relevant	Irrelevant	
Judge 1	5	1	
Judge 2	4	2	
			6

CVI = 5+4 = 9 ÷2 = 4.5

4.5 ÷ 6 = 0.75

Appendix v: Validity of Public Participation in Projects Management

Judges	Relevant	Irrelevant	
Judge 1	4	1	
Judge 2	5	0	
			5

CVI = 4 + 5 = 9 ÷ 2 = 4.5

4.5 ÷ 5 = 0.90

Appendix vi: Validity of Participation in Resources Management

Judges	Relevant	Irrelevant	
Judge 1	3	2	
Judge 2	4	1	
			5

CVI = 3 + 4= 5 ÷2 = 3.5

3.5 ÷ 5 = 0.70

Appendix vii: Performance of Community Development Projects

Judges	Relevant	Irrelevant	
Judge 1	7	3	
Judge 2	8	2	
			10

CVI = 7+ 8= 15÷2 = 7.5

7.5 ÷ 10 = 0.75

Appendix viii: Reliability Analysis – Scale (Alpha) for Public Participation in Projects Design

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.830	0.837	5

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.713	3.125	4.563	1.438	1.460	0.349	5
Item Variances	1.148	0.263	1.663	1.400	6.333	0.308	5
Inter-Item Covariance	0.566	0.100	1.100	1.000	11.000	0.139	5
Inter-Item Correlations	0.507	0.178	0.800	0.622	4.491	0.051	5

Appendix ix: Reliability Analysis – Scale (Alpha) for Public Participation in Projects Management

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.748	0.784	5

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.438	3.938	4.563	0.625	1.159	0.078	5
Item Variances	0.356	0.263	0.729	0.467	2.778	0.044	5
Inter-Item Covariances	0.133	0.038	0.263	0.225	7.000	0.010	5
Inter-Item Correlations	0.421	0.086	1.000	0.914	11.667	0.111	5

Appendix x: Reliability Analysis – Scale (Alpha) for Participation in Projects Management

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.830	0.837	5

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.713	3.125	4.563	1.438	1.460	0.349	5
Item Variances	1.148	0.263	1.663	1.400	6.333	0.308	5
Inter-Item Covariances	0.566	0.100	1.100	1.000	11.000	0.139	5
Inter-Item Correlations	0 .507	0.178	0.800	0.622	4.491	0.051	5

Appendix xi: Reliability Analysis – Scale (Alpha) for Performance of CDD Projects

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
0.791	0.789	7

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.536	2.313	4.688	2.375	2.027	0.574	7
Item Variances	1.283	0.117	2.250	2.133	19.286	0.690	7
Inter-Item Covariances	0.219	-0.742	1.383	2.125	-1.865	0.336	7
Inter-Item Correlations	0.240	-0.429	0.851	1.280	-1.985	0 .139	7

Appendix xii: Field Research Letter

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Website: http://www.umi.ac.ug

Your Ref:

Our Ref: **G/35**

10 March 2015

Mr. Christopher Magezi
13/MMSPPM/32/040

Dear Mr. Magezi,

FIELD RESEARCH

Following a successful defense of your proposal before a panel of Masters Defense Committee and the inclusion of suggested comments, I wish to recommend you to proceed for fieldwork.

Please note that the previous chapters 1, 2 and 3 will need to be continuously improved and updated as you progress in your research work.

Wishing you the best in the field.

Yours sincerely,

Gerald Karyeija (PhD)
AG. DEAN, SCHOOL OF MANAGEMENT SCIENCE

Appendix xiii: Map of Mukono District