

**INSTITUTIONAL FACTORS AFFECTING PERFORMANCE OF  
NATIONAL AGRICULTURAL ADVISORY SERVICES PROGRAMME IN  
KABALE MUNICIPALITY, UGANDA**

**BY**

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**NOVEMBER 2013**

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REG.10/MMSPPM/23/083**

**A DISSERTATION SUBMITTED TO SCHOOL OF MANAGEMENT SCIENCE IN  
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STUDIES (PROJECT PLANNING AND  
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MANAGEMENT  
INSTITUTE**

**NOVEMBER 2013**

## **DECLARATION**

I, Wilberforce Korugyendo, do hereby declare that this dissertation is my original work and has never been presented /submitted in any University/ institution for any academic award or for any other purposes before.

Wilberforce Korugyendo

Signed.....

Date.....

**APPROVAL**

This is to certify that this dissertation was conducted under our supervision and has been submitted for award of a masters degree with our approval.

Signature .....Date.....

Mr. Michael Kiwanuka

UMI Supervisor

Signature .....Date.....

Mr. Adrian Beinebyabo

UMI Supervisor

## **DEDICATION**

This dissertation is dedicated to my; beloved wife Hope Korugyendo, children Korugyendo Treasure Twinamasiko, Korugyendo Faith Niwakora and daughter Shakiri Tumwakire, nephew Bossa Akandwanaho for their moral support and without whose inspiration, I would not have stood the test of the time. Also to my dear mother Dinah Everina Turyagyenda and father Nathan Turyagyenda (RIP) who did not live to see me this far.

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## **ACRONYMS AND ABBREVIATIONS**

ATMA: Agricultural Technology Management Agency

CARP: Comprehensive Agrarian Reform Program

CVI: Content Validity Index

FBO : Farmer Based Organization

FFS: Farmer Field School

HIPC: Highly Indebted Poor Countries

HIV/AIDS: Human Immune Deficiency Virus/ Acquired Immune Deficiency Syndrome

IID: Initiatives for International Dialog

IPM: Integrated Pest Management

LGMSD: Local Government Management Service Delivery

MOFA: Ministry of Food and Agriculture

NAADS: National Agricultural Advisory Services

NGO: Non- Governmental Organization

PARRDS: Partnership Agrarian Reform and Rural Development Services

PATC: Principal Assistant Town Clerk

PEAP: Poverty Eradication Action Plan

PMA: Plan for Modernization of Agriculture

PPDA: Public Procurement and Disposal of Assets

PWDS: People with Disabilities

RIP: Rest in Peace

SPSS: Statistical Package for Social Scientists

TPC: Technical Planning Committee

TSUPU: Transforming Settlement for Urban Poor in Uganda

T&V: Train and Visit

UMI: Uganda Management institute

UPPC: Uganda Public Publishing Corporation

USA: United States of America



## **ABSTRACT**

The study investigated the effect of institutional factors on the performance of NAADS programme in Kabale Municipality. The study objectives were to; find out the effect of the structures, determine the effect of the policy guidelines, establish the effect of leadership, investigate the moderator effect of the cultural practices on the performance of NAADS programme in Kabale Municipality. The study used case study as main design and adopted cross sectional design. The study population was 186, sample size was 163 and data were collected from a sample of 132 respondents thus the response rate was 81%. The data collection instruments used was questionnaire, interview guides, observation checklist, and documentary review guide. The data was analyzed using frequency distributions, correlation and regression analysis. The study found that structures, policy guidelines and leadership significantly affect the performance of NAADS program and cultural practices have a moderating effect on its performance and of the four, policy guidelines have great magnitude. Since institutional factors affect the performance of NAADS performance, institutions at all levels are very key for NAADS programme to succeed. Therefore the study concluded that; all NAADS structures should be in place for it to perform well in municipalities of Uganda, there will be improvement in the performance of NAADS programme if policy guidelines are streamlined, there will be an improvement in the performance of NAADS programme if leadership is streamlined and cultural practices moderate institutional factors and at the same time affect the performance of NAADS directly. The study recommended for NAADS national secretariat to introduce lacking functional NAADS structures at Municipal levels, the government of Uganda should revisit the NAADS Act 2003 and NAADS regulations to give the municipal authorities autonomy to manage financial and accountability of NAADS funds, procurement and audit like any other government programmes, Farmer forum leadership should be extended to municipal levels and take lead in creating awareness, the management of NAADS programme should have a deliberate effort to include the poorest of the poor especially women in the programme and lastly the study recommend for other areas of research in other factors affecting performance of NAADS in Municipalities of Uganda.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.0 Introduction**

This study investigated the institutional factors that affect the performance of NAADS programmes in Kabale Municipality in Uganda. Institutional factors were conceived as independent variable while performance of NAADS was the dependent variable. This chapter presents the background to the study, the problem statement, purpose of the study, research objectives, research questions, hypotheses and the conceptual frame work. The chapter also presents the scope of the study, significance of the study, justification and the operational definition of key terms and concepts.

### **1.1 Background to the study**

#### **1.1.1 Historical background**

Globally many contemporary extension systems, such as the Agricultural Technology Management Agency (ATMA) approach in India, and the reforming systems of China, were moving in this direction under a diverse set of governance structures. An important element in these approaches is the involvement of farmers' organizations in decentralized decision-making. In the ATMA model, for example, farmers' organizations were involved in planning and priority-setting of extension activities (World Development Report 2008).

In addition to developing new institutional arrangements for financing and providing agricultural advisory services, advisory methods had also become more diverse and include, for example, participatory and group-based extension method. One approach that had gained wide application is that known as Farmer Field Schools (FFSs), which was designed originally as a way to introduce

knowledge on integrated pest management (IPM) to irrigated rice farmers in Asia. The Philippines and Indonesia were key areas in implementing this farmer training effort (World Bank, 2008)

Farmers' organizations can play an even more important role in approaches to devolution when extension functions become the responsibility of farmers' associations, rather than being just devolved to local governments. This strategy had been pursued in several West African countries, where there had been some notable successes. This approach is likely to have a greater impact on accountability, as the employer represents even more closely the clientele, and thus the incentives for higher quality of service are better. Decentralization and devolution may also be associated with the contracting out of extension services to private providers and non-governmental organizations (NGOs), an approach followed in Uganda's NAADS (National Agricultural Advisory Services) system, although with the limited evidence yet at hand, the jury was still out on the worth of such contracting. Another approach to involve the private sector was that of involving public-private partnerships, where a private company and a public agency jointly finance and provide advisory services, as in cases in India (World Bank, 2008)

The situation in Ghana was typical of many of the recent reforms. The 2003 modified extension policy represented an attempt to change a previously modified Train and Visit (T&V) system that was not working, bring it into line with a 1997 national policy to decentralize services, and to try to get a system that would perform in socially productive ways. It was based on nine principles to guide the Ministry of Food and Agriculture (MOFA) namely; (1) promote farmer-driven extension and research to ensure that services provided are relevant to farmers' needs; (2) empower farmers through the formation and development of Farmer Based Organizations (FBOs) including marketing and agro-processing associations and cooperatives in collaboration with the Department of Co-operatives; (3) promote the best agricultural practices; (4) improve on the efficiency and cost-effectiveness of publicly-funded extension services; (5) broaden extension services delivery; (6)

ensure that appropriate institutional structures are developed at all implementation levels to operate the new agricultural extension policy (7) implement an effective monitoring and evaluation system for agricultural extension services; (8) undertake a broad-based human-resource development program by ensuring continuous capacity building of agricultural development workers; and (9) respond to the emerging issues of the HIV/AIDS pandemic, environmental degradation and poverty reduction. Extension efforts also focused on the areas of gender, equity and client empowerment as they relate to sustainable agricultural production. Putting such an ambitious policy into effect had been challenging and seemingly was taking rather longer to accomplish than was anticipated.

In Kenya, although previous evaluations had indicated remarkably high positive economic returns to extension investments, a comprehensive evaluation based on improved and new data revealed a disappointing performance of extension, with a finding of an ineffective, inefficient, and unsustainable T&V-based extension system (for the present purpose not treated here as a “new” approach) and, disturbingly, no measurable impact on farmer efficiency or crop productivity (Gautam 2000).

In response to the challenges of rural economic transformation and poverty eradication in agriculture sector, the government of Uganda in 1997 put in place the Poverty Eradication Action plan (PEAP), whose key goal was to raise smallholder farm incomes. The Government of Uganda directed the debt relief from the donor community under Highly Indebted Poor Countries (HIPC) initiative through a special fund –the poverty action fund to social development, particularly rural transformation and modernization of agriculture over the next subsequent 20 to 25 years.

Agricultural transformation was to be guided by the Plan for Modernization of Agriculture (PMA) designed to transform farmers from predominately subsistent farming to commercial farming. The plan aim was to overcome the key factors undermining agricultural productivity. Based on the needs deriving from the factors, five programmes were identified for development

and implementation under the PMA, principally among which was NAADS programme. The fundamental aim of the NAADS programme was to develop demand –driven client oriented and farmer –led agricultural service delivery system targeting the poor and mainly the women ( NAADS computerization of Needs, study progress report Volume 1, Ernst & young, June 2002 , Kampala).

NAADS Programme was one of the five core programmes of Plan for Modernization of Agriculture. The programme was set up by an act of parliament in 2001 and was essentially rural based (NAADS ACT, 2001). Originally NAADS was meant to train and empower farmers with relevant knowledge, skills and positive attitudes. Later there was a shift to supporting farmers with technology input.

In very simplistic terms, farmers in Uganda can be divided into three categories and NAADS targeted all of them. At the top, there are those educated and wealthier farmers - mainly men - who are quickly able to organize and avail themselves of the advisory services offered. In the middle are those who are not as wealthy and connected as the top tier, but if properly supported could use their existing organizations and social networks to access advisory services. At the bottom, are the very poorest and socially excluded from society; these often include marginalized groups such as widows, the elderly and the handicapped. Those at the bottom are not usually members of groups that increase members' incomes and were rarely aware of existing opportunities to improve their livelihoods. Additional efforts would be required to include those farmers at the bottom level in farmers' forums and to ensure that their voices were heard so that they too were able to access advisory services (NAADS guidelines, 2004, UPPC, Entebbe). All these categories were in urban municipalities especially in the peri-urban areas.

It was later enrolled in Municipalities in 2004 and Kabale was taken as pilot Municipality. Later other municipalities were brought on board in 2006.

### **1.1.2 Theoretical Background**

The study was guided by institutional theory. The Institutional theory focuses on the deeper and more resilient aspects of social structure (Bjork, 2004). It considers the processes by which structures, including schemas; rules, norms, and routines, become established as authoritative guidelines for social behavior (Scott, 2004). Different components of institutional theory explain how these elements are created, diffused, adopted, and adapted over space and time; and how they fall into decline and disuse.

Powell & DiMaggio (1991) define an emerging perspective in organization theory and sociology, which they term the 'new institutionalism', as rejecting the rational-actor models of classical economics. Instead, it seeks cognitive and cultural explanations of social and organizational phenomena by considering the properties of supra-individual units of analysis that cannot be reduced to aggregations

Based on the institutional theory, sociological and political theorizing, emphasis is on management of finance, accountability, reporting and procurement procedures to be in hands of the municipal authorities.

Normative institutionalism is referred to by Hall and Taylor (1996) as "Sociological institutionalism". It defines institutions much more broadly than political scientist or economist and it includes also the symbol systems, cognitive scripts and moral templates, hence it breaks down the divide between 'institutions' and 'culture'. In the same way cultural practices do affect NAADS in Kabale Municipal Council

### **1.1.3 Conceptual Background**

Institutions are systems of rules and inducements to behavior in which individuals attempt to maximize their own utilities. Institutional factors are structures including schemas, rules, norms

and routine that become established as authoritative guideline for social behavior (Scott, 2004). Structure is a state of being well organized or planned with all parts linked together. Programme structure is the way responsibility and power allocated, and work procedures are carried out, amongst the employees and other key stakeholders.

The policy guidelines refer to the procedures, regulations and legal framework in accordance to the Act of Parliament. The procedures and institutional arrangements of the NAADS were in a way that financial flow, accountability and reporting mechanism considered municipal divisions as sub counties of district. The coordination of the municipal divisions' farmer forums was by the District farmer forums and municipal farmer forums did not exist. Procurement arrangements were on one hand community procurement and on the other hand follow the PPDA guidelines. However the procurement of the municipal Divisions was done by the District.

Leadership refers to the process whereby an individual influences a group of individuals to achieve common goals (Northouse, 2007 p3). In this study it was used to refer different category of individuals who used to influence farmers to achieve the NAADS objectives. Among other the categories included the Farmer forum leadership, procurement committees and the extension service agents.

Cultural practices are people's social behaviors that govern a given community, organization or society. They include common beliefs, norms, attitudes and religion. Under NAADS programme cultural practices was likely to determine the type of technology and enterprises to be undertaken. Performance of the programme refers to how well the programme is planned, implemented, valued and monitored and extent to which it fulfills its objectives. The performance measures included among others, the quantity outputs, quality of inputs, number of beneficiaries, awareness (change made in the community of intervention), and value for money and the equity issues of inclusion and participation.

#### **1.1.4 Contextual Background**

Kabale Municipality is situated in the South of Western Uganda, and is the only municipality in the District of Kabale District. Kabale Municipality is one of the old thirteen municipalities in Uganda. It borders with Kitumba sub county in the south and west, Bubaare to the north and Kyanamira to the East (Kabale Municipal Statistical Abstract, 2010). Kabale Municipality was the pioneer of all municipalities in Uganda to implement NAADS programme far back in 2004. Other municipalities were brought on board in 2006. The NAADS programme in Kabale municipality is coordinated by the Kabale district NAADS coordinator. The planning, financial management and supervision are done by Kabale District local Government which regarded Kabale Municipal Divisions as sub counties. NAADS programme had increased access to information, Knowledge and technology through its activities in the municipality. The programme has introduced new enterprises in Kabale municipality such as mushroom growing, poultry, piggery and Zero grazing which utilize relative limited space with high yields (Kabale District NAADS report, 2009). However despite nine years of implementation in Kabale municipality, little impact has been realized. Few people have benefited from the programme. The poorest of the poor, marginalized groups have not benefited from the programme and yet the last five years the Municipality have been receiving on average about 222,000,000/= per annum. Both the political and technical key stake holders of the Municipality are not aware of the operations of NAADS programme (Kabale Municipal Budget conference minutes, 5<sup>th</sup> January 2012)

The municipal positions are not considered and this has an implication in planning, implementation, supervision, monitoring and evaluation in urban authorities (NAADS interim report, 11<sup>th</sup> May, 2000).



## **1.2 Statement of the Problem**

NAADS Programme was one of the five core programmes of Plan for Modernization of Agriculture in Uganda. The programme was set up by an Act of Parliament in 2001 and was originally rural based (NAADS ACT, 2001). NAADS is intended to train and empower farmers with relevant knowledge, skills and positive attitudes and supporting them with technology input. Since its inception in Kabale municipality in 2004, the planning, implementation, supervision, monitoring and evaluation are done by Kabale district local government and Kabale district local government executive foresees the programme including municipal divisions. The district NAADS coordinator coordinates all NAADS activities. Financial flow, accountability and reporting are managed by the District and the Municipal Divisions.

In spite the good intentions of the NAADS programme, its performance remains far below expectations in Kabale Municipality. The poorest of the poor and the marginalized groups have not benefited from the programme. Peri-urban farmers in many areas for example, are not receiving advisory services. Kabale Municipal Council has never received any report on NAADS programme, and financial management of NAADS programme is a nightmare. The Municipal Council Local Government was not aware of the operations of NAADS programme (Kabale Municipal Budget conference minutes, 5<sup>th</sup> January 2012).

No research has been conducted on the institutional factors affecting performance of NAADS in Kabale Municipality; therefore this study investigated institutional factors affecting performance of NAADS programme in Kabale Municipality.

### **1.3 Purpose of the Study**

The purpose of the study was to investigate institutional factors affecting performance of NAADS programme in Kabale Municipality

### **1.4 Objectives of the Study**

- i. To find out the effect of the structures on the Performance of NAADS programme in Kabale Municipality.
- ii. To determine the effect of policy guidelines on the performance of NAADS programme in Kabale Municipality.
- iii. To establish the effect of leadership on performance of NAADS programme in Kabale Municipality.
- iv. To investigate the moderator effect of the cultural practices on institutional factors affecting performance of NAADS in Kabale Municipality.

### **1.5 Research Questions**

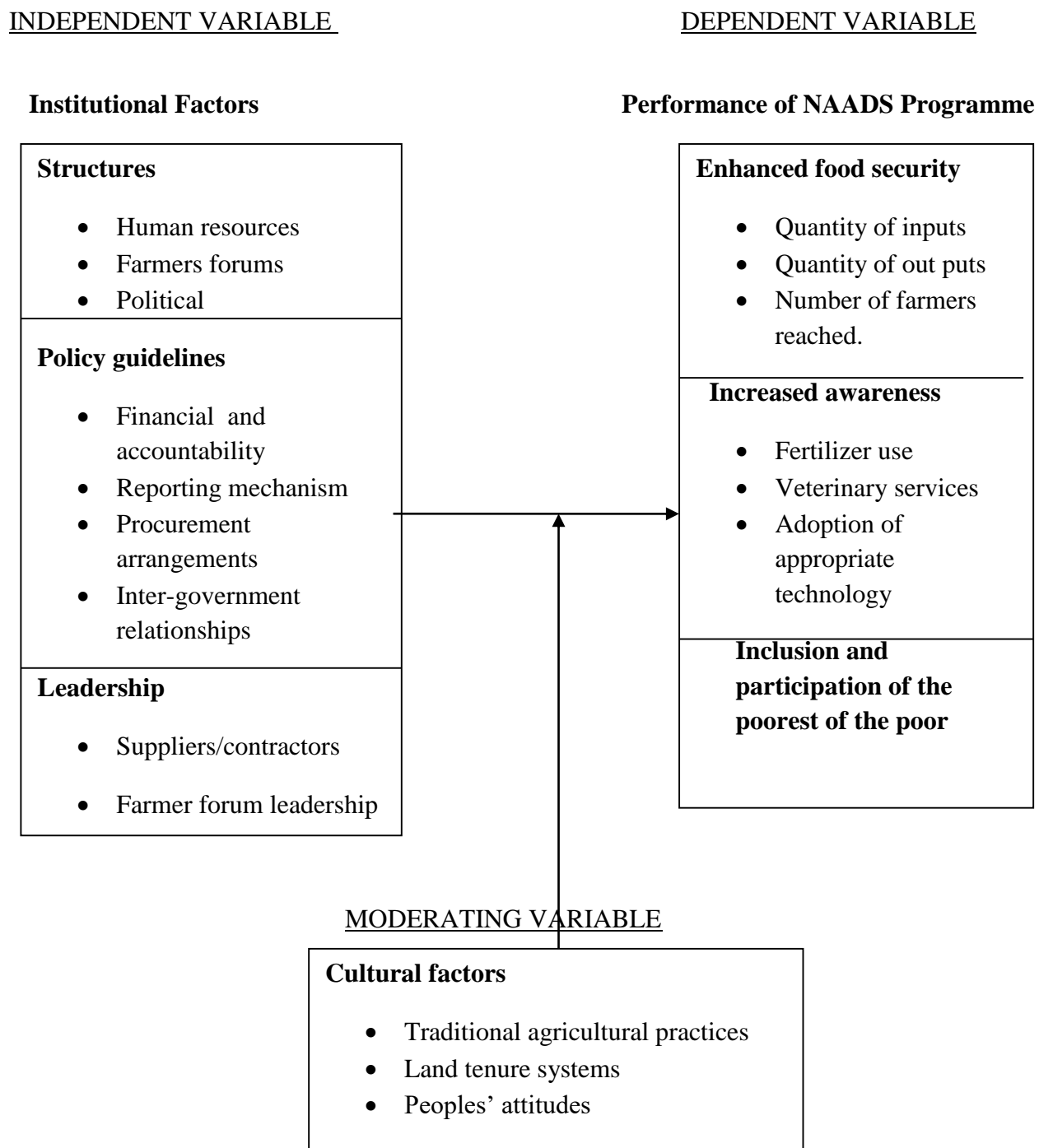
- i. How do the structures affect the performance of NAADS programme in Kabale Municipality?
- ii. How do policy guidelines affect the performance of NAADS programme in Kabale Municipal municipality?
- iii. How does leadership affect performance of the NAADS programme in Kabale Municipality?
- iv. What is the effect of Cultural practices on institutional factors affecting performance of NAADS programme in Kabale Municipality?

## **1.6 Hypotheses**

- i. There is a negative significant relationship between structures and the performance of NAADS programme.
- ii. The policy guidelines do not affect the performance of NAADS programme.
- iii. Leadership does not affect its performance of NAADS Programme.
- iv. Cultural practices have no effect on the performance of NAADS programme.

## 1.7 Conceptual Framework

**Fig 1:1 The model of conceptual frame work showing the relationship between institutional factors and the performance of NAADS programme in municipalities.**



*Source: Institutional theory (Bjork, 2004 & Scott, 2004) and NAADS guidelines and modified by the researcher.*

Figure 1.1 Model of conceptual frame work for the study of institutional factors affecting performance of NAADS in Municipalities. The independent variables were structures in which NAADS programmes used to operate, the policy guidelines of NAADS programme and civil leadership. The moderating variable was cultural practices in Kabale municipality. The dependent variable was performance of NAADS programme with following dimensions; the enhanced food security, awareness and inclusion and participation of the poorest of the poor. The relationship between the independent variable and dependent variable was many to one i.e. many institutional factors were affecting the performance of NAADS programme.

## **1.8 Significance of the study**

The study findings may inform policy makers the peculiar institutional considerations of Municipalities to facilitate the performance of the NAADS programme.

The study was to provoke the planners to think of the alternative programme for inclusion of the poorest of the poor in Kabale Municipality.

The study findings and recommendations will contribute to the body of Knowledge and might be useful to other future researchers.

## **1.9 Scope of the study**

### **1.9.1 Geographical scope**

The study was carried out in Kabale Municipality located in the South western part of Uganda. This was because the researcher was working there and therefore had the baseline information for research study.

### **1.9.2 Content scope**

The study concentrated on the institutional factors that affect NAADS performance in Kabale Municipality and main variables of interest included; structures, policy guidelines, leadership of NAADS and cultural practices of Municipal farmers and analyzed how they affect performance of NAADS programme.

### **1.9.3 The time scope**

The years from 2004 to 2012 were studied. The period was chosen because NAADS programme was introduced in the Municipalities in 2004. This helped the researcher to trace the evolution of NAADS programme and its performance in Kabale Municipality.

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

NAADS programme was originally rural based programme which was later introduced to Municipalities without thorough study. The department of production in which the programme is housed is not fully instituted in municipalities and yet NAADS funds flow to municipalities. Some of the objectives of NAADS programme have not been achieved since its inception in Municipalities. This study establishes whether the performance of NAADS has been attributed by the institutional arrangement in the NAADS programme.

### **1.11 Operational definitions**

In carrying out the study the following operation definitions were used.

**Institutional factors:** Factors accrued from the established organs and recognized.

**Structures:** These are organizational structures for political offices, technical and farmer for a leadership.

**Policy guide lines:** These are regulations governing NAADS operations.

**Leadership:** This refers to farmer forum representatives, procurement committees and contractors/potential suppliers.

**Cultural practices:** These refer to norms and practices in regard to agriculture.

**Municipalities:** Urban authorities which are autonomous accounting entities including City Divisions.

**Performance of programme:** Performance measured on how well a programme is, planned, implemented, monitored, supervised and evaluated to achieve its original objectives and reaching target group.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

The study investigated institutional factors affecting performance of NAADS programme in Kabale Municipality. This chapter presents the theoretical review, conceptual literature review and the summary of literature. The actual literature review was organized under the following themes: Structure and Programme Performance, Policy guidelines and Programme Performance, Civil leadership and performance, Cultural practices and Programme Performance.

#### **2.1 Actual literature review**

##### **2.1.1 Structure and NAADS Programme Performance**

The framework, typically hierarchical, within which an organization arranges its lines of authority and communications, and allocates rights and duties. Organizational structure determines the manner and extent to which roles, power, and responsibilities are delegated, controlled, and coordinated, and how information flows between levels of management. An organizational structure depends entirely on the organization's objectives and the strategy chosen to achieve them. In a centralized structure, the decision making power is concentrated in the top layer of the management and tight control is exercised over departments and divisions. In a decentralized structure, the decision making power is distributed and the departments and divisions have varying degrees of autonomy. An organizational chart illustrates the organizational structure (<http://www.businessdictionary.com/definition/organizational-structure.html>).



Programme structure is the way responsibility and power allocated, and work procedures are carried out, amongst the employees and other key stakeholders. If employees find themselves in a formalized structure, the flow of communication will be impaired and innovation restricted. The innovation and organizational theory literature argue that implementing radical innovation can be facilitated or hindered by the organization's structural design. A rigid, Mechanistic structure may constrain spontaneous, extra-role behaviours, while the more open, organic structures may actually foster initiative beyond job descriptions, Paine & Organ (2000). Nahm, vonderembse & Koufteros (2003) contend that organizational structure may hinder or promote innovativeness whereas Van der Post et al., (1997) urges contrary citing that employees should perceive an informal atmosphere, allowing them to be creative and innovative. It is arguable that formalized structures do not necessarily restrict staff innovation and autonomy.

Organization that functions in the institutional environment must "acquire types of personnel and develop structural arrangements and production process that conform to the specification of that sector"(Scott&Meyer 1983:141). On the other hand recent reviews in political science (March&Olsen 1984 and in economics (North 1986) reflect the emergence of explanations based on institutions "behaving" as actors in their own right. In economics theorist grapple with the constraints that institutions place on the choices that individuals make, and little emphasis is placed on the character of the institutional structure. In political science, there seems to be more concerned with character for institutional structures, especially how they changed once formed, but this work is done primarily by political sociologist.

Formal structure as a ceremonial function: Jepperson (2001: 7) described formal organizational structure as ceremonial in function, serving to signal to and reassure external groups as well as organizational constituents that the organization is legitimate. Such "signal rationality" is a strategy

for organizational survival which can be contrasted with the economic rationality which traditional institutional theory emphasized as a strategy toward the same end. For instance, establishing an agency website may do little to achieve actual efficiencies but a great deal to signal to legitimating organizations that the agency is a legitimate modern organization (Clerkin, 2006).

The field of sociology: New institutional theory was associated with compatible intellectual trends in ethnography, phenomenology, symbolic interactions, and other schools which emphasized intersubjectivity and the creating of meaning based on differing contexts for human interaction. These approaches contrasted purported behavior under the formal structure of institutions with actual behavior created in context through informal as well as formal human interaction.

Michael and Frank, (2003), suggest that a crisis in productivity can rise for number of reasons; poor labour -management relationship, hostile relationship between governments and the business. Literature suggests a relationship between competition and efficiency and between market

Structure and performance; these relationships have generated competing hypotheses. On one hand, the traditional collusion hypothesis, also called the structure-conduct-performance hypothesis (Bain, 1951), proposes that market concentration lowers the cost of collusion between firms and results in higher than normal profits. On the other hand, the efficient structure hypothesis (Demsetz, 1973) postulates an alternative explanation for the existence of positive correlation between concentration and profitability, affirming that the most efficient firms obtain greater profitability and market share and, consequently, the market becomes more concentrated.

In this case, the positive observed relationship between concentration and profits is spurious and simply proxies for the relationship between superior efficiency, market share, and concentration

### **2.1.2 Policy guidelines and NAADS Programme Performance**

There was an increasing recognition that organizational/programme policies directly affect the effectiveness of service delivered and the quality of customer care, Danison (1992) and Heskett (1992).

To encourage creativity and autonomy employees should be directed by policies and procedures, Nahm et al.,(2003). On the other hand, formal organizational procedures may serve symbolic purposes of legitimating rather than substantive purposes of performance (Meyer & Rowan, 1977). Meyer and Rowan noted the divergence of the formal and the actual was supported by belief systems and associated symbolism they termed "rationalized myths." Rationalized myths were stories constructed by the organization to conform to what the organization was supposed to be doing, even when stories diverged sharply from actual processes. Stories served symbolic purposes of reassuring influential actors and publics whose support the organization needed

### **2.1.3 Leadership and NAADS programme performance**

Leadership has been defined as a process of inducing obedience, respect, loyalty and cooperation in the followers (Sinha,1995) while Dubrin, (1998) defined it as the ability to inspire confidence and support among people who are needed to achieve organizational goal, and then ability to influence a group towards achievement of goals, (Robbins 2002).

They also agreed that effective project implementation is achieved through leader's inspiration of the followers by recognizing their talents, contribution, enthusiasm about project and assignments.

In November and December 2004, La'o Hamutuk organized an intercambio with the Philippines focusing on agrarian reform, in cooperation with fifteen other Timor-Leste civil society groups. We were hosted by the Philippines-based Initiatives for International Dialog (IID) and Partnership Agrarian Reform and Rural Development Service (PARRDS).

Based on our meetings and experiences, La' o Hamutuk has learned some important aspects to agrarian reform, including: A movement encompassing farmers, workers, fisher people and indigenous people is the base of agrarian reform in the Philippines. The participants heard, saw and discussed with civil society organizations about organizational models, mobilizing alliances and capacity building for farmers leaders.

Filipino leaders changed the political scene with the approval of the Agrarian Reform Law.

Civil society movements have a role in implementing the Comprehensive Agrarian Reform Program (CARP) as a follow-up to the implementation of the government's Agrarian Reform Law.

Civil society movements have had to realign themselves in response to political policies. CARP implementation has been going on long enough for the movement to be more familiar with farmers and how to respond to their needs. Examples can be seen of several individuals and political groups abandoning political violence and joining social-democratic groups. (<http://www.laohamutuk.org/Intercambio/Philippines/PhilIntercambioReport.pdf>)

#### **2.1.4 Cultural practices and institutional factors and performance of NAADS**

Cultural persistence: Zucker (1977, 1983, and 1991) described a three step sequential process of development of institutional culture:

**Habitualization.** New problems lead to patterned problem-solving within the organization.

**Objectification.** A shared understanding of problem-solving patterns associated with a particular problem develops.

**Sedimentation.** The shared understanding becomes a patterned routine and behavior reflects this routine rather than the original problem. "Path dependence" emerges in which following the pattern is imbued with a myth of effectiveness, not requiring justification by objective evidence (March & Olsen, 1989; North, 1990; Pierson, 2000).

The further in the three step process of cultural persistence, the less the degree of critical evaluation and modification of behavior.

**Scripts.** DiMaggio and Powell (1991: 15) developed the related concept of scripts. Organizations respond to stimuli through application of rules which apply pre-established classifications to the stimulus and then apply taken-for-granted procedures. Whereas stimulus response in traditional institutionalism analysis focused on applying internalized organizational values and culture, the concept of scripts was more external, not assuming that the individual employee embraced and internalized organizational culture and acted based on these internalized values; rather the employee was only assumed to apply organizational scripts without necessarily having internalized values or having been socialized into commitment of organizational culture.

**Bounded rationality.** In terms of its intellectual history, the concept of cultural persistence emerged from traditional institutional theory, particularly Herbert Simon's concept of bounded rationality, meaning that institutional cultures develop boundaries restricting the range of solutions which are legitimate to examine (Simon, 1947).

Decision-makers do not search all alternatives or truly optimize. Rather, as Simon (1947), observed, they "satisfice" by selecting among choices restricted by organizational rules and customs.

The inability of decision-makers to absorb more than limited information facilitates acceptance of such restriction (March & Simon, 1958; March, 1994; March & Olsen, 1999). March & Olsen (1989) refer to such acceptance as the "logic of appropriateness."

**Cultural self-perpetuation:** Cultural persistence may become extended to cultural self-perpetuation as agencies devise rules, scripts, patterns, and arrangements which reinforce core values and structures. In this light, Pierson's (2000) concept of "institutional stickiness" focuses on how

institutions develop rules and practices which make policy arrangements resistant to reversal. Path dependence reinforces such rules and practices.

## **2.2 Summary of literature Review**

From the literature reviewed, there seems to be a consensus by many scholars that structures, leadership and policy guidelines do support the performance of programmes and projects. However for purposes of this particular research problem, there is hardly any direct study focusing on the NAADS programme.

Programme structure is the way responsibility and power allocated, and work procedures are carried out, amongst the employees and other key stakeholders. If employees find themselves in a formalized structure, the flow of communication will be impaired and innovation restricted.

There is an increasing recognition that organizational/programme policies directly affect the effectiveness of service delivered and the quality of customer care.

Several studies show that society movements have a role in implementing the Comprehensive Agrarian Reform Program (CARP) as a follow-up to the implementation of the government's Agrarian Reform Law.

Cultural self-perpetuation: Cultural persistence may become extended to cultural self-perpetuation as agencies devise rules, scripts, patterns, and arrangements which reinforce core values and structures. In this light, Pierson's (2000) concept of "institutional stickiness" focuses on how institutions develop rules and practices which make policy arrangements resistant to reversal. Path dependence reinforces such rules and practices.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

The study investigated institutional factors affecting performance of NAADS programme in Kabale Municipality. This chapter presents the research design, study population, sample size and selection, sampling techniques and procedure, data collection methods and data collection

instruments. The chapter also presents the validity and reliability, procedure of data collection, data analysis and measurement of variables.

### **3.1 Research Design**

The study used case study as main design and adopted cross sectional design. The case study was used because the researcher wanted an in-depth study of the institutional factors affecting NAADS programme in Kabale Municipality. The cross sectional design was also adopted because the time for carrying out investigation was short. The study employed both quantitative and qualitative approaches in order to take the advantages of both.

### **3.2 Study population**

The study population was 176 and constituted 35 Technical staff, 63 councilors, 6 Division NAADS coordinators and extension workers, 72 NAADS farmer forum members and 10 key informants. The sample included the selected members of 32 TPC members, 59 NAADS divisions' farmer forums members, 56 councilors of municipal council and divisions, 6 NAADS coordinators and extension workers and 10 Key informants.

### **3.3 Sample size and selection**

The sample size was determined using Krejcie and Morgan (1970) table as cited by Amin (2005). The sample size was 153. The selection of sample size from each category is summarized in the table below.

**Table 1: Sample size and selection**

<b>Category</b>	<b>Accessible population</b>	<b>Sample size</b>	<b>Sampling techniques</b>



TPC members	35	32	simple random sampling
Division NAADS coordinators and extension workers	6	6	purposive
Councilors	63	56	Simple Random sampling
Farmers forum members at Division level	72	59	convenience
Key informants	10	10	purposive
<b>Total</b>	<b>186</b>	<b>163</b>	

*Source: Kabale District NAADS offices & NAADS Report, 2011)*

### **3.4 Sampling techniques and procedure**

The researcher used both probability and non – probability techniques in selecting the sample to be studied. Probability sampling is used where elements in the population have the same chance of being selected as subjects Sekaran (2003) and Saunder et al (2003). The study used simple random sampling to select Councilors and technical planning committee members because these had the same level of information and the study also wanted to avoid bias. This is in agreement with Sekaran (2003); Saunder et al (2003). Non probability sampling is used when the elements do not have a known chance of being selected as subject (Sekaran 2003). The selection of technocrats was purposively selected to include the personnel at technical planning level i.e. heads of departments and sections. This was also in agreement with (Sekaran 2003). Farmer forum members were selected by convenience because of the nature of respondents who do not specific

stations and tracing them was not easily. The key informants were purposely selected. This was because the selected specific officers supposed to be were knowledgeable about operations of NAADS programme.

### **3.5 Data collection methods**

Both quantitative and qualitative approaches were used for this study .According to Amin (2005),this is known as triangulation and it is helpful; because results from one method help to inform the others while at the same time neutralizing any inherent bias. The three commonly used methods for data collection are questionnaire, observations, interviews and focus group discussions (Sekaran, 2003, p219). For the purposes of this study, interviewing and documentary review were used for data collection. Methods are often mixed when studying investigation because of their efficiency and convenience (Sekaran, 2003; Amin, 2005).

#### **3.5.1 Questionnaire Method**

The researcher used questionnaires because of their advantage of reaching many respondents in a short time, their being cheap and the fact their respondents may answer without bias (Mugenda & Mugenda 1999).

#### **3.5.2 Interview Method**

By the use of an interview guide, data was collected from the key informants. The interviews provided the researcher with the chance to probe the respondents in cases of ambiguous responses, as well as being able to notice their reactions.

#### **3.5.3 Documentary review Method**

The study involved the review of both internal and external documents so as to obtain information related to the research area. The documents were studied and reviewed in relation to the set

objectives of the study and the documents included journals, articles, internal and external reports, budgets and work plans.

### **3.6 Data collection instruments**

The instruments used in collection of primary and secondary were both quantitative and qualitative.

#### **3.6.1 Questionnaire**

A structured questionnaire was used to collect information from the randomly sampled respondents. The questionnaire was the major instrument used because of its convenience and efficiency in the collection of quantitative data (Amin, 2005). Mugenda & Mugenda (1999) contend that questionnaires enable respondents to answer without bias, are low costly and can conveniently reach many people in short period of time. Questionnaires were distributed to respondents. The respondents were asked to fill them in a period of two weeks. The questionnaire included close-ended structured questions designed to answer the research questions that address the objectives and hypothesis of the study.

#### **3.6.2 Interview guide**

For the researcher to obtain in-depth data which was not possible using questionnaires', an interview guide was used to guide the process. These helped to standardize the interview structure so that the questions could be asked in the same way. The interview was based on themes that were of a particular interest to the study. A list of themes based on the independent and dependent variables were used to guide the interview process. The researcher used unstructured (open ended) interview guides because they give liberty to discussions, reactions, and openness (Amin 2004).

### 3.6.3 Documentary review guide

In addition to information obtained from questionnaires and interviews, supplementary information was obtained through analysis of written literature. The documentary analysis generated both qualitative and quantitative information. This helped in analyzing the problem.

## 3.7 Validity and Reliability of Research Instruments

### 3.7.1 Validity

Validity of a data instrument refers to the appropriateness of the instrument to measure a variable or construct and come up with the intended results (Amin, 2005). Instrument validity will assess what concepts are being measured and determine whether the set of items accurately represent the concept under the study (Amin, 2005; Mugenda and Mugenda 1996). Armin's formula of establishing the content validity index (CVI) was used and the instrument that had an index of 0.7 was accepted as valid (Sekaran 2005:207). The construct of the questionnaire was assessed through reviewing of the literature (Lin, 2003).

The formulae that was used is given as

$$CVI = \frac{\text{no of items declared valid}}{\text{total no of items}}$$

The researcher developed the research instruments, discussed them with the supervisors (UMI based) and field based NAADS coordinators and pretested them on selected respondents under similar characteristic area of Bubaare sub-county.

For example, using the formula; total items rated valid/total number of items, for the questionnaire;

$$\text{Judge 1.} \quad =39/45/= 0.866$$

Judge 2.      =40/45= 0.888

Judge 3.      =41/45=0.911

Judge 4.      =42/45= 0.933

Therefore,  $0.866+0.888+0.911+0.933= \mathbf{3.598/4 = 0.899}$

### **3.7.2 Reliability**

The reliability of an instrument measures its consistency, stability and dependability (Sekaran, 2003). To measure the internal consistency of items in the questionnaire Cronbach's coefficient alpha was computed using SPSS. Cronbach's alpha measured how well a set of items (or variables) measures a single one-dimensional latent construct.

**Table 2: Summary of Reliability Statistics**

<b>Variable</b>	<b>Reliability Statistics</b>
Structures	0.938
Policy guidelines	0.903
Leadership	0.804
Cultural factors	0.833
Performance of NAADS programme	0.917
<b>Total</b>	<b>4.395</b>
<b>Average</b>	<b>4.395/5 = 0.879</b>

**Source:** Primary data

### **3.8 Procedure of data collection**

With granted permission from UMI management, the researcher accessed various respondents to collect the required data for the purpose of this study. A meeting with key informants was arranged a week before the meeting. The questionnaires were administered by the researcher and his assistants. The process involved moving to the field to look for the respondents. The responses were coded and organized at the end of each day while the whole data was analyzed after all questionnaires had been filled.

### **3.9 Data analysis**

#### **3.9.1 Quantitative data analysis**

The soft questionnaire was designed in the Epiinfo programme and data entry done. The data was then exported to SPSS software for analysis. Data was verified to ensure amenable analysis. Descriptive analysis was done and this included frequency distributions, cross tabulations and corrections. The data was processed and results presented in form of tables, graphs and charts. Inferential analysis was done. The Pearson product moments was conducted to establish relationship between dependent variables and independent variables and regression analysis helped establish the strength and direction of associated. The chi-square test was done to establish relationships.

#### **3.9.2 Qualitative data analysis.**

After qualitative data had been collected, themes were composed according to the objectives. Coding of the key informants views and NAADS coordinators was done. This was done by grouping the ideas of different respondents that were related in order to have the general views. The observed facts were organized and compared with available literature (documentary analysis) in the relation to the research objectives.

### **3.10 Measurement of variables**

Measurement of data is very important in studies that are quantitative in nature. In the study, three levels of measures were used namely, the nominal scale, ordinal and interval scale (Mugenda and Mugenda, 1999). The nominal scale was used to group some subjects from the study into categories and frequencies were generated. The ordinal scale was used to measure responses to Likert statements and ranked them in an order. The Likert Merit scale is the most common measure used to assess the strength of respondents' feelings or attitude towards the subject. The interval

scale aided the researcher to compute the mean and standard deviations of responses on the variables (Sekaran, 1992).



## **CHAPTER FOUR**

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

#### **4.0 Introduction**

This study was set out to investigate institutional factors that affect the performance of NAADS programmes in Kabale Municipality. Institutional factors under this study include; Structures, Policy guidelines and Leadership of NAADS programme. This study was carried out in Kabale District, Kabale Municipality and was intended to find out the effects of the above institutional factors on the performance of NAADS programmes.

In the chapter one of this study, the objectives, research questions and hypotheses among others were formulated.

Relevant review of the literature on the key variables of the study was conducted and analyzed in chapter two. The methodology of the study was articulated in chapter three.

In this chapter, the results are presented, analyzed and interpreted using descriptive, relational and inferential statistics. The researcher utilized statistical measures of central tendencies followed by tests for correlations between independent variables and the dependent variables. The presentation analysis and interpretation were done following the respective study objectives.

#### **4.1 Response Rate**

Response rate is the ratio of the actual number of respondents, vis-à-vis the targeted. The researcher had targeted to get information from the various respondents and got the following:

**Table 3: Respondents response rate**

<b>Category of respondents</b>	<b>Expected Respondents</b>	<b>Actual respondents</b>	<b>%age response</b>
Technical Planning Committee (TPC) members	32	26	81
Division NAADS coordinators and extension workers	6	6	100
Councilors	56	47	83
Farmers forum members at Division level	59	43	72
Key informants	10	10	100
<b>Total</b>	<b>163</b>	<b>132</b>	<b>81%</b>

**Source: Primary data**

The results in table 3 show a good response rate of 132 out of 163 (81%) for the study by all categories of respondents. This is very good participation/response rate because as Amin (2005) recommends that a minimum of 70% is adequate for a valid research. The very good response rate could be attributed to the fact that respondents were keen on knowing how to increase on their farms' productivity and get involved in the management of NAADS programme as a municipal planning authority which was of great concern. The respondents were able to open up and voice their concerns so as to be helped out. This data can be relied upon to give a frame work in which conclusions can be made.

## 4.2 Demographic characteristics of the respondents:

This section presents the findings on the respondents' gender, age, marital status, level of education, duration of employment/a councilor and whether heard of NAADS programme which all were considered important for the study.

### 4.2.1 Gender of the respondents

The gender of the respondents were considered for the following reasons; women are believed to be the ones involved in farming activities and men believed to be involved in business most of the time . The researcher ensured that both men and women were represented among the respondents.

**Table 4 : Gender of respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	75	61.5	61.5	61.5
Female	47	38.5	38.5	100.0
Total	122	100.0	100.0	

**Source: primary data**

From the table 4, above the male responded with 61.5.0% and females with 38.5% .This implies both sexes are involved in matters concerning leadership of NAADS programme although more males are employed in NAADS offices than women, this was so because most of technical staff and councilors were males and therefore there is need for deliberate effort to increase employment of females in order to increase their employment in such positions.

#### 4.2.2 Age of the respondents

The respondents were categorized according to various age groups to find out which age group was most involved in NAADS programme activities.

**Table 5: Age ranges of the respondents.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid <20yrs	2	1.6	1.6	1.6
20-29yrs	44	36.1	36.1	37.7
30-39yrs	36	29.5	29.5	67.2
40-50yrs	14	11.5	11.5	78.7
>50yrs	26	21.3	21.3	100.0
Total	122	100.0	100.0	

**Source: primary data**

Table 5, shows that the majority of the respondents (65.6%) were aged between 20-39 years, followed by those aged above 50 years at 21.3%, and the least were aged below 20 years with 1.6%.

This implies that the people of age 20-39 respondents are more involved in matters concerning NAADS program activities. For instance, they are the ones who are in employment and majority

#### 4.2.3 Respondents' marital status

The study investigated the marital status of the respondents with intentions of finding out which category is more involved in NAADS programme activities.

**Table 6: Respondents' marital status**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Single	28	23.0	23.0	23.0
Married	82	67.2	67.2	90.2
Widowed	11	9.0	9.0	99.2
Separated	1	.8	.8	100.0
Total	122	100.0	100.0	

**Source: primary data**

From the table 6, above, the majority 67.2% of the respondents were married, 23% were single 9% were widowed and 0.8% were separated. It was intended to find out whether the widows, separated were also involved in NAADS programme. Most of the respondents with 67.2% were married (as indicated in the table 6 above) an indication that married families embrace NAADS programme for higher production of food for their livelihoods.

#### **4.2.4 Level of Education attained by the respondents.**

The level of education attained by the respondents was considered important as it would help the researcher to know the extent to which the respondents understood the dynamics of NAADS programme activities.

**Table 7: Level of Education attained by the respondents.**

	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Post graduate	16	13.1	13.1	13.1
Bachelors	39	32.0	32.0	45.1
Diploma	31	25.4	25.4	70.5
A-Level & Equivalents	18	14.8	14.8	85.2
O-Level & Equivalent	17	13.9	13.9	99.2
P.L.E Certificate	1	.8	.8	100.0
Total	122	100.0	100.0	

**Source: primary data**

From the table 7, above, majority of the respondents 70.5% attained awards of Diploma and above , 28.7% had attained ordinary and advanced level in secondary education and only 0.8% were Primary level and below. This implies that majority of the respondents were able to understand the dynamics concerning NAADS programme and could interpret correctly the questionnaires and give reliable information.

#### **4.2.5 Respondents' duration as a councilor/ employees Kabale Municipal Council**

The study established the respondents' duration as a councilor and technocrats in Kabale Municipality to find out whether someone is well knowledgeable about NAADS programme.

**Table 8: Duration as a councilor/technocrats/farmer forum member in Municipality**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid <1yr	24	19.7	19.7	19.7
1-5yrs	41	33.6	33.6	53.3
6-10yrs	39	32.0	32.0	85.2
11-15yrs	9	7.4	7.4	92.6
16-20yrs	9	7.4	7.4	100.0
Total	122	100.0	100.0	

**Source: primary data**

From the table 8 above 33.6% and 32.2% were found to have been key stakeholder in Kabale municipality for 1-5 and 6-10 years respectively. This is attributed to the inclusion of farmer forum members in a population area since NAADS programmes started nine years ago. The majority 80.3% have been in the council as key stakeholders for at least one year. This implies that the respondents were informed of the operation of NAADS programme in Kabale municipality.

#### **4.2.6 Respondents' knowledge about NAADS programme**

The researcher wanted to know whether the respondents had knowledge about NAADS programme.

**Table 9: Ever heard about NAADS programme**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	122	100.0	100.0	100.0

**Source primary data**

From the above table, all the respondents agreed to have heard about NAADS programme. This implies that the selection of the respondents was good. The respondents are informed of NAADS programme and therefore reliable.

### **4.3 Descriptive statistics on views of respondents**

#### **4.3.1 Structure and performance of NAADS programme**

This first objective was aimed at establishing the effect of the structures on the Performance of NAADS programme in Kabale Municipality. The data to achieve this was obtained from the primary sources (Technical Planning Committee (TPC) members, Division NAADS coordinators and extension workers, Councilors and Farmers forum members at Division level) and by secondary data (documented work).

The study investigated how structures affect the Performance of NAADS programme using a five scale questionnaire of Strongly Agree (SA), Agree (A), Not Sure (NS), Disagree (D) and Strongly Disagree (SD). A summary of the responses is presented in the table below.



**Table 10: A summary of the findings on structures and Performance of NAADS programme**

<b>Structures</b>	<b>SA</b>	<b>A</b>	<b>NS</b>	<b>D</b>	<b>SD</b>	<b>Mean</b>	<b>Standard Deviation</b>
Kabale Municipal Council staff structure supports performance of NAADS programme	20 (16.4%)	25 (20.5%)	11 (9.0%)	53 (43.4%)	13 (10.7%)	2.89	1.312
Kabale Municipal Council has enough personnel to handle NAADS programme	15 (12.3%)	22 (18.0%)	14 (11.5%)	47 (38.5%)	24 (19.7%)	2.65	1.317
There is an officer in charge of agriculture/production to oversee performance of NAADS programme in the Municipal Council.	19 (15.6%)	18 (14.8%)	10 (8.2%)	46 (37.7%)	26 (23.8%)	2.61	1.400
Kabale Municipal Council has a Municipal Farmer forum to oversee the performance of NAADS programme in line with guidelines.	24 (19.7%)	14 (11.5%)	6 (4.9%)	44 (36.1%)	34 (27.9%)	2.59	1.492
There are farmer forum groups at the Division levels in the Municipality.	63 (51.6%)	54 (44.3%)	1 (0.8%)	3 (2.5%)	0.8	4.43	0.716
The Municipal Town Clerk has control over division NAADS coordinators	8 (6.6%)	16 (13.1%)	26 (21.3%)	47 (38.5%)	25 (20.5%)	2.47	1.151
Municipal Councilors develop policies and bye laws to manage the NAADS programme	3 (2.5%)	12 (9.8%)	25 (20.5%)	49 (40.2%)	33 (27.0%)	2.20	1.028
Municipal Councilors participate in the supervision of the NAADS programme	9 (7.4%)	18 (14.8%)	12 (9.8%)	54 (44.3%)	29 (23.8%)	2.38	1.208
Municipal Councilors receive and discuss reports related to the management of the NAADS programme in the Municipality.	7 (5.7%)	19 (15.6%)	18 (14.8%)	52 (41.8%)	27 (22.1%)	2.41	1.162

**Source: primary data**

The results in table 10 above indicate that the majority respondents (54.1%), disagreed that Kabale Municipal Council staff structure supports performance of NAADS programme. This is an indication that some offices at the Municipal level are non- existent. 36.9% respondents agreed

that Kabale Municipal Council staff structure supports performance of NAADS programme. Only 9% were not sure that Kabale Municipal Council staff structure supports performance of NAADS programme because of limited awareness.

The majority respondents (58.2%), disagreed that Kabale Municipal Council has enough personnel to handle NAADS programme. 30.3% agreed that Kabale Municipal Council has enough personnel to handle NAADS programme. Only 11.5% were not sure due insufficient sensitization.

The majority respondents (61.5%), disagreed that there is an officer in charge of agriculture/production to oversee performance of NAADS programme in the Municipal Council. This was true due to fact that there was no NAADS coordinator and the Municipal production officer. 30.4 % of the respondents agreed that there was an officer in charge of agriculture/production to oversee performance of NAADS programme in the Municipal Council. 8.2 % of the respondents were not sure and are likely to be the farmer forum members at Division level.

The majority of the respondents (64%), disagreed that Kabale Municipal Council has a Municipal Farmer forum to oversee the performance of NAADS programme in line with guidelines. This was true because the municipal farmer forum was non-existent and Farmer forum was existing at District level. 31.2% agreed that Kabale Municipal Council had a Municipal Farmer forum to oversee the performance of NAADS programme in line with guidelines. This might be due to misunderstanding of District farmer forum to be Municipal farmer forum. 4.9% of the respondents were not sure.

The majority of the respondents (95.9%) agreed that there are farmer forum groups at the Division levels in the Municipality. This was true as division farmer forums existed, 3.3% of respondents disagreed that there are farmer forum groups at the Division levels in the Municipality and only

0.8% of the respondents were not sure. The small percentages of those who disagreed and not sure might have been due to the lack of awareness about NAADS programme.

The majority of the respondents (59%), disagreed that the Municipal Town Clerk has control over division NAADS coordinators. This was true because there was no Municipal NAADS coordinator to oversee the Division NAADS coordinators on the behalf of the Town Clerk. However 19.7% of the respondents agreed that the Municipal Town Clerk has control over division NAADS coordinators due the fact that division NAADS coordinator report to the Division Assistant Town Clerk who in turn supposed to report to the Town Clerk. 21.3% of the respondents were not sure.

The majority of the respondents (67.2%), disagreed that Municipal Councilors develop policies and bye laws to manage the NAADS programme. This indicated that municipal councilors had no control over NAADS programme and cannot put in their contribution to streamline the operations of the programme. 12.3% of the respondents agreed that Municipal Councilors develop policies and bye laws to manage the NAADS programme. 20.5% of the respondents were not sure and this meant the respondents lacked awareness of the NAADS programmes operations.

The majority of the respondents (68.1%) disagreed that Municipal Councilors participate in the supervision of the NAADS programme. This indicated that the councilors never supervised the programme and could not own it. 22.2% of the respondents agreed that Municipal Councilors used to participate in the supervision of the NAADS programme. These respondents might have interpreted municipal councilors to include the Division councilors. 9.8% of the respondents were not sure that Municipal Councilors participate in the supervision of the NAADS programme.

The Majority of the respondents (63.9%) disagreed that Municipal Councilors receive and discuss reports related to the management of the NAADS programme in the Municipality. 21.3% of the respondents agreed that Municipal Councilors receive and discuss reports related to the

management of the NAADS programme in the Municipality because the Division NAADS coordinators report to the Principal Assistant Town Clerk who should in turn supposed to report to the Town Clerk. 14.8% of the respondents were not sure.

### **Hypotheses Testing**

The study tested the stated hypotheses in order to be able to generalize the findings from the sample to the population. This was done by use of inferential statistics. Correlation and regression analyses were conducted to establish whether there was any relationship between the Independent and Dependent variables, the magnitude and direction of the relationships and to establish the relationship model and test the four hypotheses.

To verify the null hypothesis that there is a negative significant relationship between structures and the performance of NAADS programme, the Pearson's product moment correlation coefficient was thus, used to determine the magnitude of the relationship as shown on the table below:

**Table 11: Correlation matrix for structures and performance of NAADS programme**

		<b>Structures</b>	<b>Performance of NAADS</b>
Structures	Pearson Correlation	1	0.654**
	Sig. (2-tailed)		0.000
	N	122	122
Performance of NAADS	Pearson Correlation	0.654**	1
	Sig. (2-tailed)	0.000	
	N	122	122

\*\*Correlation is significant at the 0.001 level (2-tailed)

**Source: primary data**

Table 11 above, shows a correlation coefficient of .654\*\* and the P- value of 0.000 which is significant at 0.01 level implying a very strong significant positive relationship and that the more structures the better the performance of NAADS programme and the claim is rejected.

A regression analysis was hence, run in order to determine the strength of relationship between structures and performance of NAADS programme, that is, how much of the variance in the independent variable would affect the dependent variable.

**Table 12: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.654 <sup>a</sup>	.428	.423	.60507

a.Predictors: (Constant), structures

**Source: primary data**

The coefficient of determination 0.423 implies that structures affect by 42.3% of the performance of NAADS programme in Kabale municipality. Thus, there is a significant positive relationship. It means, the more there the structures, the more strong effect on Performance of NAADS programme.

**Table 13: Regression output summary on Structures and performance of NAADS programme**

Model		Unstandardized Coefficients		Standardized Coefficients	t	sig.
		B	Std. Error	Beta		
1	(Constant)	1.628	.162		10.079	.000
	structures	.526	.056	.654	9.470	.000

a. Dependent Variable: Performance of NAADS

**Source: primary data**

The result again revealed a regression coefficient of .654 and the P-value of 0.000 which is significant at 0.01 significance level, hence, a positive significant relationship. Results further confirm a significant effect of structures on performance of NAADS programme with a Beta value of 0.654 at 95% level of confidence. This implies that structures affects performance of NAADS programme by 0.654.

Therefore, the researcher rejects the null hypothesis that there is a negative significant relationship between structures and the performance of NAADS programme and upholds the alternative hypothesis.

**4.3.2 Policy guidelines and performance of NAADS programme**

The second objective was aimed at establishing the effect Policy guidelines on the performance of NAADS programme in Kabale municipal council. The data to achieve this was obtained from the primary sources, key informants and by secondary data (documented work).

A summary of the responses is presented in the table below.

**Table 14: A summary of the findings on Policy guidelines and performance of NAADS programme**

<b>Policy guidelines</b>	<b>SA</b>	<b>A</b>	<b>NS</b>	<b>D</b>	<b>SD</b>	<b>Mean</b>	<b>Standard Deviation</b>
NAADS funds from the Ministry of Finance, Planning and economic Development go direct to the District account and then to divisions.	52 (42.6%)	43 (35.2%)	18 (14.8%)	5 (4.1%)	4 (3.3%)	4.10	1.016
The Town Clerk is always aware of the NAADS funds sent to the Municipal divisions.	17 (13.9%)	18 (14.8%)	26 (21.3%)	41 (33.6%)	20 (16.4%)	2.76	1.286
Budgets for the NAADS Programme funds are discussed at Municipal Council level.	12 (9.8%)	11 (9.0%)	20 (16.4%)	36 (29.5%)	43 (35.2%)	2.29	1.301
Division Principal Town Clerks report to the Town Clerk on utilization of funds for the NAADS programme.	8 (6.6%)	16 (13.1%)	37 (30.3%)	36 (29.5%)	25 (20.5%)	2.56	1.150
The Town Clerk accounts for the NAADS programme funds in the Municipality	5 (4.1%)	14 (11.5%)	26 (21.3%)	40 (32.8%)	37 (30.3%)	2.26	1.137
NAADS programme procurement guidelines are in line with the PPDA Act 2003 and Local Government Procurement Regulations 2006	10 (8.2%)	20 (16.4%)	47 (38.5%)	30 (24.6%)	15 (12.3%)	2.84	1.101
Procurement plan for acquisition of NAADS Programme requirements is approved by Council.	5 (4.1%)	15 (12.3%)	24 (19.7%)	52 (42.6%)	26 (21.3%)	2.35	1.075
Division Principal Town Clerks report to the Town Clerk on performance of NAADS programme.	6 (4.9%)	23 (18.9%)	35 (28.7%)	27 (22.1%)	31 (25.4%)	2.56	1.200
Council is receives reports on performance of NAADS programme.	11 (9.0%)	23 (18.9%)	19 (15.9%)	35 (28.7%)	34 (27.9%)	2.52	1.319
NAADS National secretariat gives feedback to Divisions and Kabale Municipal Council on performance of NAADS programme	8 (6.6%)	16 (13.1%)	36 (29.5%)	39 (32.0%)	23 (18.9%)	2.57	1.135
The Municipal Internal Auditor audit the NAADS funds	13 (10.7%)	19 (15.6%)	26 (21.3%)	20 (16.4%)	44 (36.1%)	2.48	1.392

**Source: primary data**

From table 14 above, 77.8% respondents agreed that NAADS funds from the Ministry of Finance, Planning and economic Development go direct to the District account and then to divisions. The



14.8% were not sure and this implied that there were no transparent in financial management. 7.4% disagreed that NAADS funds from the Ministry of Finance, Planning and economic Development go direct to the District account and then to divisions.

A relatively big number of the respondents (50%), disagreed that the Town Clerk is always aware of the NAADS funds sent to the Municipal divisions. 28.7% of the respondents agreed that the Town Clerk is always aware of the NAADS funds sent to the Municipal divisions. 21.3 % of the respondents were not sure that the Town Clerk is always aware of the NAADS funds sent to the Municipal divisions.

The majority of the respondents (64.7%) disagreed that Budgets for the NAADS Programme funds are discussed at Municipal Council level. This might be true as the NAADS funds flow from District directly to the Divisions. 18.8% of the respondents agreed that Budgets for the NAADS Programme funds are discussed at Municipal Council level. Since the budgets of divisions are incorporated in the Municipal budgets, the NAADS budgets are discussed during the passing of the Municipal budgets.16.4% of the respondents were not sure that Budgets for the NAADS Programme funds are discussed at Municipal Council level.

A relatively big number of the respondents (50%) disagreed that Division Principal Assistant Town Clerks report to the Town Clerk on utilization of funds for the NAADS programme. This might be true as the Town Clerk was not in full control of the funds in his area of jurisdiction. The Division Principal Assistant Town Clerk report to the Chief Administrative officer at the District. . 30.3% of the respondents were not sure that Division Principal Town Clerks report to the Town Clerk on utilization of funds for the NAADS programme. This indicated that the fairly big number of the respondents were not aware of reporting mechanism of the NAADS programme. 19.7% of the respondents agreed that Division Principal Assistant Town Clerks report to the Town Clerk on

utilization of funds for the NAADS programme. This was agreed due to the factor that the PATC are delegated to do activities on the behalf of the Town Clerk in divisions though the divisions are semi-autonomous.

The majority of the respondents (63.1%), disagreed that the Town Clerk accounts for the NAADS programme funds in the Municipality. The Town Clerk as the accounting officer in the municipality is not accountable to the NAADS programme in his area of jurisdiction. As noted by one of the key informants that *the chief executive/Town clerk / accounting officer of the municipality is not accountable to NAADS funds. This puts funds under NAADS programme at divisions at risk.* 21.3% of the respondents were not sure that the Town Clerk accounts for the NAADS programme funds in the Municipality. 15.6 % of the respondents agreed that the Town Clerk accounts for the NAADS programme funds in the Municipality. This might have been due to the brief that the office of Town Clerk works hand in hand with the office of the PATCs at division level.

A relatively big number of the respondents (38.5%) were not sure that NAADS programme procurement guidelines are in line with the PPDA Act 2003 and Local Government Procurement Regulations 2006. This indicates that public was not sensitized about PPDA Act 2003 and Local Government Procurement regulations 2006. 36.9% of the respondents disagreed that NAADS programme procurement guidelines are in line with the PPDA Act 2003 and Local Government Procurement Regulations 2006. 24.6% of the respondents agreed that NAADS programme procurement guidelines are in line with the PPDA Act 2003 and Local Government Procurement Regulations 2006. This might have been to the fact that the PPDA regulation provides for the community purchase but in actual sense the NAADS programmes has its own procurement guidelines with different thresholds.

The majority of the respondents (63.9%), disagreed that Procurement plan for acquisition of NAADS Programme requirements is approved by Council. 19.7% of the respondents were not sure that Procurement plan for acquisition of NAADS Programme requirements is approved by Council. 16.4% of the respondents agreed that Procurement plan for acquisition of NAADS Programme requirements is approved by Council. The might have been due to lack of aware of the procurements under NAADS programme as well as limited transparency in procurement process.

A relatively big number of the respondents (47.5%), disagreed that Division Principal Town Clerks report to the Town Clerk on performance of NAADS programme. 28.7% of the respondents were not sure that Division Principal Town Clerks report to the Town Clerk on performance of NAADS programme. This was due to the fact that majority of the farmer forum members and division councilors were not aware of the operation of municipal offices. 23.8% of the respondents agreed that Division Principal Town Clerks report to the Town Clerk on performance of NAADS programme. This was due to the fact that the PATC are supposed report to the Town Clerk.

The majority of the respondents (56.6%), disagreed that Municipal Council received reports on performance of NAADS programme. This was likely to be true because NAADS reports were not discussed in Municipal sectoral committees which report to the plenary council. 27.7% were not sure that Municipal Council received reports on performance of NAADS programme. This implied limited awareness on NAADS reporting mechanism. 15.6 % of the respondents agreed that Municipal Council receives reports on performance of NAADS programme. This might have been due to the fact that Division councils receive reports and respondent might have thought that the same was being done at municipal level.

The majority of the respondents (50.9%), disagreed that NAADS National secretariat gives feedback to Divisions and Kabale Municipal Council on performance of NAADS programme. This was because of the exclusion of the Municipal council. 29.5% were not sure that NAADS National secretariat gives feedback to Divisions and Kabale Municipal Council on performance of NAADS programme due to limited information to stakeholders. 19.7% agreed that NAADS National secretariat gives feedback to Divisions and Kabale Municipal Council on performance of NAADS programme because the Divisions receive feedback.

The majority of the respondents (52.5%), disagreed that Municipal Internal Auditor audits the NAADS funds. This was true because the Municipal internal Auditor does not audit NAADS programme. 26.3% of the respondents agreed that Municipal Internal Auditor audit the NAADS funds. This might be due to the fact that District signed a Memorandum of understanding with Municipality to audit the NAADS programme in the municipality. 21.3% of the respondents were not sure that Municipal Internal Auditor audits the NAADS funds.

### **Hypothesis Testing;**

To verify the alternative hypothesis that Policy guidelines have an effect on the performance of NAADS programme, the Pearson's Product Moment Correlation coefficient was thus used to determine the magnitude of the relationship as shown on the table below:

**Table 15: Correlation matrix for Policy guidelines and performance of NAADS programme**

		Policy guidelines	Performance of NAADS
Policy guidelines	Pearson Correlation	1	0.654**
	Sig. (2-tailed)		0.000
	N	122	122
Performance of NAADS	Pearson Correlation	0.654**	1
	Sig. (2-tailed)	0.000	
	N	122	122

\*\*Correlation is significant at the 0.001 level (2-tailed)

**Source: primary data**

The table shows a correlation coefficient of .674\*\* and with the P- value of 0.000 which is significant at 0.05 levels implying a strong positive significant relationship.

A regression analysis was thereafter run in order to determine the strength of relationship between policy guidelines and performance of NAADS programme, that is, how much of the variance in the independent variable would affect the dependent variable.

**Table 16: Model summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.674 <sup>a</sup>	.454	.449	.59111

a. Predictors: (Constant), Policy guidelines

**Source: primary data**

The coefficient of determination 0.449 implies that policy guidelines affect the performance of NAADS programme in Kabale Municipality by 44.9%. It means that policy guidelines have an effect on performance of NAADS programme.

**Table 17: Regression output summary on policy guidelines and performance of NAADS programme.**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.393	.176		7.913	.000
	Policy guidelines	.629	.063	.674	9.985	.000

a. Dependent Variable: Performance of NAADS

Results further confirm a significant effect of policy guidelines on performance of NAADS programme with a Beta value of 0.674 at 95% of confidence. This implies that policy guidelines affects performance of NAADS programme by 0.674. The value of 0.000 is significant at 0.01 level significance thus policy guidelines have significant effect on the performance of NAADS programme in the municipalities of Uganda.

### 4.3.3 Leadership and performance of NAADS programme

The third objective was aimed at establishing the effect of leadership of NAADS programme on its performance in Kabale Municipal Council. The data to achieve this was obtained from the primary sources (Technical Planning Committee (TPC) members, Division NAADS coordinators and extension workers, Councilors and Farmers forum members at Division level) and by secondary data (documented work).

A summary of the responses is presented in the table below.

**Table 18: A summary of the findings on leadership and performance of NAADS programme**

<b>Leadership</b>	<b>SA</b>	<b>A</b>	<b>NS</b>	<b>D</b>	<b>SD</b>	<b>Mean</b>	<b>Standard Deviation</b>
Suppliers/contractors are involved in the leadership of NAADS programme	8 (6.6%)	11 (9.0%)	46 (37.7%)	41 (33.6%)	16 (13.1%)	2.62	1.039
Farmer forum leadership provides a clear way for the proper implementation of the NAADS programme.	5 (12.3%)	61 (50.0%)	18 (14.8%)	17 (13.9%)	11 (9.0%)	3.43	1.149

**Source: primary data**

Table 18, shows that 46.7% respondents disagreed that Suppliers/contractors are involved in the leadership of NAADS programme. 37.7% of the respondents were not sure that Suppliers/contractors are involved in the leadership of NAADS programme and only 15.6% agreed that Suppliers/contractors used to be involved in the leadership of NAADS programme

The majority of the respondents (62.3%) agreed that Farmer forum leadership provides a clear way for the proper implementation of the NAADS programme. This indicated that farmer forums at

the division and District level were doing well, 22.9 % and 14.8% disagreed and were not sure respectively that Farmer forum leadership provided a clear way for the proper implementation of the NAADS programme respectively.

**Hypothesis Testing;**

**Null hypothesis; Leadership of NAADS does not affect its performance in Kabale Municipality.**

The Pearson’s product moment correlation coefficient was used to determine the magnitude of the relationship as shown on the table below:

**Table 19: Correlation matrix for Leadership on performance of NAADS programme**

		Leadership	Performance of NAADS
Leadership	Pearson Correlation	1	.480**
	Sig. (2-tailed)		.000
	N	122	122
Performance of NAADS	Pearson Correlation	.480**	1
	Sig. (2-tailed)	.000	
	N	122	122

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

**Source: primary data**

The table shows a correlation coefficient of .480\*\* and the P- value of 0.000 which is significant at 0.05 levels implying a significant strong relationship.



A regression analysis was thereafter run in order to determine the strength of relationship between community leadership and performance of NAADS programme, that is, how much of the variance in the independent variable would affect the dependent variable.

**Table 20: Model summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.480 <sup>a</sup>	.230	.224	.70173

a. Predictors: (Constant), Leadership

**Source: primary data**

The coefficient of determination 0.224 implies that leadership affects by 22.4% of the performance of NAADS programme in Kabale Municipal council. Thus, there is a significant strong relationship. It means that Leadership has a significant role on performance of NAADS programme.

**Table 21: Regression output summary on Leadership and performance of NAADS programme**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.742	.230		7.562	.000
Leadership	.439	.073	.480	5.991	.000

a. Dependent Variable: Performance of NAADS

**Source: primary data**

The result in the above table revealed a regression coefficient of .480 and the P- value of 0.000 which is significant at 0.05 level and hence a strong significant relationship. Results further confirm a significant effect of leadership on performance of NAADS programme with a Beta value of 0.480 at 95% of confidence. This implies that leadership affects performance of NAADS programme by 0.480 and significant effect at 0.01 level of significance.

Therefore, the researcher does not uphold the null hypothesis and an alternative hypothesis is accepted.

**4.3.4 Cultural practices and performance of NAADS programme**

The moderating factor (cultural practices) was also used to assess the effect it had on the institutional factors.

A summary of the responses is presented in the table below.

**Table 22: A summary of the findings on use of moderating factor (cultural practices) and institutional factors**

<b>Cultural practices</b>	<b>SA</b>	<b>A</b>	<b>NS</b>	<b>D</b>	<b>SD</b>	<b>Mean</b>	<b>Standard Deviation</b>
Traditional agricultural practices are used by farmers in the NAADS programme in Kabale Municipality	16 (13.1%)	54 (44.3%)	11 (9.0%)	35 (28.7%)	6 (4.9%)	3.32	1.166
The land tenure systems affects the performance of NAADS programme	30 (24.6%)	68 (55.7%)	11 (5.7%)	11 (9.0%)	6 (4.9%)	3.86	1.047

**Source: primary data**

From table 22, 57.4% respondents agreed that traditional agricultural practices are used by farmers in the NAADS programme in Kabale Municipality. Reasons being NAADS seeds and seedlings are planted once thus not replanted and their prices are high. 33.6% disagreed because they have embraced the new farming technologies of NAADS. However 9.0% were not sure.

80.3% respondents agreed that the land tenure systems affect the performance of NAADS programme in that people have limited land that hinders them to embrace NAADS programme. 13.9% disagreed because they can practice farming using limited space. 5.7% were not sure.

### **Hypothesis Testing;**

**Null hypothesis; Cultural practices have no effect on institutional factors affecting the performance of NAADS programme in Kabale Municipality.**

The Pearson’s product moment correlation coefficient was used to determine the magnitude of the relationship as shown on the table below:

**Table 23: Correlation matrix for cultural practices on institutional factors (Structures, policy guidelines and leadership)**

		mviv	structures	Policy guidelines	Leadership
mviv	Pearson Correlation	1	.173	.220*	.257**
	Sig. (2-tailed)		.057	.015	.004
	N	122	122	122	122
Structures	Pearson Correlation	.173	1	.881**	.220*
	Sig. (2-tailed)	.057		.000	.015
	N	122	122	122	122
Policy guidelines	Pearson Correlation	.220*	.881**	1	.277**
	Sig. (2-tailed)	.015	.000		.002
	N	122	122	122	122
Leadership	Pearson Correlation	.257**	.220*	.277**	1
	Sig. (2-tailed)	.004	.015	.002	
	N	122	122	122	122

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

The table shows a correlation coefficient of .173 for Structures, .220\*\* for Policy guidelines and .257\*\* for Leadership and weak relationships. The P- value of 0.057 at 0.01 levels of significance for structures implies insignificant relationship. The P-value of 0.015 at 0.01 levels of significance for policy guidelines implies insignificant relationship. The P-value of 0.004 at 0.01 levels of significance for leadership implies significant relationship.

A regression analysis was thereafter run in order to determine the strength of relationship between cultural practices and institutional factors, that is, how much of the variance in the moderating factor would affect the independent variables.

**Table 24: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.302 <sup>a</sup>	.091	.068	.79944

a. Predictors: (Constant), Leadership, structures, Policy guidelines

The coefficient of determination 0.068 implies that the cultural practices affect institutional factors by 6.8%

**Table 25: Regression output summary on cultural practices and institutional factors**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.995	.396		5.039	.000
	mviv	.206	.107	.173	1.920	.057

a. Dependent Variable: structures

The result from the table 25 above shows that cultural practices moderate the structures by 17.3%.on performance of NAADS programmes in municipalities

**Table 26: Regression output summary on cultural practices and institutional factors (policy guidelines)**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.847	.338		5.470	.000
	mviv	.227	.092	.220	2.475	.015

a. Dependent Variable: Policy guidelines

The result from the table 26 above shows that cultural practices moderate the structures by 22%.

**Table 27: Regression output summary on cultural practices and institutional factors (policy guidelines)**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.052	.342		6.002	.000
	mviv	.271	.093	.257	2.917	.004

a. Dependent Variable: Leadership

The result from the table 26 above shows that cultural practices moderate the structures by 25.7%.

The result in the above table revealed regression coefficients of 0.173, 0.220 and 0.257 for structures, policy guidelines and leadership respectively have effects and relationships on the institutional factors though weak relationship for structures and policy guidelines.

Therefore, the researcher does not uphold the null hypothesis and accepted the alternative that cultural practices have moderating effect on institutional factors and performance of NAADS programme

#### **4.4 Descriptive statistics on views of respondents on the Dependent variable: Performance of NAADS programme in Kabale Municipality**

This section presents the findings on dependent variable; performance of NAADS programmes using the questions set to generate information from the respondents.

**Table 28: A summary of the findings on performance of NAADS programme**

<b>Performance of NAADS programme</b>	<b>SA</b>	<b>A</b>	<b>NS</b>	<b>D</b>	<b>SD</b>	<b>Mean</b>	<b>Standard Deviation</b>
Quantity of inputs provided by NAADS has increased	8 (6.6%)	38 (31.1%)	11 (9.0%)	51 (41.8%)	14 (11.5%)	2.80	1.192
NAADS programme seeds and seedlings yield higher than traditional seeds and seedlings	20 (16.4%)	50 (41.0%)	9 (7.4%)	33 (27.0%)	10 (8.2%)	3.30	1.259
Output increased as result of NAADS programme	12 (9.8%)	35 (28.7%)	15 (12.3%)	48 (39.3%)	12 (9.8%)	2.89	1.212
Agro-food processing has increased as result of NAADS programme	9 (7.4%)	21 (17.2%)	22 (18.0%)	54 (44.3%)	16 (13.1%)	2.61	1.139
The number of NAADS programme farmers is increasing steadily.	16 (13.1%)	40 (32.8%)	27 (22.1%)	22 (18.0%)	17 (13.9%)	3.13	1.259
Farmers are regularly visited by Agricultural Extension workers	32 (26.2%)	74 (60.7%)	6 (4.9%)	6 (4.9%)	4 (3.3%)	4.02	0.900
Farmers access animal drugs/ pesticides use has increased	9 (7.4%)	58 (47.5%)	35 (28.7%)	12 (9.8%)	8 (6.6%)	3.39	0.992
There is increased use of fertilizers	10 (8.2%)	61 (50.0%)	26 (21.3%)	15 (12.3%)	10 (8.2%)	3.38	1.070
Farmers change to appropriate technology of NAADS programme	10 (8.2%)	55 (45.1%)	12 (9.8%)	32 (26.2%)	13 (10.7%)	3.14	1.208
There is value for money for NAADS programme inputs	7 (5.7%)	35 (28.7%)	18 (14.8%)	30 (24.6%)	32 (26.2%)	2.63	1.300
Supplies and other inputs are monitored and evaluated	13 (10.7)	33 (27.0)	15 (12.3%)	40 (32.8%)	21 (17.2%)	2.81	1.301
Poorest of the poor are included in NAADS programme	4 (3.3%)	23 (18.9%)	12 (9.8%)	27 (22.1%)	56 (45.9%)	2.11	1.268
Youth participate in NAADS programme	10 (8.2%)	73 (59.8%)	20 (16.4%)	11 (9.0%)	8 (6.6%)	3.54	0.997
Women participation is almost equal to that of men	14 (11.5%)	27 (22.1%)	11 (9.0%)	39 (32.0%)	31 (25.4%)	2.62	1.375
People with Disabilities participate in NAADS programme	13 (10.7%)	72 (59.0%)	20 (16.4%)	11 (9.0%)	6 (4.9%)	3.63	0.966

**Source: primary data**

From the above table 28, 53.3% respondents disagreed that Quantity of inputs provided by NAADS has increased. This implies that NAADS programme is not performing very well in



Kabale Municipality. 37.4% respondents agreed basing on the new technologies that have been adapted. However 9.0% were not sure.

The majority of the respondents 57.4% agreed that NAADS programme seeds and seedlings yield higher than traditional seeds and seedlings. The high breed NAADS seeds and seedlings yield higher as backed up by the Regional NAADS coordinator that; *“High breeds seeds mature quickly and give high yields.”* 35.2% respondents disagreed on the ground that NAADS seedlings/seeds yield once and do not provide good quality seed. 7.4% were not sure.

A relatively big number of the respondents 48.6% disagreed that Output increased as result of NAADS programme. Some NAADS farmers have failed to maintain the scientific methods to due high maintenance costs, like high breed goats. 38.5% agreed because some farmer forum members testified that; *“Mushroom growing is on increase and we get much produce from them”*. 12.3% were not sure.

57.4% Disagreed that, agro-food processing has increased as result of NAADS programme on the basis that factories have not increased to process food staffs and even bakeries use imported wheat flour. 24.6% agreed citing examples of honey and milk processing plants. 18.0% were not sure whether agro-processing plants available were as a result of NAADS programme.

45.9% agreed that the number of NAADS programme farmers was increasing steadily. This is because the package of food security was added on NAADS programme. 31.9% disagreed on ground that even those who enrolled were pulling out because of failing to meet their expectations. 22.1% were not sure, and these may not be directly involved in NAADS programme.

86.9% respondents agreed that farmers are regularly visited by Agricultural Extension workers. However 8.2% disagreed and 4.9% were not sure.

54.9% agreed that the farmers' access animal drugs/ pesticides use has increased. This is due to increased awareness by the NAADS programme. 28.7% were not sure as some of them were not practicing agriculture. Only 16.4% disagreed.

58.2% agreed that there is increased use of fertilizers due to increased sensitization on NAADS programme activities. 21.3% were not sure as they did not use it. 20.5% disagreed basing on cultural farming practices were still dominant.

Majority 53.3% of respondents agreed that farmers change to appropriate technology of NAADS programme. This is due to the fact new scientific methods have been adapted by the farmers. 36.9% disagreed because the majority maintained their traditional agricultural practices. Only 9.8% were not sure.

50.8% of respondents disagreed that there is value for money for NAADS programme inputs. This is due to highly priced agricultural inputs. 34.4% agreed considering the quality of the inputs. While 14.8% were not sure. These were respondents who were not fully employed in agriculture.

50.0% of the respondents disagreed that supplies and other inputs are monitored and evaluated. This is due to less involvement and participation in monitoring and evaluation of NAADS programme. 37.7% agreed because the NAADS coordinators and extension workers monitor and evaluate the project. 12.3% were not sure.

68.0% of respondents disagreed that poorest of the poor are included in NAADS. This is because the poor cannot co-fund and don't have land. 22.2% agreed that the poor are included in NAADS programme. 9.8% were not sure.

68.0% agreed that the youth participate in NAADS programme. This is the group that is active in agriculture. 16.4% were not sure whether the youth participate in the NAADS programme. 15.6% disagreed on ground that the youth do not have land to practice agriculture.

57.4% disagreed that women participation is almost equal to that of men because there is a belief that women carry out agriculture and men do business. 33.6% agreed and 9.0% were not sure.

69.7% agreed that people with Disabilities participate in NAADS programme. This is because disability is not inability. 16.4% were not sure and 13.9% disagreed.

#### **4.5 Qualitative data analysis and findings**

After qualitative data had been collected, themes were composed according to the objects. Coding of the key informants views and NAADS coordinators was done. This was done by grouping the ideas of different respondents that were related in order to have the general views. The observed facts were organized and compared with available literature (documentary analysis) in the relation to the research objectives.

##### **4.5.1 Structures and performance of NAADS programme**

The structure of NAADS programme was found de-linked at Municipal level and critical officers are lacking at the municipal level. After documentary review it was found that by design the municipalities do have Municipal NAADS coordinator, production officer and functional production department. The absence of these structures affects the performance of NAADS programme. In the interview conducted by the research, the Mayor of Kabale municipality remarked that *“I have limited control over NAADS programme in the municipality, I do not ”*. He further revealed that he did not monitor the programme. *“I do not monitor the NAADS programme although it is being implemented in area of supervision; it is the programme of District but not of municipal council.* In the related issue of the NAADS structure, the regional NAADS

coordinator – Kigezi region said “ *I admit that there is a mismatch in the structure, for example if the Division Town Clerk misused the NAADS funds, the Municipal Town Clerk is not answerable. There is need for appointment of the municipal NAADS coordinator* he however remarked that he had not seen any problem in coordination of NAADS programme by the District NAADS coordinator.

Having generalized all the views from the Key informants and documentary reviews, it was found that the due lack of NAADS structures at Municipal level, the municipal authority has not owned the NAADS programme this has affected the programme performance in the municipality.

#### **4.5.2 Policy guidelines and performance of NAADS programme**

The analysis involved documentary reviews and generalizing the views from the Key informants for instance the Town Clerk was interviewed about NAADS policy guidelines and following were his remarks:” *NAADS programme should be looked at like any other national programmes such as Local Government Management Service Delivery (LGMSD) and Transforming Settlements for Urban Poor in Uganda (TSUPU) so that funds of the municipality flow from the Central Government to the Municipal General account for easily implementation, monitoring, accountability and reporting and auditing*”. He further said “*even my beloved councilors are not involved in the programme, the Division Assistant Town Clerks and NAADS coordinators report directly to the district without giving me a copy.* The Kabale District Speaker when interviewed remarked “*NAADS policy guidelines for District to coordinate programme has no problem because the municipality is represented by Division area councilors in the district council and these councilors make bye- laws and policies and monitor on the behalf of the municipal authorities*”

The Division Principal Assistant Town Clerk report to the Chief Administrative officer at the District and there mayor remarked that “*Assistant Town Clerk reporting to the Chief administrative officer contravenes the reporting arrangements under decentralization policy*”

Having generalized views from the key informants, the majority (5 out of 8) was not satisfied with NAADS policy guidelines and they affected the program negatively.

#### **4.5.3 Leadership and performance of NAADS programme**

The chairperson Kabale district farmer forum was interviewed and made clear that the municipal farmers are represented and their views taken into account. He however remarked that the procurement of the municipality is done at the district.

Having generalized the views from key informants and review of the farmer forum minutes, it was found that leadership affects the performance of NAADS programme positively in Kabale municipality.

#### **4.5.4 Cultural practices and performance of NAADS programme**

The views of the key informant were generalized and accompanied by observation check list, it was found that cultural factors have both moderating effect on the institutional factor and the direct effect on the performance of NAADS. The land tenure systems, traditional agricultural practices and general attitudes towards NAADS programme greatly affect its performance. It was found that there is limited land for agriculture and few enterprises such as poultry, piggery, and mushroom growing that need limited land cannot be managed by the poor. This leaves very few rich people as beneficiaries. In peri-urban areas, traditional crops and animals are grown and kept respectively due to cultural attachments. Most urban population has negative attitudes towards agriculture and prefers commercial businesses to agricultural activities.



## **CHAPTER FIVE**

### **SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.0 Introduction**

This study examined the institutional factors that affect the performance of NAADS programmes in Kabale Municipality in Uganda. This chapter presents a summary of the findings, discussion of the main findings, the conclusions and the recommendations. Areas that need further research are given under this chapter.

#### **5.1 Summary of findings**

##### **5.1.1 Structures and performance of NAADS programme**

To verify the null hypothesis that there is a negative significant relationship between structures and the performance of NAADS programme, the Pearson's product moment correlation coefficient was thus, used to determine the magnitude of the relationship. The result was correlation coefficient of .654\*\* which is significant at 0.01 level with a P- value 0.000 implying a very strong significant positive relationship and that the more structures the better the performance of NAADS programme. It was also found that coefficient of determination 0.423 meaning that structures affect the performance of NAADS programme in Kabale municipality by 42.3%. The summary finding is that structures affect the performance of NAADS programme in Kabale Municipality.

##### **5.1.2 Policy guidelines and performance of NAADS programme**

To verify the alternative hypothesis that Policy guidelines have an effect on the performance of NAADS programme, the Pearson's Product Moment Correlation coefficient was thus used to

determine the magnitude of the relationship. The result was correlation coefficient of .674\*\* which is significant at 0.01 levels with the P- value of 0.000 implying a strong positive significant relationship. A regression analysis was thereafter run in order to determine the strength of relationship between policy guidelines and performance of NAADS programme, that is, how much of the variance in the independent variable would affect the dependent variable. Results further confirm a significant effect of policy guidelines on performance of NAADS programme with a Beta value of 0.674 at 95% of confidence and the coefficient of determination of 0.449. The summary finding is that policy guidelines affect the performance of NAADS programme in Kabale Municipality.

### **5.1.3 Leadership and performance of NAADS programme**

The Pearson's product moment correlation coefficient was used to determine the magnitude of the relationship and the results indicated correlation coefficient of .480\*\* which is significant at 0.01 levels with the P- value of 0.000 implying a significant strong relationship.

A regression analysis was thereafter run in order to determine the strength of relationship between community leadership and performance of NAADS programme, that is, how much of the variance in the independent variable would affect the dependent variable. Results further confirm a significant effect of leadership on performance of NAADS programme with a Beta value of 0.480 at 95% of confidence with the coefficient of determination 0.224. The summary finding is that NAADS leadership affects the performance of NAADS programme in Kabale Municipality.

### **5.1.4 Cultural practices and institutional factors on performance**

The Pearson's product moment correlation coefficient was used to determine the magnitude of the relationship and correlation coefficient of .173 for Structures, .220\*\* for Policy guidelines and .257\*\* for Leadership. The P- value of 0.057 at 0.01 levels of significance for structures implies



insignificant relationship. The P-value of 0.015 at 0.01 levels of significance for policy guidelines implies insignificant relationship. The P-value of 0.004 at 0.01 levels of significance for leadership implies significant relationship.

A regression analysis was thereafter run in order to determine the strength of relationship between cultural practices and institutional factors, that is, how much of the variance in the moderating factor would affect the independent variables. Results revealed regression coefficients of 0.173, 0.220 and 0.257 for structures, policy guidelines and leadership respectively, cultural factors have moderating effect on the institutional factors and performance of NAADS programme. The summary finding is that cultural practices have the moderating effect on the performance of NAADS programme in Kabale Municipality. In addition to considering finding from the qualitative data, cultural practices even affect directly the performance of the NAADS programme.

Based on the study, it was found that policy guidelines affect the performance of NAADS programme with highest magnitude (44.9%) and followed by structures with 42.3%.

## **5.2 Discussion of findings**

### **5.2.1 Structures and performance of NAADS programme**

The study found out that, structures have a strong statistically significant relationship with performance of NAADS programmes with a correlation coefficient of 0.654\*\* with P-value of 0.000 which is significant at 0.01 level of significance. This finding is in line with Paine & Organ (2000) who indicated that rigid, Mechanistic structure may constrain spontaneous, extra-role behaviours, while the more open, organic structures may actually foster initiative beyond job descriptions, similarly Nahm, vanderembse & Koufteros (2003) contend that organizational structure may hinder or promote innovativeness however Van der Post et al., (1997) urges contrary citing that employees should perceive an informal atmosphere, allowing them to be creative and

innovative. It is arguable that formalized structures do not necessarily restrict staff innovation and autonomy. Thus according to the result of this study, contend that the structure affect performance of programme.

### **5.2.2 Policy guidelines and performance of NAADS programme**

The study found out that there is a very strong significant positive relationship with a correlation coefficient of .674 with P-value of 0.000 which is statistically significant at 0.01 levels of significance, the coefficient of determination was found at 0.449 after testing the strength which implies Policy guidelines affect the performance of NAADS programmes by 44.9%. This is a very high percent which implies that if policy guidelines are in place, there would be better performance in NAADS programme and study. This is in line with Danison (1992) , Heskett (1992), and Nahm et al.,(2003) that guidelines affect the performance. There was an increasing recognition that organizational/programme policies directly affect the effectiveness of service delivered and the quality of customer care. Similarly according to Nahm et al.,(2003), to encourage creativity and autonomy employees should be directed by policies and procedures, On the other hand, formal organizational procedures may serve symbolic purposes of legitimating rather than substantive purposes of performance (Meyer & Rowan, 1977). Meyer and Rowan noted the divergence of the formal and the actual was supported by belief systems and associated symbolism they termed "rationalized myths." Rationalized myths were stories constructed by the organization to conform to what the organization was supposed to be doing, even when stories diverged sharply from actual processes. Stories served symbolic purposes of reassuring influential actors and publics whose support the organization needed.

### **5.2.3 Leadership and performance of NAADS programme**

. The study revealed a strong statistically significant relationship with a correlation coefficient of 0.480\*\* with P-value of 0.000 which was significant at 0.01 levels of significance. These findings mean that, leadership is a significant factor on performance of NAADS programmes. This is in agreement with Robbins (2000) that leadership is ability to influence a group towards achievement of goals thus performance. Similarly (Sinha,1995) defined leadership as a process of inducing obedience, respect, loyalty and cooperation in the followers while Dubrin, (1998) defined it as the ability to inspire confidence and support among people who are needed to achieve organizational goal. This implies that with the good leadership, goals of any programme are achieved and thus better performance

### **5.2.4 Cultural practices and institutional factors and performance of NAADS programme**

The moderating factor (cultural practices) was also used to assess the effect it had on the institutional factors. Results revealed cultural factors have moderating effect on the institutional factors and performance of NAADS programme. This is in agreement with (Simon, 1947) with his bounded rationality that in terms of its intellectual history, the concept of cultural persistence emerged from traditional institutional theory, particularly Herbert Simon's concept of bounded rationality, meaning that institutional cultures develop boundaries restricting the range of solutions which are legitimate to examine. Similarly, Simon (1947), observed that decision-makers do not search all alternatives or truly optimize. They "satisfice" by selecting among choices restricted by organizational rules, customs, and cultures. (March & Simon, 1958; March, 1994; March & Olsen, 1999) agreed that inability of decision-makers to absorb more than limited information facilitates acceptance of such restriction, March & Olsen (1989) refer to such acceptance as the "logic of appropriateness."

The implication is that cultural practices have created boundaries which limit decision making for the programme to perform well.

### **5.3 Conclusions**

These study conclusions are based on the results that are derived from the discussion of findings above and based on the hypothesis of the study.

#### **5.3.1 Structures and performance of NAADS programme**

The study established that there is a significant positive relationship between structures and performance of NAADS programme. This is because the coefficient of determination after testing the relationship was found to be 0.423, meaning that structures affect performance of NAADS programme by 42.3%. This implies therefore that, the more structures in place, the better the performance of NAADS programme. The study concluded that structure should in place for NAADS programme to perform well in the Municipalities of Uganda.

#### **5.3.2 Policy guidelines and performance of NAADS programme**

The study also found out that there is a positive relationship between policy guidelines and performance of NAADS programme. This finding was reached at after testing the relationship and found the coefficient of determination at 0.449, meaning that policy guidelines affect the performance of NAADS programme by 44.9%. This implies that there will be an automatic improvement in the performance of NAADS programme if policy guidelines are streamlined. The study concluded that NAADS programme guidelines affect its performance in the Municipalities of Uganda

#### **5.3.3 Leadership and performance of NAADS programme**

The research was able to establish that leadership affects performance of NAADS programme with a coefficient of determination of 0.224. This finding was obtained after testing the relationship. It

means that leadership affects performance of NAADS programme by 22.4%. This implies that there will be an improvement in the performance of NAADS programme if leadership is streamlined thus the study concluded that leadership greatly affect the performance of NAADS programme in the Municipalities of Uganda.

#### **5.3.4 Cultural practices and institutional factors and performance of NAADS**

The research was able to establish further that cultural practices moderate institutional factors with coefficients of determination of 0.173, 0.220 and 0.257 for structures, policy guidelines and leadership respectively. It was further established that cultural factors directly affect the performance of NAADS programme.

In view of the above findings, the study concluded that the role played by cultural practices on institutional factors is very key and should be put into consideration for the performance of NAADS programme to improve in the Municipalities of Uganda.

### **5.4 Recommendations**

The following recommendations have been made basing on the findings and conclusions drawn from the study:

#### **5.4.1 Structures and performance of NAADS programmes**

The study findings revealed that NAADS structures are lacking at municipal level and thus affecting the NAADS programme performance. The study recommends for NAADS national secretariat to introduce functional NAADS structures at Municipal Levels.

#### **5.4.2 Policy guidelines and performance of NAADS programmes.**

The government should revisit the NAADS Act 2003 and NAADS regulations to give the municipal authorities autonomy to manage financial and accountability of NAADS funds, procurements and audit like any other government programmes.

### **5.4.3 Leadership and performance of NAADS programme**

Farmer forum leadership should be extended to municipal levels and take lead in creating awareness so as to improve on the performance of NAADS programme.

Contractors should be solicited by the procurement unit using community procurement guidelines and NAADS programme farmer forum leadership be strengthened.

### **5.4.4 Cultural practices and institutional factors and performance of NAADS programme**

Cultural practices on; Traditional agricultural practices, Land tenure systems, the poor and peoples' attitudes, should be put into consideration in NAADS programme. The management of the NAADS programme should have the deliberate effort to include the poorest of the poor especially women in the NAADS programme.

### **5.5 Areas for further research**

The linear regression was run and gave the coefficient of determination (R) as 0.765 and adjusted R square as 0.571 and the implication is that the institutional factors affects only 57.1% of the performance of NAADS. There is need to carry out further research on other factors (not institutional) affecting the performance of NAADS programme.

The study was conducted in the urban area, there is need to study the programme in the rural areas.

There is need to undertake a study to establish the effectiveness of monitoring and evaluation at all levels by stakeholders on performance of NAADS programmes.

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## APPENDICES

### APPENDIX I : THE QUESTIONNAIRE FOR TECHNICAL STAFF, FORUM MEMBERS AND COUNCILLORS

#### Questionnaire on the study investigating the “Institutional Factors affecting performance of National Agricultural Advisory Services programme in Kabale Municipality, Uganda”

Dear respondent,

I am a student of Uganda Management Institute pursuing a Masters in Management Studies (Project Planning and Management) Degree Programme. As part of the requirements for the award of this degree, I am undertaking a study on the institutional factors affecting performance of NAADS programme in Kabale Municipality, Uganda. The findings of this researcher are not only for academic purposes but will inform policy makers and planners for peculiar considerations of the urban authorities in Uganda.

Please spare some time and give your most appropriate and host responses. The information provided will be handled and treated with confidentiality as the instrument is anonymous.

#### SECTION A: BACKGROUND INFORMATION (Please respond by ticking in one of the boxes given e.g. )

1. Gender of the respondent

Male

Female

2. Age group of the respondent

<20yrs  21-29yrs  30-39yrs  40-50yrs  >50yrs

3. Marital status of the respondent

Single  Married  Widowed  Divorced  Separated

4. Highest level of Education

Post Graduate  Bachelors  3 Diploma  A-level& Equivalent

O-level & Equivalent  P.L.E certificate  Others specify.....

5. How long you have been employed/ Councilor in Kabale Municipal Council.

< 1yr  1-5yrs  6-10 yrs  11- 15yrs  16-20yrs

6. Have you ever heard about NAADS programme

Yes  No

**SECTION B: INDEPENDENT VARIABLES (INSTITUTIONAL FACTORS)**

**In this section please tick in the box that correspond to your opinion/ view according to a scale of 5= Strongly Agree (SA). 4= Agree (A), 3= Not Sure (NS) 2= Disagree (D) 1=Strongly Disagree (SD)**

		<b>Structures</b>				
		<b>SA</b>	<b>A</b>	<b>NS</b>	<b>D</b>	<b>SD</b>
7	Kabale Municipal Council staff structure supports performance of NAADS programme					
8	Kabale Municipal Council has enough personnel to handle NAADS programme					
9	There is an officer in charge of agriculture/production to oversee performance of NAADS programme in the Municipal Council.					
10	Kabale Municipal Council has a Municipal Farmer forum to oversee the performance of NAADS programme in line with guidelines.					
11	There are farmer forum groups at the Division levels in the Municipality.					
12	The Municipal Town Clerk has control over division NAADS coordinators					
13	Municipal Councilors develop policies and bye laws to manage the NAADS programme					
14	Municipal Councilors participate in the supervision of the NAADS programme					
15	Municipal Councilors receive and discuss reports related to the management of the NAADS programme in the Municipality.					

<b>Policy guidelines (Accountability, Procurement, Reporting, Audit)</b>					
16	NAADS funds from the Ministry of Finance, Planning and economic Development go direct to the District account and then to divisions.				
17	The Town Clerk is always aware of the NAADS funds sent to the Municipal divisions.				
18	Budgets for the NAADS Programme funds are discussed at Municipal Council level.				
19	Division Principal Town Clerks report to the Town Clerk on utilization of funds for the NAADS programme.				
20	The Town Clerk accounts for the NAADS programme funds in the Municipality				
21	NAADS programme procurement guidelines are in line with the PPDA Act 2003 and Local Government Procurement Regulations 2006				
22	Procurement plan for acquisition of NAADS Programme requirements is approved by Council.				
23	Division Principal Town Clerks report to the Town Clerk on performance of NAADS programme.				
24	Municipal Council receives reports on performance of NAADS programme.				
25	NAADS National secretariat gives feedback to Divisions and Kabale Municipal Council on performance of NAADS programme				
26	The Municipal Internal Auditor audit the NAADS funds				
<b>Leadership</b>					
27	Suppliers/contractors are involved in the leadership of NAADS programme				
28	Farmer forum leadership provides a clear way for the proper implementation of the NAADS programme.				

### **SECTION C: MODERATING VARIABLES (CULTURAL FACTORS)**

<b>C</b>	<b>Cultural practices</b>
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29	Traditional agricultural practices are used by farmers in the NAADS programme in Kabale Municipality					
30	The land tenure systems affects the performance of NAADS programme					
31	People have negative attitude towards NAADS programme					

**SECTION D: DEPENDENT VARIABLES (PERFORMANCE OF NAADS)**

<b>D</b>	<b>Enhanced food security</b>					
32	Quantity of inputs provided by NAADS has increased					
33	NAADS programme seeds and seedlings yield higher than traditional seeds and seedlings					
34	Output increased as result of NAADS programme					
35	Agro-food processing has increased as result of NAADS programme					
36	The number of NAADS programme farmers is increasing steadily.					
	<b>Increased awareness</b>					
37	Farmers are regularly visited by Agricultural Extension workers					
38	Farmers access animal drugs/ pesticides use has increased					
39	There is increased use of fertilizers					
40	Farmers change to appropriate technology of NAADS programme					
41	There is value for money for NAADS programme inputs					
	<b>Inclusion and participation</b>					
42	Poorest of the poor are included in NAADS programme					
43	Youth participate in NAADS programme					
44	Women participation is almost equal to that of men					
45	People with Disabilities participate in NAADS programme					

46. Give general comment on the performance of NAADS programme in Kabale Municipality.

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**THANK YOU VERY MUCH FOR YOUR TIME AND RESPONSE**

**APPENDIX II : INTERVIEW GUIDE FOR THE KEY INFORMANTS GUIDE**

1. In your opinion, how does NAADS structure affect the performance of NAADS programme in Kabale Municipality?

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2. How does the absence of the municipal NAADS coordinator affect the performance of NAADS programme in Kabale municipality?

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3. How does the absence of production /agricultural office affect the performance of NAADS programme?

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4. How does the absence of involvement Municipal political leaders affect the performance of NAADS programme in Kabale Municipality?

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5. How do the NAADS guidelines affect the performance of NAADS programme in Kabale Municipality in regard to the following thematic areas?

(i) Financial flow

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(ii) Reporting

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(iii) Accountability

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(iv) Budgeting

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(v) Auditing

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6. How does the leadership of NAADS at different levels affect the performance of the NAADS programme in Kabale Municipality?



(i) Farmer forum committees

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(ii) Procurement committees

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7. How do the following cultural practices affect the performance of NAADS in Kabale Municipality?

(i) Traditional agricultural crops and animals

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(ii) Land tenure systems

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(iii) Farmers' attitudes

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8. Are the NAADS guidelines in harmony with the decentralization policy? If no what need to be done that can enhance its performance?

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9. In your opinion what alternatives for NAADS programme if any that can do better in promoting prosperity for all in Kabale Municipality?

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10. Give general comments on performance of NAADS programme in Kabale Municipality.

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**THANK YOU VERY MUCH FOR YOUR TIME AND RESPONSE**