

**GOVERNANCE PRACTICES AND SERVICE DELIVERY IN NATIONAL
AGRICULTURAL DEVELOPMENT PROGRAMS IN UGANDA:
THE CASE OF NAADS IN NAKASONGOLA DISTRICT**

BY

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DECLARATION

I, **Muwonge Samuel**, hereby declare that the work herein is original with exception of sources of information which are duly acknowledged and referenced and I declare that it has never been presented to any institution of higher learning for any award.

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APPROVAL

This is to certify that this research project has been under our supervision and is now ready for submission for examination.

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DEDICATION

This research work is dedicated to my Father Mr. Kasozi Christopher and Hon. Muruuli Mukasa who have continuously prayed, encouraged and facilitated me to endeavor and finish my studies. I thank them very much.

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ACRONYMS AND ABBREVIATIONS

CAO:	Chief Administrative officer.
CDO:	Community Development Officer
DIO:	District Information Officer
FF:	Farmer Fora
GAF:	Global Accountability Framework.
MAAIF:	Ministry of Agriculture Animal Industry and Fisheries
MFPED:	Ministry of Finance Planning and Economic Development.
NAADS:	National Agricultural Advisory Services
OPM:	Office of the Prime Minister.
OWC:	Operation Wealth Creation.
PRA:	Participatory Rural Appraisal
SAS:	Single- Spine Agricultural System
SMS:	Subject Matter Specialists
SNC	Sub- county NAADS Coordinator
SPSS:	Statistical Package for Social Sciences
TOTs:	Trainers of Trainers

ABSTRACT

This study examined the influence of governance practices on service delivery in national agricultural development programs taking NAADS as a case study. Specifically the study explored the influence of stakeholder participation, transparency, and accountability on service delivery of the NAADS programme. The research design was a case study. A total of 239 respondents, including 19 key informants and 220 NAADS beneficiaries, participated in the study. Primary data was obtained using a questionnaire, structured interview, and observation guide. Data was analysed using descriptive and inferential quantitative as well as qualitative methods. The findings have revealed that: Stakeholder participation, transparency, and accountability were low in the NAADS programme, but are significant factors in the service delivery of the programme. Lack of frameworks for stakeholder participation, transparency, and accountability resulted into this low contribution. Citizens wanted practical platforms where they could influence transparency and accountability by NAADS officials. Given that farmers were the major stakeholders in this programme, their engagement would improve identification of programme needs and support for governance. This would ensure that officers who run NAADS are more transparent and accountable to the tax payer. It would also increase the trust citizens put into government development programmes and they would become more willing to expend effort to achieve program objectives. The study concludes that Farmers' participation in NAADS operations increases fit between program goals and output. Accountability is very significant in performance and service delivery of National development programs. Transparency leads to better service delivery. All National development programs need to maintain good transparency practices for effectiveness. The study recommends that: A framework for stakeholder participation in national agricultural development programmes should be made by government with consultation with citizens. Farmers need to be empowered through community education on effective stakeholder engagement strategies. There is need to create a framework for ensuring transparency. Farmers need to be involved in the management of NAADS. A framework where farmers can demand for accountability from NAADS officers should also be created.

CHAPTER ONE

GENERAL INTRODUCTION

1.0 Introduction

This research explored the relationship between Governance Practices and Service Delivery in agricultural development programs with specific reference to NAADS programme in Nakasongola District. This study was motivated by the need to assess governance factors that have led to poor programme outputs in NAADS despite the programme being praised as a role model in agricultural modernization in Africa. NAADS has not been able to achieve the intended outputs (Mulondo, 2013); yet empirical studies attempting to examine the factors contributing to poor outputs in this programme are rather limited. This has left a knowledge gap and yet it is such information that policy makers and implementers need to fix the challenges facing NAADS so as to increase its output. This first introductory chapter discusses the context and insight into the research problem; the statement of the problem; the purpose of the study; research objectives; research questions; scope of the study and significance of the study. Therefore, the starting point is to provide a detailed background and rationale for the study.

1.1. Background to the study

1.1.1. Historical perspective

Governance of national development programs has taken centre stage in the international development debate. National development programs especially in Africa require good governance if countries are to achieve their economic and social-political objectives. Kofi Annan, former Secretary-General of the United Nations (UN), told world leaders in 1998: “Good Governance is perhaps the single most important factor in eradicating poverty and promoting development.” Therefore, implementers of national development

programs need to use governance practices based on principles of Good Governance if they are to be successful. The United Nations Development Programme (2013) highlights participation, accountability, transparency, sustainability, and the rule of law as Governance Practices that should be used to run national programs aimed at improving the quality of life of citizens. These governance practices promote inclusion of the poorest and most vulnerable people in making decisions about allocating development resources.

Despite the importance of agriculture to Uganda's economy, the sector's performance has not been impressive in recent years. Real growth rate in agricultural output declined from 7.9 percent in 2000/01(MAAIF, 2010) to 1.3 percent in 2012/13 (MFPED, 2014). The agricultural sector has continued to register poor performance despite various institutional reforms as well as increased funding in the sector with the view of accelerating growth. Key among the institutional reforms was the restructuring of the Ministry of Agriculture Animal Industry and Fisheries (MAAIF) in 1990s till early 2000s. This led to the establishment of various semi-autonomous institutions including for example the Dairy Development Authority, Uganda Coffee Development Authority, National Agricultural Research Organization (NARO) and the National Agricultural Advisory Services (NAADS).

In 2000, the Uganda government established the Plan for Modernization of Agriculture (PMA) as part of the broader strategy of poverty eradication –contained in the Poverty Eradication Action Plan (PEAP) of 1997. The PMA was a multi-sectoral policy framework whose main objective was to increase the incomes of poor subsistence farmers through increased productivity and increased share of marketed output. It was intended to be a framework within which the country was to overcome obstacles to agricultural productivity (Mugalu, 2012). These obstacles included, low levels of

application of improved technologies, poor crop and animal husbandry practices, poor access to agricultural credit, limited access to technical services, poor transport, poor communication and marketing infrastructures as well as insecure land tenure.

Hence, to achieve the key objectives of the PMA, the NAADS programme was established in 2001 by an Act of Parliament, as one of the seven priority areas for agricultural transformation. Specifically, NAADS was established with the key objective of empowering farmers to access and utilize agricultural advisory services and improved technologies (Mulondo, 2013). Before the advent of NAADS, agricultural extension services in Uganda were centralized, non-participatory and provided by civil servants. This approach was considered as unfocused, reached fewer farmers and hence not cost effective. Thus, NAADS was introduced as an improvement to the traditional agricultural and veterinary extension services by being farmer-centred and farmer-controlled, using the private sector mechanism to improve service delivery and to target commercialization as one of the objectives (NAADS, 2001).

The National Agricultural Advisory Service (NAADS) is a programme of the government of Uganda which was to increase the efficiency and effectiveness of agricultural extension services (NAADS, 2001). NAADS is a semi autonomous body formed under the NAADS Act of June 2001. Its development goal is to enhance rural livelihoods by increasing agricultural productivity and profitability in sustainable manner.

The National Agricultural Advisory Services Organization is a semi - autonomous public agency within the Ministry of Agriculture Animal Industry and Fisheries (MAAIF), responsible for public agricultural advisory/extension services. NAADS is currently being implemented in all Districts, Municipalities and Sub counties of Uganda. The

organization is mandated to provide agricultural advisory services by an Act of Parliament, the NAADS Act 2001.

In accordance with the decentralization policy, all districts are implementing the NAADS programme through existing Local Government administrative and technical arrangements for agricultural service delivery.

I.1.2 Theoretical perspective

The Theory of Citizen Participation

The justification of this theory is that, Public involvement is means to ensure that citizens have a direct voice in public decisions.

Citizen participation is a process which provides private individuals an opportunity to influence public decisions and has long been a component of the democratic decision-making process (Fox & Meyer, 1995). The roots of citizen participation can be traced to ancient Greece and Colonial New England. Before the 1960s, governmental processes and procedures were designed to facilitate external participation. Citizen participation was institutionalized in the mid-1960s with President Lyndon Johnson's Great Society programs (Cogan & Sharpe, 1986 p. 283). Participation has emerged in response to global demands for greater individual and social control over the activities of state and private agencies, and especially to the manifest failures of traditional 'top-down' management systems in less developed countries Brett (2003).

Currently, public governance encourages Public involvement in all national development programmes as means to ensure that citizens have a direct voice in public decisions. Many agencies or individuals choose to exclude or minimize public participation in planning efforts claiming citizen participation is too expensive and time consuming. Yet, many citizen participation programs are initiated in response to public reaction to a proposed project or action. According to Langton (1978), Citizen Participation involves

purposeful activities in which citizens take part in government related activities. Officials of local government rely on citizen inputs to stay informed about public concerns as well as to gain insight into citizen preferences. In local government citizen participation in the making and implementation of policy can have benefits such as diverse viewpoints on particular issues, generation of a sense of ownership of projects and feeling of civic pride. Citizen participation also prevents the abuse or misuse of administrative authority and political power (Mugalu, 2012).

However, there are tangible benefits that can be derived from an effective citizen involvement in national programs. Cogan, et al., (1986, p. 284) identify five benefits of citizen participation to the planning process which include; citizens having Information and ideas on public issues, promoting Public support for planning decisions; avoidance of protracted conflicts and costly delays, providing a reservoir of good will which can carry over to future decisions; and promoting a spirit of cooperation and trust between the agency and the public. The perceptions of stakeholders and planners are an important consideration in the development and implementation of any public participation program. Public participation is often a requirement for planners; however, it is always optional for citizens. Citizens choose to participate because they expect a satisfying experience and hope to influence the planning process.

In successful citizen involvement programs, the disparity between the planner's and the participant's expectations is minimal. If expectations are different, conflict is probable. This conflict is damaging to the planning process (as well as the agency's reputation), and to the relationship between the participants and the planner. Often, it is avoidable because its source is in conflicting expectations rather than conflicting demands (Cogan, et al., 1986, p 287).

However, certain shortcomings are also associated with citizen participation, for instance, it is time-consuming, costly, slow and it can evoke a negative reaction if citizen inputs are not taken into account. Despite the above, citizen participation is essential for promoting Good governance in public institutions (Fox & Meyer, 1995).

Well-planned citizen involvement programs relate the expectations of both the citizens and the planner. Arnstein's "ladder of citizen participation" can assist the planner in determining his or her perceptions of a program's purpose and compare this with the anticipated perceptions of citizen participants.

1.1.3 Conceptual Perspective

Governance Practices is the manner in which power is exercised in the management of a country's economic and social resources for development (World Bank,1992). According to World Bank, sustainable development can only take place if a predictable and transparent framework of rules and institutions exists for the conduct of private and public business. The essence of Governance Practices was described as predictable, open and enlightened policy, together with a bureaucracy imbued with a professional ethos and an executive arm of government accountable for its actions. The major pillars/elements against which governance can be judged according to World Bank are:

Participation: Participation refers to active engagement of stakeholders in decision making. However participation can be defined in different contexts. The defining factor here is that participation must allow for change. There is no point consulting or involving others if it makes no difference. Participatory processes need to be tied in closely to systems of power, influence and decision making. (Lloyd, Warren &Hammer, 2008).

Transparency: Transparency is operating in such a way that it is easy for others to see what actions are performed (Schnackenberg & Tomlinson, 2014). For example, a cashier

making change after a point of sale transaction by offering a record of the items purchased (e.g., a receipt) as well as counting out the customer's change on the counter demonstrates transparency. Transparency is a characteristic of processes defining the way in which an organization makes available information about their activities and aims.

Accountability: Accountability refers to “the principle that individuals, organizations and the community are responsible for their actions and may be required to explain them to others” (Benjamin et al., 2006). The notion of accountability has several meanings that span the fields of accounting, law, ethics, management theory and practice, and governance.

1.1.4. Contextual Perspective

Complaints on poor performance of NAADS, despite consuming a large proportion of tax payers' money have been increasing (Mugalu, 2012).

In 2012, Nakasongola District was a victim of failure to account for Naads funds. The district failed to provide proper accountability for the Shs3.8 billion governments allocated for the running of the National Agricultural Services programme (Admin, 2012). A spot check done by the State House NAADS monitoring unit in Buikwe, Kiboga, Mubende, and Kyankwanzi districts in 2012, unearthed a number of anomalies. Akiror (2013), the special presidential advisor NAADS Monitoring Unit, discovered poor record-keeping, especially in the accounts department. Audit queries as a result of weak internal financial controls were also discovered. It was learnt that councilors interfered with the selection of beneficiaries and distribution of farm inputs, putting some bonafide beneficiaries at a disadvantage (Masaba & Semakula, 2013).

The Auditor general (2012) shows that NAADS effected payment of the money without the approval of the NAADS accounting officer. Again , officials from (NAADS failed to account for over Sh 7billion that was disbursed to different beneficiaries in various districts to carry out NAADS activities (Sekajigo & Karugaba ,2014).

The Government started efforts to address the weaknesses in NAADS operation in an attempt to benefit the Farmers. The Government directed that NAADS staff contracts not to be renewed while those still having running contracts be terminated immediately before 1st July 2014 (Ssebuyira, 2014). According to Tress Buchanayandi, the minister for Agriculture Animal and Fisheries they intended to replace NAADS staff with agricultural extension workers in new restructuring reforms of Naads passed by cabinet. (Ssebuyira, 2014).

District Chief Administrative Officers ordered all coordinators of the National Agriculture Advisory Services –NAADS program to handover all property and documents under their custody .The order followed the 7th July communication from the ministry of Agriculture animal industry and fisheries ordering district chief administrative officers to disband NAADS structures. Kasozi Suleiman, Nakasongola Chief Administrative Officer explained that the NAADS coordinators at sub county and district level were given two weeks to ensure that all properties were returned to the district headquarters. The properties included motorcycles, office furniture and office documents among others (Luwaga, 2014).

The government employed one NAADS staff at every district and two at each sub county. This translated to 112 district NAADS coordinators and about 2052 NAADS Sub county staff at all the 1026 sub-counties that brought the total staff to 2164. During the Heroes day celebrations in Mityana district in 2014, President Yoweri Museveni said that

his latest plan was to restructure NAADS by scraping NAADs coordinators and deploying a soldier per constituency to monitor government projects.

President Yoweri Museveni introduced Operation wealth Creation (OWC) a program to boost agricultural production in the country and ensure producers earn household incomes. The operation coordinated by Uganda Peoples Defence Forces empowers the army to run activities previously under the National Agricultural Advisory Services (Mugisha,2015).

The army was deployed after an experiment with UPDF officers in former freedom struggle zones that discovered the soldiers performed better in distributing planting and breeding materials for much less money. This move however was met with resistance and criticism across the country by people claiming that the use of military coordinators is an unwarranted. This has subsequently taken the Prime Minister Dr. Ruhakana Rugunda to implore all local government leaders to support and embrace the project which he said was primarily aimed at enhance household incomes (Mugisha.2015).

Government has also subsequently approved a new agricultural program to replace the National Agricultural Advisory Services (NAADS) program. The Single- Spine Agricultural System (SAS) will see each district have two agricultural officers. The program incorporates the army at constituency level as monitors on standards and quality. Still under the Sh200 billion program, sub county chiefs will be in charge of distributing seeds with 126billion reserved for this. According to the Information minister, Rosemary Namayanja the recruitment of officers under the NAADS program has also been suspended because the new program will be driven by few people. The new program takes immediate effect (Ageno, 2014).

In restructuring NAADS, it is therefore important that government looks critically at issues affecting service delivery and hampering the programme. There is need to

establish an efficient system of quality input delivery, have in place skilled and capacitated agricultural service providers, limit political interference, and establish systems that disburse funds on time (Mayamba, 2014).

Commercialization of agriculture, which was emphasized in the presidential address and as prioritized in Uganda's Vision 2040, will only happen if efforts are taken to encourage marketing. Farmers are willing to market their produce but the where and how remains in the hands of a few, mostly the middlemen or traders (Kuteesa, 2014).

1.2 Problem statement

Uganda has been credited for having good national development programmes in Africa and comparatively among the best in the world. However, Mulondo (2013) shows that most of these very good programmes such as the National Agricultural and Advisory services (NAADS), are yet to achieve their intended outputs long after their implementation lives are about to come to an end. Success stories of good programme formulation do not rhyme with failure rates in Uganda. The NAADS programme has been reported by the Government of Uganda to have failed to meet the expectations for which it was formed. The Auditor general (2012) indicates that NAADS was being affected by governance challenges. The government of Uganda reacted by terminating NAADS coordinators by 1st July 2014. Empirical data on specific governance challenges facing NAADS was not readily available. The implications of Governance Practices on service delivery of NAADS had not been adequately addressed. Without this information, attempts to improve NAADS would not bring out the desired results. This scenario prompted the researcher to explore the relationship between Governance Practices and service delivery of the NAADS program in Uganda.

1.3. General Objective

The study examined the relationship between Governance Practices and service delivery of National agricultural development programmes taking NAADS in Nakasongola District as a case study.

1.4. Specific objectives

The following specific objectives guided the study;

- I. To assess relationship between stakeholder participation of Farmers and service delivery of NAADS programme.
- II. To examine the relationship transparency and Services Delivery of National Agricultural Advisory Services (NAADS) programme.
- III. To assess the relationship between accountability and Service Delivery of NAADS programme.

1.5. Research questions

- I. What is the relationship between stakeholder participation of Farmers and service delivery of NAADS?
- II. What is the relationship between transparency and service delivery of NAADS programme?
- III. What is the relationship between accountability and Service Delivery of NAADS programme?

1.6. Conceptual frame work

The diagram figure 1 gives a graphical conceptual representation of the variables of study and how they relate to each other (Miles & Huberman, 1994). The independent variable was governance practices while the dependent variable was NAADS program service delivery. The

moderating variables were the technical governance skills of the governing bodies and the social-political of the country.

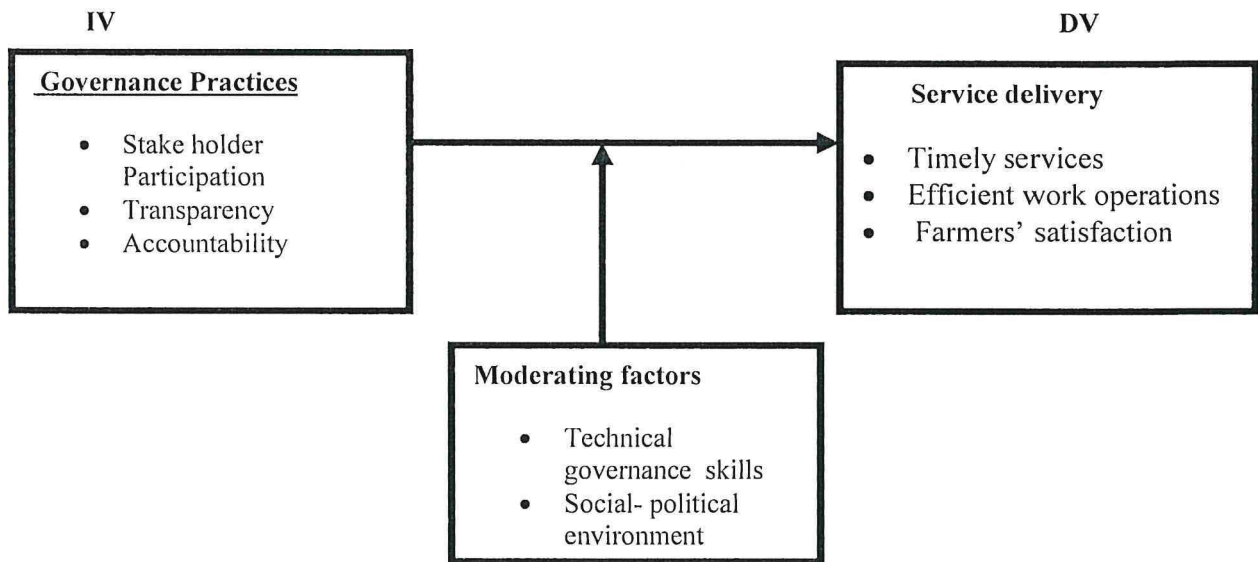


Figure 1: The Conceptual frame work: Adapted from World Bank (1992) and UN (2009) and modified by the researcher

According to the UN (2009), national development programs have governance structures determined by the central government. In order for these governance structures to be effective, they have to be based on principles of good governance. The World Bank (1992) indicates that Good governance should promote stakeholder participation, transparency and accountability. According to the UN (2009) this is achieved when managers of these programmes are transparent and accountable to the stakeholders and the state that funds most of their activities. Even when the programs are autonomous, they should be run as state programs. The programs should have frameworks for stakeholders to participate and supervise their activities (World Bank, 1992). This ensures that these programs achieve their missions and vision that are in line with the service delivery objectives. Transparent, accountable and participatory programme

efficiently (UN, 2009). However, this is moderated by governance skills of program managers and the Social- political environment of the country. That's, managers should have the governance skill to manage NAADS resources very well. Society should be hardworking and patriotic for the program to be implemented well. There is need for stable legal framework for individuals to access economic opportunities.

1.7 Scope of the study

1.7.1 Geographical scope

The study was carried out in Nakasongola District, in two counties of Budyabo and Nakasongola.

1.7.2 Time scope

This problem was pronounced between 2011 and 2014 which motivated this study to investigate the root causes and possible solutions.

1.7.3 Content scope

The study examined the relationship between Farmers participation and accountability and service delivery of NAADS in Nakasongola.

1.8. Significance of the study

The study highlighted the role of governance Practices in the performance of national development programmes in Uganda.

The research findings will be used by central government to further improve the governance of NAADS.

The findings will be used as a basis for initiating stakeholder participation, transparency, and accountability frameworks for national development programs.

The findings will be useful in improving collaboration among farmers, the major stakeholders and the National NAADS Secretariat

The findings will serve as a foundation for initiatives to improve the effectiveness of country-wide NAADS coordinating Units especially in Nakasongola district with a view to improving the programme's performance.

The research findings will also be a useful source of information for researchers, development practitioners and public policy formulators and analysts in the areas of national programme implementation in Uganda and other countries.

CHAPTER TWO LITERATURE REVIEW

2.0 Introduction

This discusses the review of literature; it contains the introduction, review of related literature according to the study objectives and summary to the reviewed literature. The literature was reviewed from both published and unpublished documents, both electronic and non-electronic form.

2.1. Stakeholder Participation and Service delivery of National Agricultural Development programs

Good governance requires that stakeholders, especially citizens or the community has the opportunity to participate in formulation of development strategies that directly affect them. Participation in policy development is an important element of democratic and open societies. Participatory governance is increasingly becoming essential to the performance of national programmes (World bank, 1992).

The term participation can be used to mean different things in different contexts. In the context of the GAP Framework, participation is the process through which an organization enables key stakeholders to play an active role in the decision making processes and activities which affect them. Participation is defined as a productive approach by which beneficiary clients influence the direction and performance of a development project with a view to improve their wellbeing in terms of profits, personal growth, self-reliance or other values they cherish (Ngowi & Mselleand, 1999, in Rezaei ,Alilou & Naraghi 2013). Participation, in the development context, is a process through which all members of a community or organization are involved in and have influence

on decisions related to development activities that will affect them (Wenbo & Rongquiu, 2009, in Rezaei, Alilou & Naraghi 2013).

From such a background, development projects will address those community or group needs on which members have chosen to focus, and all phases of the development process will be characterized by active involvement of community or organization members. Participation concerns the way in which an organization involves stakeholders in its decision-making processes and activities. Being participatory is a characteristic of processes whereby stakeholders are given a voice in the activities of the organization, creating ownership of the results— and thus a greater likelihood of uptake and legitimacy. Furthermore, taking the views of others into account before the activity has commenced is a means of pre-empting challenges later.

Many development interventions in the Global South increasingly support active participation of community members (Eversole, 2010). This comes against a background of declining public sector involvement in development interventions in most developing countries (Kiptot & Franzel, 2014), and the attendant pressure to look for alternative mechanisms of filling the gap left by the decline. In the resource-constrained context that characterizes development efforts in most of these countries, more efficient utilization of local assets through community members' participation is a strategy that is simultaneously appealing and plausible. The group-based approach, in particular, is a commonly suggested strategy for involving community members, especially where development interventions target a large number of beneficiaries. Community-level groups are seen as attractive mechanisms for locating and mobilizing the information, resources, and influence necessary to advance household welfare and local services (Grootaert, 2004).

However, using groups as a key strategy in contributing to improved livelihoods is not an approach devoid of challenges and issues. For instance, individual members' competencies, roles, and status expectations may affect functioning of the groups. The groups themselves may be disadvantaged in terms of effectively establishing networks or partnering and negotiating with other actors such as local governments, marketing organizations, research institutions, credit institutions, and retail food outlets. Thus, assessment of participation in groups seems necessary, focusing on quality dimensions, among others (Rifkin, 1986).

NAADS Master Document (2000) states that the planning processes in the NAADS programme are expected to be participatory. It is noted that the primary plans were to originate from the Farmer Groups. Plans were expected to be generated through group discussions (Participatory Rural Appraisal (PRA)-led) as well as consensus building and collaborative learning approaches. The aggregation of the plans is expected to be undertaken at the sub-county, district, and national levels. NAADS Master Document (2000) generally provides a planning framework for NAADS implementation in a participatory manner. However, bearing in mind of the implementation gap in the policy process, there was therefore need to systematically investigate whether the participatory approach that is presented in the NAADS master document is actually implemented on the ground and how it impacts on outcomes. This formed the partial purpose of this study.

According to Bantabya, Kyomuhendo and Mwiine (2014), NAADS and non-NAADS Farmers they spoke to mentioned significant challenges in acquiring working inputs. Beneficiaries complained that NAADS was actually designed to benefit the rich and as

lacking the necessary capacity to address even the most basic needs of subsistence farmers living in poverty. For these poorest Farmers, NAADS merely helped those who already have money (Bantabya,et al., 2014a).

Many noted that the poor Farmers were not allowed to speak during the meetings and if they did speak, they were openly ridiculed and put down by their better-off counterparts (Bantabya,et al, 2014a). In fact, many of the wealthier Farmers they spoke to also openly acknowledged the challenges faced by poor Farmers in accessing the NAADS resources and benefits. The poor Farmers not participating in NAADS expressed their content with remaining unregistered, noting that they did not see any benefit to doing so. They asserted that NAADS was indeed not well matched to the realities and wellbeing of the rural poor, who live from hand to mouth and often subsist on casual labour. However the researchers never indicated particularly which part of Uganda the investigation was carried.

Mukundane, (2011) in his recent study on NAADS noted that formerly farmers participated in the management of the NAADS by forming groups with the assistance of extension workers at the sub-county level specifically the community Development officer (CDO). The NAADS Programme by principle requires the beneficiaries to form groups through which agricultural and technology inputs are channelled to group members (MAAIF, NAADS implementation modalities report, 2006). His findings concerning attendance of group meetings and training, respondents said that they had group meetings which were held according to set group schedules. Group meetings were held once in a month to discuss issues regarding group enterprise activities. However, most respondents noted that in the recent past especially under the ‘new NAADS’

arrangement, attendance at meetings had drastically declined. This was largely attributed to failure by members in their application for assistance with setting up enterprises (to be considered for their applied enterprises).

When it came to the selection of enterprises, the majority of respondents expressed lack of information about the criteria followed in the process of selecting enterprises in the sub-county. Most of them felt they were not empowered to select their own enterprises. The issue concerning procurement and supply of agricultural and technology input / implements to Farmers, the respondents mentioned that they were denied the right to participate in the process, something that resulted in procurement and supply of poor quality goods / materials and services. The proposed study aims at investigating the reality of the practice.

2.2. Transparency and service delivery of National Agricultural Development Programs

Transparency, in the used science, engineering, business, the humanities and in a social context more generally, implies openness, communication, and accountability. Recent research suggests there are three primary aspects of transparency relevant to management practice: information disclosure, clarity, and accuracy (Schnackenberg & Tomlinson, 2014). To increase transparency, managers actively infuse greater disclosure, clarity, and accuracy into their communications with stakeholders. For example, managers that voluntarily share information related to the firm's ecological impact with environmental activists are demonstrating disclosure; managers that limit the use of technical terminology, fine print, or complicated mathematical notations in their correspondence with suppliers and customers are demonstrating clarity; and managers that do not bias, embellish, or otherwise distort known facts in their communications with investors are

demonstrating accuracy. The strategic management of transparency therefore involves intentional modifications in disclosure, clarity, and accuracy to accomplish the organization's specific objectives (Schnackenberg & Tomlinson, 2014).

In the context of the GAP framework, transparency is the provision of accessible and timely information to stakeholders and the opening up of organizational procedures, structures and processes to their assessment. To be transparent an organization must be open with its stakeholders about its activities and performance, providing basic information to them on what it is doing and how well it is doing it through financial statements, annual reports and performance evaluations. This is the basic information needed by stakeholders to monitor an organization's activities and to hold it to account for its actions, goals and objectives.

However, to be transparent, an organization must do more than disclose standardized information: it also needs to provide stakeholders with the information they require to make informed choices and decisions. In this way transparency is more than just a one way flow of information it is an ongoing dialogue between organization and stakeholders over information provision.

Organizations need to prepare financial reports which have to be verified by the internal audit to enable compilation of final reports. It is through audit reports that management gets information to enable them judge whether organizations resources were utilized efficiently and effectively and these reports also show the kind of person prepared them that is whether is qualified /unqualified (Schnackenberg,et al. , 2014).

While some disclosed information on web sites is audited such as financial statements, some information is unaudited (Uyar, 2011). In order for the disclosed information to be useful for the decision makers, it needs to be fair and free from bias. In addition, managers may tend to engage in selective reporting such as disclosing some Information while keeping others (Uyar, 2011)

According to the Standards for professional practice of internal auditors (SPPIA), (2002) internal controls comprise, the plans and methods of the organization adopted to safe guard assets, comply with laws and regulations, ensure the completeness and correctness of accounting data, promote efficiency and encourage adherence to management policies., To ensure the goals and objectives of financial institutions are properly met, the company will achieve long profitability targets, and maintain reliable financial and managerial reporting, a system of strong internal controls must be in place (Katz,2004).

According to the statement on auditing standards, (2002) control activities are the policies and procedures that help ensure management directives are carried out. This has recently been the historical components of internal controls (Crawford, 2002). Control activities can be categorized as authorization, segregation of duties, record keeping and reconciliations and these controls depend greatly on the activity under consideration.

Corporate reporting is evolving as technology advances, and as report readers demand better and more complete information (Uyar, 2011). While currently used tools are improved, new tools are being developed (Penrose, 2008b: 91). Corporate reporting is no longer restricted to only hard copy, periodic, template driven financial and accounting reporting that includes the income statement, the balance sheet, the statement of retained earnings, and the statement of cash flow, but now also extends to such dynamic media as internet websites and automated telephone systems (Penrose,2008b cited in Uyar, 2011).

Corporations communicate with stakeholders can be through various ways such as face-to-face meetings, written and visual media, and corporate websites (Reid, 2002). However, one of the most important communication tools corporations use is annual reports they publish. A company's published annual report and accounts are important primary documents for anyone who is interested in that organization (Reid, 2002, Cited in Uyar 2011). The audiences of annual reports include stockholders, financial specialists, financial analysts, employees, lenders, and creditors.

Corporations used to publish paper-based annual reports, but nowadays, they are made available on the corporate websites. This enables more timely and, in addition, less costly publication of annual reports (Uyar, 2011). It is increasingly becoming a common practice for annual reports to include visual graphical summaries of the company's financial position/progress (Ball, 2011). Companies use graphs in disclosing both financial and non-financial information.

Ghaus-Pasha (2007) sees transparency as action that is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. The South African government has sought to ensure transparency and access to information through two main pieces of legislation; namely, The Promotion of Access to Information. The Promotion of Access to Information together with the Promotion of Administrative Justice Act makes provisions to overcome corruption by encouraging transparency amongst public servants. Ethical public servants need to lead the way in identifying corruption and this could be encouraged through making staff familiar with the protection they are afforded through the Protected Disclosures Act of 2000. The challenge is to ensure that codes of conduct and principles

for the public service are part and parcel of the everyday activities of public servants. For Extension Workers, this requires being familiar with the guidelines within which they operate (Mohamed Sayeed, 2014:262).

2.3. Accountability and Service delivery of National Agricultural Development Programs

Jones and Stewart (2008) define accountability as the ability to give an account of what one has done, or not done, to another who has authority to assess the account and allocate praise or blame. Accountability denotes a relationship between a bearer of a right or a legitimate claim and the agents or agencies responsible for fulfilling or respecting that right. It denotes the duty to be accountable in return for the delegation of a task, a power or a resource (Lawson & Rakner, 2005). Accountability involves how those entrusted with the powers of the State are held responsible for their actions.’ (OECD, 2005) Thus, accountability is a proactive process by which public officials inform about and justify their plans of action, their behavior, and results and are sanctioned accordingly’ (Ackerman, 2005).

Accountability is about the processes through which an organization makes a commitment to respond to and balance the needs of stakeholders in its decision-making processes and activities, and delivers against this commitment. Organizations that focus on accountability find that it leads to increased credibility and legitimacy with stakeholders, stronger governance structures and increased organizational learning and innovation.

The Global Accountability Project Framework provides an overview of what is important if organizations are to improve their accountability to stakeholders. It can be

used by organizations to increase their accountability and by stakeholder groups to advocate for accountability reform in organizations that affect them.

Accountability is associated with public administrators being effective and efficient. As public servants, working within the parameters of good governance, they are being called upon to be more accountable and to display improved levels of performance by being transparent (Edwards, 2007). Thus, improving accountability and transparency, is considered to have the potential to improve the extent to which government is able to respond to the needs of its people and ought to be a focus of any interrogation of good or bad governance.

As a result, those who are tasked with the implementation of related policies are challenged to change the way they account for their actions and thereby are required to be transparent. For Extension Workers, this means that they need to show improved policy impact in regards to Agricultural extension services programmes with an emphasis on their levels of accountability and transparency (Mohamed Sayeed, 2014). According to Sayeed & Pillay, (2014) reported that: Governance Practices is a means to an end through its focus on sustainable and equitable economic development; and as an end in itself, through its focus on political stability, transparency and accountability. The aim of a Governance Practices agenda is essentially to reflect on a governments' ability to manage its affairs and deliver services. Further, Governance Practices includes the levels of accountability, levels of ethical standards and the extent to which the government responds to the needs of its people.

Accountability in the public service requires that administrators are held responsible for their actions and are required to report to a recognized authority. Accountability thus forms an integral part of the level of legitimacy that a government possesses and displays. Critical issues for government accountability are: Who does the planning? How it is implemented? Who implements it? Who organizes the process of accounting? (Zwane & Diivel, 2008:116). Accountability within a good food security governance framework requires Extension Workers to "follow the formal chain of command in decision making to ensure that ethical standards have been maintained" and that they adopt participatory methods in the identification of the needs of communities (Mohamed Sayeed & Pillay, 2013:4). Establishing and maintaining accountability amongst Extension Workers begins with a legislative framework to guide elements of loyalty, neutrality, diligence, punctuality, effectiveness and impartiality.

Accountability thus goes beyond institutional measures. Rather, it requires a commitment by Extension Workers, as public servants, not only to the rule of law, but towards ethical behavior and a commitment to effective service delivery. Accountability, in this regard is closely related to openness or transparency.

Social accountability focuses on the demand-side of good governance. It aims at strengthening the voices of citizens to demand greater accountability and responsiveness directly from public officials and service providers (Friis-Hansen & Ravnkilde, 2013).

As such, social accountability can be broadly defined as citizen-led action to demand accountability from service providers. It can be understood as institutional arrangements to facilitate the participation of ordinary citizens in the public policy processes. Social accountability is widely seen as part of the on- going process of democratization and as a

reaction to the so-called 'governance gap', for example, the continued inadequate governance of service provision in rural Sub-Saharan Africa. Social accountability measures aim at increasing the cost-effectiveness of investments in public services.

According to Friis-Hansen & Ravnkilde, (2013), by supporting social accountability initiatives at the local level, international donor agencies hope that civil society and citizen groups can hold the state accountable for using the budget as planned and prevent financial leakage. Many social accountability mechanisms have become an integral component of the 'second-generation reforms' that were introduced to improve institutional arrangements ('getting institutions right') after the structural adjustment policies of the mid-1990s. The focus is commonly on good governance through the institutionalization of participatory approaches. In addition, the rise in social accountability initiatives is also associated with a more radical agenda focusing.

2.4. Summary of the literature review

All members of the community should be involved and have influence on decisions related to NAADS activities for effectiveness and efficiency purposes in order to address the group needs on which members have chosen to focus on. Community members should participate in planning, formation of Farmers' groups, group meetings and training, selection of enterprises, procurement and supply of agricultural inputs.

In order to be transparent when implementing public policies, one should operate in such a way that it is easy for others to see what actions are performed for example a record of items purchased backed by receipts. One should be clear, accurate and disclose organizational information to stakeholder when required. Organizations need to prepare financial reports which have to be verified by the internal audit to enable compilation of final reports. In order for the disclosed information to be useful for the decision makers, it needs to be fair and free from bias. Organization annual reporting should extend to

dynamic media as internet websites and automated telephone systems but not restricted to only hard copy, periodic income statement, and balance sheet among others in order to exercise transparency.

CHAPTER THREE METHODOLOGY

3.0 Introduction

This chapter focuses on the techniques that were used to collect and analyse data. It describes the study design, sampling design, instruments and procedures that were used in collecting and analysing data.

3.1 Research Design

An evaluation case study design was used. An evaluation case study is an empirical inquiry that investigates the extent to which the case study within its real-life context has performed using multiple sources of evidence (Yin, 1984, p. 23). A case study method was employed because of its strength in allowing the researcher to concentrate on a specific situation and to identify, the various interactive issues affecting the research problem (Ary, Jacobs & Razavieh, 2002). A case study was more appropriate because of being more holistic and specific; it enabled suggestion of possible links between phenomena, a very important requirement for this particular study (Yin, 1994).

The study used both qualitative and quantitative approaches to generate in-depth data and statistical information respectively. The use of different approaches helped to focus on single process and confirms the data accuracy (Amin, 2003). Quantitative approaches allowed the researcher to measure and analyze data. It also made the research findings more objective (Amin, 2003). Qualitative approaches were used to allow the researcher to do an in-depth analysis of the problem under investigation (Crewell 2003). Qualitative data was used to describe current conditions and obtain the relationship between the variables.

3.2 Geographical scope

The study was carried out in Nakasongola district in the two counties of Nakasongola and Budyebbo .Nakasongola District is bordered by Apac District to the northwest,

Amolatar District to the northeast, Kayunga District to the east, Luweero District to the south, Nakaseke District to the southwest and Masindi District to the northwest. Nakasongola, the main municipal, administrative and commercial center of the district, is located approximately 140 kilometers (87 mi), by road, north of Kampala, the capital of Uganda and the largest city in the country. The reason for selecting this area of study was that in 2012 there was a problem of accountability for NAADS funds.

3.3 Target Population

The study population comprised of Nakasongola NAADS officials, local leaders and NAADS beneficiaries in Nabiswera and Kakooze sub counties. The officials who were targeted included ; NAADS Coordinators, Sub- county officers, Parish chiefs, Community development officers, local council executives at different administrative levels (LC1-3).

3.4 Sample Size and Selection

3.4.1 Sample size

The sample size was determined using the sample Determination Table (Appendix: 4) developed by Krejcie & Morgan (1970). Therefore, out of the target population of 677 people, a sample size of 245 respondents was selected. The sample was adequate enough to provide adequate, valid and reliable data since it was drawn from both NAADS beneficiaries and program managers allow comparison of views. The category of respondents is shown in the table below.

Table 3.1: Showing a sample size

Respondents	Accessible population	Sample	Sampling technique
Key informants	20	19	purposive sampling
NAADS beneficiaries	657	243	Stratified sampling
TOTAL	677	245	

Source: Nakasongola District NAADS report 2014.

3.4.2 Sampling techniques and procedures

Simple random sampling was used to select the participating sub-counties and parishes in order to avoid bias. The names of NAADS participating sub-counties and parishes were listed and the lottery method was used to select two sub-counties to represent the entire study population. Each sub-county was assigned a unique number. The numbers were thoroughly mixed, put in a bowl and shocked it. Without looking, the researcher selected n number and those sub-counties were included in the sample. The selection was done by hand because the number of sub-counties many; five and six in Budiebo and Nakasongola constituencies respectively.

Stratified sampling was used when sampling for NAADS beneficiaries. NAADS programme beneficiaries in various farmers' groups (sampling frame) in each of the sub-county sampled were obtained at Sub-county head-quarters with the assistance of the Sub county chiefs, local leaders and NAADS officials. The researcher reorganized the list of beneficiaries according to gender. This was done to ensure that all the elements in the population have equal chances of being selected (Saunders, 2013). So respondents were sampled from all NAADS beneficiaries in the selected areas.

However, purposive sampling was used to select the key informants from both sampled sub-counties. This was because the sample is very small and therefore would be based on the judgment of the researcher in selecting it.

3.5. Sources of data

Both primary and secondary data methods were used by the researcher to collect data in the study. Primary data was obtained through self-administered questionnaires, interview guide to respondents and observation guide using systematic and established academic procedures as proposed by Sekeran (2003).

3.6. Data collection methods

The following Data collection methods were used in the study.

3.6.1 Survey Questionnaire

A closed ended questionnaire was used to collect data from NAADS beneficiaries. After briefing, respondents were given closed ended questionnaires to complete. As advised by Bush and Ortinau (2000), the questionnaire had items derived from the study objectives and likert responses. Respondents ticked the response that best described the situation with regard to the research questions on the operations of NAADS in their area.

3.6.2 Key informant Interviews

In-depth key informant Interviews were used to collect data from key informants. This method was preferred because it enables collection of reliable, in-depth information. Using the interview guide, key informants were individually asked questions derived from the study objectives by the researcher. Their responses were written down by a research assistant (Kvale and Brinkmann, 2009; Mugenda and Mugenda, 1999). The real opinions of respondents on the research problem were sought. Using appropriate probing, the researcher sought for detailed and relevant information to the research question (Amin, 2005).

3.7 Data Collection Instruments

The researcher used a self-administered questionnaire, an interview guide and observation guide to collect data.

3.7.1 Questionnaire forms

Closed ended questionnaires (see appendix 1) were used to collect data from the main respondents. The questionnaire was used to obtain information from NAADS beneficiaries. The questionnaire had structured items. Structured questions were used because they allow collection of specific data. Using questionnaires also allowed respondents some time to reflect on answers to avoid hasty responses (Mugenda and Mugenda, 1990). This contributed to accuracy of data collected. Section A of the questionnaire measured the demographic variables of respondents. The demographic variables that were measured are; gender, age, level of education. Section B to E measured the independent variable, governance practices (stakeholder participation, transparency and accountability), while section F measured Service delivery of NAADS. For all items in sections B up to F respondents responded on a five-point scale for which 1 represented “completely disagree” to 5 “completely agree”.

3.7.2 Interview guide for Key informants

An Interview guide (Appendix 2) was used to collect in-depth information from key informants. Interviews were used because the study targeted respondents’ real opinions on the research problem. The interview questions focused on the major themes of the study (Kvale and Brinkmann, 2009).

3.7.3. Observation checklist

The observation guide (Appendix: 3) was used to record what is observed during data collection. As noted by Mugenda & Mugenda (1999), the behavior to be observed must be clearly defined and a detailed list of behaviors developed beforehand. Observation is useful especially for information that is not easy to get but can be observed and to explore topics that may be uncomfortable to informants. Amin (2005) defines

observation as a method of data collection that employs vision as its main means of data collection.

3.8 .Validity and reliability of the instruments

3.8.1 Validity of instruments

The researcher first ascertained whether data collection instruments had the necessary validity before they were used. This was done by establishing whether instruments measured what the study intended to measure (Arya et al., 2002). Content validity of the instruments was measured. Hussey and Hussey, 1997 affirm that respondents are more likely to honestly complete and return questionnaires they perceive as having relevant content. To measure content validity, the research supervisors evaluated whether the instruments had the content they intended to measure. As recommended by Amin (2005), items that were found to be ambiguous and those judged inappropriate were either eliminated or adjusted. In the content validity test, the validity of each item were evaluated on a scale for which 1 = relevant, 2 = quite relevant 3 = somehow relevant and 4 = not relevant. The validity of the instrument was tested using the Content Validity Index (CVI). The CVI was measured using the formula:

Content Validity Index (CVI) = K/N , Where K was total number of items rated relevant and N, total number of items in the questionnaires. The findings are shown in the table

3.2.

Table 3. 2: Content validity index (CVI) of Instruments

Expert	Content validity index	
	Questionnaire	Interview guide
Supervisor 1	0.83	0.82
Supervisor 2	0.82	0.79
Average	0.82	0.81

Source: Primary data

As indicated in Table 3.2, all CVIs for the two instruments were above 0.80, indicating that the items in the instruments actually measured the study variables. On average, the content validity index for the questionnaire was 0.82, while that of the interview guide was 0.81. These values were in agreement with Mugenda (2003), who recommended that for an instrument to be valid for research purposes, its content validity index has to be 0.8 and above. The researcher also ensured that all items in the instruments had face validity. The words that were used in instruments were simple, clear and related to the research problem. Besides, the instruments were made easy to complete and the total time needed to complete both instruments was limited to about 10 minutes.

3.8.2 Reliability of Instruments

When an instrument is reliable, it yields consistent responses because it is interpreted well. If the desired variable is not measured reliably, the information obtained would not be correct and therefore not be valid. Primary data was collected from 15 respondents and used to measure and enhance the reliability of the questionnaire. Data from farmers who were selected from villages covered by NAADS in Nabiswera Sub County and Kakooge town council was collected and entered in the Statistical Package for Social

Sciences (SPSS) version 17. A Cronbach alpha coefficient test of reliability was calculated using the formula below.

$$\alpha_{\text{standardized}} = \frac{K\bar{r}}{(1 + (K - 1)\bar{r})}$$

where (K -items or test lets) and \bar{r} the mean of the $K(K - 1)/2$ non-redundant correlation coefficients (i.e., the mean of an upper triangular, or lower triangular, correlation matrix). The findings are presented in the table 3.3.

Table 3. 3: Reliability of the Instrument

Variable	Alpha coefficient
Stakeholder participation	0.724
Transparency	0.896
Accountability	0.712
Service delivery by NAADS	0.762
Average	0.773

Source: Primary data

Findings in table 3.3 above revealed that the alpha coefficients of the sub variables making the independent variable governance practices were; stakeholder participation = 0.724, Transparency = 0.896 and Accountability = 0.712. The alpha coefficient for the dependent variable, Service delivery by NAADS was 0.762. All Cronbach alpha coefficients were above 0.70 which indicated that the questionnaire was reliable enough to be used as a research instrument (Sekarani 2003).

3.9. Data collection procedure

The researcher first constructed the instruments and gave them to the supervisors for approval. The supervisors ascertained the face validity and clarity of the instrument. Changes were made as recommended by the supervisor. The changes recommended by the supervisor were mainly on the wording of items. The wording of 5 items was changed to make it simpler and relevant to the research questions. After approval, the researcher went out in the field. Using the authority letter from the Dean Graduate School, the researcher introduced himself to NAADS officials, local leaders and farmers' group leaders. He explained the purpose of the research and its benefits. The researcher assured the respondents of confidentiality in relation to the information they provided. He then distributed questionnaires to the selected respondents and collected them after one week. Key informants were also interviewed during lunch hours on the same day questionnaires were distributed.

3.10. Data Analysis

3.10.1 The Quantitative Data Analysis

After data was collected, it was edited, cleaned and coded. Descriptive statistics, means, standard deviation and frequency tables were used to present and analyse descriptive and qualitative data. Inferential analysis, factor analysis and liner regression was also done. In order to examine the influence or contribution of the independent variables on the dependent variable, bivariate dependence analysis technique for predicting the dependent variable on the basis of one or more independent variables was done using linear regression. The resultant equation indicated the specific contribution .(deterministic relationship) of the independent variable to the dependent variable. Regression analysis was used to show the relationships between stakeholder participation, transparency and accountability on Service delivery of NAADS program.

3.10.2 Qualitative Data Analysis

Qualitative responses were analysed using interpretational and structural analysis. Using the procedure recommended by Trochim (2006), interview data was examined and classified in terms of themes derived from the objectives. Then the relationships among data structures were explored. Data was broken down into component parts and examined, compared and categorized. The content and meaning of data was then summarised in quoted prose.

3.11. Ethical considerations

Ethical considerations were given due respect in the entire research process. The researcher obtained the consent of the respondents to participate in the study. The researcher treated the respondents' views with utmost confidentiality. In this regard, a high degree of openness in relation to the purpose and the nature of the research was observed by the researcher.

CHAPTER FOUR DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction: This chapter presents the findings of the study that examined the relationship between governance practices and service delivery in national agricultural development programs taking NAADS as a case study. Specifically the study explored the relationship between stakeholder participation, transparency, and accountability on service delivery of the NAADS programme. Demographic information was analysed using frequency tables, while correlation and regression was used to analyse data on research objectives. The findings are presented objective by objective. Findings on the demographic information are presented first followed by findings on the research objectives.

4.1.1 Gender of respondents: Respondents were asked to indicate their gender, and the findings are presented in the table 4.1.

Table 4.1: Gender of Respondents

Gender	Frequency	Percent
Female	118	53.6
Male	102	46.4
Total	220	100.0

Source: Primary data

Table 4.1 shows that 53.6 % of the respondents were female and (46.4%) were male. Therefore, the views of both genders were represented.

4.1.2 Age of the respondents

Respondents also indicated their age category as shown in table 4.2.

Table 4.2: Age category of respondents

Category	Frequency	Percent
18-30	24	10.9
31-40	80	36.4
41-50	90	40.9
51+	26	11.8
Total	220	100.0

Source: primary data

The results in Table 4.2 show that out of 220 respondents, 40.9%, were aged (41-50) years, 36.4% were aged (31-40) years, and 11.8 % had 51 years and above and the rest 10.9 % were aged 18-30 years. This implies that respondents were mature enough to give valid information on the research question.

4.1.3 Level of education attained

Respondents were also asked to show their level of education. The findings are presented in table 4.3.

Table 4.3: level of education attained

Education	Frequency	Percent
Primary certificate	76	34.5
Secondary certificate	68	30.9
Certificate course	37	16.8
Diploma	20	9.1
Bachelors	14	6.4
Masters+	5	2.3
Total	220	100.0

Source: Primary data

The results in Table 4.3 show that 34.5 % of respondents had primary education, 30.9% had secondary education, 16.8 % had certificates, 9.1% of respondents had diplomas,

6.4% had bachelor's degrees, and 2.3% had masters, and other higher qualifications. These findings show that the majority of the respondents have primary education which justifies the fact that Farmers are not for formal employment instead go for farming. However, some farmers are in formal employment as well as farming.

4.2 The Relationship between Stakeholder Participation and Service Delivery of NAADS

The first objective of the study was to determine the relationship between stakeholder participation and service delivery of NAADS. Descriptive statistics were first used to explore the extent to which stakeholders; especially the farmers are involved in the implementation of the NAADS programme. The findings are shown in the table 4.4.

Table 4.4: Extent of Stakeholder participation in the NAADS programme (N= 220)

Participation	agree		disagree		Mean Response	SD	Rating
	f	%	f	%			
Farmers freely choose the enterprises by themselves in NAADS programme	137	62.3	83	37.7	3.5	1.4	Agree
NAADS officials give chance to famers to identify their needs and priorities	46	20.9	174	79.1	2.3	2.6	disagree
Farmers participate in making decisions on service delivery by NAADS.	67	30.4	153	69.6	1.1	1.6	Disagree
NAADS regularly organizes meetings for farmers to monitor the performance of the programme	12	5.4	208	94.6	1.2	3.1	Disagree
Farmers are involved in formulation of service delivery targets	52	23.6	168	76.4	1.3	1.4	disagree
Farmers are involved in monitoring and review of NAADS service delivery	34	15.4	186	84.6	1.4	0.9	disagree

(Source: Primary Data)

The findings in table 4.4 show that the majority (94.6%) of respondents disagreed that NAADS regularly organizes meetings for farmers to monitor the performance of the programme 84.6% disagreed that farmers are involved in monitoring and reviewing of NAADS service delivery, 79.1% disagreed that NAADS officials give chance to farmers to identify their needs and priorities, 76.4% disagreed that farmers are involved in formulation of service delivery targets and 69.6% disagreed that farmers participate in making decisions on service delivery by NAADS. Respondents only agreed 62.3% to farmers freely choosing the enterprises by themselves in NAADS programme. This finding implies that generally the level of stakeholder participation is low, since farmers are not given opportunity to participate in decision making, identify needs and priorities, formulate service delivery targets monitor performance of NAADS ,

Simple Linear regression was done to establish the effect of stakeholder participation on service delivery of NAADS. Scores on stakeholder participation were regressed on scores of service delivery. The findings are shown in the table 4.5.

Table 4.5: Regression Results of the influence of stakeholder participation on NAADS service delivery

R	r ²	Adjusted r ²	B	Beta	Sig.
0.54	.291	.290	0.040	.54	.04*

(Source: Primary Data)

*Values significant at 0.05 level (2-tailed)

Predictor: stakeholder Participation, Dependent variable: NAADS service delivery

The results of the regression in Table 4.5, show that the correlation (linear relationship) between stakeholder participation and service delivery of NAADS was $r = 0.54$. This implies that, generally, increased stakeholder participation leads to an increase in service

delivery of NAADS. The relationship was significant at p -value < 0.05 . The results of the regression analysis indicated an adjusted R-square of .290. This implies that stakeholder participation explains 29 percent of the variation in service delivery.

The views of key informants on the influence of stakeholder participation on service delivery by NAADA were also explored. The findings reveal that stakeholder participation is still low, because it is only evident in very few aspects. A Leader of farmers from village said we *“choose preferred enterprises out of the available alternatives, but we are not given opportunity to identify our needs and priorities”*. Leaders of farmers 5 said, *“Enterprises are supplied abruptly, most farmers take what is available even when they did not request for it”* This was probably due to lack of monitoring and feedback meetings between farmers and NAADS. Meetings with farmers were not being held and the NAADS officers seemed to be always in a hurry. A Leader of farmers from..... Trading centre added that *“decisions are made by the secretariat, which doesn't have farmers' representation”*. A coordinator of farmers from..... Village added that their participation would still be minimal because *“we are not educated about our roles”*. This implies that farmers are not empowered with information that can enable them make good decisions and effective participation. A local leader of Village added that information is not shared because it is not *“pinned on the notes board”*. These findings point to lack of opportunities in NAADS for stakeholder participation.

4.3 The Relationship between Transparency and Service Delivery by NAADS

The second objective of the study was to find out the relationship between transparency and service delivery by NAADS. Frequency tables and descriptive statistics were used to

explore the extent to which NAADS Officials display transparency in their activities.

The findings are shown in the table 4.6.

Table 4.6: Level of Transparency by NAADS (N=220)

Aspects	agree		Disagree		Mean Respon se	SD	Rating
	f	%	f	%			
NAADS officials are open to stakeholders about NAADS activities and performance.	96	43.6	124	56.4	2.2	1.4	Disagree
NAADS officials provide all information needed by farmers in their correspondences.	9	3.7	211	96.3	2.1	1.9	Disagree
NAADS officials share pertinent information with beneficiaries	82	37.2	138	62.8	1.1	1.0	Disagree
All NAADS stakeholders know how funds Government allocates to the programme are used.	8	3.6	212	96.4	1.6	1.6	Disagree
In NAADS, there is accessibility to books of accounts on request by all stakeholders	2	0.1	218	99.9	1.2	1.5	Disagree
NAADS officials gives reasons for all their decisions to stakeholders	23	10.4	197	89.6	1.5	0.9	Disagree

(Source: Primary Data)

The findings in table 4.6 show that respondents disagreed (99.9%) that NAADS, gives them opportunity to access books of accounts on request , 96.4% disagreed that stakeholders know how funds from government are allocated , 96.3% disagreed that NAADS officials provide all information needed by farmers in their correspondences and 89.6% NAADS officials gives reasons for all their decisions to stakeholders. Respondents (62.8%) disagreed that NAADS officials share pertinent information with

beneficiaries and (56.4%) also disagreed that NAADS officials are open to stakeholders about NAADS. The findings show that the level of transparency among NAADS officials is low, given the fact that there was low information sharing between NAADS and farmers. Linear regression was done to establish the influence of transparency on service delivery by NAADS. Scores on Transparency were regressed on scores on service delivery by NAADS. The findings are shown in table 4.7.

Table 4.7: Regression Results of Transparency and Service delivery by NAADS

R	r ²	Adjusted r ²	B	Beta	Sig.
0.32	.102	.101	0.96	.032	.03*

(Source: Primary Data)

*Values significant at 0.05 level (2-tailed).

Predictor: Transparency, Dependent variable: Service delivery

From the regression model summary in Table 4.7, the correlation between transparency and service delivery is $r = 0.32$. The relationship was significant at $p\text{-value} < 0.05$. This implies that increase in transparency increases service delivery. Regression results indicated an adjusted R-square of .101. This implies that transparency explains 10.1 percent variation in service delivery.

The views of key informants on these issues were also explored through Interviews. The respondents also indicated low transparency by NAADS. A leader of farmers from..... Village complained that “*NAADS is not open and clear in their work*”. This is likely due to what a leader of farmers from trading centre said, “*NAADS does not give us information about their activities instead we get it from fellow famers*”. It was also evident appropriate channels of communication are not used. Leader of farmers in Nabiswera trading centre complained that” *information on NAADS*

operations is not timely ... usually people see others getting NAADs items and they also rush for them". Local leader from Village complained that *"NAADS officials favor those near Head quarters where the items are supplied"*. Respondents indicated that transparency has reduced due to unclear management practices by the army officers. The LC 3 chairperson, Nabiswera Sub-county, confirmed this conclusion, *"Formerly NAADS reports were verified by internal auditors but with operation wealth creation (owe), Army officials go back with their reports and are not accessible"* .

4.4 The Relationship between Accountability and Service delivery by NAADS

The last objective was to examine the relationship between accountability and service delivery by NAADS. Frequency tables and descriptive statistics were used to explore the extent to accountability is practiced in NAADS. The findings are shown in the table 4.8.

Table 4.8: Accountability in NAADS (N=220)

Aspects	agree		disagree		Mean Response	SD	Rating
	f	%	f	%			
Stakeholders hold NAADS officials accountable for use of NAADS resources	3	1.4	217	98.6	2.1	2.0	disagree
NAADS officials only use NAADS resources for the benefit of stakeholders.	85	38.6	135	61.4	2.2	1.9	disagree
NAADS activities are always verified by auditors ensure operations achieve programme objectives	62	28.1	158	71.9	1.9	1.2	Disagree
Feedback about NAADS operations is always given to farmers and the general public by NAADS officials.	9	4.1	211	95.9	2.0	1.4	disagree
Accountability standards are always followed by NAADS officials and beneficiaries	72	32.7	148	67.3	1.3	1.3	Disagree
operations of NAADS management are regularly monitored by government to ensure that they do not make non-profitable operations	98	44.5	122	55.5	1.4	0.7	disagree

(Source: Primary Data)

The table 4.8 shows that the majority (98.6%) of respondents disagreed that stakeholders hold NAADS officials accountable for use of NAADS resources, 95.9% also disagreed that feedback about NAADS operations is always given to farmers and the general public by NAADS officials and 71.9% disagreed that NAADS activities are always verified by auditors to ensure operations achieve programme objectives. Respondents further disagreed that (67.3%), accountability standards are always followed by NAADS officials and beneficiaries, NAADS officials only use NAADS resources for the benefit

of stakeholders (61.4%) and operations of NAADS management are regularly monitored by government to ensure that they do not make non-profitable operations(55.5%). Generally the level of accountability in NAADS was low.

Liner regression was done to establish the effect of accountability on services delivery by NAADS. Scores on accountability were regressed on scores of Service delivery by NAADS. The findings are shown in the table 4.9.

Table 4.9: Regression Results of Accountability and Service delivery by NAADS

R	r ²	Adjusted r ²	B	Beta	Sig.
0.29	.084	.082	1.01	.29	.04*

(Source: Primary Data)

*Values significant at 0.05 level (2-tailed)

Predictor: Accountability, Dependent variable: Service delivery by NAADS

Regression analysis results in table 4.9 show that the correlation between accountability and services delivery by NAADS was $r = 0.29$. This implies that use of accountability is moderately and positively related to services delivery. The relationship was significant at $p\text{-value} < 0.05$. The results of the regression model indicated an adjusted R-square of 8.2 percent. This implies that Accountability explains 8.2 percent variation in service delivery.

The views of key informants on these issues were also collected. The findings also revealed low accountability by officials in the NAADS. A sub county chief ofsaid, *“Books of accounts are not accessible by all stakeholders on request.”* Respondents also complain about difficulties to hold officials accountable. LC1 chairman of Kalubanga in Nabiswera said, *“We do not know the amount of resources government allocates to the programme, and this has made it difficult for us to demand for accountability from NAADS officials”*.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter examines a discussion, conclusion, and recommendations of the study that examined the influence of stakeholder participation, transparency, and accountability on service delivery of the NAADS programme. The discussion of the findings is presented first, followed by a conclusion and finally by recommendations for action and research.

5.2 Discussion

5.2.1 The relationship between Stakeholder Participation and Service Delivery by NAADS

The first objective of the study was to determine the relationship between stakeholder participation and service delivery of NAADS. The findings revealed a positive relationship ($r=.54$, Adjusted $r^2=0.290$) between stakeholder participation and service delivery of NAADS. This positive adjusted $r^2=0.290$ was mainly from only one aspect of stakeholder participation, the opportunity for farmers to freely choose enterprises by themselves. The findings revealed that other aspects of stakeholder participation, such as opportunity for farmers to monitor the performance of the programme, NAADS officials giving chance to farmers to identify their needs and priorities, farmers being involved in formulation of service delivery targets and participation in making decisions on service delivery by NAADS were not being implemented by NAADS. As indicated by Eversole (2010), this low participation by farmers in the operation of NAADS resulted into farmers being given enterprises they do not qualify for. Many farmers took on enterprises because they were the ones available. Therefore farmers had low interest in these enterprises and could not expend effort to enable them succeed. The findings agree with Kiptot and Franzel (2014) who said that low stakeholder participation decreases commitment to the projects and hence the chances of failure increase. There was

evidence of high rate of enterprises failure in the study area. Lack of monitoring and feedback meetings between farmers and NAADS resulted into farmers not getting the required expert knowledge to make their enterprises succeed (Rezaei et al, 2013). In cases where NAADS officials were available, farmers did not get opportunity to interface with them and dialogue on technical problems because NAADS officers seemed to be always in a hurry. Decisions on most of NAADS operations being done at the secretariat, which did not have farmers' representation, reduced the likelihood of NAADS knowing farmers needs and hence meeting them. This finding agrees with Bantabya et al (2013) who said that limited farmers representation on NAADS secretariat had reduced their access to relevant resources. Due to the fact that farmers had little information on the operations of NAADS, they were not empowered to participate in making decisions about their needs. Farmers' participation did not have an element of engagement to enable them make good decisions and effective participation (Mukundane, 2011). This is the likely reason why the contribution of stakeholder participation to service delivery was only 29%. This value could have been higher if the other aspects of stakeholder participation were fully implemented.

5.2.2 The Influence of Transparency on Service Delivery by NAADS

The second objective of the study was to find out the Influence of transparency on service delivery. The findings revealed a positive, but weak relationship ($r = .32$, Adjusted $r^2 = .101$) between transparency and service delivery by NAADS. The low effect was due to lack of a framework for NAADS having transparent operations. It was evident that NAADS does not give farmers opportunity to access books of accounts on request, farmers do not know how funds from government are allocated and NAADS officials do not provide all information needed by farmers in their correspondences.

There was no intentional information disclosure (Uyar, 2001) Therefore, as indicated by Schnackenberg and Tomlinson (2014), NAADS lacked significant elements of transparency which are information disclosure and clarity. Farmers also complained that NAADS officials do not give reasons for all their decisions to stakeholders. It was also evident that NAADS officials do not share pertinent information on NAADS operations with beneficiaries. It is probable that lack of tools for ensuring transparency as advised by Penrose (2008) prevented NAADS from being transparent.

5.2.3 The Influence of Accountability on Service Delivery by NAADS

The last objective was to assess the Influence of accountability on service delivery by NAADS. Again, the findings revealed a low ($r=.29$, Adjusted $r^2 = .082$) but positive relationship between accountability and service delivery by NAADS. Accountability made a low contribution to service delivery by NAADS. The low contribution is caused by lack of a frame for accountability by NAADS. This is also an indication of lack of good Governance Practices (Mohamed Sayeed, 2014). The findings indicated that NAADS does not have a frame work for farmers holding NAADS officials accountable for use of NAADS resources, giving farmers feedback about NAADS operations and farmers being involved in verifying the activities of NAADS. This made it difficult to ensure that NAADS officials do what they are supposed to do for the success of the programme (Sayeed & Pillay, 2014). It was also not clear whether accountability standards are always followed by NAADS officials and whether NAADS officials only use NAADS resources for the benefit of stakeholders (Jones & Stewart, 2008). There was even no evidence of government regularly monitoring operations of NAADS management to ensure that they do not make non-profitable operations (Ackerman, 2005).

5.3 Conclusion

The findings have indicated that though stakeholder participation, transparency, and accountability were low in the NAADS programme, they are significant factors in the service delivery of the programme. However, NAADS did not have frameworks for ensuring stakeholder participation, transparency, and accountability. Yet it was evident that farmers were willing to participate if given opportunity. This implies that if all National development programs should have frameworks for stakeholder participation, transparency, and accountability. Citizens are the major stakeholders can increase proper identification of programme needs, can support governance in ensuring that officers who run programs are transparent and accountable to the tax payer. The trust citizens put into these programmes increases and they become more willing to expend effort to achieve program objectives.

5.4 Recommendations for action

In view of the findings, the following recommends are made;

Improving Stakeholder participation

- NAADS should initiate opportunities for more stakeholder participation to improve on effective identification of stakeholder needs. Because participation of citizens in national development programs can only increase if they realise that their needs will be met.
- There was not guidelines and structure for stakeholder participation in NAADS , the program was dependent on it. There is need for a structure of stakeholder participation in NAADS. This structure should be made with consultation of farmers.
- Farmers did not have the capacity to contribute effectively to the program even if the opportunity was given. They had no knowledge of program objectives,

operations and goals. Farmers need to be empowered through community education on effective stakeholder engagement.

- The farmers' voice through involvement in decision making in the NAADS programme should increase and be heard, since they are the beneficiaries of the programme.
- Farmers seem to have developed an I do not care attitude towards NAADS operations. Yet they are responsible for monitoring accountability and efficacy of the program. Participatory governance, through farmers committees should be strengthened by NAADS. This will increase farmers' ownership of the programme and subsequently involvement.
- The farmers' committees were not involved in NAADS operations. NAADS should give farmers' committees more autonomy to make decisions regarding the running of NAADS enterprises.

Improving Transparency

- Farmers did not have adequate knowledge on the program, yet it was meant to improve their productivity. NAADS needs to show more trust in farmers by providing them with relevant information on NAADS operations. This may increase farmers' trust in the management of the programme.
- Transparency was very low in NAADS. The main beneficiaries, farmers did not know the program was being run. There is need to create a framework for ensuring transparency. Farmers need to be involved in the management of NAADS.

Improving Accountability

- There was no frame work for enabling farmers check on accountability of NAADS officers. There is need to create a framework for enabling farmers participate in monitoring and reviewing the operations of NAADS.
- A framework where farmers can demand for accountability from NAADS officers should also be created and agreed upon by farmers.

5.5 recommendations for Further Research

- Given that the findings indicated weak stakeholder participation in NAADS, Further research should be done on models of stakeholder participation relevant for agricultural programs such as NAADS
- Given the fact that transparency and accountability were very low, there need to investigate on practical transparency and accountability frameworks for government programmes that can be fully supported by citizens(farmers)

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SECTION B: STAKEHOLDER PARTICIPATION IN THE NAADS PROGRAMME: 1.

Which of the following statement explain the relationship between participation of Farmers and service delivery of NAADS programme? Please indicate the extent to which you strongly disagree (1), disagree (2), not sure (3), agree (4), strongly agree (5)

Stakeholder participation indicators		1	2	3	4	5
1	Farmers freely choose the enterprises by themselves in NAADS programme					
2	NAADS officials give chance to famers to identify their needs and priorities					
3	Farmers participate in making decisions on service delivery by NAADS.					
4	NAADS regularly organizes meetings for farmers to monitor the performance of the programme					
5	Farmers are involved in formulation of service delivery targets					
6	Farmers are involved in monitoring and review of NAADS service delivery					

SECTIONC: TRANSPARENCY IN THE NAADS PROGRAMME

1. Which of the following statement explain the relationship between transparency and service delivery of NAADS programme? Please indicate the extent to which you strongly disagree (1), disagree (2), not sure (3), agree (4), gives reasons for all their decisions strongly agree (5)

	Transparency indicators	1	2	3	4	5
1	NAADS officials are open to stakeholders about NAADS activities and performance.					
2	NAADS officials provide all information needed by farmers in their correspondences.					
3	NAADS officials share pertinent information with beneficiaries					
4	All NAADS stakeholders know how funds Government allocates to the programme are used.					
5	In NAADS, there is accessibility to books of accounts on request by all stakeholders					
6	NAADS officials gives reasons for all their decisions to stakeholders					

SECTION D: ACCOUNTABILITY in the NAADS PROGRAMME:

3. Which of the following statement explain the relationship between accountability and service delivery of NAADS programme? Please indicate the extent to which you strongly disagree (1), disagree (2), not sure (3), agree (4), strongly agree (5)

	Accountability Indicators	1	2	3	4	5
1	Stakeholders hold NAADS officials accountable for use of NAADS resources					
2	NAADS officials only use NAADS resources for the benefit of stakeholders.					
3	NAADS activities are always verified by auditors to ensure operations achieve programme objectives					
4	Feedback about NAADS operations is always given to farmers and the general public by NAADS officials.					
5	Accountability standards are always followed by NAADS officials and beneficiaries					
6	operations of NAADS management are regularly monitored by government to ensure that they do not make non-profitable operations					

SECTION E: service delivery by NAADS programme

In this section Please circle the number on the scale that best indicates the quality of service delivery of the NAADS programme using the aspects below.

Service delivery indicators	1	2	3	4	5
NAADS employees provide their services to stakeholders effectively	1	2	3	4	5
NAADS services to farmers have improved the productivity of farming in Uganda	1	2	3	4	5
NAADS ranks among the best performing government programmes	1	2	3	4	5
All stake holders are happy with the timeliness of services provided by NAADS employees	1	2	3	4	5
The benefits from services provided by NAADS are felt by all people	1	2	3	4	5
All services by NAADS are provided efficiently	1	2	3	4	5

APPENDIX X 2: INTERVIEW GUIDE FOR KEY INFORMANTS:

Dear Respondent,

I am a student of Kyambogo University conducting an academic research on Governance practices and service delivery in Agricultural extension services, the case of NAADS in Nakasongola District. I am therefore requesting you to contribute useful ideas towards the development of this report. This study is a requirement for the partial fulfilment for the award of the degree of Masters of Science in Organizational Planning and Public Policy Management. The information given will be treated as confidential and used for academic purposes only. The purpose for this interview guide is to gather information to enrich the study findings. Your response is highly appreciated. Thank you for your cooperation.

1. How is the selection of the enterprise done in NAADS programme?
2. Do farmers influence decision making in NAADS programme?
3. How do you see participation before and after the army involvement?
5. How is NAADS information shared by NAADS officials and beneficiaries?
6. How best are NAADS activities made open to the stakeholders?
7. Suggest ways how NAADS officials can be clear in their correspondence with the farmers
8. How do you compare transparency before and after the army engagement in NAADS programme?
9. As a NAADS official how do account for your actions?
10. How do you follow up these actions?
11. Suggest way of improving on accountability in NAADS programme.
12. How do you judge accountability before and after the army involvement?

" Thanks very much for your cooperation"

APPENDIX 3: OBSERVATION GUIDE

Rating: 1= yes/satisfactory

2=No/ unsatisfactory

No	Key assessment Indicators of Governance practices and service delivery	Findings			
		Sub county A		Sub county B	
		Yes	No	Yes	No
1	NAADS officials allow Farmers to choose the enterprises they want				
2	Farmers are involved in the formulation of targets				
3	Farmers influence decisions through NAADS meetings				
4	NAADS officials share information with the beneficiaries through meetings , websites etc				
5	NAADS officials are open to the beneficiaries concerning NAADS activities e.g. availing information on notice boards				
6	Evidence indicating how NAADS officials are responsible and follow up their actions to ensure quality service.				
7	Evidence of verified financial reports by the internal audit to ensure the value of money				
8	Evidence of time frame up on which accountability is made				
9	Evidence of specific standard for accountability in NAADS programme.				

APPENDIX 4: TABLE FOR SAMPLE DETERMINATION

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

Krejcie, Robert V., Morgan, Daryle W., *“Determining Sample Size for Research Activities”*, Educational and Psychological Measurement, 1970.

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Office of the dean, Graduate School

28th August 2015

To Whom It May Concern

RE: LETTER OF INTRODUCTION

Dear Sir/Madam,

This is to introduce Mr. Muwonge Samuel Registration number 13/U/2040/GMOP/PE who is a student of Kyambogo University pursuing a Masters Degree.

She intends to carry out research on “Good governance and service delivery in Agricultural extension services: A case of NAADS in Nakasongola District” as Partial fulfillment of the requirement of the award of Master of Science in organization and Public Policy Management.

We therefore kindly request you to grant her a permission to carry out this study in your organization.

Any assistance accorded to her will be highly appreciated.

Yours sincerely,

M.A.B.

Dr. M. A. Byaruhanga Kadoodooba

BK / rmb



KYAMBOGO UNIVERSITY
GRADUATE SCHOOL

CERTIFICATE OF CORRECTION OF THESIS

Department BUSINESS ADMIN & ENTSHIP Faculty SCHOOL OF MGT & ENTREPRENEURSHIP
Degree MASTERS OF SCIENCE IN ORGANISATION & PUBLIC POLICY MGT
Candidate's No. 130812002040 Signature [Signature]
Registration No. 13/4/2040/Gmop/PE
Title of Thesis/Dissertation GOVERNANCE PRACTICES AND SERVICE DELIVERY IN NATIONAL AGRICULTURAL DEVELOPMENT PROGRAMS IN URMUNDA: THE CASE OF URAHA IN MAKARINGOLA DISTRICT.

DECLARATION BY SUPERVISOR OF CORRECTIONS

I have received the required six bound copies of the above named thesis (including the original). I have examined these copies and I certify that the corrections have been made as instructed by the Board of Examiners of this Faculty.

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(SUPERVISOR OF CORRECTIONS)

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