



Management of Integrated Development Programmes in Ibanda and Kiruhura districts in Western Uganda

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Abstract. This study examined the extent of management on integrated development programmes in the districts Ibanda and Kiruhura. The study aimed at establishing whether there is a significant difference in extent of management between the districts. Using a questionnaire method, data were collected from a sample of 93 local leaders and analyzed using means and t-test. The findings were that there was no significant difference between the districts. Therefore it was concluded that if programmes are to be well managed, districts deserve equal support from all the stakeholders in their efforts to better the lives of rural people, and rural development policy be strengthened.

Keywords: Management, Plan, Leadership, Financial Management, Integrated Development.

1. Introduction

The need for improving people's welfare is a concern for all of us; be academicians, students, leaders at various levels and everyone in the communities we live in because our people are surrounded by the sea of poverty which needs serious interventions to reverse the conditions and there is a belief that it can be achieved through rural development which aims at finding the ways to improve the rural lives with participation of the rural people themselves so as to address these challenges. Thus integrated development programmes have been favoured by many especially development partners, scholars and other stakeholders as a vehicle for rural development because they are seen to guarantee a holistic development of the rural areas and participation of the local people in running the programmes. In Uganda, various efforts by the government and development partners to improve on the standards of rural people through integrated development programmes such as

Poverty eradication action plan, National Agricultural Advisory services (NAADS), prosperity for all among others, has been evident.

2. Literature Review

2.1 Management of integrated development programmes

Management in this study was conceptualized as implementation of plans, mobilization and participation, leadership and financial management.

2.2 Implementation of plans

According to Owolabi (2005), to implement a policy (programme) a schedule of activities need to be drawn upon who is to do what, when and how; physical resources must be located and made available; financial resources have to be allocated in a way to minimize implementation delays; required personnel must be released from their commitments and made to face their new assignments, they must possess the technical know-how and be made to operate in a clearly structured administrative system. He, further stresses that successful implementation of a policy (programme) requires the mobilization of political support. Systematic experimentation and recorded experiences show that involving the people to be affected by a policy in the planning, implementation and evaluation processes will make the policy more acceptable and its implementation more successful. Past studies have shown that involvement of stakeholders is critical in the successful implementation of programmes, as Omboi (2011), revealed that institutional policies are weak in influencing strategy implementation because of low awareness and recommended that institutions create a higher level of involvement of members in any further strategy development and review to avoid hands off approach and lack of ownership on the part of the implementers. Sindiswa (2008) established that Community involvement is critical in the successful implementation of programmes, while Pabedinskaite (2010) established that top management support is one of the most significant factors determining a successful implementation of a programme.

2.3 Mobilization and participation of local people

On the importance of mobilization and participation of local people, Mescon et al (2007) observe that through participative management which involves sharing information with employees and involving them in decision making, companies [organizations] increase employee's power in an organization and improve the flow of information between employees and managers. Thus management should understand that people are the true drivers of improvement and innovation. Approaching the same from a different view point, Chambers (1983) cited by Muhumuza (2007) theorized that there is a growing recognition of and emphasis on an adaptive, bottom up process to development, in which the beneficiaries become more instrumental in the design, implementation and evaluation of development programmes. Muhumuza (2007) further asserts that developing human capabilities

and institutional capacities would not only put the available resources to better use but would also lead to equitable distribution of income and sustainable development. Muhumuza (2007) stressed that there is an increasing attention being paid to participation by people and local organizations because such participation is positively correlated with appropriate and sustainable development practices. The benefits of peoples' participation are reiterated by Pettit (2000) cited in Muhumuza (2007) who argues that the current trend of supporting local organizations is based on evidence that sustainability of the development process is only possible if people are given the opportunity to set their own priorities and design locally appropriate solutions, with a high sense of ownership and personal investment.

2.4 Leadership

Leadership is the ability to influence people to adopt the new behaviours needed for strategy implementation (Daft & Marcic, 2004). Leadership is further defined as the ability to influence people toward the attainment of goals. Leadership according to Mescon et al (2002) has been broadly defined as the ability to influence others. Leadership is a social influence process in which the leader seeks the voluntary participation of subordinates in an effort to reach organization goals (Omolayo 2000). Bamigboye (2000) also contends that it is a process whereby one person exerts social influence over other members of the group. Ozor and Nwankwo (2008) observe that to help bring a rural community to action, it is necessary for individuals and groups to provide good leadership. When good leadership is provided, the people participate voluntarily in the accomplishment of stated objectives. The approach to rural community development is always through local leaders who not only act as pioneers of projects but also help in influencing and motivating their people to action. Thus for any rural community development to be successful, influential local leaders must be involved else they might undermine the progress of such programmes. Therefore, any agency or organization coming up with a development programme for the community must initially "clear" with these influential local leaders, a process otherwise referred to as legitimization. The authors further assert that effective leadership within today's rural communities is needed not only to address complex problems, but also to assert successful community action, encourage social well-being, and improve community viability.

2.5 Financial management

Pandy (2005) defined financial management as that managerial activity which is concerned with the planning and controlling of the firm's financial resources. He further asserts that the subject of financial management is of immense interest to practicing managers because among the most crucial decisions of the firm are those which relate to finance and an understanding of the theory of financial management provides them (managers) with conceptual and analytical insights to make those decisions skillfully. Mescon et al (2002) theorized that financial management involves finding suitable sources of funds and deciding on the most appropriate uses for those funds. This observation finds support in the argument given by Pride et al (2002) that financial management consists of all the activities concerned with

obtaining money and using it effectively. Within a business organization, the financial manager must not only determine the best way (or ways) to raise money. He or she must also ensure that projected uses are in line with the organization's goals. Thus effective financial management involves careful planning, henceforth, the need for financial management becomes critical because without financing, there would be very little business, and to support this argument, Pride et al (2002), further observed that many firms (programmes) have failed because their managers did not pay enough attention to finances.

3. Null Hypothesis

There are no significant differences in the extent of management of integrated development programmes in Western Uganda based on the district.

4. Research Methodology

The study employed a descriptive comparative design. In particular, the study was comparative in that it established significant differences between management of integrated development programmes between the districts. The data were collected using a researcher devised questionnaire with items on management of integrated development programmes. The questionnaire was reliable for the study as the alpha coefficient showed it was above 0.5 (.951). Using the said questionnaire, data were collected from 93 local leaders from the two districts. Using sloven's formula, a sample size of 112 was attained; though 115 questionnaires were administered to the respondents, 93 (80.9%) were retrieved. The data were analyzed using means and ranks. The null hypothesis was tested using t-test.

6. Findings and Discussions

Extent of Management of Integrated Development Programmes (Implementation of plans)

Table 6.1: Extent of Management of Integrated Development Programmes (Implementation of plans)

Implementation of plans (Items)	Mean	Interpretation	Rank
Encountering challenges during implementation of plans	3.33	Very Good	1
Carrying out awareness campaigns among the local people about the plans	3.10	Good	2
Mobilizing political support for the plans to be implemented	3.10	Good	2
Having clearly defined goals for the implementation of plans	3.06	Good	4
Having coordinated activities of different actors in implementation plans	3.00	Good	5
Clearly knowing what, when and how each activity of the plans is to be implemented	2.93	Good	6
Relying heavily on persuasion and negotiation in attempting to bring other actors on board in implementation plans	2.80	Good	7

Having minimum delays in plan implementation	2.79	Good	8
Translating project language contained in a statute into acceptable feasible plans and directives	2.77	Good	9
Having all activities required to implement plans clearly distributed	2.72	Good	10
Having adequate cooperation from all stakeholders when implementing plans	2.69	Good	11
Having most physical resources needed to implement plans	2.60	Good	12
Having adequate personnel required to implement the plans at the district	2.56	Good	13
Having adequate financial resources required to implement plans	2.26	Poor	14
Average mean	2.84	Good	

Source: Field data

Legend

Mean range	Interpretation
3.26-4.00	Very Good
2.51-3.25	Good
1.76-2.50	Poor
1.00-1.75	Very poor

Table 6.1 shows generally a good (average mean=2.84) extent of implementation among the local leaders, encountering challenges during implementation of plans is the most obstacle to effective management (mean=3.33) and ranked highest; Table 1 also indicate that carrying out awareness campaigns among local people about the plans to be implemented and mobilizing political support for the plans to be implemented also scored highly with (mean=3.10) and ranked second best. However, having adequate financial resources required to implement plans ranked least (mean=2.26). These findings are supported by Owolabi (2005)'s assertion that successful implementation of a policy (plan) requires the mobilization of political support. Owolabi further point out that systematic experimentation and recorded experiences show that involving the people to be affected by a policy in the planning, implementation and evaluation processes will make the policy more acceptable, there must be a conscious awareness, of the clients (people) that they too have self-worth and can bear influence in a social situation. This argument concurs with Nsubuga (2009) who pointed out that low awareness arising from inadequate sensitization impacts on implementation of plans. The findings are supported by Omboi (2011) who in his study in Meru Central District, Kenya revealed that institutional policies were weak in influencing strategy implementation because of low awareness and recommended that institutions create a higher level of involvement of members in any further strategy development and review to avoid hands off approach and lack of ownership on the part of people who are the implementers.

Extent of Management of Integrated Development Programmes (mobilization and participation)

Table 6.2: Extent of Management of Integrated Development Programmes (Mobilization and participation)

Mobilization and participation (Items 15-25)	Mean	Interpretation	Rank
Sharing information with local people regarding projects at the district	3.34	Very good	1
Mobilizing local people to support government projects	3.32	Very good	2
Having local authorities getting involved in project activities	3.18	Good	3
Having adequate sensitization programmes for local people taking part in running the project	2.97	Good	4
Giving local people the opportunity to set their own priorities	2.89	Good	5
Involving local people in decision making in regard to projects at the district	2.84	Good	6
Having local people to participate in distributing resources	2.81	Good	7
Involving local people in monitoring of projects in the district	2.77	Good	8
Local people influence the direction and implementation of development plans	2.60	Good	9
You involve local people in mobilizing resources required to run projects	2.47	Poor	10
Local people are instrumental in the design, implementation and evaluation of projects	2.38	Poor	11
Average mean	2.87	Good	

Source: Field data

Legend

Mean range	Interpretation
3.26-4.00	Very Good
2.51-3.25	Good
1.76-2.50	Poor
1.00-1.75	Very poor

According to the means in Table 6.2 there is a good extent of mobilization and participation among local leaders in the districts of Ibanda and Kiruhura generally with the (overall mean=2.87). Results further indicate that local leaders' extent of mobilization and participation abilities are higher on sharing information with local people regarding projects in the area with (mean=3.34). This is followed by mobilizing local people to support government projects (mean=3.32) and having local authorities getting involved in project activities (3.18), local people being instrumental in the design, implementation and evaluation of projects had least score (mean=2.38).

The findings in Table 6.2 are in line with those of earlier researchers who found community involvement and participation is critical in sustainability of projects (programmes). For example Maurice (2006) found that lack of community involvement has been identified as a problem based on the failure of many projects

(programmes) in Kenya. Agrawal and Gibson (1999) cited in Maurice (2006), stressed that communities will not have incentives to use their resources sustainably if they are not involved in the management of those resources. Kendie and Guri (2006) established that the tendency of formal development organizations to bypass local knowledge systems and practices frustrates development work and is partly at the base of the inability of these organizations to reduce poverty in Ghana, while Abrahamse (2002) established that the inclusion of the community is a motivational force behind development in South Africa. However, the findings are at variance with Muhumuza (2007)'s assertion that there is a growing recognition of an emphasis on an adaptive, bottom up process to development, in which the beneficiaries become more instrumental in the design, implementation and evaluation of development programmes.

Extent of Management of Integrated Development Programmes (Leadership)

Table 6.3: Extent of Management of Integrated Development Programmes (Leadership)

Leadership (Items)	Mean	Interpretation	Rank
Sensitizing the local people about the development projects	3.36	Very good	1
Sharing information with the local people and involve them in decision making	3.26	Good	2
Monitoring the projects availed to the local community	3.16	Good	3
Participating in policy and decision making in the local community	3.16	Good	3
Settling conflicts between followers when they occur during project implementation	3.14	Good	5
Making clear rules and procedures for others to follow	3.12	Good	6
Clarifying followers' work role	3.05	Good	7
Influencing local people to adopt the new behaviour needed for project implementation	3.05	Good	7
Persuading local people to support strategies for implementation	3.05	Good	7
Influencing people toward the attainment of project goals	3.04	Good	10
Influencing others to pursue official objectives of the projects	2.81	Good	11
Using power to affect the behaviour of others toward development of projects	2.29	Good	12
Average Mean	3.04	Good	

Source: Field Data

Legend

Mean range	Interpretation
3.26-4.00	Very Good
2.51-3.25	Good
1.76-2.50	Poor
1.00-1.75	Very poor

Table 6.3 indicates a generally good extent of leadership among local leaders in the districts of Ibanda and Kiruhura with the (overall mean=3.04); sensitizing local people about development projects (programmes) ranked highest with (mean=3.36). This is followed by sharing information with the local people and involving them in decision making projects (programmes) ranked lowest (mean=2.29).

The findings in Table 6.3 are in agreement with Owolabi (2005) who asserted that raising consciousness of clients (people) to be affected by the policy (programme) can bear influence in a social situation. He further contended that at implementation stage for a policy (project) to succeed it must be well managed, thus implored the positive role of leadership short of which will lead to implementation failure. Studies have pointed out to the role leadership plays in achieving targeted objectives. Maurice (2006) asserted that leadership is an important aspect of self-organization in community development and thus must be vested at various scales including the local level, as problems that need to be remedied and are apparent at the community level may not even be known to those operating it higher scales. In his findings, Maurice (2006) found that the strength of local level leadership was crucial to the success of bee keeping projects in providing an economic return to farmers. For example in the case kakamega, strong central leadership allowed the project to recover from difficult times that were created at least in part by weak leadership, and in case of Kwale lack of local leadership hurt project performance.

Extent of Management of Integrated Development Programmes (Financial Management)

Table 6.4: Extent of Management of Integrated Development Programmes (Financial Management)

Financial management (Items)	Mean	Interpretation	Rank
Participating in budget making activities	3.07	Good	1
Accounting for the funds allocated	3.00	Good	2
Spending is planned and controlled in accordance with established priorities	2.89	Good	3
Monitoring use of funds received	2.87	Good	4
Deciding on most appropriate uses of funds received at the districts	2.56	Good	5
Having control over district financial resources	2.39	Poor	6
Involving local people in budgeting for funds received at the district	2.38	Poor	7
Being involved in all activities concerned with obtaining money at the district	2.35	Poor	8
Having sufficient funds needed for running district projects	1.90	Poor	9
Average mean	2.60	Good	

Source: Field data

Legend

Mean range

Interpretation

3.26-4.00	Very Good
2.51-3.25	Good
1.76-2.50	Poor
1.00-1.75	Very poor

Table 6.4 shows generally a good extent of financial management among local leaders in all the items (average mean=2.60); participating in budgeting making activities ranked highest (mean 3.07). This was followed by accounting for funds received (mean 3.00); having sufficient funds needed for running district projects ranked (mean=1.90), indicating lack of adequate finances to run the activities of the projects at the districts which hinders the plan implementation. The findings are line with earlier researchers. For instance, Mkare (2009) established that lack of transparency and accountability led to embezzlement, misappropriation of funds and low morale of the beneficiaries, in Kilifi county, Kilifi district in Kenya, Ruhumuriza (2009) found that corruption and delays in funding were among the financial management challenges causing failure of the projects to meet its targets and accomplishment of objectives in Rwanda, Ozor and Nwankwo (2008) established that having insufficient sources of funds for community development projects was one of the major important constraints in the community in Imo State in Nigeria, While Mwakitete (2008) established that ethical practices coupled with proper financial management like disclosure of information and keeping proper financial records among other practices led to good organizational (programme) performance in Kenya Ports Authority.

Testing of the Null Hypothesis

Table 6.5: Extent of Management of integrated development programmes Between the Districts

Category	Mean	Computed t-value	Sig.	Interpretation of difference	Decision on H ₀
Extent of Management of integrated development programmes					
Ibanda	2.96	2.695	.008	Significant difference	Rejected
Kiruhura	2.69				

t>.05, t=2.695

Table 6.5 shows that there is a significant difference in the extent of management of integrated development programmes between the districts as reflected in the respective means (mean=2.96; 2.69). The null hypothesis was rejected on the variable because the computed t-value was greater than the sig.value (t=2.695>sig.008) leading to the acceptance of the alternative to the effect that there is a significant difference in extent of management between the districts at five percent significant level. The finding is in agreement with the view of Moseley

(2003), who observed that in contrast to urban regions which have many similarities; rural areas (districts) are highly distinctive from one another.

7. Conclusion

There was a significant difference in the extent of management of integrated development programmes in Western Uganda based on the district. The extent of management of integrated development programmes differed significantly between the districts ($t=2.695$, Sig. =.008). The hypothesis was rejected.

8. Recommendations

Local leaders ought to regularly carry out awareness campaigns among local people about the plans to be implemented. This can be attained through local council meetings, public rallies and local media such local newspapers and through radio stations in their respective areas. This is intended to provide a chance to the implementers and the would-be beneficiaries a fora to meet and discuss the aims and objectives of the programmes and also would ensure that local people input is captured which is critical in sustainability of programmes. Local leaders need to involve local people in the design, implementation and evaluation of project activities from the start to the end by seeking the advice of the people, involving them in decision making issues related to the running of the projects. In this way this would create morale among local people to fully participate in the implementation of these projects because they would be valuing them as “theirs”.

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