

**MAKERERE UNIVERSITY**  
**STAKEHOLDER INVOLVEMENT IN THE IMPLEMENTATION OF YOUTH**  
**LIVELIHOOD PROGRAMME IN RUBANDA DISTRICT: A CASE STUDY**  
**OF BUBARE SUB-COUNTY**

**By**

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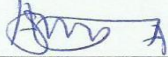
**A RESEARCH PROJECT SUBMITTED TO FACULTY OF GRADUATE AND**  
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**AUGUST, 2018**

## Declaration

### Declaration

I Stella Atuheire, declare that this research project is my original work and has not been submitted to any university or institution of Higher Learning for any academic award.

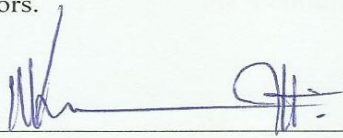
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## Approval


### Approval

This research project has been submitted for examination with our approval as University supervisors.

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## **Dedication**

To my dear parents who made all this possible. To my loving husband Nicholas Ayebazibwe and my 4 children Shane, Shema, Leo and Lynette

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Many people made important contributions to the realization of this work, but I must begin by thanking the Almighty God for the gift of life, and for making it possible for me to accomplish the work.

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## **List of Abbreviations**

CDO:	Community Development Officer
CVI:	Content Validity Index
EMRP:	Exmoor Mires Restoration Project
ENPA:	Exmoor National Park Authority
GISO:	Gomborora Internal Security Organization
MAAIF:	Ministry of Agriculture, Animal Industry and Fisheries
MoFPED:	Ministry of Finance, Planning and Economic Development
MoGLSD:	Ministry of Gender, Labour and Social Development
NAADS:	National Agricultural Advisory Services
NGO:	Non-Governmental Organization
NPA:	National Planning Authority
RDC:	Resident District Commissioner
SAC:	Social Accountability Committee
YIG:	Youth Interest Group
YLP:	Youth Livelihood Programme

## **Abstract**

A study was done to find out the extent to which stakeholders are involved in the implementation of Youth Livelihood Programme in Bubare Sub-County, Rubanda District. The specific objectives were; to establish the level of stakeholder involvement in the implementation of Youth Livelihood Programme in Bubare Sub-County, to establish the challenges of stakeholder involvement in the implementation of Youth Livelihood Programme in Bubare Sub-County, and to suggest strategies to enhance stakeholder involvement in the implementation of Youth Livelihood Programme in Bubare Sub-County.

Data collection was done in Bubare sub-county using both questionnaire and Key informant interviews. The unit of analysis was the Youth Livelihood projects in the selected four parishes of Bubare, Kagarama, Kibuzigye and Muyanje in Bubare sub-county. The projects included crop farming, livestock, poultry, piggery, agroforestry and bee keeping. Data was analyzed using SPSS software where descriptive statistics and factor analysis were run.

The study findings revealed that there was low level of stakeholder involvement in the implementation of Youth Livelihood Programme in Bubare Sub-county. This was evidenced by cases of fewer group members participating in decision making, lack of demonstrations and trainings, poor working relationships amongst youth members, poor financial accountability, low political support of the YLP, bribery cases, low engagement of police and other security organs in enforcing funds recovery among youth defaulter and lack of monitoring and evaluation of youth projects by Bubare Sub county Officials, low capacity building inputs from NGOs, project resistance from the community as well as cultural differences were reported. The respondents proposed strategies of development of stakeholder involvement guidelines, gender mainstreaming, stakeholder dialogue, formation of partnerships, continuous youth training and regular monitoring of youth livelihood projects by the local leaders.

In conclusion, the study recommends youth be physically involved in most of the project activities, facilitation of Bubare Sub-county staff to undertake monitoring and evaluation, project activity guidelines, demonstration sites, gender mainstreaming as well as partnership with NGOs and churches on trainings and sensitizations of the stakeholders on Youth Livelihood Programme.

# CHAPTER ONE

## INTRODUCTION

### 1.0 Background

Doloi (2012) reports that projects involve numerous individuals and groups that contributes to its completion and success. The quality of project success is largely dependent on the appropriate management and involvement of diverse stakeholders. Effective stakeholder involvement in a project increases collaboration between stakeholders, mitigates the likely negative impacts, increases economic sustainability and the final quality of the project (Heravi, Coffey, & Trigunarsyah, 2015). Stakeholders have a strong power position and major influence on projects due to their political responsibility, financial resources, authority, skills and expertise (Ekpobomene, 2012).

Stakeholder involvement is the systematic and strategic process of identifying and including individuals, groups, and institutions in the planning, development, and execution of a project. For a project to be successfully implemented, the interests, influence, and contributions of these stakeholders must be recognized. Without meaningful stakeholder engagement, a project is not likely to succeed (Bal, Bryde, Fearon, & Ochieng, 2013).

In the year 2013, the Government of Uganda through Ministry of Gender, Labour and Social Development (MoGLSD) introduced the Youth Livelihood Programme (YLP) to empower the youths in Uganda to harness their socio-economic potential, increase self-employment opportunities and income levels. The programme operates on a revolving fund arrangement where the youth access soft loans with zero interest if paid within the first 12 months to a maximum of 12.5 million per group. Under this arrangement, the repaid funds are ploughed back to finance new groups within the district (MoGLSD, 2013). Youth Livelihood Programme (YLP) has been rolled to all districts of Uganda including Rubanda district in which Bubare Sub County has been selected as a case study to examine stakeholder involvement in the implementation of this programme (MoGLSD, 2013). In this sub county, the key stakeholders involved in the YLP include; Sub-County Community Development Officer (CDO), Local Council Chairperson, Councilors, Sub-County Financial Officer, Parish Chief, Police, Resident District Commissioner

(RDC), Youth Interest Group, Project Management Committee, Youth Procurement Committee and Social Accountability Committee among others (Rubanda Local Government Report, 2017).

There were stakeholder involvement challenges in the Youth Livelihood Programme in Bubare Sub County, Rubanda district. Out of the 22 youth projects approved by Bubare Sub-County by the end of 2014, only 18.2% (4 out of 22) were fully functioning with youth groups remitting the borrowed funds back to the bank account of Subcounty in the first quarter of the financial year 2016/2017. The four outstanding youth groups included Bubare T.C youth piggery, Habutiki Goat rearing, Muyanje Irish potato growing group and Kirwa Piggery group (Rubanda Local Government Report, 2017).

It was reported that Youth Livelihood Programme in Bubare Subcounty, Rubanda district has faced a number of challenges. For instance, some of the youth members in Twimukye bricklaying group shared youth livelihood funds amongst themselves and hid themselves outside Kirwa village. It is reported that some of the Sub-County officials demanded for bribes from the youth groups before they would approve the project funding. Some youth were made to sign for bigger amounts of the fund while they were given less than what they had signed for (Miranda, Bukenya, Kasirye, & Rotheram, 2015). Some politicians used the award of the YLP funds as a reward to their supporters thereby affecting the success of the programme. Besides, the Sub-County officials responsible for supervising Youth Livelihood projects reported lack of facilitation to enable them go to the villages to supervise the projects. Some of youth committee members could not define their roles very well while most of the members in the groups are inactive as they do not participate in the project activities (Miranda et al., 2015).

Under such circumstances where the government of Uganda risks losing billions of funds in the youth livelihood programme, it is important to find out stakeholder involvement in the implementation of Youth Livelihood Programme in Bubare Sub-County, Rubanda District.

## **1.1 Statement of the problem**

Despite huge government funds invested in the programme, Youth Livelihood Programme in Bubare Sub-County, Rubanda district has not been successful (Rubanda Local Government Report, 2017). The Programme is faced with cases of misappropriation of youth funds, lack of clear roles of youth members and the committees within the group, lack of supervision of youth projects and the non-active members who just sign on project documents without contributing to the project success (Rubanda Local Government Report, 2017). This could be as a result of some stakeholders failing to perform their roles.

It is against this background that the study seeks to find out the extent to which stakeholders are involved in the implementation of Youth Livelihood Programme in Bubare Sub-County, Rubanda District.

## **1.2 Purpose of the study**

To find out the extent to which stakeholders are involved in the implementation of Youth Livelihood Programme in Bubare Sub-County, Rubanda District.

## **1.3 Specific Objectives**

- i. To establish the level of stakeholder involvement in the implementation of Youth Livelihood Programme in Bubare Sub-County.
- ii. To establish the challenges of stakeholder involvement in the implementation of Youth Livelihood Programme in Bubare Sub-County.
- iii. To suggest strategies to enhance stakeholder involvement in the implementation of Youth Livelihood Programme in Bubare Sub-County.

## **1.4 Research questions**

- i. What is the level of stakeholder involvement in the implementation of Youth Livelihood Programme in Bubare Sub-County?
- ii. What are the challenges of stakeholder involvement in the implementation of Youth Livelihood Programme in Bubare Sub-County?
- iii. What strategies should be put in place to enhance stakeholder involvement in the implementation of Youth Livelihood Programme in Bubare Sub-County?

## **1.5 Scope of the Study**

The scope of the study is divided into content, geographical and time scope as presented below.

### **1.5.1 Content scope**

The study aimed at finding out the extent to which stakeholder involvement in the implementation of Youth Livelihood Programme in Bubare Sub-County, Rubanda District. This was done by establishing the types and number of projects implemented, the performance status, the level of stakeholder involvement, challenges in stakeholder involvement as well as the strategies put in place to enhance stakeholder involvement in the implementation of Youth Livelihood Programme.

### **1.5.2 Geographical scope**

The study was done among youth in Bubare Sub County within Rubanda district. The selection of youth projects under the Youth Livelihood Programme was done in the parishes of Bubare, Kagarama, Kibuzigye and Muyanje. Under these parishes, villages of Bubare, Habutiki, Muyanje and Kirwa were visited to undertake the study.

## **1.6 Significance of the Study**

Since Youth Livelihood Programme is implemented under Ministry of Gender, Labour and Social Development (MoGLSD), the study will inform the programme implementers within the ministry and also at the district levels on the stakeholder involvement as well as the challenges faced. This will consequently be very instrumental in devising strategies aimed at promoting programme sustainability so as to improve on the livelihood of youths through wealth and job creation in different parts of Uganda and Bubare Sub County in particular.

It will further help in designing policies particularly by National Planning Authority (NPA), Ministry of Gender, Labour and Social Development (MoGLSD) and Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) as well as the Ministry of Finance, Planning and Economic Development (MoFPED) to improve the programme and even allocate more budgetary resources to enable the programme reach down to the grass root level as planned.

This study will provide a reference tool to the students and other researchers who intend to widen their knowledge on “stakeholder involvement in the implementation of Youth Livelihood Programme in Bubare Sub-County, Rubanda District”.

The paper will add new information to existing literature on youth livelihood program and information related to its implementation.

The study will sharpen the skills of project managers and coordinators especially in monitoring and evaluation of project activities among beneficiaries.



## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

This section presents reviewed literature associated with stakeholder involvement in the implementation of youth livelihood programme in Bubare sub County, Rubanda district. Both theoretical and empirical approaches were used in literature review as presented below. In reference to the study objectives, this chapter focusses on stakeholder theory, level of stakeholder involvement, challenges and strategies to improve on stakeholder involvement.

#### 2.1 Stakeholder Theory

Stakeholder theory is one of the most widely applied theory in the field of project and management. The theory was propounded by Freeman in 1984 through his work on strategic management (Freeman, 1984). In this theory, he referred stakeholders as any group or individual that can affect or is affected by the achievement of a project.

Given the fact that stakeholders comprise of a broad spectrum of people, Freeman mentioned a set of stakeholders that can affect or be affected by a project; governments, local community, competitors, consumer advocates, environmentalists, special interest groups and the media. Stakeholder theory considers the fact that all human beings are ultimately affected by any decision and considers all people to have equality of opportunity and consideration (Mainardes & Raposo, 2012). This is because all people have an equal and legitimate interest in a safe and stable life.

The theory divides stakeholders as primary and secondary and that primary stakeholders are more important than secondary stakeholders. Primary stakeholders are those without whose continuing participation, the project cannot survive as a going concern. If these primary stakeholders withdraw or become dissatisfied with the project, it will be seriously damaged or unable to continue. On the other hand, secondary stakeholder groups are those who have the capacity to mobilize public opinion in favour of, in opposition to, a project's performance. However, in some situations, the external stakeholders are very key and cannot be relegated to a subsidiary position (Freeman, 1984; Heravi et al., 2015).

One of the strength of stakeholder theory is that it is a practical tool to determine who is important to a project and what influence they might have on the success or failure of a project. It is also a research tool given that it asks questions about the basis of stakeholder behaviour and the way in which they are managed. However, stakeholder theory has been criticized that it needs honesty, transparency and flexibility on the part of the stakeholders when stakeholder analysis which is impractical. Besides, the theory is non-existent but merely more of a research tradition.

This study was anchored to stakeholder theory because it was about stakeholder involvement in the implementation of Youth Livelihood Programme. This is a government programme that considers a number of stakeholders from national to the local council level in the villages. The theory helped the researcher to identify and classify categories of stakeholders that had an influence in the successful implementation of YLP in Bubare Sub-County.

## **2.2 The Level of Stakeholder Involvement**

According to Nangoli et al.(2016), most of the stakeholders in Uganda involved in health related projects are never involved especially in the NGO sector. It was found out that stakeholders especially community beneficiaries are never involved in project design. NGOs only inform them of the new project that has come up. This is against the theoretical view that stakeholder involvement increases project sustainability. In Uganda the level of stakeholder involvement could be explained by the cultural, social practices and contextual needs of the community beneficiaries although this may not be a sufficient justification. Indeed, stakeholder involvement implies community beneficiaries having influence and control over development initiatives, decisions as well as the associated resources affecting them (Bakenegura, 2003; Nangoli, Namagembe, Ntayi, & Ngoma, 2012).

Nangoli et al. (2016) considered three levels of stakeholder involvement; consultation, decision making and active role involvement for health projects in Uganda. The study findings revealed low levels of stakeholder involvement (mean=2.53) justified further by the low consultation (mean=2.60), decision making (mean=2.48) and role involvement (mean=2.47). The empirical findings confirmed that beneficiaries were rarely consulted on the project needs or even in the project activities.

Based on the Youth Livelihood Programme document for Uganda under the Ministry of Gender Labour and Social Development, the responsibility of implementation of youth livelihood rests in hands of youth interest groups. Under supervision of technical officials from the district or sub-county, the youth management committee is mandated to manage the project implementation on behalf of the group. The youth project management committee convenes a youth interest group meeting on regular basis atleast once a month to approve activity plans and have an inclusive involvement in the project management (MoGLSD, 2013).

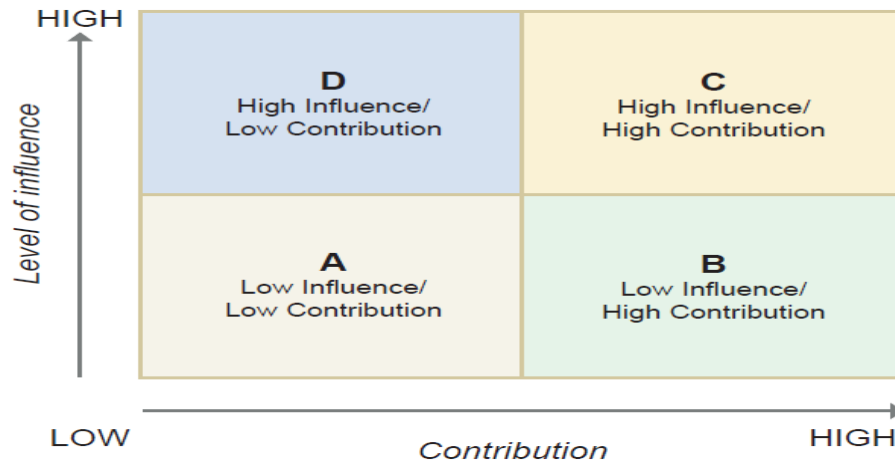
One of the key elements of stakeholder involvement especially in government projects supported by international development partners is stakeholder ownership particularly government led and country owned projects (Bourne, 2011). According to Aapaoja and Haapasalo (2014), a country-owned project is one in which all stakeholders share responsibility and accountability for the plan, especially when a variety of financial and technical resources are needed to achieve a country's goals. Although the government may be at the driving seat, a truly inclusive development process, informed by a range of in-country stakeholders, is important to the successful implementation of projects. For example, a plan that involves only the government, donors, and international non-governmental organizations and does not involve stakeholders such as local nongovernmental organizations and the private sector is likely to fail to recognize the essential role played by all actors (Doloi, 2012). This brings about less stakeholder involvement and will ultimately bring about a less than optimal contribution to the country's goals.

According to Griffiths, Maggs, and George (2008), the level of stakeholder involvement depends on the closeness between stakeholders. For instance, employees and employers are more likely to have a greater role in an intervention than Non-Governmental Organisations except in few exceptions such as government's impact. Similarly, Heravi et al.(2015) indicates that stakeholders have the ability to interact with one another in order to facilitate intervention change.

A study done on the practice of stakeholder management in the Nigerian oil and gas industry found out low levels of stakeholder involvement in most of the oil and gas activities (Ekpobomene, 2012). This study revealed that only Shell Petroleum Development Company (Shell), Total Exploration and Production (Total) and Nigerian Agip Oil Company (AGIP)

practiced some stakeholder involvement mechanisms in order to manage their relationships with the local communities. It was revealed that there were a number of petroleum companies operating in Nigeria that faced opposition from the community due to their failure to address issues of environmental protection, intimidation and manipulation of community members.

According to Gambe (2013), lack of attention and understanding of individual stakeholder roles reduces project implementation success. Bal et al.(2013) argues that it is impractical and unnecessary to engage all stakeholders within a group to the same level of intensity throughout the project process. It saves time and money if stakeholders to be involved in a project are known, why and when they are going to be involved. This is the idea behind stakeholder prioritization during project implementation. In situations where the stakeholders are too many for an organization to cater for their needs, the organization may ignore some of them especially those with less influence (Doloi, 2012). One of the most common method used in stakeholder analysis is that of importance versus influence in which importance illustrates a stakeholder whose problems, needs, and interests are the priority of the intervention, and influence is how powerful the stakeholder is (Ekpobomene, 2012). After detailed information is gathered about the stakeholders, stakeholder map is created. This is a visual exercise and analysis tool to help determine the extent to which different stakeholders could be engaged in the project process, based on their level of influence and potential contributions (Mainardes & Raposo, 2012). To create the stakeholder map, stakeholders are first classified as either high influence or low influence, and as either high contribution or low contribution. The stakeholders can then be placed into the appropriate quadrant (group) on the stakeholder map: A, B, C, or D. Those that fall into groups B, C, and D should be considered key stakeholders since they have substantial influence and could make substantial contributions to the project process, or both (Taschner & Fiedler, 2009).



**Figure 1.0: Stakeholder map**

**Source:** Taschner & Fiedler (2009).

### 2.3 Challenges in Stakeholder Involvement in Projects

Research findings reveal that stakeholder involvement is time and money consuming which in the long run generates marginal benefits in the project implementation. Nangoli et al. (2016) indicates that involving stakeholders by consulting them does not guarantee that project implementers put in consideration beneficiary ideas and concerns. Besides, the exercise of stakeholder involvement often consumes huge budget expenditures which may not necessarily reach down at community level to improve livelihoods of community beneficiaries because it may end up being swindled by the project implementers.

Bashir (2010) found out that public projects in Uganda in particular NAADS lacked adequate stakeholder involvement including their commitment to implement it. It is revealed that farmers in Kotido who were the project beneficiaries were never involved in the project activities to the extent that most of the funds channeled to the project was spent on workshops of which majority participants were district officials and NAADS staff. The exclusion of local farmers NAADS project activities in Kotido district brought about low commitment of community members to embrace the programme resulting into 100% failure rate.

Power relations, status and experience has been found to be one of the challenges hindering stakeholder involvement (Doloi, 2012). This is because they discourage some stakeholders from being involved as a means to achieve predetermined objectives. According to Pacagnella et al.(2015), there are cases in project implementation when project managers work with

stakeholder representatives and end up leaving out key stakeholders or those with the necessary external expertise. For successful Youth Livelihood programme implementation, key programme stakeholders such as the Ministry of Gender, Labour and Social Development must play a key role in spearheading it.

Conflict is another challenge of stakeholder involvement in a project. This is because projects involve a number of stakeholders and yet each of them has a specific requirement and interest with respect to the problem (Bal et al., 2013). The main challenge is that the project managers need to consider and satisfy individual requirements from end-users, consumers, designers, contractors and the maintenance team. According to Aapaoja and Haapasalo (2014), conflicts do not only arise at the setting of project objectives but also at the changes in management. According to Griffiths et al.(2008), resistance from stakeholders is also one of the major challenges during project implementation. The resistance of stakeholders is categorized into mild, moderate and severe. Mild resisters are easily moved from one position to another and lack awareness of the benefits of being involved in project implementation. Moderate resisters are unlikely to change without compelling evidence of project benefits while the severe resisters are unwilling to change given that they fail to see any benefits of being involved in a project (Doloi, 2012). Such type of resistance is often influenced by vested interests. Project resistance comes up due to stakeholders only fulfilling their own agenda, failing to work in partnership with others and the unwillingness to share information or contribute to project undertaking within a community (Griffiths et al., 2008).

A study by Griffiths (2011) shows how lack of trust brings about poor implementation of Exmoor Mires Restoration Project (EMRP) to restore the Exmor National Park. It was revealed that the land owners were affected by the changes in wetland policy being implemented by the Exmoor National Park Authority (ENPA). Karlsen, Græe, and Massaoud (2008) in their article on building trust in project stakeholder relationships showed that trust improves communication skills, behaviour, commitment, sincerity, competence, integrity, working on a common goal as well as achievement of project milestones.

According to Aapaoja and Haapasalo (2014), differences in culture and habits between project team members and other stakeholders is a key challenge in project stakeholder involvement. Based on their study findings, cultural differences resulted into disrespect, mistrust and rivalry

among the stakeholders of construction projects in Finland. In another study, Heravi et al.(2015) found out cultural differences, competing organizational goals and political agendas as big challenges of stakeholder involvement in project implementation.

Taschner and Fiedler, (2009) report cases of stakeholders overlooking important issues, under-prioritization, failure to engage all stakeholders, designing of schemes that does not cater for the interests of all stakeholders as some of the challenges common in project implementation. It is argued that stakeholders must own the processes in order to support subsequent decisions made on the project. Stakeholders who are not contented of the processes may make the project delay or even stop its implementation. Pacagnella et al. (2015) calls for project managers to identify right audiences and involve the right stakeholders in order to increase stakeholder ownership in the project implementation.

#### **2.4 Strategies to Enhance Stakeholder Involvement**

Nangoli et al. (2016) proposes consultation of stakeholders before project implementation particularly holding of consultative meetings in which community beneficiaries are given an opportunity to offer their views and opinions towards the project. There is need for the community beneficiaries to be consulted on the project needs and also give them an opportunity to participate in leadership positions in spearheading the project implementation.

Relatedly, Nangoli, Namagembe, Ntayi, & Ngoma, (2012) in a study on citizenship projects in Uganda found out that intra-project communication as well as extra project communication had a significant influence on stakeholder involvement. This is because communication builds commitment of project managers and the community beneficiaries. In this regard, creation of an appropriate atmosphere where there is effective project communication was found out as a key strategy of enhancing stakeholder involvement in project implementation in Uganda and elsewhere (Nangoli et al., 2012).

Gender mainstreaming in project activities is one of the key strategies of enhancing stakeholder involvement. Based on the decades of project implementation experiences by the World Wildlife Fund (WWF), the inclusion of women as stakeholders has the potential to achieve better management of the resource base and improved community welfare (WWF, 2005). In other studies, gender analysis is conducted in project management and it involves assessment of the

distribution of tasks, activities, and rewards associated with the division of labour at a particular locality or across a region (Taschner & Fiedler, 2009). In gender analysis, the relative positions of women and men in terms of representation and influence as well as the benefits and disincentives associated with the allocation of tasks are often examined. Griffiths et al. (2008) presents partnership as one of the key strategies of enhancing stakeholder involvement in project implementation. This is because the strategy brings synergy effects given that partnerships results into the designing of clear, achievable and realistic plans. One of the most common partnership mechanism is the Public Private Partnership which is a system in which a government service or private business venture is funded and operated through a partnership of government and one or more private sector organizations (Mainardes & Raposo, 2012; Pacagnella et al., 2015).

Relatedly, Taschner and Fiedler (2009) proposed provision of training and coaching for strategic project team members as one way of enhancing stakeholder involvement. This strategy was found effective in a project to improve organizational effectiveness and outcomes for children and families in Los Angeles, United States of America. The training and coaching of stakeholders was extended to families, youth, department leaders as well as the administrators. Similarly, Bussy and Kelly (2010) shows the need to provide basic knowledge and skills to enable them be in position to participate in project activity execution including understanding of their roles in a project.

Formation of committees and teams to handle different project components is another strategy of enhancing stakeholder involvement. According to Gambe (2013) in a study done in Harare, Zimbabwe, Msasa Park residents working together with the government administrators were able to find a lasting solution to the water problems affecting their communities. They formed resident committees to assist in planning, used water wisely and made early payments and others offered technical assistance in terms of repairing water pipes and designing of water infrastructures. The local residents had complained about being sidelined in water crisis meetings and instead called upon city leaders to work hand-in-hand with the city dwellers solve the water problems (Gambe, 2013).

According to Griffiths (2011), creation of mutual respect and trust amongst stakeholders enhances stakeholder involvement in project implementation. This is because mutual respect



and trust enables stakeholders to learn from each other and negotiate for solutions utilizing scientific alongside local knowledge. Additionally, Bussy & Kelly (2010) maintains that trust and respect generates diverse and impressive arrays of project implementation outcomes.

Aapaoja and Haapasalo (2014) proposes stakeholder identification, classification, analysis and management as a strategy of enhancing stakeholder involvement. This approach involves classification of stakeholders as primary and secondary stakeholders with respect to the control of project resources. This strategy enables the project managers to understand and manage the roles and requirements of various stakeholders. This is because project managers have an advantage of being facilitators, collectors and packers of various project requirements aimed at ensuring satisfactory conditions for all parties (Doloi, 2012).

Stakeholder involvement is enhanced by identifying the parties whose interests and influence are relevant in the project environment. This is supplemented by understanding the factors that motivate them such that they can be involved where possible to generate mutual benefits during project implementation. This also involves understanding of the behaviour of the stakeholders during the life cycle of the project with an aim of performing actions that meet their expectations (Pacagnella et al., 2015).

Utilization of indigenous knowledge and local people in sensitizing the public on project implementation and progress is yet another strategy of enhancing stakeholder involvement (Griffiths, 2011; Pacagnella et al., 2015). This approach has been applied in Brazil and Exmoor Mires in which media network utilized indigenous journalists to disseminate information to the farming community from a farming perspective. Similarly, the approach also involved utilization of farmers as facilitators to disseminate project information in the best way focusing on a farmer's perspective. This helped to open communication channels between the project managers and the farming community (Griffiths, 2011).

Classification of stakeholders into categories of dormant, discretionary, demanding, dominant, dependent, dangerous, definitive and others is another key strategy of enhancing stakeholder involvement in project implementation (Mainardes & Raposo, 2012). The dormant stakeholders have power to impose their will but do not have a legitimate relationship or an urgent demand and therefore have only a latent influence; discretionary possess legitimacy, but not the power

that is necessary to influence whether an urgent demand is met; demanding have urgent demands, but have no power or legitimacy to influence whether their demands are met; dominant have power and legitimacy. Their influence is ensured by the results when their demands are met; dependent have no power, but have urgent demands and the legitimacy to make those demands; dangerous have urgency and power but no legitimacy, and so can be coercive or dangerous; definitive possess power, legitimacy and urgency, and therefore are the most influential and obviously the most important stakeholders; Other have none of these attributes but can still be affected by actions or the outcomes of the project (Pacagnella et al., 2015).

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This section presents the research design, study population, sample size and sampling strategies, data collection methods and instruments, quality control, measurement of variables, data analysis and anticipated limitations of the study.

#### **3.1 Research design**

The research adopted cross sectional survey design in examining the stakeholder involvement in the implementation of Youth Livelihood Programme in Bubare Sub-County, Rubanda District. According to Kothari (2004), cross sectional survey design is the collection of data mainly using questionnaires or structured interviews to capture quantitative or qualitative data at a single point in time. Cross sectional survey design is preferred because it involves doing data collection at a single time interval instead of several data collection intervals thereby minimising interviewers bias, memory lapse, respondents fatigue and non-response errors (Frechtling, 2002).

A combination of quantitative and qualitative approaches served as a strong basis for drawing compelling conclusions and recommendations in line with the objectives of the study (Mugenda & Mugenda, 2003).

#### **3.2 Study Population**

According to Kabale Local Government Report (2016), there are 340 stakeholders who are involved in the Youth Livelihood Programme within Bubare Sub county. These are the study population and they include; youth beneficiaries (15-30 years), youth interest group leaders, project management committee, Youth Procurement Committee, Social Accountability Committee, district technical leaders (Chief Administrative Officer, Community Development Officer, Sub-County Financial Officer), politicians (Local Council 1 Chairperson, Councilors, Parish Chief, Resident District Commissioner), police, NGO coordinators, elderly and Persons with Disabilities.

The study population is chosen because the Youth Livelihood Programme document published by the Ministry of Gender, Labour and Social Development indicates that the above stakeholders are expected to play key roles in the implementation of YLP (MoGLSD, 2013).

### **3.3 Sample size and Sampling techniques**

A sample size of 181 respondents out of the target population of 340 stakeholders mainly the youth was determined using the 1970 Krejcie and Morgan technique table (Krejcie & Morgan, 1970) as shown in Appendix III. This technique provides a sample size in terms of standard numbers arising from a given population as shown in Table 3.1.

Simple random sampling techniques were used to select beneficiaries of Youth Livelihood Programme in Bubare Sub County where the study was conducted. A list of all registered youth members who have benefitted from the programme were obtained from Bubare Sub County to serve as a sampling frame. These youth are registered under groups operating different projects in the villages of Kirwa, Bubare, Habutiki and Muyanje. The names of the youth were written on pieces of paper, folded and mixed in a box. Using lottery method, the researcher randomly picked papers, one piece at a time without replacement because the population is finite (Mugenda & Mugenda, 2003).

Purposive sampling technique was used to select respondents for key informant interviews. Purposive sampling is a technique used where the researcher chooses the sample based on who they think would be appropriate for the study. To this end therefore, purposive sampling was adopted in this study to get in-depth information on the level of stakeholder involvement in the implementation of Youth Livelihood Programme from individuals on the ground who are familiar with what has been transpiring with the programme since its introduction in Bubare Sub-County. The technique also enabled the researcher to achieve a targeted sample of respondents easily (Frechtling, 2002). However, purposive sampling was prone to respondent selection bias since no random sampling technique was exercised. The details of the sample size and sampling technique are shown in Table 3.1.

**Table 3.1: Sample selection of respondents in Bubare sub county, Rubanda district**

Category	Population	Sample	Sampling technique
Youth beneficiaries	270	149	Simple random
Youth interest group leaders	8	4	Purposive
Project management committee	8	1	Purposive
Youth Procurement Committee	8	1	Purposive
Social Accountability Committee	4	2	Purposive
District technical leaders	5	3	Purposive
Politicians	15	8	Purposive
Police	6	3	Purposive
NGO coordinators	4	2	Purposive
Community leaders (L.C1)	4	4	Purposive
Elderly & PwDs	8	4	Purposive
<b>Total</b>	<b>340</b>	<b>181</b>	

**Source:** Adopted from Rubanda Local Government Report (2017) .

The study focused on stakeholder involvement in the implementation of youth livelihood programme by targeting mostly youth beneficiaries because they represented the majority of the stakeholders of the programme. The rest of the stakeholders were key to the programme success but were not the major users and beneficiaries of the Youth Livelihood Programme hence their sample was smaller than that of the youth beneficiaries.

### **3.4 Data collection methods and instruments**

Survey, interview and documentary review are the data collection methods that were used in the study. On the other hand, data collection instruments included a questionnaire, interview guide and documentary review checklist.

#### **3.4.1 Survey**

A survey is a method of data collection in which a set of questions on a form are submitted to a number of people in order to collect statistical information (Amin, 2005). A questionnaire instrument was employed to collect data from youth beneficiaries on the extent to which stakeholders are involved in the implementation of Youth Livelihood Programme (Appendix I).

A questionnaire is a well-established tool within social science research for acquiring information on participant's social characteristics, present and past behaviour, standards of behaviour or attitudes and their beliefs and reasons for action with respect to the topic under investigation (Barifaijo, Basheka, & Oonyu, 2010). The questionnaire was used because information is collected from a large sample in a short period of time and it is free from interviewers bias (Mugenda & Mugenda, 2003).

### **3.4.2 Interviews**

Interviews are friendly fact finding conversations formulated in question form (Barifaijo et al., 2010). An interview guide was used as a tool to collect data from with Youth leaders, district technical leaders, politicians, police, NGO coordinators, elderly and Persons with Disabilities (Appendix II). Interview guides are chosen because they are thorough to provide in-depth information about a particular research issue or question. Still, interviews are chosen because they make it easy to fully understand someone's impression or experiences, or learn more about their answers as compared to questionnaires (Mugenda & Mugenda, 2003).

### **3.4.3 Documentary Review**

Also according to Carrie (2007), documentary review is a method that facilitates collection of data by reviewing or analyzing already existing reports or documents containing information originally meant for other purposes, extracting data from reports or documents, which is considered relevant to a study. This method was used to collect secondary data on stakeholder involvement in the implementation of Youth Livelihood Programme in Bubare Sub County and was guided by a documentary review check list. Some of the documents reviewed were Youth Livelihood Programme document, Rubanda district report and journal articles. This information collected was used to supplement findings collected through survey and interviews.

### **3.5 Quality control**

Validity and reliability of the research instruments were taken care of to ensure accurate study findings.

### 3.5.1 Validity

The validity of the research instrument refers to the degree to which an instrument measures what it sets out to measure. Content validity indicates a complete range of the attributes that are under study depicted by the content. To estimate the content validity, a thorough review of the literature was undertaken to clearly define the objectives of the study. An expert in the fields of project management and community development including my academic supervisor was consulted to review the tool items to ensure its consistency with the study objectives and the literature review. The experts rated each item as either relevant or not relevant.

The validity of the research instrument items was estimated by using the Content Validity Index (CVI).  $CVI = \frac{I}{N}$  Items rated relevant by both judges divided by the total number of items in the questionnaire as shown hereinafter.

$$CVI = \frac{\text{No. of items rated relevant}}{\text{Total no. of items}}$$

Content Validity Index (CVI) was computed to indicate the validity of the research instrument.

**Table 3.2: Content Validity Index test results**

Questionnaire Section	No of Items	CVI
Background Characteristics	7	0.857
Level of stakeholder involvement	11	0.818
Challenges of stakeholder involvement	10	0.808
Strategies to enhance stakeholder involvement	9	0.888
<b>Total</b>	<b>37</b>	<b>0.842</b>

**Source:** Field Data., 2017

After computations, Content Validity Index (CVI) of 0.842 was generated which is above 0.7 that is considered for a valid research instrument as recommended by some scholars (Kothari, 2004; Mugenda & Mugenda, 2003). Indeed, even the individual variables on the questionnaire had CVI of above 0.7 as indicated; background characteristics (CVI=0.857), level of stakeholder involvement (CVI=0.818), challenges of stakeholder involvement (CVI=0.808) and strategies to enhance stakeholder involvement (CVI=0.888).

### 3.5.2 Reliability

Reliability refers to the measure of the degree to which research instruments yields consistent results after repeated trials. The reliability of the instrument was determined through pretesting the research instrument in Rubare Sub County of Ntungamo district. A sample of 20 respondents was considered during the pretest after which the results were analyzed in SPSS to determine the Cronbach alpha coefficient.

**Table 3.3: Reliability test results**

<b>Questionnaire Section</b>	<b>No of Items</b>	<b>Cronbach's Alpha Coefficient (CAC)</b>
Background Characteristics	7	0.716
Level of stakeholder involvement	11	0.856
Challenges of stakeholder involvement	10	0.840
Strategies to enhance stakeholder involvement	9	0.854
<b>Total</b>	<b>37</b>	<b>0.749</b>

**Source:** Field Data., 2017

The Cronbach Alpha Coefficient of 0.749 was found out as shown in Table 3.3. Since the coefficient was greater than 0.7, it implied that the research instrument was reliable (Mugenda & Mugenda., 2003). In addition, the individual variables on the questionnaire had CAC of above 0.7 as indicated; background characteristics (CAC=0.716), level of stakeholder involvement (CAC=0.856), challenges of stakeholder involvement (CAC=0.840) and strategies to enhance stakeholder involvement (CAC=0.854).

### 3.6 Measurement of Variables

Nominal, ordinal, and likert scales were used to examine stakeholder involvement in the implementation of Youth Livelihood Programme in Bubare Sub-County, Rubanda District. Data on background characteristics of the respondents was measured using nominal (variables are not ordered) and ordinal scale (variables ordered). Data on the level of stakeholder involvement, challenges and strategies was measured using a likert scale.

A likert scale was employed to indicate the extent of stakeholder involvement in the implementation of Youth Livelihood Programme, challenges of stakeholder involvement and strategies of enhancing stakeholder involvement.



A likert scale was anchored to measure the items in the questionnaire as follows; 1-represents Strongly Disagree, 2–Disagree, 3–Not Sure, 4 –Agree and 5–Strongly Agree. Means close to 1 or 2 represent disagreement, while means close to 4 or 5 show agreement with the issue at hand (Kothari, 2004).

### **3.7 Data Analysis**

Quantitative data was analyzed using Statistical Package for Social Scientists (SPSS) and it involved use of descriptive statistics and factor analysis (Amin, 2005). Descriptive statistics was performed to determine measures of central tendency such as mean; frequency distributions; and percentages and the results were presented using frequency distribution tables, pie-charts and bar graphs. Factor analysis was used to examine the composition of the study variables and identify the most critical elements of the study variables in relation to the challenges of stakeholder involvement in the implementation of Youth Livelihood Programme in Bubare Sub-County, Rubanda District.

Qualitative data analysis involved both thematic and content analysis based on the study objectives (Mugenda & Mugenda, 2003). Qualitative data was collected through interviews in which summary findings was transcribed by writing down in a notebook. A tape recorder was used among participants that accepted its use. The findings were transcribed by writing down the responses in a note book. Atlas.ti, a computer based qualitative data software that helps to establish patterns, similarities and regularities in the data was used in the analysis of qualitative data. Content analysis was used to edit qualitative data and reorganize it into meaningful shorter sentences. Thematic analysis was used to organize data into themes and codes and the results were reported in verbatim using quotation marks (Golafshani, 2003).

### **3.8 Ethical considerations**

The researcher obtained permission from all the respondents and also presented to them an introductory letter from Makerere University Business (MUBS) indicating that the study is for academic purposes only. The researcher observed extreme confidentiality while handling respondents. Besides, the respondents were assured that the study would not cause any danger directly or indirectly and that their participation was voluntary.

## CHAPTER FOUR

### DATA ANALYSIS AND PRESENTATION OF RESULTS

#### 4.0 Introduction

This chapter presents the results and interpretation of the findings on stakeholder involvement in the implementation of Youth livelihood programme in Bubare sub-county. This chapter presents results for both quantitative and qualitative data analyses. Quantitative data findings adopted descriptive statistics making use of tables and figures. Presentation and interpretation of data involved the use of frequencies, means, percentages and standard deviation. The researcher also used factor analysis to assess the challenges of stakeholder involvement in the implementation of youth livelihood programme in Bubare sub-county. The findings are presented following the study objectives.

#### 4.1 Response rate

Table 4.1 presents the response rate of the study respondents on stakeholder involvement in the implementation of Youth livelihood programme in Bubare sub-county.

**Table 4.1: Response rate**

<b>Category of respondents</b>	<b>Sample Size</b>	<b>Respondents covered</b>	<b>Response rate (%)</b>
Youth(beneficiaries)	149	130	87.2
Youth interest group leaders	4	3	75.0
Project management committee	1	1	100
Youth Procurement Committee	1	1	100
Social Accountability Committee	2	2	100
District technical leaders	3	3	100
Politicians	8	5	62.5
Police	3	2	66.7
NGO coordinators	2	2	100
Community leaders (L.C1)	4	4	100
Elderly & PwDs	4	4	100
<b>Total</b>	<b>181</b>	<b>157</b>	<b>86.7</b>

Source: **Field data, 2017**

Table 4.1 indicates that the study had a high response rate of 86.7% from the study respondents in Bubare Sub-county of Rubanda district. However, it was quite difficult to get responses from all the respondents because some of them did not return the questionnaires while others were out of duty station for official and non-official activities. However, according to Amin (2005), 70% of the respondents are enough to represent the sample size set for the study in order to generate valid findings. This implies that the study had a very good response rate of 86.7%.

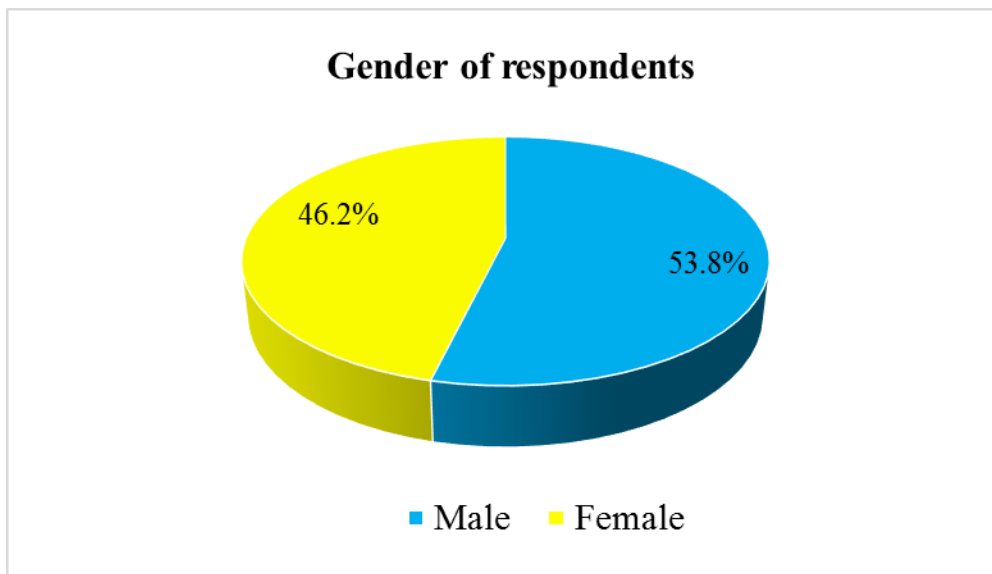
#### **4.2 Background characteristics of the respondents**

The background characteristics of the youth beneficiaries who responded to the study in Bubare Sub-county is presented in this section. The rest of the respondents included youth interest group leaders, project management committee, youth procurement committee, social accountability committee, Rubanda district technical leaders, politicians, police, NGO coordinators, Local council 1 leaders, elderly and Persons with disabilities. Information from these respondents was gathered using an interview guide in which respondents were not asked about their background characteristics.

##### **4.2.1 Gender of the respondents**

Figure 4.1 presents the percentage distribution of respondents by gender in Bubare sub-county.

**Figure 4.1: Percentage distribution of respondents by gender**



**Source:** Field Data, 2017

The findings in Figure 4.1 reveal that majority of the youth livelihood programme beneficiaries who responded to the study were males (53.8%, 70 out of 130 respondents) in comparison to their female counterparts (46.2%, 60 out of 130 respondents). The high number of males was attributed to the fact that there were more males in youth groups than females and besides, men are family bread winners and therefore majority of the males joined youth livelihood group with the hope of earning some income to run their families.

#### 4.2.2 Age distribution of respondents in Bubare Sub-county

The age distribution of respondents in Bubare sub-county, Rubanda district is presented in Table 4.2.

**Table 4.2: Age distribution of respondents in Bubare sub-county**

<b>Age of respondents</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Below 20 Years	11	8.5
20-24 Years	25	19.2
25-29 Years	55	42.3
30-34 Years	39	30.0
<b>Total</b>	<b>130</b>	<b>100</b>

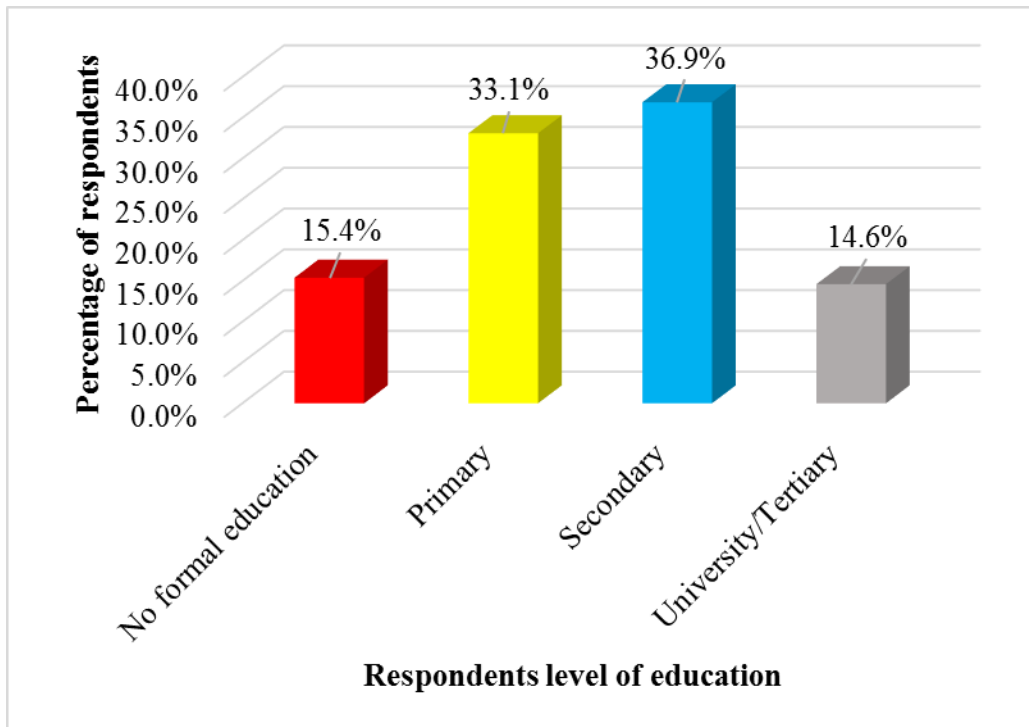
**Source:** Field Data, 2017

The study findings show that majority of the youth respondents were aged 25-29 years (42.3%) and these were followed by those aged 30-34 years (30.0%). The results indicate that there were fewer youth beneficiaries aged below 20 years (8.5%) as presented in Table 4.2.

#### 4.2.3 Education level of the respondents

Figure 4.2 presents the percentage distribution of respondents by their level of education attained.

**Figure 4.2: Education level of respondents in Bubare Sub-county**



**Source:** Field Data, 2017

The study findings indicate that most of the youth respondents had attained secondary education (36.9%) and these were followed by with primary education (33.1%). There was quite a big number of respondents who had no formal education (15.4%). These youth beneficiaries with no formal education were asked questions in local language [Rukiiga] since the researcher was familiar with the local language. On the other hand, fewer youth livelihood beneficiaries had attained university and tertiary education (14.6%) as indicated in Figure 4.2.

#### **4.2.4 Percentage distribution of respondents by marital status**

The percentage distribution of respondents by marital status in Bubare sub-county, Rubanda district is presented in Table 4.3.

**Table 4.3: Percentage distribution of respondents by marital status**

<b>Marital Status of respondents</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Never Married	52	40.0
Married	67	51.5
Widowed	6	4.6
Separated	5	3.8
<b>Total</b>	<b>130</b>	<b>100</b>

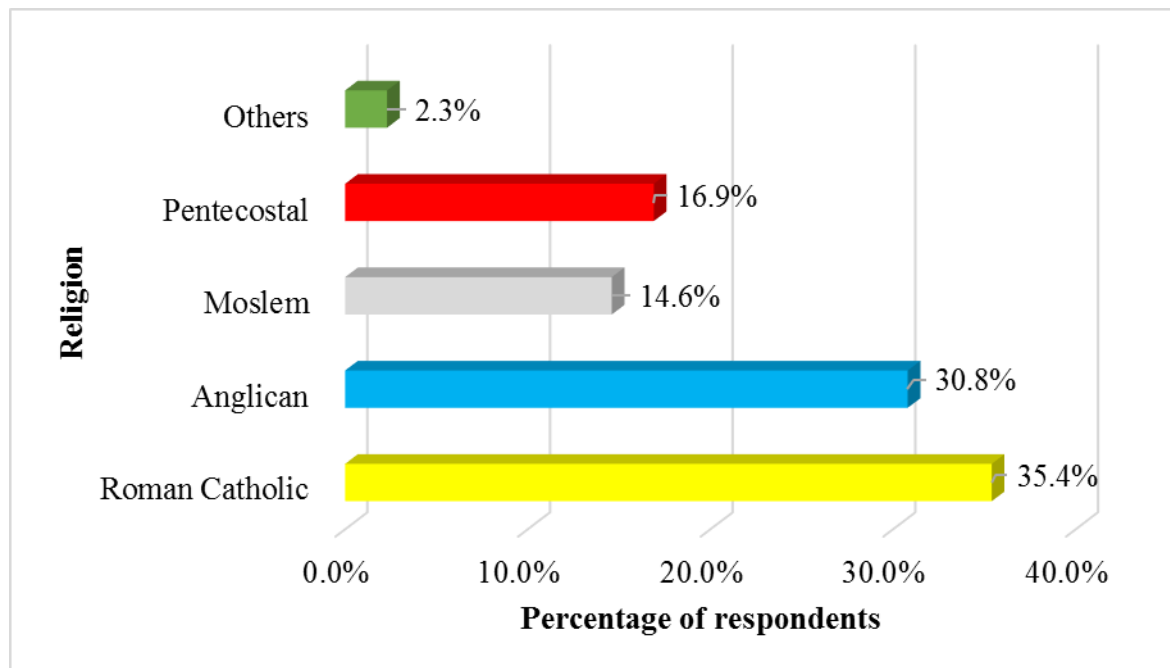
**Source:** Field Data, 2017

The study findings showed that the biggest number of YLP beneficiaries were married (51.5%) followed by who were never married (40.0%). There were fewer cases of respondents who reported that they were widowed and separated respectively. The highest number of married people could be an indicator of youths having responsibility and with a spirit of hard work that motivates them to work harder for the livelihood of their families.

#### **4.2.5 Percentage distribution of respondents by religion**

The percentage distribution of respondents by religion in Bubare sub-county is presented in Figure 4.3.

**Figure 4.3: Percentage distribution of respondents by religion**



**Source:** Field Data, 2017

The study findings revealed that the majority of the respondents were Roman Catholic (35.4%, 46 out of 130 respondents) followed by Anglicans (30.8%, 40 out of 130 respondents). The rest of the respondents belonged to Pentecostal (16.9%, 22 out of 130 respondents), Moslem (14.6%, 19 out of 130 respondents) and other religions (2.3%, 3 out of 130 respondents) respectively.

#### **4.2.6 Main activity engaged in by youth respondents in Bubare Sub-County**

Respondents were asked about the main activities that they engaged in Bubare sub-county and the findings are presented in Table 4.4.

**Table 4.4: Main activity engaged in by youth respondents in Bubare Sub-county**

Main activity engaged in	Frequency	Percentage (%)
Crop Farming	39	30.0
Livestock	38	29.2
Poultry	18	13.8
Apiary	9	6.9
Agro-forestry (citrus, mango, apple & passion fruits)	26	20.0
<b>Total</b>	<b>130</b>	<b>100</b>

**Source:** Field Data, 2017

The study results in Table 4.4 indicated that most of the respondents interviewed during the study were engaged in crop farming (30.0%) followed by livestock (29.9%) and agro-forestry (20.0%) respectively. There were only 13.8% of the youth respondents who were engaged in poultry (13.8%). Only a small proportion of the respondents were engaged in bee keeping (6.9%).

Key informant interview with Bubare Sub-county officials revealed the different youth projects that were approved in the financial year 2014/2015 and 2016/2017 on Youth Livelihood Programme thus:

*In the financial Year 2014/2015, Youth Livelihood Programme projects that were approved by Bubare Sub-county included; Kirwa Youth piggery project, Habutiki goat rearing, Mumuyanje youth Irish potato growing, and Bubare T/C youth piggery project. In the financial year 2015/2016, we approved the following groups: Kataraga Irish potato growing project, Murushekye Youth Irish potato growing, Kyarujumba Youth Irish potato growing and Rukinda Youth piggery. CDO, Bubare Sub-County. 24<sup>th</sup> July 2017.*

Further, qualitative study findings revealed that the youth in Bubare Sub-county are engaged in different activities that have uplifted their welfare especially those who took the activities serious thus:

*Many youth in Bubare Sub-county have benefitted from the Youth Livelihood Programme. Many of them are busy practising piggery, irish potato growing, goat rearing, honey bulking, fruit growing, local produce buying and selling and cattle rearing among others. I have some who have constructed houses out of these projects although they are still few. Youth Chairman, Rubanda district. 22<sup>nd</sup> July 2017.*



### 4.3 Level of stakeholder involvement in the Youth Livelihood Programme

In order to establish the level of stakeholder involvement in the implementation of Youth Livelihood Programme, descriptive statistics were computed following respondents' opinions on statements stated pertaining to stakeholder involvement. Descriptive statistics in terms of minimum, maximum mean and standard deviation were generated to clearly bring out the level of stakeholder involvement through the laid down indicators explaining it. The findings are presented using likert scale in which; 1= *Strongly Disagree*, 2= *Disagree*, 3=*Not sure*, 4= *Agree*, 5= *Strongly Agree*. Means close to 1 or 2 represented disagreement, while means close to 4 or 5 represented agreement with the issue at hand.

**Table 4.3: The level of stakeholder involvement in Youth Livelihood Programme**

<b>Descriptive Statistics</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std. Dev</b>
Youth are allowed to choose projects of their choice before YLP fund disbursement	1	5	3.34	1.29
In this project, all group members participate in decision making of project activities	1	5	3.45	1.23
Am involved in demonstrations and training under Youth Livelihood Programme	1	5	3.38	1.22
Am empowered to express views on Youth Livelihood Programme	1	5	<b>3.66</b>	1.19
Youth within a group work together to realise project objectives	1	5	2.88	1.30
The youth group leaders endeavour to account for all monies received	1	5	3.12	1.36
All the political leaders are in support of Youth Livelihood Programme	1	5	2.95	1.38
The police and other security organs are involved in enforcing funds recovery among youth defaulters	1	5	2.80	1.42
Local government staff are involved in monitoring and evaluation of YLP implementation	1	5	2.45	1.30
NGOs have been key in conducting capacity building programmes to the youth in project management and financial literacy	1	5	2.74	1.34
The Youth Livelihood Programme takes in consideration multi-sectoral approach in its implementation	1	5	2.90	1.39
Global Mean			<b>3.06</b>	1.31
Valid N (list wise)	130			

**Source:** Field Data, 2017

The findings in Table 4.4 revealed that out of the 11-variable parameters that the youth were asked on the level of stakeholder involvement in the implementation of YLP, 10 out of 11 variables had a data mean below 3.5. Based on the scale of 1-strongly disagree to 5-strongly

agree, any data mean below 3.5 indicates lack of support of the existence of the variables used to measure stakeholder involvement in Youth Livelihood Programme.

Findings indicated that majority of the youth beneficiaries were in disagreement that there was stakeholder involvement in the implementation of youth livelihood programme since the results deny the statistical claim based on the mean results of below 3.5 that include; the youth are allowed to choose projects of their choice before YLP fund disbursement (3.34), in this project, all group members participate in decision making of project activities (3.45), the youth are involved in demonstrations and training under Youth Livelihood Programme (3.38), youth within a group work together to realise project objectives (2.88), the youth group leaders endeavour to account for all money received (3.12), all the political leaders are in support of Youth Livelihood Programme (2.95), the police and other security organs are involved in enforcing funds recovery among youth defaulters (2.80), local government staff are involved in monitoring and evaluation of YLP (2.45), NGOs have been key in conducting capacity building programmes to the youth in project management and financial literacy (2.74), and the Youth Livelihood Programme takes in consideration a multi sectoral approach in its implementation (2.90).

However, there was only one variable statement on the level of stakeholder involvement that seemed to confirm the claim as portrayed by its data mean above 3.5; am empowered to express views on Youth Livelihood programme (3.66).

On the overall, the global mean indicates that there was a low level of stakeholder involvement in the implementation of Youth Livelihood Programme in Bubare Sub-county (Global mean=3.06). The respondent's views were far apart from each other at a standard deviation of 1.31.

An interview with one of the Bubare Subcounty officials reveals the level of stakeholder involvement in the implementation of Youth Livelihood Programme thus:

*The youth are given money in phases. To get the next phase, Bubare Sub-County has to visit and verify. For instance, the Veterinary officer will verify the state in which the livestock are in. On the other hand, the payment modalities dictate that payment of youth groups is done by the Sub-county itself hence the CDO does not see the youth money. Only the Sub-county Chief and the cashier see the youth money and this is only through signing for this money. There are guidelines on procurement which should be followed.*

**Chief, Bubare Sub-County. 24<sup>th</sup> July 2017.**

Furtherstill, findings from the qualitative interviews indicate that the police and RDC have a role to play in enforcing funds recovery among youth defaulters however; the police have not fully undertaken their mandate thus:

*The RDC is the president of the district. He is the overseer of all projects including Youth Livelihood Programme. He has the capacity to order arrests of youth defaulters on the money. The police only come in when there is a problem. The GISO is also part of the security and comes in to see if members exist or they are ghost members receiving Government funds.*

**CDO, Bubare Sub-County. 24<sup>th</sup> July 2017.**

An interview with Bubare Sub-county police as one of the stakeholders indicated that the YLP management team at Bubare sub-county had not engaged police in running the affairs of livelihood project. Regardless of the information police were hearing about youth misappropriating the funds disbursed to youth project groups, police had not been consulted on how they can be of any help to arrest the defaulters of Youth Livelihood Funds:

*For us as police we have not been approached by the sub-county authorities handling Youth Livelihood program to see how we can work with them to arrest the defaulters. We hear that some youth have mismanaged the funds they were*

*given but we can only act if we are officially told to do so. May be the people in-charge of managing the YLP at sub-county are still following up the defaulters.*

**Police Officer, Bubare Sub-county. Rubanda district. 24<sup>th</sup> July 2017.**

Despite the above findings, stakeholder involvement amongst members of youth groups seemed to be low. One of the qualitative findings reveals how the chairperson of the group is the sole decision maker who does not give chance to the rest of the group members to make a contribution. This resulted into low productivity to the extent that a few members withdrew from the youth group thus:

*Here, our group is not functioning properly. Our chairman decides on his own without involving the rest of the members. He can even spend the money without informing us. When you raise a hand, he threatens to chase those who oppose him. Sometime back, Bubare Sub-County gave him Ugx 850,000 to build a pigsty and he has not accounted for it. **Treasurer, Kirwa Youth piggery project, Muyanje parish, Bubare Sub-County. 28<sup>th</sup> July 2017.***

#### **4.4 Challenges of stakeholder involvement in Youth Livelihood Programme**

The second objective of this study was to establish the challenges of stakeholder involvement in the implementation of Youth Livelihood in Bubare Sub-county in Rubanda district and the results were generated using descriptive and factor analyses. Descriptive analysis was conducted and descriptive statistics were generated in terms of minimum, maximum, mean and standard deviation representing the opinions of the respondents on the challenges of stakeholder involvement in the YLP. The findings in Table 4.4 are presented using likert scale in which; 1= *Strongly Disagree*, 2= *Disagree*, 3= *Not sure*, 4= *Agree*, 5= *Strongly Agree*. Means close to 1 or 2 represented disagreement, while means close to 4 or 5 represented agreement with the issue at hand.

Factor analysis was used to examine the composition of the study variables and identify the most critical elements of the variables in relation to the challenges of stakeholder involvement in the implementation of Youth Livelihood. This procedure was intended to reduce the complexity in the data set. On the other hand, factor analysis was used to classify variables according to the different components. SPSS programme was used to produce a rotation matrix using the Varimax rotation for the factor analysis as indicated in Table 4.5.

**Table 4.4: Challenges of stakeholder involvement in the implementation of Youth Livelihood Programme.**

<b>Descriptive Statistics</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std. Dev</b>
Project resistance in the community limits the implementation of Youth Livelihood Programme	1	5	3.26	1.34
Differences in culture and habits limits the implementation of Youth Livelihood Programme	1	5	3.32	1.23
Competing demands and organizational goal among stakeholders has limited the implementation of Youth Livelihood Programme	1	5	3.33	1.17
Competing agendas of political parties in Uganda affects the implementation of Youth Livelihood Programme in Bubare sub county	1	5	3.24	1.25
Some officials demand for bribes from youth before approval of Youth Livelihood Programme funds	1	5	<b>3.88</b>	1.04
Some youth are made to sign for bigger amounts of money than what they actually receive	1	5	<b>3.57</b>	1.16
The youth lack supervision from district officials which results into poor performance of their projects	1	5	<b>3.55</b>	1.29
The youth lack intensive training on project management and financial literacy	1	5	<b>3.65</b>	1.15
Cases of funds misappropriation meant for particular approved projects limits the implementation of Youth Livelihood Programme	1	5	<b>3.74</b>	1.19
There are youth who resist paying back the Youth Livelihood programme funds to Bubare Sub county	1	5	<b>3.68</b>	1.09
<b>Global Mean</b>			<b>3.52</b>	1.19
Valid N (list wise)	130			

**Source:** Field Data, 2017

The findings in Table 4.4 revealed that out of the 10-variable parameters that were asked to the youth on the challenges of stakeholder involvement in the implementation of Youth Livelihood Programme, only 6 variables had data mean above 3.5. Based on the scale of 1-strongly disagree to 5-strongly agree, any data mean above 3.5 indicates support of the existence of the variable used to measure challenges of stakeholder involvement in the implementation of Youth Livelihood Programme.

Findings therefore indicated that the majority of the youth beneficiaries were in agreement that there were challenges of stakeholder involvement in the implementation of youth livelihood programme since the results confirm the statistical claim based on the data mean of above 3.5 that include; some officials demand for bribes from youth before approval of the Youth livelihood programme funds (3.88), Some youth are made to sign for bigger amounts of money than what they actually receive (3.57), the youth lack supervision from district officials which results into poor performance of their projects (3.55), the youth lack intensive training on project management and financial literacy (3.65), cases of fund misappropriation meant for particular approved projects limits the implementation of Youth Livelihood Programme (3.74), and there are youth who resist paying back the Youth Livelihood Programme funds to Bubare sub-county (3.68).

However, 4-item statement responses denied the statistical claim that there were challenges of stakeholder involvement in the implementation of Youth Livelihood Programme since they had data mean below 3.5 and they included; project resistance in the community limits the implementation of Youth Livelihood Programme (3.26), differences in culture and habits limits the implementation of Youth Livelihood Programme (3.32), competing demands and organizational goal among stakeholders has limited the implementation of Youth Livelihood Programme (3.33), competing agendas of political parties in Uganda affects the implementation of Youth Livelihood Programme in Bubare Sub-county (3.24).

On the overall, the global mean indicates that there were challenges of stakeholder involvement in the implementation of Youth Livelihood Programme in Bubare Sub-county (Global mean=3.52). The respondent's views were far apart from each other at a standard deviation of 1.19.

The findings on factor analysis for the challenges of stakeholder involvement in the implementation of Youth Livelihood Programme are presented in Table 4.5.

**Table 4.5: Factor analysis for challenges of stakeholder involvement in the implementation of Youth Livelihood Programme**

Items	Rotated component matrix dimensions			
	Resistance	Supervision	Training	Bribery
Differences in culture and habits limits the implementation of YLP	0.891			
Project resistance in the community limits the implementation of YLP	0.822			
Competing demands and organizational goal among stakeholders has limited the implementation of YLP	0.808			
Competing agendas of political parties in Uganda affects the implementation of YLP	0.770			
Some youth are made to sign for bigger amounts of YLP money than what they actually receive	0.560			0.885
The youth lack supervision from district officials which results into poor performance of their projects		0.858		
Cases of funds misappropriation meant for particular approved projects limits the implementation of YLP		0.831		
The youth lack intensive training on project management and financial literacy		0.699	0.765	
There are youth who resist paying back the YLP funds to Bubare Sub county			0.651	
Some officials demand for bribes from youth before approval of YLP funds				0.978
<i>Eigen Values</i>	4.20	1.68	0.97	0.82
<i>% of Variance</i>	41.98	16.76	9.71	8.21
<i>Cumulative %</i>	41.98	58.74	68.45	76.66

**Extraction Method:** Principal Component Analysis. **Rotation Method:** Varimax with Kaiser

Normalization. Rotation converged in 5 iterations.

Source: **Field data, 2017**

Table 4.5 shows the factor analysis for the challenges of stakeholder involvement in the implementation of Youth Livelihood Programme in Bubare Sub-County, Rubanda district. A Principal Component Analysis (PCA) was conducted on the 10 items with varimax rotation. The Kaiser-Meyer-Olkin (KMO) measure verified the sampling adequacy for the analysis as great given that KMO=.832. The Bartlett's test of sphericity indicated that correlations between items were sufficiently large for PCA ( $\chi^2=526.33$ ,  $df=45$ ,  $p<.001$ ) and statistically significant hence factor analysis was appropriate (Field, 2009).

An initial analysis was run to obtain eigenvalues for each component in the data. It was found out that four components of resistance, supervision, training and bribery had eigen values over Kaiser's criterion of 1 and in combination explains 76.66% of the variance.

The magnitude or level of importance of each challenge of stakeholder involvement is illustrated by the factor loadings, where a higher value indicates a higher magnitude. To this effect therefore, differences in culture and habits carried the greatest factor loading of 0.891 on the resistance dimension which reflects most respondent's belief that cultural differences and habits were the biggest challenge to stakeholder involvement in the implementation of Youth Livelihood Programme in Bubare Sub-County, Rubanda district. This dimension was labeled resistance as factors that loaded on it carried an element of stakeholder resistance.

A challenge of lack of supervision from district officials also weighed highest on the second dimension which was labeled supervision (0.858), while lack of trainings on project management and financial literacy (0.765), and cases of some officials demanding for bribes from youth before approval of YLP funds (0.978) also loaded highest in the respective subsequent dimensions of training and bribery.

Results from the qualitative study findings confirm community resistance as one of the challenges to stakeholder involvement in the implementation of Youth Livelihood Programme in Bubare Sub-County, Rubanda district. This was earlier echoed in the quantitative data through factor analysis. The key informant elaborates on the nature of resistance thus:

*In Bubare Sub-county, we have a challenge associated with stakeholders in the Youth Livelihood Programme. When they fail to pay the loan given to them to support their projects, the Sub-County has to look for them in the communities. This creates enmity because parents are not willing to reveal their children to be taken into prison. In Kyantobi village, the CDO was threatened by community members throwing stones when she tried to ask the whereabouts of the Youth Group Treasurer. Chairperson, Rukinda Cooperative Piggery Youth group, Ihanga parish, Bubare Sub-County. 26<sup>th</sup> July 2017.*



The qualitative study findings reveal a number of challenges on stakeholder involvement in the Youth Livelihood Programme in Bubare Sub-County; unclear criteria in the selection of beneficiary groups, demanding of money by officers before signing and lack of supervision from the sub county officials. This is further detailed thus:

*First of all, the criteria followed in the selection of youth beneficiaries is not shared be it at the sub county or Ministry of Gender, Labour and Social Development. For example, in the whole Rubanda district, 80 groups applied for Youth fund and only 28 succeeded. We also have some rigid chiefs who demand for money before signing. However, when the groups complained, we called the Subcounty chiefs at district and were advised on the disbursement of funds. On supervision, there is no fund to facilitate monitoring of Youth Livelihood Programme. The S/C chiefs only signs on the submission of forms and he receives 15,000shs and after this, he does not follow. There is no fuel allowance to enable him visit these youth groups. Youth Chairman, Rubanda district. 22<sup>nd</sup> July 2017.*

In the qualitative study findings, differences in culture and habits were also revealed as a challenge faced as a result of stakeholder involvement in the implementation of Youth Livelihood Programme in Bubare Sub-County, Rubanda district. This was attributed to the fact that some of the youth group members were drawn from different villages to form a group at parish level. This later results into members' failure to cooperate with each other because they come from different villages with different cultures and habits:

*It is hard to involve all youth members in the project activities because members are derived from different villages of Ihanga parish. As a result, some members don't attend meetings or even provide labour to the group activities. Currently, only 7 out of 15 members attend meetings and are actively contributing to the group activities. Secretary, Rukinda Cooperative Piggery Youth group, Ihanga parish, Bubare Sub-County. 24<sup>th</sup> July 2017.*

In addition, lack of training was cited as one of the challenges to stakeholder involvement in the implementation of Youth Livelihood Programme in Bubare Sub-County, Rubanda district thus:

*We are waiting for the chairman to bring someone to train us from Bubare Sub-county. In our group, we really need capacity building on saving mechanisms, team building, project sustainability, book keeping and generally financial literacy. With this hindrance, our bee keeping project is staggering unless we get a comprehensive training. Member, Kashaki Youth Development Association Apiary project, Nyamiyaga parish, Bubare Sub-County. 26<sup>th</sup> July 2017.*

On the contrary, despite the fact that majority of the youth beneficiaries indicated that they lacked supervision of their projects from district officials, an interview with a Person with Disability(PwD) who lived near Kirwa piggery youth project indicated that he had seen Rubanda district officials monitoring the youth project. Infact, the respondent indicated that the youth were active at the beginning of the project but had since neglected it. The details of the qualitative findings with a PwD is indicated thus:

*As you can see me, I spend most of my day seated here outside my house. What you are seeing there is the piggery project for our youth in Kirwa. When the project had just started, all the youth were very active bringing food for the pigs, cleaning the pigsty and even bringing water for the animals. I think even the district officials were very serious at the beginning. I remember seeing some of them coming here to inspect the construction of the pigsty. However, these days, the animals are always crying with no food. I hardly see any youth members coming to do something for their pigs. PwD, Muyanje parish, Bubare Sub-County. 28<sup>th</sup> July 2017.*

#### 4.5 Strategies to enhance stakeholder involvement in Youth Livelihood Programme

The third objective of this study was to suggest strategies to enhance stakeholder involvement in the implementation of Youth Livelihood Programme in Bubare Sub-county, Rubanda district. The respondents were requested to express their opinions in terms of; strongly disagree, disagree, not sure, agree and strongly agree with specific statements in regard to the strategies that could enhance stakeholder involvement in the implementation of Youth Livelihood Programme.

Descriptive statistics in terms of minimum, maximum, mean and standard deviation were generated to indicate opinions on strategies of enhancing stakeholder involvement in the implementation of Youth Livelihood Programme. Means close to 1 or 2 represented disagreement, while means close to 4 or 5 represented agreement with the issue at hand.

**Table 4.6: Strategies to enhance stakeholder involvement in Youth Livelihood Programme**

<b>Descriptive Statistics</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std. Dev</b>
Development of stakeholder involvement guidelines will enhance stakeholder involvement	1	5	<b>3.76</b>	1.08
Gender mainstreaming in all programme activities should be emphasized	1	5	<b>3.75</b>	1.07
Stakeholder dialogue should be introduced in the implementation of Youth Livelihood Programme	1	5	<b>3.75</b>	1.07
Stakeholders working together as partners will enhance stakeholder involvement	1	5	<b>3.68</b>	1.09
Continuous training and capacity building of youth in project and financial management enhances stakeholder involvement	1	5	<b>3.73</b>	1.04
Regular communication messages to be sent to youth livelihood programme stakeholders using mobile phones	1	5	3.30	1.33
Using of community radios enhances communication on programme activities, successes and failures	1	5	3.38	1.25
Mutual respect and trust amongst stakeholders is key in the implementation of Youth Livelihood Programme	1	5	<b>3.75</b>	1.09
Local leaders should regularly monitor the implementation of youth livelihood projects	1	5	<b>3.79</b>	1.13
<b>Global Mean</b>			<b>3.65</b>	1.13
Valid N (list wise)	130			

**Source:** Field Data, 2017

It was found out that out of the 9-variable parameters YLP youth beneficiaries were asked on the strategies to enhance stakeholder in the implementation of Youth Livelihood Programme in Bubare Sub-county, only 7 variables had data mean of above 3.5. Based on the scale of 1-strongly disagree to 5-strongly agree, any data mean of above 3.5 indicates support of the

suggested strategies to enhance stakeholder involvement in the implementation of Youth Livelihood Programme in Bubare Sub-county.

To this end therefore, 7-strategies were found very important in enhancing stakeholder involvement in the implementation of Youth Livelihood Programme in Bubare Sub-county. These strategies confirmed the statistical claim based on their data means above 3.5 and they included; development of stakeholder involvement guidelines (3.76), gender mainstreaming in all programme activities (3.75), stakeholder dialogue (3.75), formation of partnerships (3.68), continuous training and capacity building of youth in projects and financial management (3.58), mutual respect and trust among stakeholders (3.75), and regular monitoring of youth livelihood projects by the local leaders (3.79).

However, there were only 2-strategies that were regarded by the youth beneficiaries as less important in enhancing stakeholder involvement in the implementation of Youth Livelihood Programme. This is because they seemed to deny the statistical claim as portrayed by their data means below 3.5; regular communication messages to youth using mobile phones (3.30), and usage of community radios to communicate on programme activities, successes and failures (3.46).

On the overall, the global mean of strategies to enhance stakeholder involvement in the implementation of Youth Livelihood Programme in Bubare Sub-county was 3.65 implying that majority of the respondents were in support of them (Global mean=3.65). The respondent's views were far apart from each other at a standard deviation of 1.13.

The qualitative study findings reveal the importance of sensitization and rigorous training of the youth on the utilization of the funds from the Youth Livelihood Programme. There seemed to be members who even thought that the project money was to be shared amongst the members or not to be paid back as revealed thus:

*I think, the youth in Bubare Sub county need an intensive sensitization to make the members understand that Youth Livelihood Programme funds are not for free. Before, a group gets the money, they need to be trained first and there is*

*need to have a guideline book to follow in the project activities. This guideline book should clearly spell out the role of each of the group members to avoid some being redundant and leaving the tasks to one or few members.* **Youth Chairman, Rubanda district. 22<sup>nd</sup> July 2017.**

In addition, key informants revealed the need to make stakeholders work together to enhance their involvement in the implementation of Youth Livelihood Programme in Bubare Sub-County, Rubanda district. One way proposed is for the members to use their hands and not money in some of the project activities like feeding of goats as detailed thus:

*Our group members have realised the need to use our hands to implement our project activities since money cannot do everything. Besides, the money resource is not enough. Each member in our group brings food to our goats and they also participated in the construction of their shelter. While working together, it has also helped us to develop friendship amongst ourselves. This is a good progress on our part.* **Member, Habutiki goat rearing group, Kagarama parish, Bubare Sub-County. 22<sup>nd</sup> July 2017.**

## CHAPTER FIVE

### DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

#### 5.0 Introduction

This chapter shows discussions, conclusions and recommendations on stakeholder involvement in the implementation of Youth Livelihood Programme in Bubare Sub-County, Kabale district. The discussions were generated from the study findings in comparison to the reviewed literature and research questions. The chapter also shows study limitations as well as the areas for further study.

#### 5.1 Discussion of findings

This section presents the discussion of the study results in reference to the reviewed literature according to the study objectives.

##### 5.1.1 The level of stakeholder in Youth Livelihood programme in Bubare sub county

The study findings indicated that majority of the youth beneficiaries reported that there was low stakeholder involvement in the implementation of Youth Livelihood Programme in Bubare Sub-county, Rubanda district. Most of the respondents indicated that the youth were not allowed to choose projects of their choice before YLP fund disbursement, there was less participation of youth in decision making, no youth trainings and demonstrations, poor accountability of youth funds, lack of political support towards YLP, no involvement of police in fund recovery as well as lack of monitoring of youth projects by district officials.

Studies done elsewhere agree with the above findings. For instance, Nangoli et al.(2016) reported that most of the stakeholders in Uganda involved in health related projects including project beneficiaries are never involved especially in the NGO sector. It was reported that NGOs only inform them of the new project that has come up against the tenets of the stakeholder theory (Freeman, 1984) that emphasize stakeholder involvement. Nangoli et al. (2016) considered three levels of stakeholder involvement; consultation, decision making and active role involvement for health projects in Uganda. The study findings revealed low levels of stakeholder involvement justified further by the low consultation, decision making and role involvement. The empirical

findings confirmed that beneficiaries were rarely consulted on the project needs or even in the project activities.

In Uganda the level of stakeholder involvement could be explained by the cultural, social practices and contextual needs of the community beneficiaries although this may not be a sufficient justification. Indeed, stakeholder involvement implies community beneficiaries having influence and control over development initiatives, decisions as well as the associated resources affecting them (Bakenegura, 2003; Nangoli et al., 2012).

The Youth Livelihood Programme document for Uganda under the Ministry of Gender Labour and Social Development stipulates that the responsibility of implementation of youth livelihood rests in hands of youth interest groups. It also indicates that under supervision of technical officials from the district or sub-county, the youth management committee is mandated to manage the project implementation on behalf of the group. The youth project management committee convenes a youth interest group meeting on regular basis atleast once a month to approve activity plans and have an inclusive involvement in the project management (MoGLSD, 2013). Despite the above, on the ground in Bubare Sub-County, the above recommendations stipulated in the YLP project document seem not to be followed as evidenced by the study findings.

According to Bourne (2011), one of the key elements of stakeholder involvement especially in government projects supported by international development partners is stakeholder ownership particularly government led and country owned projects. Aapaoja and Haapasalo (2014) argues that a country-owned project is one in which all stakeholders share responsibility and accountability for the plan, especially when a variety of financial and technical resources are needed to achieve a country's goals. Although the government may be at the driving seat, a truly inclusive development process, informed by a range of in-country stakeholders, is important to the successful implementation of projects. For example, a plan that involved only the government, donors, and international non-governmental organizations and did not involve stakeholders such as local nongovernmental organizations and the private sector was likely to fail to recognize the essential role played by all actors (Doloi, 2012). This brought about less stakeholder involvement and it ultimately brought about a less than optimal contribution to the country's goals.

Griffiths, Maggs, and George (2008) indicates that the level of stakeholder involvement depends on the closeness between stakeholders. For instance, employees and employers are more likely to have a greater role in an intervention than Non-Governmental Organisations except in few exceptions such as government's impact. Similarly, Heravi et al.(2015) indicates that stakeholders have the ability to interact with one another in order to facilitate intervention change.

A study done on the practice of stakeholder management in the Nigerian oil and gas industry found out low levels of stakeholder involvement in most of the oil and gas activities (Ekpobomene, 2012). This study revealed that only Shell Petroleum Development Company (Shell), Total Exploration and Production (Total) and Nigerian Agip Oil Company (AGIP) practiced some stakeholder involvement mechanisms in order to manage their relationships with the local communities. It was revealed that there were a number of petroleum companies operating in Nigeria that faced opposition from the community due to their failure to address issues of environmental protection, intimidation and manipulation of community members.

According to Gambe (2013), lack of attention and understanding of individual stakeholder roles reduces project implementation success. Bal et al.(2013) argues that it is impractical and unnecessary to engage all stakeholders within a group to the same level of intensity throughout the project process. It saves time and money if stakeholders to be involved in a project are known, why and when they are going to be involved. This is the idea behind stakeholder prioritization during project implementation. In situations where the stakeholders are too many for an organization to cater for their needs, the organization may ignore some of them especially those with less influence (Doloi, 2012).

One of the most common method used in stakeholder analysis is that of importance versus influence in which importance illustrates a stakeholder whose problems, needs, and interests are the priority of the intervention, and influence is how powerful the stakeholder is (Ekpobomene, 2012). After detailed information is gathered about the stakeholders, stakeholder map is created. This is a visual exercise and analysis tool to help determine the extent to which different stakeholders could be engaged in the project process, based on their level of influence and potential contributions (Mainardes & Raposo, 2012).



### **5.1.2 Challenges of stakeholder involvement in Youth livelihood programme**

The study findings indicated that there were a number of stakeholder involvement challenges in the implementation of Youth Livelihood Programme and these included; bribery before approval of the Youth livelihood programme funds, youth signing for bigger amounts of money than what they actually received, lack of supervision from district officials, lack intensive training on project management and financial literacy, fund misappropriation meant for particular approved and youth resistance in paying back YLP funds to Bubare sub-county.

From the factor analysis results and qualitative findings, differences in culture and habits, lack of supervision from district officials, lack of trainings on project management and financial literacy, cases of some officials demanding for bribes from youth before approval of YLP funds and enmity from community members towards Bubare Sub county officials in the search of YLP fund defaulters.

In support of the study findings, other studies indicate that conflict is a key challenge of stakeholder involvement in a project. This is because projects involve a number of stakeholders and yet each of them has a specific requirement and interest with respect to the problem (Bal et al., 2013). The main challenge is that the project managers need to consider and satisfy individual requirements from end-users, consumers, designers, contractors and the maintenance team. According to Aapaoja and Haapasalo (2014), conflicts do not only arise at the setting of project objectives but also at the changes in management. According to Griffiths et al.(2008), resistance from stakeholders is also one of the major challenges during project implementation. The resistance of stakeholders is categorized into mild, moderate and severe (Doloi, 2012). Such type of resistors are often influenced by vested interests. Project resistance comes up due to stakeholders only fulfilling their own agenda, failing to work in partnership with others and the unwillingness to share information or contribute to project undertaking within a community (Griffiths et al., 2008).

According to Aapaoja and Haapasalo (2014), differences in culture and habits between project team members and other stakeholders is a key challenge in project stakeholder involvement. Based on their study findings, cultural differences resulted into disrespect, mistrust and rivalry among the stakeholders of construction projects in Finland. In another study, Heravi et al.(2015)

found out cultural differences, competing organizational goals and political agendas as big challenges of stakeholder involvement in project implementation.

Taschner and Fiedler, (2009) report cases of stakeholders overlooking important issues, under-prioritization, failure to engage all stakeholders, designing of schemes that does not cater for the interests of all stakeholders as some of the challenges common in project implementation. It is argued that stakeholders must own the processes in order to support subsequent decisions made on the project. Stakeholders who are not contented of the processes may make the project delay or even stop its implementation. Pacagnella et al. (2015) calls for project managers to identify right audiences and involve the right stakeholders in order to increase stakeholder ownership in the project implementation.

Griffiths (2011) shows how lack of trust brought about poor implementation of Exmoor Mires Restoration Project (EMRP) to restore the Exmor National Park. It was revealed that the land owners were affected by the changes in wetland policy being implemented by the Exmoor National Park Authority (ENPA). Karlsen, Græe, and Massaoud (2008) in their article on building trust in project stakeholder relationships showed that trust improves communication skills, behaviour, commitment, sincerity, competence, integrity, working on a common goal as well as achievement of project milestones.

Research findings reveal that stakeholder involvement was time and money consuming which in the long run generated marginal benefits in the project implementation. Nangoli et al. (2016) indicates that involving stakeholders by consulting them does not guarantee that project implementers put in consideration beneficiary ideas and concerns. Besides, the exercise of stakeholder involvement often consumes huge budget expenditures which may not necessarily reach down at community level to improve livelihoods of community beneficiaries because it may end up being swindled by the project implementers.

Bashir (2010) found out that public projects in Uganda in particular NAADS lacked adequate stakeholder involvement including their commitment to implement it. It is revealed that farmers in Kotido who were the project beneficiaries were never involved in the project activities to the extent that most of the funds channeled to the project was spent on workshops of which majority participants were district officials and NAADS staff. The exclusion of local farmers NAADS

project activities in Kotido district brought about low commitment of community members to embrace the programme resulting into 100% failure rate.

Power relations, status and experience has been found to be one of the challenges hindering stakeholder involvement (Doloi, 2012). This is because they discourage some stakeholders from being involved as a means to achieve predetermined objectives. According to Pacagnella et al.(2015), there are cases in project implementation when project managers work with stakeholder representatives and end up leaving out key stakeholders or those with the necessary external expertise. For successful Youth Livelihood programme implementation, key programme stakeholders such as the Ministry of Gender, Labour and Social Development must play a key role in spearheading it.

### **5.1.3 Strategies to enhance stakeholder involvement in Youth Livelihood Programme**

The study findings revealed that majority of the respondents were in support of a number of strategies in a bid to enhance stakeholder involvement in the implementation of Youth Livelihood Programme in Bubare Sub county. The respondents recommended the following strategies; development of stakeholder involvement guidelines, gender mainstreaming in all programme activities, stakeholder dialogue, formation of partnerships, continuous training and capacity building of youth in projects and financial management, mutual respect and trust among stakeholders, and regular monitoring of youth livelihood projects by the local leaders. The qualitative study findings also underscored the importance of sensitization and rigorous training of the youth on the utilization of the funds from the Youth Livelihood Programme as well as strong partnerships amongst the stakeholders especially through using of their hands instead of cash for their project activities.

Studies done elsewhere revealed similar findings on the strategies of enhancing stakeholder involvement. For instance, Nangoli, Namagembe, Ntayi, & Ngoma, (2012) in a study on citizenship projects in Uganda found out that intra-project communication as well as extra project communication had a significant influence on stakeholder involvement. This is because communication builds commitment of project managers and the community beneficiaries. In this regard, creation of an appropriate atmosphere where there is effective project communication

was found out as a key strategy of enhancing stakeholder involvement in project implementation in Uganda and elsewhere (Nangoli et al., 2012).

Similarly, Taschner and Fiedler (2009) proposed provision of training and coaching for strategic project team members as one way of enhancing stakeholder involvement. This strategy was found effective in a project to improve organizational effectiveness and outcomes for children and families in Los Angeles, United States of America. The training and coaching of stakeholders was extended to families, youth, department leaders as well as the administrators. Similarly, Bussy and Kelly (2010) shows the need to provide basic knowledge and skills to enable them be in position to participate in project activity execution including understanding of their roles in a project.

Nangoli et al. (2016) proposes consultation of stakeholders before project implementation particularly holding of consultative meetings in which community beneficiaries are given an opportunity to offer their views and opinions towards the project. There is need for the community beneficiaries to be consulted on the project needs and also give them an opportunity to participate in leadership positions in spearheading the project implementation.

Gender mainstreaming in project activities is one of the key strategies of enhancing stakeholder involvement. Based on the decades of project implementation experiences by the World Wildlife Fund (WWF), the inclusion of women as stakeholders has the potential to achieve better management of the resource base and improved community welfare (WWF, 2005). In other studies, gender analysis is conducted in project management and it involves assessment of the distribution of tasks, activities, and rewards associated with the division of labour at a particular locality or across a region (Taschner & Fiedler, 2009). In gender analysis, the relative positions of women and men in terms of representation and influence as well as the benefits and disincentives associated with the allocation of tasks are often examined. Griffiths et al. (2008) presents partnership as one of the key strategies of enhancing stakeholder involvement in project implementation. This is because the strategy brings synergy effects given that partnerships results into the designing of clear, achievable and realistic plans. One of the most common partnership mechanism is the Public Private Partnership which is a system in which a government service or private business venture is funded and operated through a partnership of

government and one or more private sector organizations (Mainardes & Raposo, 2012; Pacagnella et al., 2015).

Formation of committees and teams to handle different project components is another strategy of enhancing stakeholder involvement. According to Gambe (2013) in a study done in Harare, Zimbabwe, Msasa Park residents working together with the government administrators were able to find a lasting solution to the water problems affecting their communities. They formed resident committees to assist in planning, used water wisely and made early payments and others offered technical assistance in terms of repairing water pipes and designing of water infrastructures. The local residents had complained about being sidelined in water crisis meetings and instead called upon city leaders to work hand-in-hand with the city dwellers solve the water problems (Gambe, 2013).

According to Griffiths (2011), creation of mutual respect and trust amongst stakeholders enhances stakeholder involvement in project implementation. This is because mutual respect and trust enables stakeholders to learn from each other and negotiate for solutions utilizing scientific alongside local knowledge. Additionally, Bussy & Kelly (2010) maintains that trust and respect generates diverse and impressive arrays of project implementation outcomes.

Aapaoja and Haapasalo (2014) proposes stakeholder identification, classification, analysis and management as a strategy of enhancing stakeholder involvement. This approach involves classification of stakeholders as primary and secondary stakeholders with respect to the control of project resources. This strategy enables the project managers to understand and manage the roles and requirements of various stakeholders. This is because project managers have an advantage of being facilitators, collectors and packers of various project requirements aimed at ensuring satisfactory conditions for all parties (Doloi, 2012).

Stakeholder involvement is enhanced by identifying the parties whose interests and influence are relevant in the project environment. This is supplemented by understanding the factors that motivate them such that they can be involved where possible to generate mutual benefits during project implementation. This also involves understanding of the behaviour of the stakeholders during the life cycle of the project with an aim of performing actions that meet their expectations (Pacagnella et al., 2015).

Utilization of indigenous knowledge and local people in sensitizing the public on project implementation and progress is yet another strategy of enhancing stakeholder involvement (Griffiths, 2011; Pacagnella et al., 2015). This approach has been applied in Brazil and Exmoor Mires in which media network utilized indigenous journalists to disseminate information to the farming community from a farming perspective. Similarly, the approach also involved utilization of farmers as facilitators to disseminate project information in the best way focusing on a farmer's perspective. This helped to open communication channels between the project managers and the farming community (Griffiths, 2011).

## **5.2 Conclusion**

From the study findings, it can be concluded that the level of stakeholder involvement in the implementation of Youth Livelihood Programme is quite low in Bubare Sub-county as there are cases of fewer group members participating in decision making, lack of demonstrations and trainings, low working relationships amongst youth members, poor financial accountability, low political support of the YLP, low engagement of police and other security organs in enforcing funds recovery among youth defaulter and lack of monitoring and evaluation of youth projects by Bubare Sub county Officials, low capacity building inputs from NGOs.

On the challenges faced as a result of stakeholder involvement in the implementation of Youth Livelihood Programme, cases of bribery from officials before approval of project funds, lack of supervision from district and sub county officials, lack of training on project management and financial literacy, fund misappropriation by the youth, project resistance from the community as well as cultural differences were reported.

In a bid to enhance stakeholder involvement in the implementation of Youth Livelihood Programme, the respondents proposed a number of strategies; development of stakeholder involvement guidelines, gender mainstreaming in all programme activities, stakeholder dialogue, formation of partnerships, continuous training and capacity building of youth in projects and financial management, mutual respect and trust among stakeholders, and regular monitoring of youth livelihood projects by the local leaders.

### **5.3 Recommendation**

There is need for the youth to use their hands in most of the project activities other than cash. This is aimed at reducing resistance in the community and among youth group members. It is expected that this will make each member feel that they are contributing towards the success of the Youth Livelihood Programme and in the end, it will also enhance cooperation amongst the members.

Youth Livelihood Programme secretariat at the Ministry of Gender, Labour and Social Development should channel some money to facilitate Bubare sub county staff to monitor and supervise youth activities. This money should be used as fuel allowances and per diem to Sub county extension workers. This will motivate the Subcounty staff to follow up on the progress and challenges being faced by the youth in their livelihood projects and will consequently provide solutions or refer the matter to the YLP secretariat for urgent attention.

There is need for sensitization of the youth and Bubare sub-county leaders on the dangers of bribery and corruption tendencies given that they sabotage the progress of Youth Livelihood Programme. This is because the study found out that there were high cases of corruption tendencies in which the youth were asked for some money to sign their project documents and others were made to sign for large amounts of money than what they actually received from the Youth Livelihood Programme.

A project activity guideline should be developed as a mechanism of improving stakeholder involvement. This is because the findings showed that some youth group members and also other stakeholders like the police did not know their roles well. The guidelines should elaborate the category of the different stakeholders involved, their roles, at what stage of the project that they should be involved and also strategies in which stakeholder involvement can be made effective.

Stakeholder's dialogue on Youth Livelihood Programme should be conducted in Bubare Sub-county. The Community Development Officer with support from the Subcounty, district and Youth Livelihood programme secretariat should convene atleast quarterly gatherings where the youth project beneficiaries, district officials, project management experts and officials from the Ministry of Gender, Labour and Social Development among others exchange information on

progress and challenges associated with project activities. The media such as radio talk-shows could also be used to supplement stakeholder dialogue initiatives.

There is need to establish demonstration sites for district youth project activities in Bubare Sub county. This will be key in training the youth group members on a number of dimensions including group formation, cooperation, financial management, accountability, effective project management as well as its sustainability. It is envisaged that youth visiting the demonstration sites will be motivated to run their own projects by encouraging stakeholder involvement.

Bubare Sub-county and the Youth Livelihood programme officials should strengthen the recovery mechanism of funds from youth project beneficiaries. Youth who mismanage YLP funds should be imprisoned and be forced to pay back the funds borrowed by confiscating youth properties or selling them in case they are unable to payback. The police, GISO and the Resident District Commissioner should actively participate in searching and imprisoning of youth fund defaulters.

There should be gender mainstreaming in all programme activities among the youth. Youth groups with a good mix of males and females helps to minimize connivance amongst some particular members to misuse project funds hence are likely to minimize cases of fraud and swindling of funds. This is because the findings showed cases of funds misappropriation and some youth resisting to pay back the Youth Livelihood Programme funds.

#### **5.4 Limitations of the study**

There was a challenge of non-response errors during data collection. The researcher however decided to administer additional questionnaires to minimize the error in the study. In addition, there was a challenge of incomplete information due to time limitations on the side of respondents. The researcher minimized this challenge by leaving the questionnaires behind with the respondents to fill them at a convenient time. These questionnaires were later picked by the researcher.



### **5.5 Areas for further studies**

The research concentrated on stakeholder involvement in the implementation of Youth Livelihood Programme in Bubare Sub-county. Given that it was out of study scope, the study did not dwell on project sustainability and yet from the field visits, there seemed to be challenges in project sustainability given that in some youth groups, some members had withdrawn from youth livelihood project activities.

To this end therefore, there is need for a comprehensive study on project sustainability in the implementation of Youth Livelihood Programme in Bubare Sub-county in Rubanda district.

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## APPENDICES

### Appendix I: Research Questionnaire

Dear respondent,

My name is Stella Atuheire, a student of Master of Business Administration of Makerere University Business School (MUBS). I am conducting an academic research on **stakeholder involvement in the implementation of Youth Livelihood Programme in Bubare Sub-County, Rubanda District**. The purpose of this study and its findings is purely academic. I kindly request for your assistance by sparing some of your precious time to answer the following questions. This research interview will take about 30 minutes only. All information provided will be handled and treated with utmost confidentiality.

Thank you

<b>QUESTIONNAIRE NUMBER</b>	<table border="1" style="width: 100%; height: 20px; border-collapse: collapse;"> <tr> <td style="width: 33%;"></td> <td style="width: 33%;"></td> <td style="width: 33%;"></td> </tr> </table>			
Sub-County _____	Parish _____ Village _____			

Section A: Background Information			
01	Gender of respondent	Male.....1 Female.....2	Enter the Correct code <div style="border: 1px solid black; width: 40px; height: 25px; margin: 5px auto;"></div>
02	Age of the respondent (in complete years)		<div style="border-bottom: 1px solid black; width: 100%; height: 20px;"></div>
03	Level of Education	No Education.....1 Primary.....2 Secondary.....3 University/Tertiary.....4	Enter the Correct code <div style="border: 1px solid black; width: 40px; height: 25px; margin: 5px auto;"></div>
04	Marital Status	Never Married (Single).....1 Married.....2 Widowed.....3 Divorced.....4 Separated.....5	Enter the Correct code <div style="border: 1px solid black; width: 40px; height: 25px; margin: 5px auto;"></div>
05	Religion	Roman Catholics.....1 Anglicans.....2 Moslems.....3 Pentecostal.....4	Enter the Correct code <div style="border: 1px solid black; width: 40px; height: 25px; margin: 5px auto;"></div>

		Others(specify).....5	
06	Main activity engaged in	Crop farming.....1 Livestock.....2 Poultry.....3 Apiary.....4 Others.....5	Enter the Correct code <input type="text"/>
07	Period for which your project has been running	< 2 Years.....1 2-5 Years.....2 6-8 Years.....3 Above 8 Years.....4	Enter the Correct code <input type="text"/>

**For the following questions, please tick the number of your choice as indicated in the key**

1.Strongly Disagree	2. Disagree	3.Not Sure	4.Agree	5.Strongly Agree
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<b>Section B: Level of stakeholder involvement in the implementation of Youth Livelihood Programme in Bubare Sub County, Rubanda district</b>						
1.	The youth are allowed to choose projects of their choice before YLP fund disbursement.	1	2	3	4	5
2.	In this project, all group members participate in decision making of project activities	1	2	3	4	5
3.	Am involved in demonstrations and training under Youth Livelihood Programme	1	2	3	4	5
4.	Am empowered to express views on Youth Livelihood Programme	1	2	3	4	5
5.	The youth within a group work together to realise project objectives	1	2	3	4	5
6.	The youth group leaders endeavour to account for all monies received	1	2	3	4	5
7.	All the political leaders are in support of Youth Livelihood Programme	1	2	3	4	5
8.	The police and other security organs are involved in enforcing funds recovery among youth defaulters.	1	2	3	4	5
9.	Local government staff are involved in monitoring and evaluation of YLP implementation.	1	2	3	4	5
10.	NGOs have been key in conducting capacity building programmes to the youth in project management and financial literacy	1	2	3	4	5
11.	The Youth Livelihood Programme takes in consideration multi-sectoral approach in its implementation.	1	2	3	4	5

<b>Section C: Challenges of stakeholder involvement in the implementation of Youth Livelihood Programme in Bubare Sub County, Rubanda district</b>						
1.	Project resistance in the community limits the implementation of Youth Livelihood Programme	1	2	3	4	5
2.	Differences in culture and habits limits the implementation of Youth Livelihood Programme	1	2	3	4	5
3.	Competing demands and organizational goal among stakeholders has limited the implementation of Youth Livelihood Programme	1	2	3	4	5
4.	Competing agendas of political parties in Uganda affects the implementation of Youth Livelihood Programme in Bubare sub county	1	2	3	4	5
5.	Some officials demand for bribes from youth before approval of Youth Livelihood Programme funds	1	2	3	4	5
6.	Some youth are made to sign for bigger amounts of money than what they actually receive	1	2	3	4	5
7.	The youth lack supervision from district officials which results into poor performance of their projects	1	2	3	4	5
8.	The youth lack intensive training on project management and financial literacy	1	2	3	4	5
9.	Cases of funds misappropriation meant for particular approved projects limits the implementation of Youth Livelihood Programme	1	2	3	4	5
10.	There are youth who resist paying back the Youth Livelihood programme funds to Bubare Sub county	1	2	3	4	5

<b>Section D: Strategies to enhance stakeholder involvement in the implementation of Youth Livelihood Programme in Bubare Sub County, Rubanda district</b>						
1.	Development of stakeholder involvement guidelines will enhance stakeholder involvement	1	2	3	4	5
2.	Gender mainstreaming in all programme activities should be emphasized	1	2	3	4	5
3.	Stakeholder dialogue should be introduced in the implementation of Youth Livelihood Programme in Bubare sub county	1	2	3	4	5
4.	Stakeholders working together as partners will enhance stakeholder involvement	1	2	3	4	5
5.	Continuous training and capacity building of youth in project and financial management enhances stakeholder involvement	1	2	3	4	5
6.	Regular communication messages to be sent to youth livelihood programme stakeholders using mobile phones	1	2	3	4	5
7.	Using of community radios enhances communication on programme activities, successes and failures	1	2	3	4	5
8.	Mutual respect and trust amongst stakeholders is key in the implementation of Youth Livelihood Programme	1	2	3	4	5
9.	Local leaders should regularly monitor the implementation of youth livelihood projects	1	2	3	4	5
<b>Thank you</b>						

## Appendix II: Interview Guide

Dear respondent,

My name is Stella Atuheire, a student of Master of Business Administration of Makerere University Business School (MUBS). I am conducting an academic research on **stakeholder involvement in the implementation of Youth Livelihood Programme in Bubare Sub-County, Rubanda District**. The purpose of this study and its findings is purely academic. I kindly request for your assistance by sparing some of your time and participate as a key informant. The interview will take about 20 minutes only. I would appreciate your honest opinions. Be assured that your responses will be completely anonymous and therefore any information you provide will be treated with strict confidentiality.

Thank you very much.

Position title .....

Organization.....

### Key questions

1. What are the major activities undertaken by the youth under the Youth Livelihood Programme in Bubare Sub-County (probe distribution by villages or parishes)?
2. What is the level of stakeholder involvement in the implementation of Youth Livelihood Programme in Bubare Sub-County?
3. What are the challenges of stakeholder involvement in the implementation of Youth Livelihood Programme in Bubare Sub-County (probe for examples, villages, names of farmers etc...)?
4. What strategies have been put in place to enhance stakeholder involvement in the implementation of Youth Livelihood Programme in Bubare Sub-County, Rubanda district?
5. Any other information?

**END**



**Appendix III: Sample size determination table**

**TABLE FOR DETERMINING SAMPLE SIZE FROM A GIVEN POPULATION**

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

*Source:* Krejcie & Morgan (1970)

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

Appendix IV: Data collection introduction letter



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## *Faculty of Graduate Studies & Research*

November 9, 2017

Dear Sir/ Madam

**TO WHOM IT MAY CONCERN**

**RE: ATUHEIRE STELLA MBA 2012/HD10/2083U**

The above named is a student of Makerere University Business School, pursuing studies leading to the award of Master of Business Administration degree of Makerere University. She was admitted on the program in 2012. She is undertaking research on the Topic: **“Stakeholder Involvement in the Implementation of the Youth Livelihood Programe. Case study of Rubanda District”**

Any assistance rendered to her will be highly appreciated.

Yours sincerely

  
Catherine Nakiyingi  
**Administrator**

Email: [deangrc@mubs.ac.ug](mailto:deangrc@mubs.ac.ug)

Website: [www.mubs.ac.ug](http://www.mubs.ac.ug)

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