AN ASSESSMENT OF PUBLIC PRIVATE PARTNERSHIP BEST PRACTICES ON THE EFFECTIVENESS OF THE NAADS PROGRAMME IN UGANDA: A CASE OF MUKONO DISTRICT, UGANDA

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RM22P08/004

A PROJECT PROPOSAL SUBMITED TO THE SCHOOL OF SOCIAL SCIENCES IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF A POST GRADUATE DIPLOMA OF PUBLIC ADMINISTRATION AND MANAGEMENT OF UGANDA CHRISTIAN UNIVERSITY

June, 2024

UGANDA CHRISTIAN UNIVERSITY

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DECLARATION

I Fulatu Namboozo declare that this research proposal is my original work and has never been published and or submitted to any University or Institution of learning for any award.

Signature..... Date.....11/06/2024.....

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APPROVAL

This research report has been submitted with the approval of the supervisor.

Signature..... Date.....20th/6/2024.....

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DEDICATION

With special regard, I wish to dedicate this piece of work to my family who have always been there to support me in my education. May the Almighty God richly bless you.

ACKNOWLEDGEMENT

I would like to thank the Almighty God for the gift of life and guiding me throughout my education; it has not been easy but it was possible. My heartfelt gratitude goes to my supervisor, Ms. Nagadya Edith for the tireless efforts and expertise she rendered to me during his supervision.

Additionally, I acknowledge the farmers in Nyenje parish and the top management of MDLG for providing me with the necessary information to complete my research.

Finally, special thanks go to my dear family and friends for their love, moral and financial support during the entire period of my education career.

God bless you all.

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LIST OF ACRONYMS

MAAIF: - Ministry of Agriculture Animal Industry and Fisheries

MDLG: - Mukono District Local Government

MoFPED: - Ministry of Finance, Planning and Economic Development

NAADS: - National Agricultural Advisory Services

NGOs: - Non-Governmental Organizations

PPP: - Public-Private Partnerships

ABSTRACT

The study conducted an assessment of PPP best practices on the effectiveness of the NAADS programme in Uganda: a case of Mukono District, Uganda. It specifically focused on; establishing the effect of stakeholder engagement in PPP on the effectiveness of the NAADS programme, examining the effect of contract performance and monitoring in PPP on the effectiveness of the NAADS programme finding out the effect of risk management in PPP on the effectiveness of the NAADS programme in Mukono district.

The study was carried out using a cross sectional survey research design where both quantitative and qualitative research approaches were also used. The data was collected using questionnaires and interviews during the data collection, both purposive and simple random sampling methods were used. A sample size of 80 respondents who are farmers that have benefited from the NAADS program in Nyenje parish plus the management of MDLG was also used in the study.

From the findings, it was revealed that there are significant positive relationships between stakeholder engagement ($r = 0.875$, $p < 0.05$), contract performance and monitoring ($r = 0.848$, $p < 0.05$), and risk management ($r = 0.833$, $p < 0.05$) in public-private partnerships (PPP) and the effectiveness of the NAADS programme in Mukono District. Key factors included active farmer involvement, regular communication, effective monitoring, and robust risk management strategies, all of which enhanced programme adaptability, sustainability, and credibility. Regression analyses confirmed the significance of these elements in predicting the programme's effectiveness.

Lastly, the study recommended the need for enhancing stakeholder engagement through active farmer involvement, communication, and feedback systems; establishing robust contract management with clear performance indicators and regular monitoring; and implementing comprehensive risk management strategies to ensure preparedness, adaptability, and stakeholder confidence in the NAADS programme in Mukono District.

CHAPTER ONE

INTRODUCTION

1.0 Introduction to the study

This chapter presents the introduction of the study on an assessment of PPP best practices on the effectiveness of the NAADS programme in Uganda: a case of Mukono District, Uganda. It focuses on background; historical, theoretical, conceptual, contextual to the study, statement of the problem, objectives of the study, scope of the study, significance of the study.

1.1 Background

1.1.1 Historical background

Public-private partnerships (PPPs) have been increasingly utilized globally to address various challenges in different sectors, including agriculture (World Bank, 2020). The concept gained significant traction in countries like the United States and several European nations. In the USA, PPPs in agriculture date back to the early 20th century, particularly with the establishment of cooperative extension services in partnership with universities (Steinfeld, 2023). These partnerships aimed to disseminate agricultural knowledge and technologies to farmers effectively. Similarly, in European countries like the Netherlands and Denmark, PPPs have been instrumental in promoting sustainable agricultural practices and technology adoption through collaborations between government agencies, research institutions, and private enterprises. These partnerships have facilitated knowledge transfer, research, and the development of innovative solutions to enhance agricultural productivity and sustainability on a large scale (Clinton, 2023).

In African countries like Nigeria, South Africa, and Kenya, PPPs have emerged as key strategies to address the challenges facing agricultural development. These partnerships have involved collaborations between governments, international organizations, NGOs, and private sector entities to improve agricultural productivity, enhance market access, and promote rural development (Mangeni, 2019). In Uganda, the National Agricultural Advisory Services (NAADS) was established in 2001 with the aim of transforming agricultural extension services

through PPPs. NAADS aimed to enhance farmer access to agricultural inputs, information, and extension services by partnering with private sector entities such as input suppliers, agribusinesses, and farmer organizations (Babu et al., 2020). However, the effectiveness of these partnerships in improving agricultural extension service delivery varied across different regions and districts, including Mukono District.

Agricultural extension services have a long history globally, with roots dating back to the late 19th century. In countries like the USA and various European nations, extension services initially focused on technology transfer and advisory services to improve farming practices and increase productivity (Cartland et al., 2022). Cooperative extension services, pioneered in the USA, played a crucial role in disseminating research-based information to farmers through partnerships between land-grant universities, government agencies, and local communities. These extension services evolved over time to address changing agricultural needs, including the adoption of sustainable practices and the integration of modern technologies (McMillan et al., 2017).

In African countries like Nigeria, South Africa and Kenya agricultural extension services have historically faced numerous challenges, including limited funding, inadequate infrastructure, and fragmented delivery systems (Tups & Dannenberg, 2021). Despite various efforts to improve extension services, such as the establishment of government agencies and donor-funded projects, access to timely and relevant agricultural information remained limited for many smallholder farmers. In Uganda, the introduction of NAADS represented a significant shift towards revitalizing agricultural extension through PPPs. However, challenges such as inadequate funding, governance issues, and coordination gaps hindered the effective implementation of extension services, particularly in districts like Mukono (Makundi & Mongula, 2023).

1.1.2 Theoretical background

This study was guided by two theories which included; **the Stakeholder Theory** and **the Transaction Cost Theory** and these are discussed below as follows;

First, the Stakeholder Theory, developed by Edward R. Freeman in the 1980s, posits that organizations should consider the interests of all stakeholders, not just shareholders, in their

decision-making processes (Mingus & Zhu, 2018; Patapas & Smalskys, 2014). In the context of agricultural service delivery in Mukono District, this theory implies that successful PPP implementation requires a thorough understanding and consideration of the diverse stakeholders involved—farmers, government agencies, private businesses, and local communities. Recognizing and addressing the unique needs and expectations of each stakeholder group can foster collaboration and ensure that the PPP benefits all parties involved. Stakeholder Theory aligns with the inclusive nature of PPPs, emphasizing the importance of engaging various actors in the agricultural ecosystem for effective service delivery (Mongkol, 2011; Xu et al., 2015).

Second, the Transaction Cost Theory developed by Oliver E. Williamson in the 1970s focuses on the costs associated with transactions and the choice of governance structures to minimize these costs. In the context of PPPs for agricultural service delivery, the theory suggests that the choice between public and private provision depends on the transaction costs involved in coordinating and monitoring activities (Rutgers, 2015; Sufna & Fernand, 2015). In Mukono, where agricultural services require coordination between public and private entities, Transaction Cost Theory emphasizes the importance of selecting a governance structure that minimizes transaction costs, such as information asymmetry and opportunistic behavior. This theory guides the analysis of the efficiency and effectiveness of PPPs in reducing transaction costs and improving agricultural service delivery in the district (Denhardt & Denhardt, 2015).

Therefore, applying Stakeholder Theory and Transaction Cost Theory to the study will allow for a comprehensive exploration of the relational and transactional aspects inherent in PPPs. Understanding the needs and interests of stakeholders, while also considering the transaction costs associated with various governance structures, will contribute to a more nuanced evaluation of the implementation of PPPs in agricultural service delivery in Mukono District, Uganda (Byamugisha & Basheka, 2016).

1.1.3 Conceptual background

According to Wang & Ma (2021), PPP is “the process of operationalizing cooperative arrangements between public and private entities to achieve common goals through shared responsibilities and resources.” On the other hand, Meissner (2019) defines PPP implementation

as “the systematic execution of strategies and actions that integrate the activities of public and private entities to deliver goods or services that address societal needs effectively.” In Uganda, the PPP policy framework (2010) defines PPP as a medium to long-term contractual arrangement between the public and the private sector to finance, construct, renovate, manage and/or maintain public infrastructure or to provide a public service (MoFPED, 2010). The Uganda PPP Act (2015) elaborates that a PPP exists where a contracting party, for instance a Ministry, Government department or any other public body, enters into a commercial transaction with a private party, where the private party performs a function on behalf of the contracting authority (MoFPED, 2015).

However, in this study, public-private partnerships (PPPs) was defined as collaborative arrangements that bring together government entities, private sector firms, civil society organizations, and other stakeholders to address complex societal challenges. These partnerships involve the sharing of risks, resources, and expertise to achieve mutually beneficial objectives in areas such as agricultural extension service delivery. Furthermore, the implementation of PPPs in this study will be conceptualized using stakeholder engagement, performance monitoring, and risk management processes designed to enhance the effectiveness and sustainability of collaborative initiatives.

According to Ngaka & Zwane (2018), effectiveness of NAADS programme encompasses “the provision of technical assistance, information, and advisory services to farmers and rural communities to enhance agricultural productivity, sustainability, and livelihoods.” Similarly, Msuya & Wambura (2016) define agricultural extension service delivery as “the process of facilitating the transfer of relevant information, skills, and resources to farmers and other stakeholders to promote informed decision-making and enhance agricultural outcomes.”

However, in this study, effectiveness of the NAADS programme was defined as a dynamic process that involves the dissemination of knowledge, provision of technical assistance, and facilitation of access to resources to support the agricultural activities of farmers, input dealers, markets, and other stakeholders. This process encompasses a range of dimensions, including the training and capacity-building of extension agents, the provision of market information, the

promotion of sustainable farming practices, and the facilitation of value addition and market access.

1.1.4 Contextual background

In 2001, the Government of Uganda (GoU) implemented a farmer owned, private sector driven extension system which is one of the pillars of the Plan for Modernization of Agriculture (PMA) and designed as a response to a government proposal to transform agriculture through adoption of a holistic, multifaceted approach which links agriculture to other sectors. This shift followed the challenges of the Structural Adjustment Policies in the early 1990s, which failed to deliver the desired expectations in the agricultural sector (MAAIF, 2000; Rwamigisa et al., 2011). Established by an Act of Parliament in 2001, the NAADS programme begun in six trial Districts of Arua, Mukono, Soroti, Tororo, Kibaale and Kabale with a vision of a decentralized farmer owned and private sector serviced extension system contributing to the realization of the agricultural sector objectives (Davis, 2008; Kisitu, 2010; MAAIF, 2000). A public private partnership involved contracting private extension workers or Private Service Providers (PSPs) under performance service contracts to deliver public extension services on a commercial basis. The partnership explored the involvement of the private sector in research and delivery of advisory services (MAAIF, 2000; Rwamigisa et al., 2011). The PPP took the form of an agency relationship where the agent acts for, on behalf of, the principal. The service providers representing the private sector were contracted by the NAADS programme representing government with the expectation that they will fulfil government's mandate of providing timely and relevant information to farmers (Babayan & Kadlečíková, 2016).

During the financial year 2007/2008, policy makers raised concerns about NAADS not meeting the needs of the intended beneficiaries and it was temporarily suspended (MFPED, 2009:21). The Government of Uganda passed a series of resolutions for restructuring NAADS, which led to abolishing of private extension workers. Abolishing private service providers in Uganda raised questions which prompted this research, to explore the challenges involved in the innovative PPP model in the NAADS. Siemiatycki (2012) reports that PPPs are not a static model of project delivery and, therefore, the knowledge generated from the shortcomings of PPPs in agricultural extension provide an opportunity for innovations to address these contemporary challenges.

1.2 Problem Statement

Governments overseas have embraced the use of PPPs in service delivery to promote and improve the agricultural sector (Isgren & Ness, 2017). However, the actual situation presents a stark contrast. For example, in recent years, Mukono District has experienced a substantial decline in the effectiveness of the NAADS programme (Magunda, 2020). Statistics from a study conducted by Cartland et al. (2022) reveal significant gaps in the effectiveness of the NAADS programme, with only 35% of smallholder farmers in Mukono reporting access to agricultural extension services through the NAADS programme. Furthermore, even when the NAADS programme has been here for a while in the Mukono, agricultural productivity in the district has stagnated, with maize yields remaining below the national average of 2.5 metric tons per hectare, as reported by the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF, 2022).

Despite the implementation of PPPs, the results obtained from the NAADS programme remain suboptimal, characterized by inadequate access to inputs, limited market linkages, and low adoption of modern farming practices among smallholder farmers in Mukono (Kamugisha, 2020). Additionally, limited value addition opportunities have hindered the diversification of agricultural products, with only 10% of the produce being processed locally, impacting income sources for farmers (Ayebazibwe et al., 2022). This significant decline in the effectiveness of the NAADS programme poses a substantial challenge for the agricultural sector in Mukono District and therefore the absence of such collaborations could be a significant factor contributing to the observed problems (Kawooya et al., 2023). It is therefore against this background that the researcher sought to conduct an assessment of PPP best practices on the effectiveness of the NAADS programme in Uganda: a case of Mukono District, Uganda.

1.3 Objectives of the Study

1.3.1 General Objective of the Study

The general objective of the study was to conduct an assessment of PPP best practices on the effectiveness of the NAADS programme in Uganda: a case of Mukono District, Uganda.

1.3.2 Specific Objectives

i. To establish the effect of stakeholder engagement in PPP on the effectiveness of the NAADS programme in Mukono district.

ii. To examine the effect of contract performance and monitoring in PPP on the effectiveness of the NAADS programme in Mukono district.

iii. To find out the effect of risk management in PPP on the effectiveness of the NAADS programme in Mukono district.

1.4 Research Hypotheses

H_1: Stakeholder engagement in PPP significantly affects the effectiveness of the NAADS programme in Mukono district.

H_2: Contract performance and monitoring in PPP significantly affects the effectiveness of the NAADS programme in Mukono district.

H_3: Risk management in PPP significantly affects the effectiveness of the NAADS programme in Mukono district.

1.5 Rationale/ Justification of the Study

The study on the assessment of public-private partnership (PPP) best practices and effectiveness of the NAADS programme in Mukono district, Uganda, was justified by the existing gaps in the literature. While literature by (Kawooya et al., 2023; Steinfeld, 2023; Mangeni, 2019) acknowledges the increasing role of PPPs in agricultural development globally, there is a dearth of specific investigations into the challenges and successes of such partnerships at the local level, particularly in Mukono District. The research filled this gap by examining the unique dynamics, constraints, and outcomes of PPPs in the agricultural sector within the district context. Therefore once this study was finalized, it provided valuable insights for policymakers, practitioners, and stakeholders involved in agricultural service delivery, contributing to the enhancement of

effective PPP models tailored to the local context and thereby fostering the effectiveness of the NAADS programme in Mukono district.

1.6 Significance of the research

The result of the study will be used to influence policy makers in Ministry of Agriculture to develop programmes and come up with policies that can address the challenges under public private partnerships.

The community within the study area will benefit from the findings and they will have knowledge about how the implementation of public private partnership influences agricultural service delivery in Uganda.

The study will also help government in planning and budgeting especially on the areas of agricultural services. This could guide in fund allocation especially in areas where there is funding gap.

The study will also help and guide the planning units at partnership level, district level and also at the national level to plan for appropriate delivery of agricultural services.

The study will help the different stakeholders in improving on their programming especially on areas where there are gaps. This can also improve on areas of networking and cooperation, coordination, and resource mobilization/allocation.

1.7 Scope of the study

The scope of the study will cover three dimensions that are; content, geographical and time and these are discussed in detail below.

1.7.1 Content scope

This study focused on examining the relationship between assessment of PPP best practices and the effectiveness of the NAADS programme in Mukono District, Uganda where public private partnership (PPP) best practices is the independent variable and effectiveness of the NAADS programme the dependent variable.

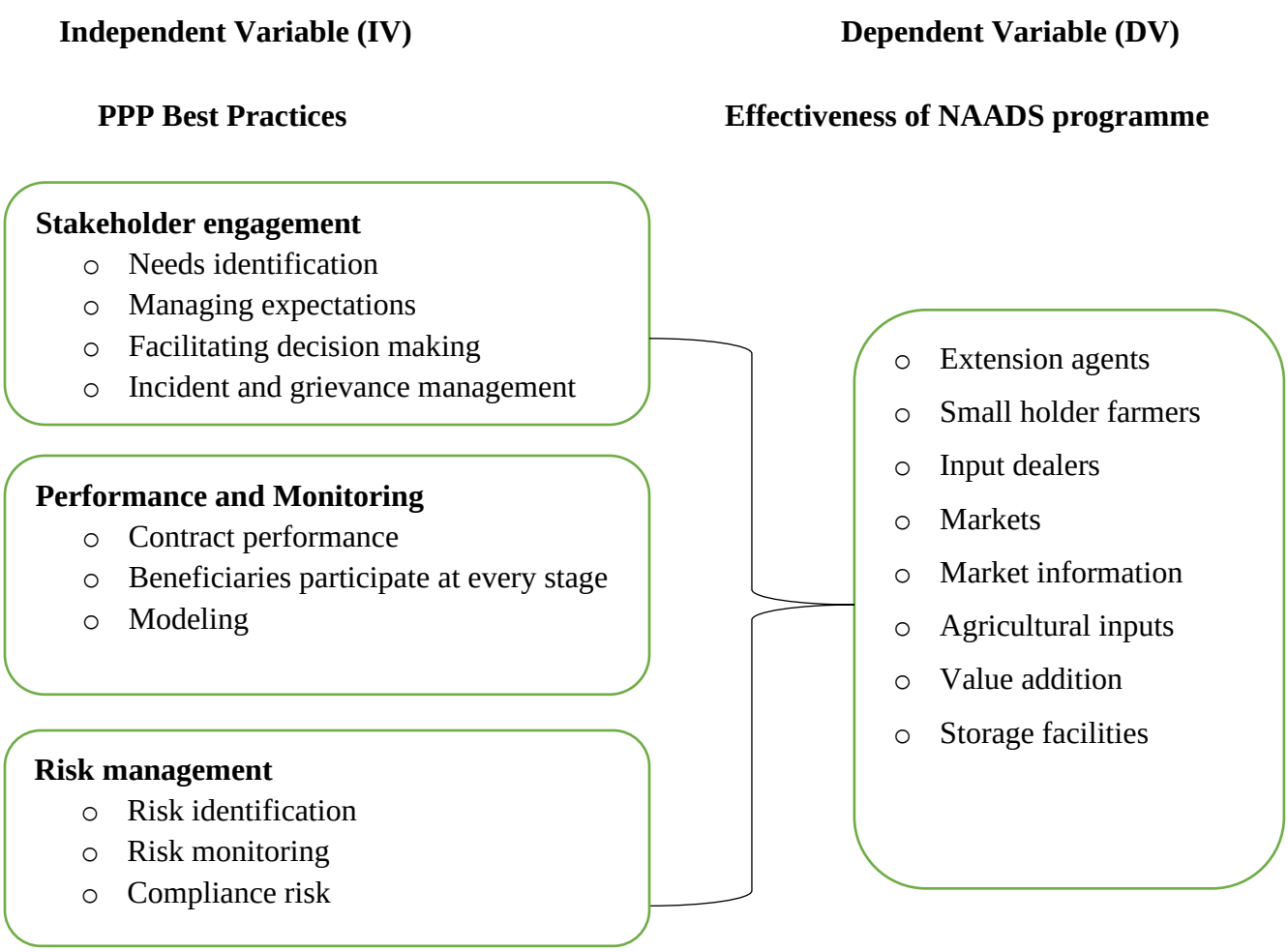
1.7.2 Geographical scope

Geographically, the study was conducted in Mukono district located in the central region of Uganda and in here; Mukono District Local Government and the farmers in the district that have benefited from the NAADS project were used as a case study. Mukono district was chosen because the local government in the district has tried to implement public-private partnerships in the bid to improve on its service delivery.

1.7.3 Time scope

The study focused on scholarly material from the period 2018 to 2023. It was also carried out for a period of five month from January to May, 2024.

1.8 Conceptual framework



Source: Adapted from; Conceptual framework of modernization (JAEARS, 2019) and modified by the Researcher (2023)

The above conceptual frame work shows the relationship between the independent variable which is public private partnership best practices and the dependent variable which is the effectiveness of the NAADS pogramme. The dimensions under public private partnership best practices are; stakeholder engagement which involves needs identification, managing expectations, facilitating decision making and incident and grievance management; followed by performance and monitoring which involves contract performance, beneficiaries participate at every stage and modeling; and lastly, risk management which involves risk identification, risk monitoring and compliance risk. The dimensions under effectiveness of the NAADS programme are; extension agents, small holder farmers, input dealers, markets, market information, agricultural inputs, value addition and storage facilities.

1.9 Operational definitions

Public-Private Partnership (PPP): This refers to a collaborative arrangement between the public sector (government agencies) and the private sector (businesses, NGOs) for a defined period (Wang & Ma, 2021).

Stakeholder engagement: This refers to an ongoing process of communication and collaboration involving all parties with an interest in a project or program. This includes identifying stakeholders, understanding their needs and concerns, and actively involving them in decision-making processes (Meissner, 2019).

Performance: This refers to the measurable achievement of a project, program, or service delivery against pre-defined objectives and targets. Performance is typically assessed through specific indicators that track progress and identify areas for improvement.

Monitoring: This refers to the systematic collection and analysis of data to track progress towards achieving goals. Monitoring involves regularly gathering information on performance indicators, identifying trends, and reporting findings.

Risk management: This refers to a proactive process for identifying, assessing, and mitigating potential threats to a project or program. Risk management involves developing strategies to minimize the likelihood and impact of these threats, ensuring project success.

Agriculture: This refers to the practice of cultivating land for the production of crops and livestock for food and other products. It encompasses activities like soil preparation, planting, harvesting, raising animals, and managing agricultural resources.

Agricultural extension services: These are educational and advisory services provided to farmers and rural communities. These services aim to improve agricultural practices, productivity, and farm management skills. They can include training programs, information dissemination, technical assistance, and promoting new technologies (Ngaka & Zwane, 2018).

Service delivery: This refers to the process of providing a service to a beneficiary. This involves defining the service, designing a delivery mechanism, allocating resources, and ensuring the service reaches its target audience effectively and efficiently. Service delivery focuses on meeting the needs and expectations of the beneficiaries.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter looks at what other scholars have written about the effect of PPP best practices on effectiveness of agricultural programmes. The literature reviewed here was based on the PPPs and their effects on agricultural extension service delivery. Therefore, sources like books, e-books, journals and articles related to the topic understudy were used.

2.1 Theoretical framework

This study was guided by two theories which include; the Stakeholder Theory and the Transaction Cost Theory and these were discussed below as follows;

2.1.1 Stakeholder Theory

Stakeholder Theory, developed by Edward R. Freeman in the 1980s, posits that organizations should consider the interests of all stakeholders, not just shareholders, in their decision-making processes (Mingus & Zhu, 2018; Patapas & Smalskys, 2014). In the context of agricultural service delivery in Mukono District, this theory implies that successful PPP implementation requires a thorough understanding and consideration of the diverse stakeholders involved—farmers, government agencies, private businesses, and local communities. Recognizing and addressing the unique needs and expectations of each stakeholder group can foster collaboration and ensure that the PPP benefits all parties involved. Stakeholder Theory aligns with the inclusive nature of PPPs, emphasizing the importance of engaging various actors in the agricultural ecosystem for effective service delivery (Mongkol, 2011; Xu et al., 2015).

2.1.2 Transaction Cost Theory

Developed by Oliver E. Williamson in the 1970s, Transaction Cost Theory focuses on the costs associated with transactions and the choice of governance structures to minimize these costs. In the context of PPPs for agricultural service delivery, the theory suggests that the choice between

public and private provision depends on the transaction costs involved in coordinating and monitoring activities (Rutgers, 2015; Sufna & Fernand, 2015). In Mukono, where agricultural services require coordination between public and private entities, Transaction Cost Theory emphasizes the importance of selecting a governance structure that minimizes transaction costs, such as information asymmetry and opportunistic behavior. This theory guides the analysis of the efficiency and effectiveness of PPPs in reducing transaction costs and improving agricultural service delivery in the district (Denhardt & Denhardt, 2015).

Therefore, applying Stakeholder Theory and Transaction Cost Theory to the study will allow for a comprehensive exploration of the relational and transactional aspects inherent in PPPs. Understanding the needs and interests of stakeholders, while also considering the transaction costs associated with various governance structures, will contribute to a more nuanced evaluation of the implementation of PPPs in agricultural service delivery in Mukono District, Uganda (Byamugisha & Basheka, 2016).

2.2 Stakeholder engagement and effectiveness of agricultural programmes

In agricultural extension services, stakeholder participation is a key component of public-private partnerships (PPPs). It acts as the cornerstone of joint initiatives, ensuring that many perspectives are taken into account throughout the relationship (Steiner et al., 2020). This inclusiveness encourages stakeholders to be open, responsible, and accountable. By involving several parties, the partnership is given access to a variety of resources, skills, and viewpoints. These stakeholders include government agencies, businesses, NGOs, farmers, and academic institutions. By tackling complicated problems more thoroughly, this variety of input can result in more complete and efficient solutions for the agriculture industry (Thi, 2019).

Engagement is a cooperative relationship in which beneficiaries and other stakeholders work together to accomplish a common objective. Participation, according to Mubende (2006), is founded on rights and establishes identity and interests, both of which are essential for obtaining quality. According to Bakenegura (2003), referenced by Mubende (2006), participation is a technique through which stakeholders actively influence policy. These opinions expand upon Desai's (2001) claim that involvement facilitates the pursuit of beneficiary empowerment,

capacity building, and successful intervention. Active stakeholder engagement promotes agreement on acceptable and efficient methods for expanding the base of support for partnership performance. Enhancing partnerships may offer a financially viable option to get higher-quality knowledge in a setting where resources are more scarce since the public service entails a wide range of ties between policymakers and its stakeholders.

Stakeholder engagement's impact on PPPs in agricultural extension services can be better understood by looking at success stories and case studies. Partnerships that have successfully produced results can be examined to find best practices, effective models, and lessons learned. Learning from real-world examples helps future efforts be designed and implemented in a way that can help avoid common pitfalls and replicate successful strategies in different circumstances (Kisitu, 2018).

The promotion of PPPs in agricultural extension services is greatly aided by government organizations. In order to promote these activities, they offer the legislative framework, the guidelines, and frequently the cash (De Schepper et al., 2014). For private sector investment to be attracted as well as partnership sustainability, government commitment and assistance are essential. The role of the government in achieving common objectives for agricultural development goes beyond only providing financial support; it also entails efficient coordination, cooperation, and regulation between public and private enterprises (Leonard et al., 2022).

In order to promote innovation, technology adoption, and efficiency in the industry, the private sector's participation in agricultural extension services through PPPs is crucial (Chavula et al., 2022). Private enterprises frequently have cutting-edge farming techniques and technologies that can help farmers. The possible conflicts of interest and financial motives raised by their participation, however, may be a cause for concern. This emphasizes the significance of stakeholder involvement and accountability measures to guarantee that private sector involvement is in line with the larger objective of fair agricultural development (Agarwal et al., 2023).

Farmers, who are the main recipients of agricultural extension services, ought to actively participate in PPPs (Jaruzelski et al., 2017). Their participation is crucial to ensuring that the

design and implementation of the program take into account their particular requirements and difficulties. Engaging farmers also encourages a sense of empowerment and ownership, which may increase their eagerness to accept new procedures and technologies. To effectively customize extension services, it is essential to comprehend local circumstances, cultural elements, and farmer goals (Kausar et al., 2023).

For these collaborations to be effective, it is essential to evaluate the impact of stakeholder participation. Both quantitative and qualitative indicators, such as improved agricultural productivity, income growth, knowledge transfer, and improved livelihoods, should be included in the assessment. For the partnership to be able to make the required adjustments and advancements throughout time, a strong monitoring and evaluation structure must be created (Beriya, 2022).

Several obstacles and hurdles stand in the way of effective stakeholder involvement. Conflicting stakeholder interests, ineffective communication routes, administrative roadblocks, and resource limitations are a few examples (Compagnucci & Spigarelli, 2018). All parties concerned must use proactive techniques and be committed and flexible in order to overcome these obstacles. It also calls for the ability to adjust to shifting conditions and create methods for resolving disputes when conflicting interests arise (Burra et al., 2021).

In the NAADS programme, political control took different dimensions at various levels of PPP planning and implementation. The study explored literature by scholars such as (Wettenhall, 2003:90) which analyse power relations in PPP planning and implementation. It discovered that there was a horizontal power relationship at the grassroots where many farmers and PSPs who were interviewed generally felt that they were working together and were in control of planning and making decisions for implementing extension services. However, some studies reveal that farmers and PSPs did not have full control over the choice of enterprises because they were pre-selected by the public sector (Feder et al., 2011:40). On the other hand, participants at the sub-counties and districts reported vertical relationships with strong political control from the sub-county to the national level. There was a general perception from participants in the districts and sub-counties that government had a strong control on planning and implementation of the NAADS extension system. A technical participant at the secretariat confirmed that the politicians

maintained control over the programme operations and continued to define its purpose and vision.

The firm control trickled down to the districts and it defined the methods of PSP service provision. Feder et al. (2011:41) explain how officials did not want to relinquish power to farmers to make their own decisions and choices. It was also confirmed at the secretariat that the politicians at the district and sub-county could not imagine losing power to the farmers. Many PSPs interviewed testified that the sub-county and district impositions, expectations and methods of work did not permit them to innovate appropriate technologies for supporting agricultural extension services. Other participants explained that the manner in which decisions and modifications to the programme were being made reflected some political bias (as discussed in section 3.5.1), which negatively influenced the agent‘s investment decisions and innovations. For instance, some PSPs said that they would never pre-finance any activities due to the uncertainty of the environment in which they were operating (Turner, 2004; Müller & Turner, 2005:399; Saam, 2007:828; Babayan & Kadlečíková, 2016:317).

The strong influence (both positive and negative) that politics has on PPPs and it concurs with Vadali et al. (2014:163); Kort et al. (2016:773) that it is quite difficult to dissociate PPP from politics. This attitude most times will discourage levels of innovations from the partners and this may affect the delivery of agricultural service delivery. This means that while the political intentions were very good and appropriate for PPP, the actions that followed during implementation negatively affected the principal-agent relationship. The analysis shows that poor budget implementation, unexpected changes and modifications to the programme, and poor engagement of stakeholders in decision making affected the principal-agent relationship. This confirms that expressed commitment, if not followed by action, will not yield PPP success (Asquith et al., 2015:185).

2.3 Contract performance and monitoring and effectiveness of agricultural programmes

Contract performance and monitoring are indispensable aspects of public-private partnerships (PPPs) in agricultural extension services programs. These procedures act as the cornerstone for making sure that the collaboration is efficient, open, and accountable. Strong contract

performance and monitoring, according to research by Djokoto and Gaganis (2018), instill confidence among stakeholders because they give a clear framework for assessing the partnership's impact on agricultural productivity and the socio-economic well-being of farmers. These procedures greatly contribute to the long-term success of PPPs by enforcing contractual commitments and keeping track of progress. By doing so, they help to avoid potential disputes, resource misallocation, and the misalignment of interests (George, 2020).

Effective contract performance and monitoring depend on the rigorous establishment of precise, quantitative performance measures. Researchers like Smith and Brown (2017) have emphasized the significance of creating specific indicators that are in line with the primary goals of PPP-based agricultural extension programs. With the help of these indicators, partners can evaluate the partnership’s progress toward its stated objectives objectively. For instance, such indicators can include objectives for increasing crop yields, enhancing farmer acceptance rates of cutting-edge technologies, observing financial restraints, and hitting project milestones on time. For a thorough assessment of progress and results, it is crucial to make sure that these metrics are clear and specific to the particulars of each PPP (Chiliza, 2018).

The dependability and integrity of PPPs in agricultural extension services are supported by accountability, an essential result of contract performance and monitoring. According to scholarly work by Johnson and Adams (2019), accountability systems are essential for holding both public and private sector partners accountable for keeping their end of the bargained-for obligations. This accountability covers a wider range of factors than only financial transparency, including performance, resource allocation, and adherence to the established goals. Stakeholders use these tools to make sure that resources are utilized effectively as well as that the partnership continues to be firm in pursuing its overarching objective (Promma, 2022).

The execution and oversight of contracts are proactive risk-mitigation techniques that reduce potential problems or departures from the partnership’s stated plan. Gupta and Bartone’s (2018) academic study emphasizes the monitoring’s preventive significance in PPPs since it enables early detection and remedial measures. These techniques protect the interests of all stakeholders by recognizing problems before they become costly delays or complete project failures. This risk management strategy is especially important in the dynamic environment of agricultural

extension services, where variables like climate change, market dynamics, and technical improvements constantly present new difficulties (Tinyakova et al., 2021).

When it comes to agricultural PPP stakeholders, transparency, a crucial result of contract performance and monitoring, fosters credibility. According to Warren and Smith's research (2017), stakeholders can evaluate whether a partnership is keeping its promises by being transparent in the sharing of pertinent data and information about its progress. They can also determine whether changes to the partnership are likely to be required to achieve desired results. While ensuring that the partnership stays consistent with its original goals, transparency fosters confidence and enables stakeholders to collaborate more successfully (Stephan, 2022).

Within agricultural extension PPPs, efficient contract performance and monitoring systems increase the effectiveness of resource allocation (Steinfeld, 2023). Partners can identify areas where resources might be optimized or diverted for better results by closely monitoring expenses and resource consumption, according to researchers like Hart and Thompson (2019). By maximizing use of the resources at hand and directing money toward initiatives that best advance the partnership's objectives, this optimization improves cost effectiveness. As a result, the partnership can function in a more sustainable and resource-efficient way.

Strong monitoring systems give PPPs the flexibility and adaptability they need to respond to the changing landscape of agricultural extension services. The value of monitoring is stressed in the study done by Chang and Liu (2020) because it enables partners to modify their tactics, goals, or resource allocation in response to shifting conditions. This flexibility to adapt is essential for addressing new issues like climate change, market instability, and technological improvements and ensuring that the partnership is still applicable and responsive in changing agricultural situations.

Evaluation of the duties and contributions of each PPP partner is crucially dependent on contract performance and monitoring. Notably, the study conducted by Rodriguez and Gupta (2019) highlights the importance of this review in ensuring that both public and private sector entities carry out their commitments as outlined in the contract. Stakeholders may adopt corrective measures in the event of differences or non-compliance, such as renegotiating conditions or

enforcing contractual penalties. By promoting confidence among partners, this procedure protects the partnership's equity and integrity (Kimario et al., 2020).

Effective monitoring systems create forums for ongoing dialogue and input between stakeholders. According to research by Martinez and Johnson (2018), partners can keep up with the partnership's development by receiving regular updates and reporting on performance measures. Within agricultural extension PPPs, this open communication develops a culture of accountability, transparency, and group problem-solving. Additionally, feedback loops encourage a culture of creativity and continual improvement by making it easier to share the lessons learned from both successes and failures (Promma, 2022).

In order to establish accountability for attaining intended results within agricultural extension services programs, contract performance and monitoring are ultimately aimed at ensuring performance under the contract. According to researchers like Kumar and Sharma (2020), these measures increase the probability that successful outcomes will occur by keeping all parties accountable and ensuring adherence to the contract. Increased agricultural productivity, better farmer livelihoods, and sustainable development in the agricultural industry may all be among these results. In summary, contract fulfillment and oversight are crucial to converting the partnership’s goals into advantages that the agricultural sector and other stakeholders can actually see (Steinfeld, 2023).

2.4 Risk management and effectiveness of agricultural programmes

Risk management is a fundamental component in the successful implementation of public-private partnerships (PPPs) in agricultural extension services programs (Grimsey & Lewis, 2017). PPPs are inherently complicated and prone to a number of uncertainties and conceivable difficulties that could affect their goals. The openness, accountability, and general sustainability of agricultural extension services provided through PPPs are improved by a strong risk management system, which also serves to protect against potential interruptions (Clinton, 2023).

Effective risk management starts with carefully identifying potential hazards that might have an impact on the collaboration. The importance of a thorough and comprehensive risk assessment procedure is stressed by Smith and Jones (2018). Identification of risks related to project

funding, resource allocation, regulatory changes, market volatility, technology obstacles, and more should be part of this process. In order to prepare for proactive mitigation actions, a holistic approach to risk identification makes sure that all potential dangers are identified (Nsefu et al., 2021).

The crucial next step is to evaluate and prioritize risks after they have been discovered. Brown and Green (2019) stress the significance of a structured risk assessment approach that evaluates risks on the basis of their possible impact and likelihood both statistically and qualitatively. Through this assessment, PPPs can rank these risks, allowing them to focus resources and attention on the risks that pose the greatest danger to the partnership's goals. Prioritization makes guarantee that risk management is strategic and targeted (Damodaran, 2022).

The creation of thorough mitigation strategies is part of effective risk management, which goes beyond risk identification and evaluation. Risk mitigation strategies should be adapted to the unique risks found, as Johnson and Martinez (2020) emphasize. These plans provide specific instructions on how to lessen or completely avoid the effects of certain dangers. Diversifying financing sources, making plans for resource allocation in the event of unforeseen interruptions, and drafting contractual terms that clearly identify obligations are just a few examples of the solutions that may be included in mitigation strategies (Omotayo, 2020).

Financial risk management solutions are of utmost relevance since financial hazards frequently loom big in PPPs for agricultural extension services. The need of ensuring the availability and consistency of money throughout the collaboration is stressed by Gupta and Rodriguez (2017). PPPs may take steps like finding alternative funding sources, setting up financial reserves, or looking at insurance options to protect against potential financial losses in order to reduce financial risks (Whiteside, 2020).

PPPs in agricultural extension services might run afoul of the law and regulations, particularly when partners from the public and private sectors are involved. Chang and Kumar (2018) emphasize the need of assessing legal risk and keeping track of compliance. To effectively reduce legal risks, compliance with applicable rules and regulations is crucial. Conflicts and

project interruptions might result from non-compliance. The partnership operates within the bounds of the law as a result of thorough legal risk management (Olomu et al., 2020).

Risks associated with PPPs for agricultural extension services include market instability and technological difficulties. According to Andersson and Smith (2019), comprehensive market analyses and assessments of the viability of new technologies should be part of risk management methods. Risks related to market volatility and the obsolescence of technology solutions can be reduced by staying aware of changing market conditions and guaranteeing technological adaptability. This strengthens the partnership's resiliency (World Bank, 2020).

Strong communication and stakeholder participation are crucial for effective risk management. The inclusion of stakeholders in risk identification and mitigation planning, according to Martinez and Green (2020), improves group problem-solving and risk sharing. Regular and open channels of communication make it easier for information to be shared at the right moment, allowing stakeholders to act quickly when hazards arise. Stakeholder involvement also promotes a sense of shared accountability, enhancing the partnership's ability to address problems together (Ragas et al., 2023).

For tracking the success of risk management measures and spotting new hazards as they appear, continuous monitoring is crucial. According to Smith and Johnson (2018), creating contingency plans is a necessary component of good risk management. These plans specify the precise steps that must be performed in response to certain risk situations. The collaboration assures its capacity to adapt and respond successfully when risks materialize by having well defined contingency plans, limiting potential interruptions (Aznar-Crespo et al., 2021).

2.5 Summary and Literature Gap

This literature review delved into the intricacies of Public-Private Partnerships (PPPs) within the context of agricultural extension services. Stakeholder theory and transaction cost theory provide the foundation for analyzing these collaborations. The review emphasizes stakeholder engagement as a cornerstone, highlighting the importance of incorporating various perspectives from government agencies, businesses, NGOs, farmers, and academic institutions. Effective stakeholder engagement fosters open communication, builds trust, and leverages the diverse

strengths and resources each group brings to the table. Success in PPPs also hinges on robust contract performance and monitoring. Clearly defined performance measures ensure all parties are held accountable to their commitments, while transparent monitoring allows for adjustments and course corrections as needed. This transparency fosters trust and empowers stakeholders to collaboratively address challenges. Risk management emerges as another critical element. The review underscored the importance of proactively identifying potential risks, from financial uncertainties to technological disruptions. By prioritizing these risks and developing mitigation strategies, PPPs can safeguard their goals and ensure long-term sustainability.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter outlines the research methods. It addresses the area of study, demographic and sampling methodologies, measurement levels, data collection procedures, tools, processing and analysis of the data, ethical considerations, and methodological limitations.

3.1 Research Design

The research design for this study was a cross-sectional survey research design. The design was selected since it required less time to complete (Barley, 2017). It was also utilized since it enabled the researcher to record data pertaining to information obtained at a certain moment in time. Additionally, by employing a cross-sectional research design, the study's findings helped refute preconceptions and replaced hypothetical data on the specific variables evaluated during the course of the time period taken into consideration (Ahuja, 2009).

The research plan incorporated mixed methods research which involves both qualitative and quantitative research approaches. In social and natural sciences, quantitative research refers to methodical empirical examination of observable occurrences utilizing statistical, mathematical, or numerical data or computational techniques (Trochim, 2006). In quantitative research, cross-sectional survey was used to determine the relationship between the independent and dependent variables, where questionnaires were used to collect data and SPSS version 20 was used to analyse the data. In order to help the researcher use statistics to generalize the findings, reduce and restructure complex problems to a limited number of variables, test theories and hypotheses, and ultimately determine the relationship between the two variables, a quantitative research approach was used because it is more objective and reliable. In contrast, a qualitative research approach was employed in order to gather information about the respondents' personalities, feelings, and behavior as well as the effect of implementation of PPP on agricultural extension service delivery (Patrik & Ugo, 2019). Therefore, qualitative research was gotten with the help

of interviews conducted with the key informants and was further analyzed using content and thematic analysis.

3.2 Area of study

This study was conducted in Mukono district located in the central region of Uganda and in here; Mukono District Local Government and the farmers in the district that have benefited from the NAADS project were used as a case study. Mukono district was chosen because the local government in the district has tried to implement public-private partnerships in the bid to improve on its service delivery.

3.3 Study Population

The study population included the farmers in Mukono Municipality, Mukono district that have benefited from the NAADS program. According to MDLG Agricultural data (2023), there are 100 farmers in Nyenje Parish, Goma sub-county, Mukono Municipality that have benefited from the NAADS program and these were included in the study as the study population. The study population also included the management from the natural resources department and the production and marketing department of MDLG like the District Agricultural Engineer and these were included in the study as key informants totaling to 10.

3.4 Sample Size Determination

The sample size was determined by the sample calculation formula by Slovin's, (1960) as follows;

$$n = \frac{N}{1 + N(e)^2}$$

"n" is sample size, "N" is population, "e" is error (0.05) or level of confidence 95%

"N" (population) = 100 farmers that have benefited from the NAADS program

$$n = \frac{100}{1 + 100(0.05)^2}$$

$$n = \frac{100}{1 + 100(0.0025)}$$

$$n = \frac{100}{1 + (0.25)}$$

$$n = \frac{100}{1.25}$$

n = 80

Therefore the sample size comprised of 80 respondents obtained from the 100 population size of farmers that have benefited from the NAADS program in Mukono Municipality. Furthermore, the top management from the natural resources department and the production and marketing department of MDLG like the District Agricultural Engineer totaling to 10 were involved in the study as key informants as these were selected purposively. Therefore from the above sample size calculation and from the agricultural production records in MDLG financial year 2021/2022, there are 100 farmers that have benefited from the NAADS programme particularly from Nyenje parish, Goma sub-county, Mukono district since 100 farmers were selected from every parish in the district to benefit from the NAADS programme and the sample size for these farmers was 80 as calculated above and these were further distributed in the table below;

Table 1: Target Population, Size and Selection

Category of Respondents	**Population Size**	**Sample size**	**Sampling Techniques**
Farmers that have benefited from the NAADS program in Nyenje parish	100	80	Simple random sampling
Top management of MDLG	10	10	Purposive sampling
Total	**110**	**90**	

Source: *Primary data*

Important to note is that Nyenje parish has seven villages which include, Bajjo, Buddugala, Kiguunga, Njenje Nsambwe, Nsambwe B and Ntawo. This means that the researcher selected a

minimum of 11 farmers each of these villages to make a sample size of 80 farmers who were included in the study.

3.5 Sampling Techniques

Both simple random sampling techniques and purposive sampling were used by the researcher. The key informants were chosen by using purposive sampling. These key informants for the study included the top management from the natural resources department and the production and marketing department of MDLG like the District Agricultural Engineer. This was because these respondents have a special qualification and actively participate in strategizing PPPs in the bid to improve agricultural service delivery. As a result, these respondents were expected to provide detailed information about the effect of implementation of public private partnership on agricultural extension service delivery.

However, due to their large number, simple random sampling was used to select the farmers in Mukono Municipality, Mukono district that have benefited from the NAADS program. This approach made it easier for them to be chosen and enable everyone to take part in the research. Because it minimizes bias in their work and increases the practicality of large-scale population research, simple random sampling is the favored method.

3.6 Sources of data

The researcher employed primary and secondary data when conducting the research project.

3.6.1 Primary source

Since primary data provide precise information regarding the outcomes of an experiment or observation, they are crucial for all fields of study. Personal interviews and self-administered questionnaires to a selected sample of respondents were used to gather primary data from the field and gather their perspectives. The researcher benefited from primary data when gathering information for the particular goals of their study. The investigator personally gathered the data through the use of questionnaires and interview protocols.

3.6.2 Secondary source

The term “secondary data” describes information that has been handled, gathered, and possibly processed by parties other than the specific researcher. Scholarly books and articles are typically considered secondary sources while conducting research for a historical assignment. Data from previously published works of literature, such as e-books, journals, published articles, and periodicals, was gathered from this source. To make data collecting and textual analysis easier, documentary resources are categorized (Mubazi 2008). In order to complement the results of the main data, secondary data on agricultural extension service delivery in Mukono was gathered from journals, papers, and annual reports.

3.7 Data collection methods and instruments

In-depth interviews and a questionnaire survey were used in the project to collect data. These techniques for gathering data yielded details about how implementation of PPP has affected agricultural extension service delivery in Mukono.

3.7.1 Questionnaire

A survey, according to Amin (2005), is a self-report study designed to learn more about relevant factors. According to Mugenda & Mugenda (2005), the questionnaires would consist of closed-ended questions with a list of potential answers. Respondents were asked to choose the answers that best expressed their views on the situation and problem under inquiry. To get data on the topic, a structured questionnaire with sections for each study variable was created. The respondents got it administered to them. There was five response options on a five-point Likert scale, including: (5) strongly agree, (4) agree, (3) not sure, (2) disagree, and (1) strongly disagree. The Likert style was used because it provides respondents with a range of options for responses and because it makes it simple to tabulate the data collected for comparative analysis. With their permission, questionnaires were given to the 80 chosen farmers in Mukono Municipality, Mukono district that have benefited from the NAADS program.

3.7.2 Key Informant Interviews (KIIs)

In order to specifically obtain information relevant to the study, Ahuja (2009) defines an interview as a two-person conversation that is initiated by the interviewer and concentrates on the subject indicated by the research objectives of description and explanation. An interview guide, which consists of a series of scripted questions with recorded interviewer responses, was the tool used to collect the data in this case (Ahuja 2009). Because it allows the researcher to have control over the investigation's methodology, time was saved by using it. Ten key informants, including the top management from the natural resources department and the production and marketing department of MDLG like the District Agricultural Engineer participated in the KIIs. There was no noise and a serene atmosphere throughout these interviews. After outlining the objectives and discussing any confidentiality agreements, the interview begun. The interview was conducted informally, conversationally, with the interviewer asking questions and recording answers.

3.8 Data Quality Control

3.8.1 Validity

To determine whether the questions can capture the desired data, validation was carried out. The supervisor of the researcher went over the questions to make sure the anticipated response was captured. To determine the validity of the study instrument, a Content Validity Index (CVI) was computed. To establish the validity of the study instruments, the researcher applied the formula shown below (Cohen, Manion, and Keith 2007).

$$\text{Content validity Index (CVI)} = \frac{\text{Relevant items by all judges as suitable}}{\text{Total number of items judged.}}$$

The validity of the questionnaire for data collection was implied since the CVI was 0.85 which was higher than the advised 0.70 (Kent, 2001).

3.8.2 Reliability

The degree to which a research tool yields consistent data or outcomes after several trials is known as reliability (Mugenda & Mugenda, 2003). The reliability of the questionnaire was assessed with the Cronbach's coefficient alpha. The Statistical Package for the Social Sciences (SPSS) was utilized to compute the reliability results in a pilot study including ten participants. The Cronbach's coefficient alpha can be calculated using the following formula:

$$\alpha = \frac{k}{K-1}\left(1 - \frac{\sum SDi^2}{\sum SDt^2}\right)$$

Where α = coefficient alpha

$\sum SDi^2$ = sum variance of items

$\sum SDt^2$ = sum variance of scale

A value of 0.83 was gotten which was higher than .70 indicating that the questionnaire was appropriate for data collection (Amin, 2005).

3.9 Procedure of Data Collection

Upon acceptance of the research proposal and data collection tools, the researcher will acquire an introduction letter from the Uganda Christian University Ethical Committee to facilitate participant access. The researcher next delivered the letter, together with a consent letter that was given to the respondents, to the Mukono District Local Government management, requesting permission to conduct the study in the area. Without using research assistance, the researcher physically and personally conducted the data collection exercise. To prevent consultation and hence skewed results, no questionnaire was left unanswered.

3.10 Data Analysis

Quantitative data analysis: Numbers were applied to responses in order to code the data. Data was entered into an SPSS editor, and the study made use of the Statistical Package for Social

Scientists (SPSS). It was double-entered and modified. There was a guarantee that the first and second entries were identical. For each of the different responses, this produced a frequency code sheet. This was utilized in descriptive analysis in order to compute measures of central tendency such as mean, standard deviation, and percentages. The relationship between the predictor independent variables and the dependent variable was established by testing the hypothesis using inferential statistics and Pearson's correlation coefficient. To determine the strength of the association, a simple regression or coefficient of determination analysis was conducted. The regression formula was as follows; $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_2 X_3 + e$

Qualitative data analysis: This made advantage of the use of narrative analysis. A range of sources, including surveys, field observations, and respondent interviews, was employed in this technique. Using firsthand tales and experiences to address research challenges was the main focus. As a result, descriptive text was edited and reorganized into meaningful sentences. Stated differently, the purpose of content analysis was to look for themes, categories, and patterns in qualitative data. The recurrent themes that emerged in answer to each interview leading question were shown in the results, with selected participant quotes used as examples.

3.11 Ethical Considerations

Ethics is the study of the standards or laws of conduct that establish what is proper and improper. They help delineate between proper and unacceptable behavior. The way these moral quandaries are resolved has a big influence on the integrity of the research results.

Truthfulness, impartiality, reverence for intellectual property, social accountability, privacy, and a host of other virtues. Informed consent and voluntary involvement was taken into consideration. The goal of the survey was clearly communicated to the participants, and their participation in the study was kindly requested.

Sensitive information kept by the organization; respondents' safety was guaranteed. Cohen & Crabtree stress how crucial it is that participants have the choice to decline taking part in the study, and that the researcher must provide them that choice. This was covered in the consent form and questionnaire's introduction section.

Another issue was anonymity. In order to do this, the respondents' identities were not sought, confidentiality and anonymity were guaranteed, and it was emphasized that the data would only be used in aggregate form for research purposes. After participation, the respondents got gratitude for their ethical considerations. Since the organization where the study was conducted found value in the findings, the researcher shared the study's findings with the respondents.

3.12 Limitations and delimitations of the study

Some respondents were reluctant to divulge information if they had concerns about the intended use of the data. This was resolved by means of the university's excellent and notable reputation as a learning institution and by acquiring an introductory letter from the institution.

Funds that was required to support the research, such as paying for printing costs, encouraging responders, and even daily transportation to the organization for data collection, placed restrictions on the researcher. Nonetheless, the researcher generated family financial support through self-initiatives and tactics.

It is possible that some individuals took longer than expected to return the surveys, which impacted the researcher's intended analysis time. This was resolved by sending out more questionnaires than the intended number, which enabled her to fill in the blanks for any respondents who did not return the surveys.

CHAPTER FOUR

PRESENTATION AND INTERPRETATION OF RESULTS

4.0 Introduction

This chapter presents and discusses the results of analysis that has been done to look at the specific objectives of the study and in relation to the reviewed literature. The study was cried out using questionnaires with 80 farmers that have benefited from the NAADS program in Nyenje parish and interviews with 10 key informants who are top management from the natural resources department and the production and marketing department of MDLG like the District Agricultural Engineer. The findings are presented with the help of tables for purposes of clarity and interpretation.

4.1 Response rate

A total of 80 questionnaires were distributed and all of them were fully filled and returned. The response rate for the questionnaires was therefore 100% as shown in the table 2 below;

Table 2: Response rate for questionnaires

Response Rate	Sample Size	
	Frequency	Percentage (%)
Received	80	100.0%
Non Response	00	0.0%
Expected Response	80	100.0%

Source: *Primary data*

According to table 2 above a total of 80 (100%) respondents who are farmers that have benefited from the NAADS program in Nyenje parish were expected to respond to the questionnaires and all of them responded to the questionnaires giving a 100% response rate. The reason for the 100% response rate was due to the fact that the respondents were eager to be involved in the study and given that the researcher had enough time to collect the required data.

4.2 Demographic characteristics of respondents

The study sought to find out the demographic data of respondents which included gender, age, highest level of education, department and period spent working with the SACCO.

4.2.1 Findings on gender distribution

Table 3: Gender

	Frequency	Percent	Cumulative Percent
Male	46	57.5	57.5
Female	34	42.5	100.0
Total	80	100.0	

Source: *Primary data*

Findings in the table above show that the majority of the questionnaires were filled by males represented by 57.5% and the rest were females represented by 42.5% and therefore, there were more male respondents than female respondents in this survey. The inclusion of both male and female respondents helped in getting different views from the respondents about the study. This further implies that most people involved in farming in Nyenje parish are men and this could be due to the fact that its men that own most of the land.

4.2.2 Findings on the age of the respondents

Table 4: Age

	Frequency	Percent	Cumulative Percent
21-30 years	15	18.8	18.8
31-40 years	33	41.2	60.0
41-50 years	24	30.0	90.0
Above 50 years	8	10.0	100.0
Total	80	100.0	

Source: *Primary data*

Findings in the table above show that the vast majority of the respondents fell between the age group of 31-40 years represented by 41.2%, followed by the respondents who fell between the age group of 41-50 years represented by 30.0%, followed by those with 21-30 years represented by 18.8%, whereas 10.0% of the respondents were above 50 years of age. This implies that most of the people involved in farming in Nyenje parish are old people since most of them are above 30 years which has helped to fend for their families.

4.2.3 Finding on the education level of the respondents

Table 5: Level of education

	Frequency	Percent	Cumulative Percent
Primary	25	31.2	31.2
Secondary	30	37.5	68.7
Tertiary	15	18.8	87.5
No education	10	12.5	100.0
Total	80	100.0	

Source: *Primary data*

Findings in the table above revealed that majority of the respondents who are farmers that have benefited from the NAADS program in Nyenje parish have at least attained secondary level of education represented by 37.5%, followed by those who have at least attained primary level of education represented by 31.2%, followed by those who have at least attained tertiary level of education represented by 18.8%, whereas 12.5% of the respondents have no education background. This implies that majority of the farmers that have benefited from the NAADS program in Nyenje parish were able to interprete and respond to the questionnaire with ease since they know how to read and write. However, questionnaire interpretation was done for those that have no education background.

4.2.4 Religion respondents belong to

Table 6: Religion

	Frequency	Percent	Cumulative Percent
Catholic	28	35.0	35.0
Anglican	24	30.0	65.0
Muslim	12	15.0	80.0
Pentecostal	16	20.0	100.0
Total	80	100.0	

Source: *Primary data*

Findings in the table above revealed that majority of respondents represented by 35.0% are Catholics, followed by those who are Anglicans represented by 30.0%, followed by those who are Pentecostals represented by 20.0%, whereas those who are Muslims constituted the minority represented by 15.0% of the total population. This implies that information was gotten from different people with different beliefs which helped in getting different views on the topic.

4.2.5 Period spent as a beneficiary from the NAADS programme

Table 7: Period spent as a beneficiary from the NAADS programme

	Frequency	Percent	Cumulative Percent
1-5 years	25	31.2	31.2
6-10 years	42	52.5	83.7
Above 10 years	13	16.3	100.0
Total	80	100.0	

Source: *Primary data*

Findings from the table above show that majority of respondents represented by 52.5% have spent between 6-10 years as beneficiaries of the NAADS programme, followed by those who have spent 1-5 years as beneficiaries of the NAADS programme represented by 31.2%, whereas

those who have spent above 10 years as beneficiaies of the NAADS programme represented the minority 16.3% of the total population.

4.3 The effect of stakeholder engagement in PPP on the effectiveness of the NAADS programme in Mukono district

Table 8 summarizes respondents' responses on stakeholder engagement in public-private partnership (PPP) by using means and standard deviations.

Table 8: Stakeholder engagement in public-private partnership

Statements	Mean	Std. Dev.
The NAADS programme effectively involves farmers in decision-making processes related to agricultural activities	4.49	0.640
There is regular communication between farmers and government agencies involved in the NAADS programme	4.47	0.660
Private sector organizations actively participate in providing support and resources to farmers through the NAADS programme	3.99	0.871
Farmers feel that their opinions and feedback are valued in shaping the implementation of the NAADS programme	4.61	0.592
There are adequate mechanisms in place to address grievances and concerns raised by farmers regarding the NAADS programme	4.00	0.847
Farmers believe that the collaboration between different stakeholders enhances the overall effectiveness of the NAADS programme	3.97	1.109

Source: *Primary data*

Table 8 above shows analysis concerning stakeholder engagement in public-private partnership using means and standard deviations which was gotten from use of a Likert scale which was represented as: Strongly Disagree (1), Disagree (2), Not sure (3), Agree (4) and Strongly Agree (5). The scores of Strongly Disagree and Disagree have been taken to present a variable which

mattered to a Small Extent (equivalent to mean score of 0 to 2.4 on the continuous Likert scale). The score of Not sure has been taken to represent a variable that mattered to a moderate extent (equivalent to a mean score of 2.5 to 3.4 on the continuous Likert scale). The score of Strongly agree and Agree have been taken to represent a variable that mattered to a Large Extent (equivalent to a mean score of 3.5 to 5.0 and on a continuous Likert scale). A standard deviation of >1.5 implies a significant difference concerning stakeholder engagement in public-private partnership.

The findings revealed that on average, majority of the respondents agreed that the NAADS programme effectively involves farmers in decision-making processes related to agricultural activities represented by (Mean = 4.49; STD = 0.640). This implies that the majority of respondents strongly believe that farmers are actively involved in decision-making processes, which is crucial for the programme's relevance and effectiveness.

The findings also established that on average, most of the respondents agreed that there is regular communication between farmers and government agencies involved in the NAADS programme represented by (Mean = 4.47; STD = 0.660). This suggests that there is effective and frequent communication between the farmers and government agencies, which is vital for the dissemination of information, updates, and feedback.

Furthermore, the findings pointed out that on average, a significant number of respondents agreed that private sector organizations actively participate in providing support and resources to farmers through the NAADS programme represented by (Mean = 3.99; STD = 0.871). This indicates a positive perception of the private sector's involvement, although slightly lower than the other aspects.

More so, the findings illustrated that one average, majority of the respondents agreed that the farmers feel that their opinions and feedback are valued in shaping the implementation of the NAADS programme represented by (Mean = 4.61; STD = 0.592). This shows that farmers overwhelmingly feel that their input is considered valuable in the implementation process.

In addition, the findings revealed that on average, most of the respondents agreed that there are adequate mechanisms in place to address grievances and concerns raised by farmers regarding

the NAADS programme represented by (Mean = 4.00; STD = 0.847). This suggests that respondents generally agree that there are sufficient mechanisms for addressing grievances, which is important for maintaining farmers' trust and satisfaction.

Lastly, the findings established that on average, quite a big number of respondents agreed that farmers believe that the collaboration between different stakeholders enhances the overall effectiveness of the NAADS programme represented by (Mean = 3.97; STD = 1.109) received a mean score of 3.97 and a standard deviation of 1.109. This indicates that farmers perceive the collaboration among stakeholders as beneficial, although with some variability in responses.

Overall, the high mean scores across these statements highlight the positive perceptions of stakeholder engagement in PPPs, suggesting it plays a significant role in the effectiveness of the NAADS programme in Mukono District. However, there is still room for improvement, especially in increasing private sector participation and ensuring consistent mechanisms for grievance redressal. The findings of the study concerning the relationship between stakeholder engagement in PPP and the effectiveness of the NAADS programme in Mukono district were further determined using Pearson's correlation that was conducted as shown below;

Table 9: Pearson's correlation on stakeholder engagement in PPP and the effectiveness of the NAADS programme

Correlations

		Stakeholder engagement in PPP	Effectiveness of NAADS programme
Stakeholder engagement in PPP	Pearson Correlation	1	.875**
	Sig. (2-tailed)		.000
	N	80	80
Effectiveness of NAADS programme	Pearson Correlation	.875**	1
	Sig. (2-tailed)	.000	
	N	80	80

**. Correlation is significant at the 0.05 level (2-tailed).

Source: *Primary data*

The findings indicated in table above shows that there is a significant positive relationship between stakeholder engagement in PPP and the effectiveness of the NAADS programme in

Mukono district. This relationship is affirmed by r-values of 0.875** with significant p-values of 0.000 at the level of 0.05 (2-tailed) (r = .875**, p < .05). This implies that higher levels of stakeholder engagement are closely associated with increased effectiveness of the NAADS programme, highlighting the critical role of involving various stakeholders in enhancing the programme's outcomes.

4.3.1 Role of stakeholder engagement in enhancing effectiveness of NAADS programme

From the interviews conducted with the top management from the natural resources department and the production and marketing department of MDLG like the District Agricultural Engineer, they were asked to give their views on the role of stakeholder engagement in enhancing the overall effectiveness of the NAADS programme in Mukono District. The responses of these respondents are discussed below as follows;

The key informants who are who are top management from the natural resources department and the production and marketing department of MDLG like the District Agricultural Engineer emphasized the crucial role of stakeholder engagement in enhancing the overall effectiveness of the NAADS programme. They highlighted that active involvement of farmers in decision-making processes and regular communication between farmers and government agencies are fundamental to the programme's success. This engagement fosters a sense of ownership among farmers, ensuring that their needs and feedback are directly addressed in the planning and implementation stages. Furthermore, the collaboration with private sector organizations was noted to provide essential resources and support, thereby enhancing the programme's capacity to deliver effective agricultural services and innovations.

The key informants also pointed out that effective stakeholder engagement mechanisms, such as feedback systems and grievance redressal, play a significant role in building trust and accountability within the NAADS programme. By valuing farmers' opinions and creating platforms for their voices to be heard, the programme can adapt more readily to local conditions and challenges, leading to more sustainable and impactful outcomes. Additionally, the synergy between different stakeholders, including government bodies, private sector entities, and the farmers themselves, was seen as a catalyst for improving the overall efficiency and effectiveness

of the programme, driving better agricultural productivity and economic growth in the district. One of the key informants had this to say;

> "*.....The active involvement of farmers in decision-making processes and regular communication between them and government agencies are fundamental to the success of the NAADS programme.....*" **District Agricultural Engineer, Mukono District**

4.4 The effect of contract performance and monitoring in PPP on the effectiveness of the NAADS programme in Mukono district

Table 10 summarizes respondents' responses on contract performance and monitoring in public-private partnership (PPP) by using means and standard deviations.

Table 10: Contract performance and monitoring in public-private partnership

Statements	Mean	Std. Dev.
The NAADS programme consistently meets the objectives outlined in its contracts with stakeholders	4.05	0.047
There are clear performance indicators and targets set for monitoring the progress of the NAADS programme	3.97	0.509
Regular monitoring and evaluation activities are conducted to assess the performance of the NAADS programme	4.20	0.401
Any deviations from the agreed-upon contracts in the NAADS programme are promptly addressed and rectified	4.58	0.495
Farmers have access to timely and accurate information regarding the performance of the NAADS programme	4.28	0.450
Farmers feel confident that the contracts governing the NAADS programme ensure accountability & transparency in its implementation	4.18	0.387

Source: *Primary data*

Table 10 above shows analysis concerning contract performance and monitoring in public-private partnership using means and standard deviations which was gotten from use of a Likert

scale which was represented as: Strongly Disagree (1), Disagree (2), Not sure (3), Agree (4) and Strongly Agree (5). The scores of Strongly Disagree and Disagree have been taken to present a variable which mattered to a Small Extent (equivalent to mean score of 0 to 2.4 on the continuous Likert scale). The score of Not sure has been taken to represent a variable that mattered to a moderate extent (equivalent to a mean score of 2.5 to 3.4 on the continuous Likert scale). The score of Strongly agree and Agree have been taken to represent a variable that mattered to a Large Extent (equivalent to a mean score of 3.5 to 5.0 and on a continuous Likert scale). A standard deviation of >1.5 implies a significant difference concerning contract performance and monitoring in public-private partnership.

The findings revealed that on average, the majority of the respondents agreed that the NAADS programme consistently meets the objectives outlined in its contracts with stakeholders, as represented by (Mean = 4.05; STD = 0.047). This implies that the programme is largely successful in adhering to its contractual commitments, thereby ensuring that its goals and objectives are met as planned, which is critical for maintaining stakeholder trust and achieving desired agricultural outcomes.

The findings also indicated that on average, the respondents largely agreed that there are clear performance indicators and targets set for monitoring the progress of the NAADS programme (Mean = 3.97; STD = 0.509). This suggests that the presence of well-defined performance metrics is essential for systematically tracking the programme's achievements and areas needing improvement, thereby enhancing its overall effectiveness.

Furthermore, on average, the respondents agreed that regular monitoring and evaluation activities are conducted to assess the performance of the NAADS programme (Mean = 4.20; STD = 0.401). This indicates that continuous oversight is a key factor in ensuring that the programme remains on track and can adapt to changing circumstances or rectify issues promptly, thereby maintaining high performance standards.

More so, the findings showed a strong agreement that any deviations from the agreed-upon contracts in the NAADS programme are promptly addressed and rectified (Mean = 4.58; STD = 0.495). This highlights the programme's commitment to accountability and responsiveness,

ensuring that any issues are swiftly managed to avoid prolonged disruptions and maintain stakeholder confidence.

In addition, on average, the respondents agreed that farmers have access to timely and accurate information regarding the performance of the NAADS programme (Mean = 4.28; STD = 0.450). This implies that transparency and open communication channels are crucial for keeping farmers informed and engaged, which in turn supports their active participation and trust in the programmer's processes.

Lastly, the findings indicated that on average, the farmers agreed that they feel confident that the contracts governing the NAADS programme ensure accountability and transparency in its implementation (Mean = 4.18; STD = 0.387). This suggests that the integrity of the contractual framework is vital for fostering a sense of security and trust among farmers, thereby enhancing the overall credibility and success of the NAADS programme.

Overall, the high mean scores across these statements highlight the positive perceptions of contract performance and monitoring in PPPs, suggesting it plays a significant role in the effectiveness of the NAADS programme in Mukono District. The findings of the study concerning the relationship between contract performance and monitoring in PPP and the effectiveness of the NAADS programme in Mukono district were further determined using Pearson's correlation that was conducted as shown below;

Table 11: Pearson's correlation on contract performance and monitoring in PPP and the effectiveness of the NAADS programme

Correlations

		Contract performance and monitoring in PPP	Effectiveness of NAADS programme
Contract performance and monitoring in PPP	Pearson Correlation	1	.848**
	Sig. (2-tailed)		.000
	N	80	80
Effectiveness of NAADS programme	Pearson Correlation	.848**	1
	Sig. (2-tailed)	.000	
	N	80	80

**. Correlation is significant at the 0.05 level (2-tailed).

Source: *Primary data*

The findings indicated in table above shows that there is a significant positive relationship between contract performance and monitoring in PPP and the effectiveness of the NAADS programme in Mukono district. This relationship is affirmed by r-values of 0.848** with significant p-values of 0.000 at the level of 0.05 (2-tailed) (r = .848**, p < .05). This suggests that better contract performance and monitoring practices are closely associated with increased effectiveness of the NAADS programme.

4.4.1 Contract performance and monitoring in PPP and its effects on the effectiveness of the NAADS programme

From the interviews conducted with the top management from the natural resources department and the production and marketing department of MDLG like the District Agricultural Engineer, they were asked to give their views on the effect of contract performance and monitoring in PPP on the effectiveness of the NAADS programme in Mukono district. The responses of these respondents are discussed below as follows;

The key informants who are who are top management from the natural resources department and the production and marketing department of MDLG like the District Agricultural Engineer emphasized that effective contract performance and rigorous monitoring are crucial for the success of the NAADS programme. They highlighted that clear performance indicators and regular evaluation activities help ensure that the programme meets its objectives and remains aligned with stakeholder expectations. The informants noted that prompt addressing of any deviations from agreed-upon contracts fosters accountability and transparency, which builds trust among farmers and other stakeholders. Additionally, the availability of timely and accurate information about the programme's performance empowers farmers, enabling them to make informed decisions and actively participate in the programme's implementation.

Furthermore, the key informants pointed out that regular monitoring and evaluation provide critical insights into the areas needing improvement, facilitating continuous enhancement of the programme. They observed that when contracts are well-managed, with clear terms and active oversight, it ensures resources are used efficiently and effectively, leading to better outcomes for the farmers. The informants also mentioned that a systematic approach to contract performance

and monitoring not only enhances the credibility of the programme but also motivates private sector partners to contribute more actively, knowing that their efforts are being properly managed and evaluated. One of the key informants had this to say;

> "*.....Effective contract performance and regular monitoring are essential for ensuring the NAADS programme meets its objectives and maintains accountability.....*" **Production and Marketing Officer, Mukono District**

4.5 The effect of risk management in PPP on the effectiveness of the NAADS programme in Mukono district

Table 12 summarizes respondents' responses on risk management in public-private partnership (PPP) by using means and standard deviations.

Table 12: Risk management in public-private partnership

Statements	Mean	Std. Dev.
The NAADS programme has effective strategies in place to identify potential risks and uncertainties	3.99	0.871
There are clear procedures for assessing and prioritizing risks within the NAADS programme	4.00	0.747
Risk mitigation measures are regularly implemented to address identified risks in the NAADS programme	4.05	0.447
Farmers feel that their interests are protected against potential risks through the NAADS programme	3.97	0.809
The NAADS programme demonstrates flexibility in adapting to changing circumstances and mitigating risks accordingly	4.51	0.498
Farmers believe that proactive risk management enhances the overall success and sustainability of the NAADS programme	4.21	0.406

Source: *Primary data*

Table 12 above shows analysis concerning risk management in public-private partnership using means and standard deviations which was gotten from use of a Likert scale which was represented as: Strongly Disagree (1), Disagree (2), Not sure (3), Agree (4) and Strongly Agree (5). The scores of Strongly Disagree and Disagree have been taken to present a variable which mattered to a Small Extent (equivalent to mean score of 0 to 2.4 on the continuous Likert scale). The score of Not sure has been taken to represent a variable that mattered to a moderate extent (equivalent to a mean score of 2.5 to 3.4 on the continuous Likert scale). The score of Strongly agree and Agree have been taken to represent a variable that mattered to a Large Extent (equivalent to a mean score of 3.5 to 5.0 and on a continuous Likert scale). A standard deviation of >1.5 implies a significant difference concerning risk management in public-private partnership.

The findings revealed that on average, the majority of respondents agreed that the NAADS programme has effective strategies in place to identify potential risks and uncertainties (Mean = 3.99; STD = 0.871). This implies that the respondents believe the programme is proactive in identifying potential risks, which is essential for anticipating challenges and ensuring preparedness.

The findings also established that on average, most of respondents agreed that there are clear procedures for assessing and prioritizing risks within the NAADS programme (Mean = 4.00; STD = 0.747). This suggests that stakeholders perceive the risk assessment process to be well-defined, which is crucial for systematically addressing and managing risks.

Furthermore, the findings pointed out that on average, quite a big number of respondents agreed that risk mitigation measures are regularly implemented to address identified risks in the NAADS programme (Mean = 4.05; STD = 0.447). This indicates that the respondents feel confident that the programme is actively addressing risks, which is vital for minimizing the impact of potential issues.

More so, the findings illustrated that on average, the majority of respondents agreed that farmers feel that their interests are protected against potential risks through the NAADS programme

(Mean = 3.97; STD = 0.809). This implies that farmers trust the programme to safeguard their interests, which is important for gaining their support and participation.

In addition, the findings revealed that on average, most of respondents strongly agreed that the NAADS programme demonstrates flexibility in adapting to changing circumstances and mitigating risks accordingly (Mean = 4.51; STD = 0.498). This suggests that stakeholders view the programme as adaptive and responsive to changes, which is critical for its resilience and sustainability.

Lastly, the findings established that on average, a significant number of respondents agreed that proactive risk management enhances the overall success and sustainability of the NAADS programme (Mean = 4.21; STD = 0.406). This indicates that respondents believe that effective risk management is a key factor in the programme's long-term success and viability.

Overall, the high mean scores across these statements highlight the positive perceptions of risk management in PPPs, suggesting it plays a significant role in the effectiveness of the NAADS programme in Mukono District. The findings of the study concerning the relationship between risk management in PPP and the effectiveness of the NAADS programme in Mukono district were further determined using Pearson's correlation that was conducted as shown below;

Table 13: Pearson's correlation on contract performance and monitoring in PPP and the effectiveness of the NAADS programme

Correlations

		Risk management in PPP	Effectiveness of NAADS programme
Risk management in PPP	Pearson Correlation	1	.833**
	Sig. (2-tailed)		.000
	N	80	80
Effectiveness of NAADS programme	Pearson Correlation	.833**	1
	Sig. (2-tailed)	.000	
	N	80	80

**. Correlation is significant at the 0.05 level (2-tailed).

Source: *Primary data*

The findings indicated in table above shows that there is a significant positive relationship between risk management in PPP and the effectiveness of the NAADS programme in Mukono district. This relationship is affirmed by r-values of 0.833** with significant p-values of 0.000 at the level of 0.05 (2-tailed) (r = .833**, p < .05). This implies that effective risk management practices in PPP are strongly associated with the enhanced performance and success of the NAADS programme.

4.5.1 Effect of risk management in PPP on effectiveness of the NAADS programme

From the interviews conducted with the top management from the natural resources department and the production and marketing department of MDLG like the District Agricultural Engineer, they were asked to give their views on the effect of risk management in PPP on the effectiveness of the NAADS programme in Mukono district. The responses of these respondents are discussed below as follows;

The key informants who are who are top management from the natural resources department and the production and marketing department of MDLG like the District Agricultural Engineer emphasized the critical role of risk management in enhancing the effectiveness of the NAADS programme in Mukono district. They highlighted that robust risk management strategies within PPP frameworks have significantly contributed to the programme's success. These strategies include systematic identification, assessment, and prioritization of potential risks, which ensure that both predictable and unforeseen challenges are adequately addressed. The informants noted that the ability of the NAADS programme to adapt to changing circumstances and implement timely risk mitigation measures has bolstered its resilience and sustainability. This adaptability has allowed the programme to maintain its objectives and continue delivering benefits to farmers even in the face of adverse conditions.

Furthermore, the key informants underscored the importance of clear procedures and proactive measures in managing risks. They pointed out that the transparency and accountability facilitated by regular monitoring and evaluation activities have been instrumental in maintaining stakeholder confidence. The informants also indicated that the engagement of farmers in risk management processes has empowered them to take preventive actions, thereby enhancing their

sense of security and investment in the programme. Overall, effective risk management practices in PPP have not only safeguarded the interests of farmers but also ensured the consistent performance and credibility of the NAADS programme in Mukono district. One of the key informants had this to say;

> "*.....Effective risk management within the NAADS programme has been pivotal in maintaining its resilience and ensuring continued support for farmers, even when unexpected challenges arise.....*" **District Agricultural Engineer, Mukono District**

4.6 Regression analysis on PPP best practices on effectiveness of the NAADS programme

The overall model made a significant contribution, accounting for 93.7% of the variability in operational performance (Total $\Delta R^2 = .937$, $p = .000$). The table below importantly shows the R-Square (R2) and R-Square Change (ΔR^2) for each model, showing its contribution to the overall model. These values are interpreted alongside the ANOVA table providing the F values for each model together with the levels of significance.

Table 14: Linear Regression Analysis Results

Model Summary						
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	
1		.669[a]	.639	.637	.325	
ANOVA[a]						
Model		Sum of squares	df	Mean Square	F	Sig.
1	Regression	72.053	3	24.019	39.742	0.000[b]
	Residual	2.764	76	0.060		
	Total	74.820	79			
Coefficients[a]						
Model		Un standardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.448	.256		1.749	.042
	Stakeholder engagement	.332	.056	.308	4.686	.000
	Contract performance and monitoring	.350	.182	.323	5.003	.004
	Risk management	.213	.291	.257	3.076	.003

a. Dependent Variable: Effectiveness of the NAADS programme
b. Predictors: (constant), Stakeholder engagement, Contract performance and monitoring, Risk management

$P \leq 0.05$

Source: *Primary data*

Table 14 shows a coefficient of determination (R-square) of 0.639 at a significance level of 0.000 suggesting that effectiveness of the NAADS programme was 63.9% at a standardized error of estimate of 0.325. The correlation coefficient (R= 0.669 or 67%) indicated the strength of the association between stakeholder engagement, contract performance & monitoring, and risk management taking into considerations all interactions among the study variables. The adjusted R^2 of 0.637 or 64% was the variance in the level of effectiveness of the NAADS programme explained by stakeholder engagement, contract performance & monitoring, and risk management putting into consideration all the variables and the sample size of the study. The remaining variance of 36% is explained by other factors other than stakeholder engagement, contract performance & monitoring, and risk management.

The standardized coefficient statistics revealed that, Contract performance and monitoring ($\beta = 0.323$, $t = 5.003$, $p = 0.004$), Stakeholder engagement ($\beta = 0.308$, $t = 4.686$, $p = 0.000$), and Risk management ($\beta = 0.257$, $t = 3.076$, $p = 0.003$) are all significant in determining effectiveness of the NAADS programme in Mukono district.

Table 14 also presents the analysis of variance (ANOVA). The findings reveal that on average, the mean score on the determinants of effectiveness of the NAADS programme tended to differ significantly. With the computed F-statistic (F=39.742) large enough as its accompanying P-value = 0.000 < 0.05. Thus, since the significance or p-value, 0.000 is less than $\alpha = 0.05$, then at 5% level of significance, it is deduced that the computed or observed F is large enough to infer that the responses differed significantly. This means that when appropriate stakeholder engagement, contract performance & monitoring, and risk management practices are adopted in public-private partnership, then the effectiveness of the NAADS programme in Mukono district will be achieved.

CHAPTER FIVE

DISCUSSIONS OF FINDINGS

5.0 Introduction

This chapter presents the discussion of findings according to the study objectives. The section considered possible explanations for the results with various views from other scholars. Furthermore, this research was carried out centering on three key objectives. Findings in relation to these objectives were attained. In this section therefore, these findings are further discussed to check their relevance to the overall knowledge generation and testing. These discussions are organized in line with the objectives of the study and paying special courtesy to the key findings attained from the process of data analysis as follows;

5.1 Effect of stakeholder engagement in PPP on effectiveness of the NAADS programme

The study findings revealed that the NAADS programme effectively involves farmers in decision-making processes related to agricultural activities, with a mean score of 4.49 and a standard deviation of 0.640. These findings relate with the literature by Peters et al. (2018), who emphasize that involving stakeholders, particularly farmers, in decision-making processes leads to more relevant and effective agricultural programmes. According to Peters et al., participatory approaches ensure that programmes align with the actual needs and priorities of the beneficiaries, thereby enhancing their success and sustainability.

The study findings also established that there is regular communication between farmers and government agencies involved in the NAADS programme, as evidenced by a mean score of 4.47 and a standard deviation of 0.660. These findings align with the literature by Smith and Taylor (2019), who argue that regular communication channels between stakeholders in PPPs foster transparency, trust, and timely information sharing. Smith and Taylor highlight that such communication is essential for addressing concerns promptly and ensuring that all parties are well-informed, which ultimately contributes to the programme's effectiveness.

Furthermore, the study found that private sector organizations actively participate in providing support and resources to farmers through the NAADS programme, represented by a mean score

of 3.99 and a standard deviation of 0.871. The findings relate with the literature by Johnson et al. (2020), who note that private sector participation in PPPs can bring additional resources, expertise, and innovation, which are critical for enhancing programme outcomes. Johnson et al. argue that the private sector's involvement can complement public efforts and provide the necessary support to improve agricultural productivity and sustainability.

Lastly, the findings illustrated that farmers feel their opinions and feedback are valued in shaping the implementation of the NAADS programme, with a mean score of 4.61 and a standard deviation of 0.592. These findings correspond with the literature by Lee et al. (2017), who stress the importance of feedback mechanisms in PPPs for continuous improvement. Lee et al. assert that when stakeholders feel heard and valued, it leads to higher levels of engagement and satisfaction, which are crucial for the long-term success of any programme. Additionally, the correlation analysis indicated a significant positive relationship ($r = 0.875$, $p < 0.05$) between stakeholder engagement and the effectiveness of the NAADS programme, affirming the critical role of stakeholder involvement in achieving effective programme outcomes. This strong positive correlation aligns with findings by Lee et al., (2022) who found that high levels of stakeholder engagement are strongly associated with enhanced programme effectiveness.

5.2 Effect of contract performance and monitoring in PPP on effectiveness of the NAADS programme

The study findings revealed that the NAADS programme consistently meets the objectives outlined in its contracts with stakeholders, as indicated by a mean score of 4.05 and a standard deviation of 0.047. This implies that the programme is largely successful in adhering to its contractual commitments, thereby ensuring that its goals and objectives are met as planned. This is critical for maintaining stakeholder trust and achieving desired agricultural outcomes. The findings relate with the literature by Beisheim and Dingwerth (2008), who argue that clear contractual agreements and consistent fulfillment of those agreements are fundamental to the success of PPPs. According to Beisheim and Dingwerth, meeting contractual objectives helps build credibility and reliability, which are essential for sustaining stakeholder support and engagement.

The study findings also indicated that there are clear performance indicators and targets set for monitoring the progress of the NAADS programme, with a mean score of 3.97 and a standard deviation of 0.509. This suggests that the presence of well-defined performance metrics is essential for systematically tracking the programme's achievements and areas needing improvement, thereby enhancing its overall effectiveness. These findings align with the literature by Hodge and Greve (2017), who emphasize the importance of performance metrics in PPPs. Hodge and Greve highlight that clear performance indicators facilitate regular monitoring and assessment, enabling timely interventions and adjustments to improve programme outcomes and efficiency.

Furthermore, the study found that regular monitoring and evaluation activities are conducted to assess the performance of the NAADS programme, represented by a mean score of 4.20 and a standard deviation of 0.401. This indicates that continuous oversight is a key factor in ensuring that the programme remains on track and can adapt to changing circumstances or rectify issues promptly, thereby maintaining high performance standards. The findings correspond with the literature by Klijn and Teisman (2003), who stress the role of regular monitoring and evaluation in PPPs. Klijn and Teisman argue that systematic oversight mechanisms are crucial for identifying deviations from planned activities and implementing corrective measures, which helps in maintaining the effectiveness and efficiency of the programme.

Lastly, the findings showed a strong agreement that any deviations from the agreed-upon contracts in the NAADS programme are promptly addressed and rectified, with a mean score of 4.58 and a standard deviation of 0.495. This highlights the programme's commitment to accountability and responsiveness, ensuring that any issues are swiftly managed to avoid prolonged disruptions and maintain stakeholder confidence. These findings align with the literature by Bovaird (2004), who underscores the importance of accountability and prompt rectification of issues in PPPs. Bovaird notes that addressing deviations promptly is essential for maintaining trust and credibility among stakeholders, which in turn supports the sustainability and effectiveness of the programme.

5.3 Effect of risk management in PPP on effectiveness of the NAADS programme

The study findings revealed that the NAADS programme has effective strategies in place to identify potential risks and uncertainties, as indicated by a mean score of 3.99 and a standard deviation of 0.871. This implies that the respondents believe the programme is proactive in identifying potential risks, which is essential for anticipating challenges and ensuring preparedness. The findings relate with the literature by Smith et al. (2006), who emphasize the importance of proactive risk identification in PPPs. According to Smith et al., early identification of risks allows for the development of mitigation strategies that can prevent potential issues from escalating, thereby safeguarding the overall effectiveness and sustainability of the programme.

The study findings also established that there are clear procedures for assessing and prioritizing risks within the NAADS programme, with a mean score of 4.00 and a standard deviation of 0.747. This suggests that stakeholders perceive the risk assessment process to be well-defined, which is crucial for systematically addressing and managing risks. The findings relate with the literature by Grimsey and Lewis (2002), who argue that structured risk assessment procedures are vital for the successful management of PPP projects. Grimsey and Lewis highlight that clear risk assessment protocols enable stakeholders to prioritize risks based on their potential impact, ensuring that resources are allocated efficiently to mitigate the most significant threats.

Furthermore, the findings pointed out that risk mitigation measures are regularly implemented to address identified risks in the NAADS programme, as reflected by a mean score of 4.05 and a standard deviation of 0.447. This indicates that the respondents feel confident that the programme is actively addressing risks, which is vital for minimizing the impact of potential issues. The findings relate with the literature by Ng and Loosemore (2007), who underscore the importance of regular implementation of risk mitigation measures in PPPs. According to Ng and Loosemore, ongoing risk mitigation activities help maintain the stability and performance of PPP projects by continuously addressing emerging risks and preventing disruptions.

Finally, the findings illustrated that the NAADS programme demonstrates flexibility in adapting to changing circumstances and mitigating risks accordingly, as shown by a mean score of 4.51 and a standard deviation of 0.498. This suggests that stakeholders view the programme as

adaptive and responsive to changes, which is critical for its resilience and sustainability. The findings relate with the literature by Carbonara et al. (2015), who emphasize the necessity of flexibility in risk management for PPPs. Carbonara et al. argue that the ability to adapt to new challenges and implement effective risk mitigation strategies is essential for the long-term success and sustainability of PPP projects, as it allows for continuous improvement and responsiveness to dynamic environments.

CHAPTER SIX

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

6.0 Introduction

This chapter summarizes all findings reported in chapter four according to questions of the study, draws conclusions, suggests recommendations and also proposes some areas for further study.

6.1 Summary of findings

The study findings revealed that there is a significant positive relationship between stakeholder engagement in public-private partnerships (PPP) and the effectiveness of the NAADS programme in Mukono District ($r = 0.875$, $p < 0.05$). The active involvement of farmers in decision-making processes, regular communication with government agencies, and the participation of private sector organizations were highlighted as critical factors. These elements fostered a sense of ownership, trust, and accountability among farmers, enhancing the programme's capacity to deliver effective agricultural services. Effective stakeholder engagement mechanisms, including feedback systems and grievance redressal, further contributed to the programme's adaptability and sustainability. The regression analysis confirmed that stakeholder engagement is a significant predictor of the programme's effectiveness ($\beta = 0.308$, $p = 0.000$), underscoring its pivotal role in driving better agricultural productivity and economic growth in the district.

Furthermore, the study findings revealed that there is the significant positive relationship between contract performance and monitoring in public-private partnerships (PPP) and the effectiveness of the NAADS programme in Mukono District ($r = 0.848$, $p < 0.05$). Interviews with key informants highlighted the pivotal role of effective contract performance and rigorous monitoring in ensuring programme success. Clear performance indicators, regular evaluation activities, and prompt resolution of contract deviations were identified as essential elements fostering accountability, transparency, and stakeholder trust. Additionally, systematic monitoring and evaluation provided insights for continuous improvement, enhancing programme credibility and motivating private sector engagement. The regression analysis further confirmed the significance of contract performance and monitoring ($\beta = 0.323$, $p = 0.004$) as a determinant of

the NAADS programme's effectiveness. These findings underscore the critical importance of robust contract management practices in driving the success of PPP initiatives like the NAADS programme.

Lastly, the findings revealed that there is a significant positive relationship between risk management in public-private partnerships (PPP) and the effectiveness of the NAADS programme in Mukono District ($r = 0.833$, $p < 0.05$). Interviews with key informants highlighted the critical role of robust risk management strategies in enhancing programme effectiveness. These strategies include systematic identification, assessment, and prioritization of potential risks, ensuring preparedness for both predictable and unforeseen challenges. Moreover, the programme's ability to adapt to changing circumstances and implement timely risk mitigation measures has bolstered its resilience and sustainability. Clear procedures and proactive measures in risk management, along with stakeholder engagement, have not only safeguarded farmers' interests but also ensured the programme's consistent performance and credibility. The regression analysis further affirms the significance of risk management in determining the effectiveness of the NAADS programme in Mukono district ($\beta = 0.257$, $t = 3.076$, $p = 0.003$).

6.2 Conclusions

In conclusion, the study's comprehensive analysis underscores the pivotal role of stakeholder engagement, contract performance and monitoring, and risk management in driving the effectiveness of the NAADS programme in Mukono District within the framework of public-private partnerships (PPPs). These elements, characterized by strong positive correlations and significant regression coefficients, highlight their critical importance in ensuring programme success and sustainability. Effective stakeholder engagement fosters ownership, trust, and accountability, while robust contract management practices enhance transparency and stakeholder confidence. Furthermore, proactive risk management strategies bolster programme resilience and adaptability, safeguarding farmers' interests and enhancing overall performance. Together, these findings emphasize the multidimensional nature of successful PPP initiatives and underscore the importance of integrating stakeholder collaboration, contract governance, and risk mitigation strategies in agricultural development programs like the NAADS programme.

6.3 Recommendations

Based on the findings of the study, the following recommendations have been found necessary concerning an assessment of PPP best practices on the effectiveness of the NAADS programme in Uganda: a case of Mukono District, Uganda.

The study recommends the need for enhanced stakeholder engagement mechanisms within the NAADS programme in Mukono District. This entails fostering active involvement of farmers in decision-making processes, promoting regular communication channels with government agencies, and encouraging participation from private sector organizations. Implementing feedback systems and grievance redressal mechanisms can further strengthen stakeholder engagement and cultivate a sense of ownership, trust, and accountability among all involved parties.

Furthermore, the study recommends the need for establishing robust contract management practices within the NAADS programme in Mukono District. Clear performance indicators, well-defined contractual terms, and regular monitoring and evaluation activities should be prioritized to ensure adherence to contractual commitments and enhance programme transparency. Prompt resolution of contract deviations and proactive communication with stakeholders are essential for maintaining accountability and stakeholder confidence in the programme's operations.

Lastly, the study recommends the need for implementing comprehensive risk management strategies within the NAADS programme in Mukono District. This involves systematically identifying, assessing, and prioritizing potential risks and uncertainties to ensure preparedness for both anticipated and unforeseen challenges. Flexibility in adapting to changing circumstances and timely implementation of risk mitigation measures are crucial for enhancing programme resilience and sustainability. Additionally, clear procedures and proactive measures in risk management should be coupled with stakeholder engagement initiatives to safeguard farmers' interests and maintain programme credibility.

6.4 Areas for further research

Further research in the realm of "An Assessment of Public-Private Partnership Best Practices on the Effectiveness of the NAADS Programme in Uganda: A Case of Mukono District, Uganda" should focus on several key areas;

Firstly, the researcher recommends that further research should focus on exploring the impact of technology integration within PPP frameworks on agricultural service delivery and stakeholder engagement.

Secondly, the researcher recommends that further research should focus on investigating the effectiveness of capacity building initiatives in empowering local stakeholders to participate actively in PPPs.

Thirdly, the researcher recommends that further research should focus on analyzing the influence of socio-economic factors, such as gender dynamics and income disparities, on the implementation and outcomes of PPPs within agricultural development programmes.

Lastly, the researcher recommends that further research should focus on conducting longitudinal studies to assess the long-term impacts and evolution of PPPs in enhancing agricultural productivity, rural livelihoods, and economic growth in Mukono District and beyond.

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APPENDICES

Appendix 1: Research Budget and Timeline

Activity	**Resources**	**Cost**	**Schedule (2024)**			
		UGX	Mar-Apr	May	June	July
Proposal writing	Internet, Transport Stationery	50,000 50,000 100,000				
Data collection	Transport Lunch Stationery	200,000 50,000 100,000				
Data analysis	Internet	50,000				
Final dissertation writing	Internet Stationery (Printing & binding)	50,000 100,000				
Dissertation submission						
Total		**750,000**				

Appendix 2: Questionnaire

For selected farmers in Nyenje Parish, Goma Sub-County, Mukono district

Dear respondent,

I am Fulatu Nambozo a student of Public Administration at Uganda Christian University conducting research on "an assessment of PPP best practices on the effectiveness of the NAADS programme in Uganda: a case of Mukono District, Uganda". I assure total confidentiality of the information given to me during this research. This research will contribute to the award of my degree of Master of Public Administration and Management, so I humbly ask you for your cooperation.

PERSONAL BACKGROUND INFORMATION

Tick where applicable

1. What is your gender?

a) Male ☐ b) Female ☐

2. What is your age group?

a) 21-30 years ☐ b) 31-40 years ☐

c) 41-50 years ☐ d) Above 50 years ☐

3. What is your highest level of education?

a) Primary ☐ b) Secondary ☐

c) Tertiary ☐ e) No education ☐

4. Religion

a) Catholic ☐ b) Anglican ☐

c) Muslim ☐ d) Pentecostal ☐

e) Others specify……..

5. For how long have you benefited from the NAADS programme?

a) Less than 1 year ☐ b) 1-5 years ☐

c) 6-10 years ☐ d) More than 10 years ☐

Note: In the following sections, rate your degree of agreement on each statement under each objective using a scale of 5(Strongly Agree), 4(Agree), 3(Not sure), 2(Disagree) and 1(Strongly Disagree).

Section B: Public Private Partnership (PPP) best practices

	Statements	**Responses**				
s. no	**Stakeholder engagement**	**5**	**4**	**3**	**2**	**1**
1	The NAADS programme effectively involves farmers in decision-making processes related to agricultural activities					
2	There is regular communication between farmers and government agencies involved in the NAADS programme					
3	Private sector organizations actively participate in providing support and resources to farmers through the NAADS programme					
4	Farmers feel that their opinions and feedback are valued in shaping the implementation of the NAADS programme					
5	There are adequate mechanisms in place to address grievances and concerns raised by farmers regarding the NAADS programme					
6	Farmers believe that the collaboration between different stakeholders enhances the overall effectiveness of the NAADS programme					
s. no	**Contract performance and monitoring**	**5**	**4**	**3**	**2**	**1**
1	The NAADS programme consistently meets the objectives outlined in its contracts with stakeholders					
2	There are clear performance indicators and targets set for monitoring the progress of the NAADS programme					

3	Regular monitoring and evaluation activities are conducted to assess the performance of the NAADS programme					
4	Any deviations from the agreed-upon contracts in the NAADS programme are promptly addressed and rectified					
5	Farmers have access to timely and accurate information regarding the performance of the NAADS programme					
6	Farmers feel confident that the contracts governing the NAADS programme ensure accountability & transparency in its implementation					
s. no	**Risk management**	**5**	**4**	**3**	**2**	**1**
1	The NAADS programme has effective strategies in place to identify potential risks and uncertainties					
2	There are clear procedures for assessing and prioritizing risks within the NAADS programme					
3	Risk mitigation measures are regularly implemented to address identified risks in the NAADS programme					
4	Farmers feel that their interests are protected against potential risks through the NAADS programme					
5	The NAADS programme demonstrates flexibility in adapting to changing circumstances and mitigating risks accordingly					
6	Farmers believe that proactive risk management enhances the overall success and sustainability of the NAADS programme					

Section C: Effectiveness of the NAADS programme in Mukono district

	Statements	**Responses**				
s. no	**Effectiveness of the NAADS programme in Mukono**	**5**	**4**	**3**	**2**	**1**
1	The NAADS programme has significantly improved agricultural productivity in Mukono district					
2	Farmers have better access to agricultural inputs and resources through the NAADS programme					

3	The NAADS programme has facilitated improved market linkages for farmers in Mukono district					
4	Farmers feel that their livelihoods have been positively impacted by the interventions of the NAADS programme					
5	The NAADS programme effectively addresses the specific needs and challenges of farmers in Mukono district					
6	Overall, farmers are satisfied with the outcomes and performance of the NAADS programme in Mukono district					

Thank you very much for your cooperation

Appendix 3: Interview Guide

With the Key Informants

Dear respondent,

I am Fulatu Nambozo a student of Public Administration at Uganda Christian University conducting research on "an assessment of PPP best practices on the effectiveness of the NAADS programme in Uganda: a case of Mukono District, Uganda". I assure total confidentiality of the information given to me during this research. This research will contribute to the award of my degree of Master of Public Administration and Management, so I humbly ask you for your cooperation.

Section A: Introductions

1. Tell me about yourself (*gender, age, level of education*)
2. What position do you hold in Mukono District Local Government?
3. How long have you worked in that position?

Section B: The effect of stakeholder engagement in PPP on the effectiveness of the NAADS programme in Mukono district

4. Do you believe that active involvement of stakeholders positively influences the implementation of the NAADS programme in Mukono District?
5. How do you ensure effective communication and collaboration among stakeholders involved in the NAADS programme in Mukono District?
6. In your opinion, what role do stakeholders play in enhancing the overall effectiveness of the NAADS programme in Mukono District?

Section C: The effect of contract performance and monitoring in PPP on the effectiveness of the NAADS programme in Mukono district

7. How do you ensure that contracts governing the NAADS programme in Mukono District are consistently adhered to by all parties involved?
8. What measures are in place to monitor and evaluate the performance of the NAADS programme contracts in Mukono District?

9. How do you address any deviations or challenges encountered in the implementation of contracts within the NAADS programme in Mukono District?

Section D: The effect of risk management in PPP on the effectiveness of the NAADS programme in Mukono district

10. What strategies are employed to identify and mitigate potential risks associated with the NAADS programme in Mukono District?
11. How do you ensure that risk management practices are integrated into the planning and execution of the NAADS programme in Mukono District?
12. In your experience, what impact does effective risk management have on the overall success of the NAADS programme in Mukono District?

Thank you for your cooperation