

Muyambi Andrew Kishokye and Kanyesime Alex

ABSTRACT: The study was about leadership challenges and management of community development projects in Uganda, the case of TPO Uganda SOCY Kabale District. The suitable theory chosen to guide this study was the stakeholder theory of Edward Freeman propounded in 1984. The Stakeholder Theory is relevant for organizational management since it addresses morals and values, such as those related to corporate social responsibility. It is used as one of the frameworks in corporate social responsibility methods by involving all those affected by the project. The study adopted a case study research design, which employed both quantitative and qualitative research approaches to collect and analyze data. The study targeted beneficiaries, who were children, youths and caregivers. A sample size of 136 participants was selected from a study population of 167 respondents using purposive, convenient and simple random sampling techniques. Both questionnaires and interviews comprised the data collection instruments. Descriptive and inferential statistics were used to analyze quantitative data while content analysis was used to analyze qualitative data. Using multiple regression analysis, the study found a weak but significant association between leadership challenges and management of community development projects. Communication had a significant positive effect on management of community projects while change management and financial resources had insignificant effects on management of community development projects. Citizen participation was found to affect management of community projects. In conclusion, leadership challenges have a weak effect on the management of community development projects. In recommendation, TPO should provide, training to citizens on their role in management of community development projects, should ensure making their goals and objectives clear to the concerned citizens, should redesign their management strategies to cater for change management, and should adopt proper and sound financial management practices to remain accountable and transparent to both funders and beneficiaries.

KEY WORDS; Leadership, Challenges, Management, Community development projects, TPO Uganda, SOYC, Kabale District.

I. INTRODUCTION

Leadership is vital to achieve project development. The essence of project leadership is significant to project management and development. However, leadership in projects shows a number of inconsistencies and challenges where several variables and contexts affect project effectiveness (Clarke, 2012). This study therefore investigated leadership challenges and the management of community development projects using the case of sustainable outcomes for children and youths project in Kabale District. Behrouz (2017) defines Management as a process of attaining organizational goals through effective and efficient planning, organizing, leading and controlling the organization's human, physical financial and informational resources. In this chapter, the researcher presented the background to the study, statement of the problem, major objective, specific objectives, research questions, scope of the study, significance of the study and the theoretical framework.

Historically, the concept leadership and its associated challenges dates to the dawn of man since it is an influence relationship (Sebamala, 2018). This is premised on the notion that the strongest man became the leader of the caveman clan. However, the concept of organized leadership emerged from the complex civilization in the Nile valley of Egypt at the beginning of the third Millennium BC. This freed the early inhabitants of the region from hunting and gathering lifestyle to settled life about 5000 BC (Chrisomalis & Nakyejwe, 2019). This followed up in Mesopotamia in the fourth dynasty in the old Kingdom around (2625-2500 B.C and the Ancient Roman Empire at about 167 B.C (Sebamala, 2018). Since then, it has grown even to incorporate projects especially in the 1950s. Conceptually, leadership is the interpersonal influence exercised in a situation and directed through the communication process towards the attainment of specific goals of an organization (Kelly, 2014). Leadership has been identified as an important function towards achieving the aims and objectives of an organization. Lawal and Owolabi (2017) describes leadership as an essential oil that keeps the wheel of organization working without any difficulty. In addition, (Mugisha, 2017) defined leadership as the process of influencing the activities of an individual or group towards goal achievement. Project leadership challenges are the variables that impede controls to the project success limiting teamwork, communication, and opening for citizen participation, change management and planning (Yang, 2011). Project leadership challenges are the inhibitors to elicit the ability to steer development while leading the others in project work. Project leadership challenges impact negatively on improving project management practices in order to reduce uncertainty and complexity associated with project pursuit (Anantamula, 2010). In this study, leadership challenges meant inability to adhere to project principles of

citizen participation, opening up communication to the stakeholders, inability to responses to project dynamic changes that crop up in the environment and financial challenges. Behrouz (2017) reveals that project management is both an art and a science which involves the process of attaining organizational goals through effective and efficient planning, organizing, leading and controlling the organization's human, physical financial and informational resources. A manager is considered as problem solver who creates culture of rationality and control where energies are intended for targeted goals. Similar to other managers, the project manager must portray himself at once as a man of thought, a man of action and as a front man.

Community projects are ventures concerned with promoting human rights, democracy, equality and social justice. In essence, it is about tackling poverty and disadvantage. This increases people's power to influence the decisions that affect them, both individually and as a community and ensuring that services and resources are available to communities in ways that are accessible and appropriate to meeting their diverse needs and aspirations (Bamber, Owens, Schonfeld, Ghate & Fullerton, 2010). Community development can be understood as a broad approach to working in ways that are empowering and participative. There is a focus on the most disadvantaged sections of the population, who may be defined by age, gender, ethnicity, disability, economic status or other such categories. Community development might be universal or targeted, potentially working with the whole community or a particular group such as young people like in the case of this study. In Uganda, leadership in community development is emphasized strongly to realize sustainable development (Mbabazi, 2017). The project manager is also the project leader making projects quite demanding (Nirmal, 2017). To this end, projects world over have attained decimally on their goals due to challenges. The statistics of failing projects are alarming. The study by an Economist in 2014 stated that only 56% of all projects were successful in delivering their intended outputs and/or outcomes (Ecomisit, 2014). In the UK, the government's major projects portfolio in 2014/15 was made up of 188 projects with a lifetime project value of £489 Billion. The UK government House of Commons report (2016), stated that only one in three of these projects are likely to be delivered on time and to budget. This reveals that £326 Billion of UK tax payers money is 'at risk. The environment in which projects are being managed has become more fluid, ambiguous and increasingly more challenging (Hodgkins, 2016).

Similarly, Abudi (2016) reports that only 2.5% percent of companies successfully complete their projects. This is staggeringly disappointing. Managing projects is no less than running a small city. This requires to take care of the projects, resources, deadlines, manage the budget, ensure proper communication, foresee potential risks and taking care of so many things can be nerve-wracking and it's not surprising if something or the other slips out of the mind (Hodgkins, 2016) SOCY is a 5-year (2015-2020) USAID funded program that is being implemented in 21 districts of Uganda. The program is aimed at improving health, nutrition, education and psychosocial wellbeing of vulnerable populations as well as reducing exploitation, abuse and neglect of Children. The program is implemented by a consortium of organisations that include Catholic Relief Services as the Prime agency. Project implementation is divided into three Regions that are each managed by a local implementing partner: ACODEV is responsible for the Western Region; ANPPCAN manages the Central Region; and TPO the Southwestern Region. These implementing partners are specifically responsible for the coordination of SOCY in their region, and provide hands on support at the district level for effective implementation (SOCY-AMELP, 2015).

TPO Uganda as an implementing partner is overseeing 13 districts of Kabale, Rukiga, Rubanda, Bushenyi, Kanungu, Kiruhura, Rukungiri, Ntungamo, Rakai, Gomba, Mityana, Ibanda, Mbarara and Isingiro. Each district has a target number of beneficiaries which is broken down as per chosen areas. In each district SOCY project is implemented along with established service provision structures. These include the district and existing NGOs. Each district gives its progress reports and has unique challenges which are addressed from context. In Kabale District like elsewhere in project areas, social workers access health centers and communities access lists of HIV positive clients for selection/enrollment into SOCY. Social workers and Para social workers enroll beneficiaries into SOCY project. Enrollment is done by filling: OVC identification and prioritization tool, Household Assessment tool, Home Visit, HIV Risk Assessment tool and Household Improvement Plan. All members of the household enrollment automatically become beneficiaries even though the entry point was one member who was HIV positive. Each of the household members thus can participate in a suitable SOCY intervention (SOCY-AMELP, 2015). However, implementation of SOCY in Kabale has been affected by management outcomes and are in part related to leadership. The project staff restructuring due to budget cuts has affected implementation of SOCY interventions. SOCY suffers from poor attendances during apprenticeship training, dropout of apprentices due to limited supervision by field staff, and the low rate of youths group formation. Budget cuts don't cuts do not allow SOCY to recruit and train new field agents to monitor the savings groups (SOCY-TPO, 2018). Information dissemination about achievement is inadequate (Midline Evaluation Report, 2017). It was on such grounds that

the researcher sought to ascertain the extent to which leadership challenges have failed the implementation of SOCY in Kabale.

SOYC has improved the wellbeing of children and youths orphaned and made vulnerable by HIV and other adversaries in Uganda through their activities: formation of saving groups for caregivers, vocational training for out of school youths, better parenting training for caregivers, training of child protection structure, enrollment of project beneficiaries who are mainly households affected by HIV/AIDS. Despite their success in some parts of Uganda, there is minimal capacity secured of caregivers, CSOs, and local government involved in supporting children to perform the activities necessary to improve outcomes for children (SOCY-TPO, 2018). Orphaned and vulnerable children, youths and their care givers are not yet economically empowered to access core services (M&E Report, 2017). Related reports indicate that the project has not enabled families and caregivers to provide children with regular nutritious meals to address health concerns (TOP/SOCY M&E Report, 2018). The targets are not registered as per the M&E log frame (SOCY/TPO Report, 2018). There is attrition of selected beneficiaries where 15 youths and children dropped out by 2018. Beneficiaries have diverging expectations from the project goals leading to less enthusiasm among beneficiaries (SOCY –TPO Quarterly Report, 2018). Untimely releases of project funds and budget cuts have led to a slump in service provision (M&E Report, 2019). There is failure to form village saving groups and those formed have no signs of sustainability (SOCY –TPO Quarterly Report, 2018) TPO communities have suffered neglect and they are poverty-stricken with minimal development outcomes. There is a mismatch in periodization and community context (TOP M&E Report, 2018). Whether all these gaps are due to leadership challenges is an aspect that warrants investigation. The current study therefore, was an attempt to ascertain the extent to which these anomalies in the management of Kabale district SOCY project are related to leadership challenges in relation to citizen participation, communication, change management and financial resources.

The general objective of this study was to ascertain the leadership challenges and the management of community development projects with specific reference to SOCY in Kabale District. The study was carried out in Kabale District and specifically Northern Division of Kabale Municipality. It is found in the South Western Region of Uganda approximately 400km from KCCA. The geographic coordinates of Northern Division Are Latitude: 1°14'23.6"S (-1.2398800°) and longitude 29°58'52.9"E (29.9813500°). The study covered a period of four years, which is from 2015-2018. 2015 is the year when the SOCY project was first implemented in the area, this period has been chosen because it covers all the previous years of the project activities being implemented in the area. The four years are adequate enough to give a comparative aspect of the project.

This study would inform USAID/Catholic relief Services decision makers to influence community development projects. The findings would inform the project managers and stakeholders of TPO Uganda on the possible gaps and possible remedies from the made recommendations on how to fill the performance gaps as regards SOCY project. The study findings would provide literature to future researchers, students and teachers on project management studies. The study results would stimulate impetus for replication in other related subject content and geographical areas.

II. LITERATURE REVIEW

This chapter reviews the literature related to leadership challenges and management of community development projects. Journals, text books monographs and publications that bear insight to the study have been reviewed and discussed. The literature is reviewed in line with study objectives.

Citizen Participation challenges and management of community development projects : Citizen participation is a critical component of community development (Tritter et al, 2015). Participation means that affected parties have access to decision-making and power so that they acquire a meaningful stake in the work of the institution (Stewart 2013). Joint decision making creates opportunities for information sharing, defining mutual objectives, and critical assessment, of quality service, effectiveness, efficiency monitoring and evaluation for quality. However, participation is complex, leaders have minimal impetus of opening avenues for user system involvement, even where opportunities are open, citizens quite often have immediate challenges that preoccupy them and often lack a common goal. Iheriohanmaand & Nwokorie, (2014) report a similar situation in Nigeria.

The studies only stop at mentioning that citizen participation is rather difficult without showing it as a challenge to project management.

Inherently, the real organization setting is bureaucratic and arranged according to Weber's theory of bureaucracy. This makes the organization orderly and accountable in terms of output. The strict adherence to rules and application of regulations discourage participation. Apparently, there is no organization that can survive without procedures, rules and standards, which is counterproductive to participation. Olupot (2014) analyzed participation as costly in terms of time and evaluating information. The author's findings are descriptive, lacked context and methodology to deduce solid conclusions that can be applicable to SOCY in Kabale District thus warranting this study.

Aiko, Akinochi&Lekorwe (2016) found that in Tanzania, citizens are not convinced that it is their responsibility to hold institutions accountable for service delivery. REPOA (2014) report that citizens are also less likely to engage with their service providers as there is a perception that their concerns will not be heard or taken seriously. Muro and Namusonge (2015) found that in Tanzania even if community participation is seen as important, and there is a conducive environment, community members indicated that they lack skills. These assertions indicate that community lack the zeal and feel inferior to participate in local service provision including projects. These findings are general to institutions and are not specific to community development projects, thus whether such findings hold similar analogs for SOCY in Kabale district deserves to be validated.

Goddard and Mzenzi (2015) revealed that organizations use accounting strategies to make their activities appear legitimate and effective. This discourages communities to engage the leaders on several issues after all they are not competent enough and technical to derive understanding from project literature considered. Similarly, Derogatias (2014), reports that in Tanzania there is no citizen participation since experts use their professional power to dominate the local citizenry. They impose their own ideas of development, which do not serve the entire citizens interest. The findings lack empirical evidence and quantitative aspects making it difficult to deduce conclusions for other settings including SOCY making this study instrumental.

Segregation on class, gender and age limit all inclusive participation. Siddiquee (2014) reveals that women are hardly included in the leadership of projects. Yet, Farinde et al. (2013) indicates that women possess the necessary skills and capacity to deliver good programs in the community, and effectively accomplish community development projects. Customers and end-users are not engaged during the project selection. Project teams can get wound up in their own world of internal deliverables, deadlines, and processes, and the people on the outside do not get a chance to give added input during the critical phases. The findings however lack empirical and contextual realities and may therefore not offer solid correlations for TPO in Kabale, which makes this study instrumental.

Elite capture is one of the major challenges to the participation of the marginalized (Lund & Saito-Jensen, 2013; Gow& Vansant, 2011). Lund & Saito (2013) find that cultural and social norms hinder the active participation of the marginalized and pre-existing social structures. Again, poor flow of information between a development agency and the community can give. Local elites give an opportunity to shape the participatory process to appropriate benefits. Nazneen (2013) found that the participation of the poor and the marginalized in rural development projects had not increased. Afsar (2011) in her study shows that poor people's participation in local development activities is very limited. Because of the over-class, bias and widespread corruption there has been severe neglect of the poor and the disadvantaged in the decision-making process. These findings were arrived at in other areas and whether they actually happen with SOCY Kabale is not known which makes this study instrumental.

Communication Challenges and Management of community development projects

Communication deficit has been widely reported. Many project managers and team members do not provide enough information to the people. Iheriohanma and Nwokorie (2014) report that poor communication is one of the biggest project management challenges that get in the way to deliver projects successfully. Communication skills are the project manager's greatest asset yet rare. Iheriohanma and Nwokorie (2014) while analyzing the leadership question and the challenges of community development in Nigeria, found that there is always a challenge to provide clear and open communication. The authors concluded that most often, 57 percent of projects fail due to breakdown in communications. Gahir (2015) found that the modern cherished different channels of

communication for public sector entities are beyond the reach of local communities. These include web-based information and social media. Kombani (2013) reports that the Tanzanian government Open Government Partnership (OGP) was utilized partially to particular sections of the community. The other members of the community feel that they are not part of the project and are only at the receiving end. Whether this scenario applies to SOCY Kabale alone, it calls for diverse extensive investigation to deduce some solid conclusions.

The ability to clearly communicate with people around them is one of the most important qualities of a leader. However, this is not as easy as it sounds. Most leaders feel a disconnection between themselves and their team. One reason for this is that their levels of authority are different. Some leaders are not able to clearly communicate goals and expectations to their team members. It is not easy for leaders to be transparent to their employees about their plans and strategies (Dwivedi, 2017) Hearn and Mapunda, (2012) found that communities don't find a leveled platform to deliver their opinions to the agencies. Further, a study in Kenya suggests that publicly available information on education has not stimulated greater activism (Lieberman et al., 2015). What the situation is like with SOCY remains an issue of investigation. The study only adduced the evidence in the community demand for information without elucidating how it is a challenge and did not link it to community development projects, an area that deserves extensive investigation in Kabale district.

Shashi & Kerry (2011) report that most local leaders do not exhibit transparency in relation to community development programs. Similarly Olupot (2015) found that most agency leaders limit communication to curtail interference, and accountability. Shashi & Kerry (2011) adds that merely transferring funds to committees is not adequate to introduce community control, when information is not available to the beneficiaries. This finding has not been attested in Kabale Municipality to find out how communication is a challenge.

Change management challenges and management of community development projects : Lnerthz (2017) mentions that change management and leadership management are two interrelated challenges that most organizations face these days. Change management is the standardized process for shifting from one work environment to the other. When there's a need for change management in an organization, it is the responsibility of a leader to consciously put effort into accepting and implementing it in the organization. McCarthy (2015) revealed that some leaders are stuck to traditional ways of leadership and lack dynamism. Thus, whether TPO leaders are dynamic to the fragile competitive demands has not been investigated.

Change apparently and especially in information communication, technology (ICT) is stressful. No matter how good it is, it adds tension to any office. To this end, introducing or adding computers, tablets or smart phones to any organization, or upgrading software or hardware such an organization uses, would change the way staff at the organization access and manage information for the better. However, without realistic expectations and a thoughtful strategy, a new system can create as many problems as it is supposed to solve. Thus, a strategic direction and planning is imperative (Leybourn, 2013). However; these findings were arrived at quite earlier and in a different service sector all together definitely, using different approaches. Thus it is important to be replicated in community development project The biggest challenge lies in accepting the change and the next challenge is to get employees to believe in the change and follow the leader in accepting and implementing the change. Most leaders struggle a lot with change management because of the lack of a proper implementation strategy. Matondole (2013) reports that reluctance to quick response has caused the demise of most projects. Some leaders wait until the situation has worsened even when the waning signs are evident for long. The authors were general about change without bringing out which leadership challenges to the same in regard to community projects an issue that would be expedited by this study.

Gill (2016) reported that leaders find a hurdle in finding the right match and team. However, coming up with the right team is difficult. The self-rule style that empowers individuals, groups or teams to make decisions depends on situations and individuals, which is not common for leaders. Riaz, Tahir, & Noor (2013) in their study, sought to identify and assess the quality of project management practices as well as the critical success factors for projects in Ghana. The study adopted an exploratory approach and utilized a survey method to collect data on project management practices of Ghanaian organizations. The findings revealed that there is no strategy of change implementation, there is no leadership example, Training for adopting change is missing, they further find that change is imposed instead of being discussed and the barriers to change were not observed. This study left a gap that needs to be explored especially how it affected development projects which this study is expected to bridge. Programs have a hurdle to identify those measures that enable them to respond effectively to new problems to adapt as quickly as possible to changes in the business environment Corina et al (2011). The findings however

lack empirical analysis and relied on a literate basis. They may therefore not be useful to draw conclusions for challenges for community projects making this study imperative

Financial Challenges and Management of Community Development Projects : Resource management is a complex practice that continues to challenge even the most sophisticated leaders of companies and experts. The many moving parts involved in a project from inception to completion make the practice extremely fluid and hard to predict. Projects only get executed on schedule if the manager has resources and control to do the work. If the resources are under the control of someone other than the PM and can be reassigned without consulting the PM then the PM can't do their job. If the PM has no control as to which resources are given to them to complete a project and doesn't have the ability to adjust the schedule around the skills and capabilities the actual team members have, then again they can't be responsible for delivering on time (O'Loughlin, 2017). Projects usually compete for resources (people, money, time) against other projects and initiatives, putting the project manager in the position of being in competition

Engender Health Report (2018) while investigating obstetric fistula programs found that Implementing Partners and providers were relatively dependent on external funding for their activities. In case of any structural break down in donor funding, projects suffocate immensely. In some cases, the funding is with some restrictions contrary to established traditional practices. This at times leads to delay in services and cut down of the program services. Similarly, the World Vision (2016) reported that the funding from gifts was reported to have been dwindling over time. In reality, projects that rely more heavily on donor funds are vulnerable to the unpredictability of external funds. Donor funds lack reliable projections for future planning. There is always a disconnection between pledged and disbursed donor monies. What the situation is with SOCY has not been explored to adduce evidence which makes this study instrumental.

Project cost management is a serious challenge in a series of activities for estimating, allocating, and controlling costs within the project (www.rotary.org:12). Projects quite often error in determining and approving budgets for the project and controlling spending. There is at times divergence during planning, estimating, budgeting, and controlling costs so that the project can be completed within the approved budget (Kathy &Schwalbe, 2014). The findings however stop at elucidating the limitations of project cost management without exploring how this is a leadership challenge which may not be useful to inform policy and practice to SOCY thus warranting the necessity of this study to adduce evidence.

Studies have found that projects have challenges in cost control. Projects are not accurate in measuring variances from the cost baseline and taking effective corrective action to achieve minimum costs. Procedures applied to monitor expenditures and performance against the progress of a project is never perfect. Not all changes to the cost baseline are ever recorded and the expected final total costs are continuously poorly forecasted. Records at times are available to explain what is causing the variance from the cost baseline making it difficult. Corrective action is required to avoid cost overruns (Kellett, & Peters, 2013) which in some instances are never realized. The findings however are more general and non-specific to management of community development projects yet they were arrived at in a different region quite earlier. This therefore makes this study instrumental to ascertain how financial resources are a leadership challenge.

III. SUMMARY OF LITERATURE REVIEW

The literature reviewed indicates that leadership challenges limit the management of community development Projects. Inefficiencies in opening up opportunities for participation (Aiko et al. 2016) relaxing avenues for communication (Gahir, 2015) and managing change (Parker et al, 2009) are among the leadership challenges that compromise project development. This literature however, is general to all organizations, done in other geographical contexts, with varying methodologies, some over years. Whether these still apply and more specifically to TPO form a gap and a gift of this study to bridge this gap.

IV. METHODOLOGY

The research design was a case study of Sustainable Outcomes for Children and Youth-Kabale District. Both qualitative and quantitative approaches were employed. According to Yin (2011), a case study research design is comprehensive in nature and particular to a phenomenon. It is potentially the most valuable method known for obtaining a true and comprehensive picture of a social unit, institution or community in order to understand the life cycle of that particular unit and generalize it for similar units (Amin 2005). A case is suitable because the

investigation intends to dwell on only one district out of 21 SOCY district programs. The findings can give an impression of the entire program using cost effective means. Qualitative methods are suitable for the collection of verbal data, facial expressions that contributes to reliability of data. Qualitative research relates to the views, experiences and feelings of individuals and generating subjective data (Bryman& Bell, 2007). However, collection of numerical data required quantitative methods in form of numbers to quantify the problem (Amin, 2005; Duffy &Chenail, 2008) The target study population is the beneficiaries’ who are Children, youth, care givers and staff. The beneficiaries were selected because they are the primary beneficiaries of the development programme and they monitor the services of their leaders. The target population was 167 in Northern division of Kabale Municipality. A sample is a small subset of a population, said to be representative in some way of the population (Quinlan, 2011). Sampling can be a vital procedure when analyzing data as it is a valid way of collecting data without using the entire population, in particular when both time and budget are in play. The sample size was thus established by the use of the Taro Yamane's formula (Miaoulis and Michener cited in Tamwesaliza 2019). The tolerable selection error is usually 0.01 to 0.05 and a sampling error of 0.05 will espoused with confidence level of 95%.

Taro Yamane’s formula;

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

Where:

n= sample size.

N= population size (the universe)

e = sampling error

^ = raised to the power of Yamane statistical formula; and the confidence level was 95%

Therefore the sample size for the study was:

$$n = \frac{167}{[1 + 167(0.05)^2]}$$

$$n = 136$$

Table III:1: Study population and sample size

Category	Population(N)	Sample (n)	Sampling Strategy
Staff	15	12	Simple Random
Youths and Children	76	62	Simple random
Care givers	76	62	Simple random
Total	167	136	

Source: SOCY Report, 2018

The overall number of respondents was (136/167) 80.2% of total population) because this is a representative sample that represents the above categories of respondents (Mugenda&Mugenda, 2003).

Validity and Reliability of Research Instrument

Validity : According to Amin (2005), validity refers to the appropriateness of the instrument. It is the ability to produce findings that are in agreement with theoretical and conceptual values of the study. It is the ability to produce accurate results and measure what it is supposed to measure. To ensure validity of research instruments, copies of the draft instruments were used for a pilot test. This was to help assess the language clarity, ability to tap information needed, acceptability in terms of length and the privacy of the respondents. The researcher further discussed the instruments with the research supervisor, academic staff and other colleagues. Thereafter, validity was established by computing the content validity index whose formula is:

$$CVI = \frac{K}{N}$$

Where by? CVI= Content Validity Index

K =Number of items considered relevant/suitable

N = Number of items considered in the instruments

Four experts were requested to rate the instruments. Two of them were colleagues pursuing project planning and management studies while the other two were from the field of Administration at the education level of Masters. The results from rating were used to compute the content validity index value ratio. The CVI method was preferred because it is the most suitable validity measure for the studies using instruments like questionnaires and the researcher aimed at attaining more than 0.7 validity value ratios in order to consider the instruments valid for the study (Amin, 2005).

Reliability of Research Instruments: Amin (2005) defines reliability as the dependability or trustworthiness in a context of measuring an instrument. The instrument consistently measures what it is measuring to the degree. In order to ensure reliability, the study adopted the Cranach’s coefficient Alpha (general form of Kunder-Richardson formula) to determine how the items correlate among themselves. If inconsistencies were found, the researcher would re-construct the instruments accordingly in order to suit the theoretical and conceptual framework of the study. This was determined by use of Cronbach’s Coefficient Alpha formula.

$$\alpha = \frac{K}{K - 1} \left(1 - \frac{\sum_{i=1}^K \sigma_{Y_i}^2}{\sigma_X^2} \right)$$

Where;

K= the number of components (*K-items or testlets*),

σ_X^2 =the variance of the observed total test scores, and

$\sigma_{Y_i}^2$ =the variance of component *i* for the current sample of persons.

The study aimed at attaining more than 0.7 coefficient value-ratio. This implies that the instruments were more than 70% reliable (Amin 2005). Tavakol and Dennick (2011 Cited in Abiine2019 :) proposes that a Cronbach’s Alpha value of 0.6 is also acceptable.

Table 0:1: Summary of Study Variables

Variables	Constructs/ dimensions
Leadership challenges	• Citizen participation

	<ul style="list-style-type: none"> • Communication • Change management • Financial resources
Management of community projects	<ul style="list-style-type: none"> • Ownership • Inclusion • Social network • Empowerment • Access to project services • Relevancy of the project • Appropriateness of the project • Positive impact • Defining mutual objectives • Critical assessment of service

Source: Drawn by the researcher, 2019

V. RESULTS AND DISCUSSION

Response rate : The study targeted a sample size of 136, out of which 126 responded. This translated into a response rate of 92.6% as illustrated below.

$$\text{Response rate} = \frac{\text{Questionnaires recieved}}{\text{Questionnaires distributed}} \times 100 = \frac{126}{136} \times 100 = 92.6\%.$$

This response rate is far above the acceptable 70% and therefore, the results are adequate for generalization of results and conclusion.

Reliability Test : The study established the reliability of the instruments. Cronbach Alpha coefficient was used to test reliability of the items used in the study.

Reliability Statistics

Variable lists	Cronbach's Alpha	N of Items
Citizen participation	.877	6
Communication	.788	7
Change management	.863	9
Financial resource	.797	15
Overall	0.831	37

Source: Field data, 2019

Cronbach's alpha coefficients for the constructs used in the study were far above the acceptable ($\alpha > .70$). In particular, items on citizen participation and change management appeared to be more consistent than items on communication and financial resources. The statistics suggest that the items used in the study were highly consistent and internally stable for generalization of results.

Background characteristics : The researcher was interested in understanding participants' background characteristics. Specifically, the researcher looked at gender, period spend with TPO, education qualification and age in complete years. Table 4.3.1 shows the detailed.

Background characteristics			
Variable List	Categories	Frequency	Percent
Gender	Male	60	47.6
	Female	66	52.4
	Total	126	100
Period with TPO	0 – 5	124	98.4
	10 -15	2	1.6
	Total	126	100
Education qualification	Primary	81	64.3
	Secondary	20	15.9
	Tertiary	11	8.7
	Others	14	11.1
	Total	126	100
Age in years	Below 18 years	16	12.7
	18 – 34	39	31
	35 – 49	39	31
	50 and above	32	25.4
	Total	126	100

Source: Field data, 2019

Participation according to gender indicates that 47.6% were male while 52.4% were female, which suggests that TPO has more of the female beneficiaries than the male. In addition, the female stakeholders of TPO were more accessible to take part in the study than the male. The study indicated that 98.4% had engagements with TPO for about (0 to 5) years while only 1.6% had been with TPO for over 10 years, which suggests that majority of the participants had just joined TPO. Considering the education of the participants, 64.3% had primary education and constituted the majority of the participants, 15.9% had secondary education, 11.1% indicated 'others' while 8.7% indicated to have tertiary as their highest level of education. The statistics suggest that most of TPO beneficiaries have low education and can hardly influence decisions in TPO's leadership. In regard to their age distribution, 31.0% were youths (18 - 34 years), 31.0% were adults (35 - 49) years, 25.4% were old (50 years and above) while only 12.7% were children (below 18 years of age). The statistics imply that most of the participants and at the same time stake stakeholders of TPO were adults and elderly.

VI. Empirical Results

Empirical results of the current study were presented according to the technique of analysis. The analysis was both quantitative and qualitative. Quantitative analysis revolved around descriptive measures of measures (mean and standard deviation) and inferential statistical measures (correlation and regression). Qualitative analysis revolved around major themes and categories.

Descriptive statistics : The researcher used descriptive statistics to understand participants' views on citizen participation, communication, change management and financial resources as leadership challenges in TPO.

Citizen Participation Challenges

Variable List	Disagreement (%)	Not Sure (%)	Agreement (%)	Mean	Std.
1. Local people around TPO lack the time to get involved in planning for project activities	1.6	0.8	97.6	4.413	0.673
2. Local disadvantaged categories lack representatives in setting project policies	9.5	1.6	88.9	4.190	0.953
3. The organizational procedures and bureaucracy discourage citizen participation	10.3	8.7	80.9	3.944	1.126
4. The local people have a feeling it's not their responsibility for overseeing the project	11.9	12.7	75.4	3.881	1.063
5. The local community have a feeling of inadequacy	12.7	7.9	79.4	3.849	1.089
6. Local people lack the interest in supervising project work activities	23.0	1.6	75.4	3.675	1.172
7. Local people disadvantaged categories lack the skills in setting project policies	21.4	7.1	71.4	3.611	1.290
8. The local people have a feeling that their views will not be considered even when presented	20.6	11.9	67.5	3.532	1.150
9. There is dominance and opportunity of participation capture by elites	23.0	7.9	69.1	3.516	1.164
Average	14.9	6.7	78.4	3.846	1.075

Source: Field data, 2019

One of the objectives of the study was to assess citizen participation challenges. It was established that 97.6% of the local people around TPO lack time to get involved in planning for project activities, 88.9% confirmed that the local people lack representation in setting project policies and that organizational procedures and bureaucracy discourage citizen participation (80.9%). However, participants presented pessimistic views on their views being ignored not be considered when presented (67.5%) and about the elites dominating the participation in the project (69.1%). While standard deviations did not depict significant differences in the views expressed on citizens participation challenges, (mean = 4.413; sig. =.673) and (mean = 4.190; sig. =.953) expressed lack of time by citizens to participate in project activities and lack of representation by the disadvantaged people as the key among the challenges associated to citizen participation at TPO.

Communication challenges

Variable List	Disagreement (%)	Not Sure (%)	Agreement (%)	Mean	Std.
1. The networks that avail user information are not accessible	19.9	20.6	59.5	3.556	1.077
2. The user system lacks the skills to make meaning from the information available	29.3	19.8	50.8	3.286	1.251
3. The user system is not empowered to demand for project information	25.4	30.2	44.5	3.238	1.169
4. There is no motivation to attract stakeholders to access project information	34.1	20.6	45.3	3.190	1.257
5. The projects are alien and preserve to community	30.9	21.4	47.6	3.159	1.169
6. Project goals are not known to the stakeholders	35.7	18.3	46	3.063	1.288

Average	29.2	21.8	49.0	3.249	1.202
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Source: Field data, 2019

In relation to communication, 59.5% confirmed that the networks that avail users with information are not accessible while 50.8% confirmed that users lack skills to make meaning out of the information available. However, only 44.5% confirmed that the user system is not empowered to demand for project information, 45.3% confirmed the lack of motivation to attract stakeholders to access project information, 46.0% confirmed that project goals are not known to stakeholders while 47.6% confirmed that projects are alien and preserve to community. On average, 49.0% agreed with the claims raised on communication as a challenge. While the statistics do not reveal significant differences in their views on communication as a challenge in TPO, (mean = 3.556; std. =1.077) indicate that on average, the networks that avail user information are not available.

Change management challenges

Variable List	Disagreement (%)	Not Sure (%)	Agreement (%)	Mean	Std.
1. There is focus on goals rather than means of performance	30.1	3.2	66.6	3.476	1.288
2. TPO lacks dynamic strategy implementation	27.8	17.5	54.7	3.262	1.188
3. There is some resistance of change in undertakings	32.5	11.1	56.4	3.167	1.378
4. TPO leaders are rigid to traditional paperwork	35	15.9	49.2	3.111	1.322
5. M&E reports are not adequately followed to address gaps	39.7	17.5	42.9	3.000	1.284
6. TPO leaders are reluctant to take job shifts and placement movements	44.4	7.9	47.6	2.913	1.431
7. There is obsolescence of management skills at TPO	45.2	18.3	36.5	2.754	1.237
Average	36.4	13.1	50.6	3.098	1.304

Source: Field data, 2019

In respect to change management as a challenge in TPO, 66.6% confirmed that there is focus on goals rather than means to performance, 54.7% confirmed that TPO lacks dynamic strategy implementation while 56.4% confirmed that there is some resistance of change in undertakings. The researcher also found that about 45.2% disagreed with the view that there is obsolescence of management skills at TPO while 44.4% disagreed that TPO leaders are reluctant to take job shifts and placement movements. The level of agreement on the claims raised was found to be average (50.6%). Even though standard deviations did not indicate significant differences in opinion on change management challenges, (mean =3.476; std. 1.288) suggest that TPO focuses on goals rather than means of performance.

Financial challenges

Variable List	Disagreement (%)	Not Sure (%)	Agreement (%)	Mean	Std.
1. There is no room for making the expenditures of funds public	8.8	4	87.3	4.056	0.924

2. There is no room for making the funds received public	14.3	6.3	79.4	3.984	1.145
3. There is no priority given when allocating funds	23.8	7.1	69	3.738	1.201
4. There are problems in cost control and management	28.6	8.7	62.7	3.468	1.307
5. There are conditionality attached to funds	26.2	12.7	61.2	3.452	1.211
6. There are not adequate procedures for stakeholders to demand accountability	27	9.5	63.5	3.429	1.317
7. Disbursement of project funds is unpredictable	19.8	22.2	57.9	3.373	1.115
8. There is fluctuation in the sources of funds	33.3	20.6	46	3.127	1.284
9. There is fluctuation in the price of facilities compared to project life	47.6	19	33.3	2.722	1.237
Average	25.5	12.2	62.3	3.483	1.193

Source: Field data, 2019

In line with financial resources as challenges to TPO, 87.3% responded that there is no room for making expenditures of funds public and 79.4% confirmed that there is no room for making the funds received public. In moderate opinions, 69.0% confirmed that there is no priority given when allocating funds, there aren't adequate procedures for stakeholders to demand accountability (63.5%) and there are problems in cost control management (62.7%). In very low opinions, only 33.3% confirmed that there is fluctuation in the price of facilities compared to project life and fluctuations in the sources of funds (46.0%). Despite the absence of significant differences in opinions on the issues raised on financial resources, the (mean =4.056; std. =.924) confirms the absence of room for making expenditures public. Following the descriptive analysis above, it can be concluded that of the financial resources challenge (mean =3.483; std. =1.193), change management challenge (mean =3.098; std. =1.304), communication challenge (mean =3.249; std. =1.202) and citizen participation challenge (mean =3.846; std. =1.075); citizen participation challenges appeared to be key among the leadership challenges faced in TPO. Citizen participation challenges could be more emerging because TPO projects revolve around citizens. If citizens are not given priority in determining project direction, in accessing user information or even getting information on funds and their expenditure, they eventually lose interest in the project, which impinges on the leadership of TPO.

VII. REGRESSION ANALYSIS

The researcher used regression analysis to examine the different effects caused by citizen participation, communication, change management and financial resources on the management of community projects. Multiple regressions were used to bring out the effect of each dimension in leadership challenges on community management.

Regression coefficients

	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta	Tolerance			VIF	B
(Constant)	3.356	0.220			15.283	0.000		
Citizen Participation	-0.048	0.045	-0.106		-1.072	0.286	0.745	1.343

Communication	0.078	0.046	0.204	1.683	0.095	0.500	1.999
Change Management	0.055	0.038	0.167	1.441	0.152	0.546	1.831
Financial resources	0.026	0.055	0.045	0.478	0.634	0.842	1.188
R	0.333						
R Square	0.111						
Adjusted R Square	0.081						
Std. Error of the Estimate	0.273						

a Predictors: (Constant), Financial Challenge, Citizen Participation, Change Management, Communication
b Dependent Variable: Management

Statistically, leadership challenges have a weak but significant association with management of community projects ($r = .333$; sig. $< .01$). This suggests that a variation in leadership challenges is likely to cause a weak variation in management of community projects. On the whole, leadership challenges have an 11.1% effect on management of community projects, as per (R Square = .111). The study also established that at 99% level of significance, only communication has a significant effect on management of community projects ($\beta = .204$; sig. $< .01$), which also suggests that a unit-variation in communication is likely to affect management of community projects by about 20.4%. Though change management ($\beta = .167$; sig. $> .01$) and financial resources ($\beta = .045$; sig. $> .01$) indicate positive effects on management of community projects, they are statistically insignificant at 99% level of significance. On the other hand, citizen participation ($\beta = -.106$; sig. $> .01$) indicates a negative impact on management of community projects and is not statistically significant in affecting management of community projects.

Qualitative analysis: Data collected during interviews was coded and categorized into themes according to variable constructs. Emerging themes were presented according to the order in which they were frequently identified by the respondents. The column (emerging themes) was listed according to the level of frequency of opinions. Top on the list under each objective indicates themes which majority of the respondents pointed to. Table 4.4.6 shows the details.

Table VI:1: Qualitative Analysis

Codes	Sample questions	Emerging themes	Sample quotations
1	How is participation a challenge in the management community development projects?	<u>Citizen participation</u> <ul style="list-style-type: none"> • Standard of living • Goal attainment • Poverty reduction • Efficiency and effectiveness • Skills development • Building independency • Building relationships 	<p>“...to promote independency and eradicate dependency syndrome and improve people’s standards of living...”</p> <p>“...improve people’s standards of living and build skill development among caregivers...”</p>
2	How is communication a challenge in the management of community development projects?	<u>Communication challenge</u> <ul style="list-style-type: none"> • Meetings • Home visits • Dialogue • Radios • Mails • Phone calls • Memos 	<p>“...irregular home visits by management, social workers and fields assistants...”</p> <p>“...radios, mails and meetings help in effective promotion of communication and eases communication...”</p>
3	How is change management a challenge in the management of community development projects?	<u>Change management</u> <ul style="list-style-type: none"> • Active participation • Proper communication • Teamwork • Coping with change • Time management • Follow up 	<p>“...when change comes, the affected persons should accept change. People should learn to cope with the challenges change brings along...”</p>
4	How are financial resources a challenge in the management of community development projects?	<u>Financial resources</u> <ul style="list-style-type: none"> • Proper accountability • Transparency • Bookkeeping • Planning and budgeting • Accounts audit • Expenditure management • Skilled employees • Prioritizing resource allocation • Focusing on goals 	<p>“...management tries to appoint faithful and recognized people to handle finances...”</p> <p>“...through accounts audit, employing skilled accountants and proper accountability...”</p> <p>“...through promoting transparency among financial user...”</p>

Source: Field interviews, 2019

One of the objectives was to establish how participation is a challenge in the management of community development projects. The interview sought to understand why TPO embraces a broad strategy for stakeholder management in its operations. The reasons for TPO’s embracing of citizen participation clustered around improving standards of living, reducing poverty, attaining TPO’s goals, gauging efficiency and effectiveness, developing beneficiaries’ skills, building independency, and building relationships. Remarking on TPO’s case for engaging stakeholders, one respondent said: “...to promote independency and eradicate dependency syndrome and improve people’s standards of living...” (Respondent, Kabale). However, more than often, citizen participation has been stifled down by lack of time and the inferiority complex, which makes many of them to pick low interest in project activities and programs.

TPO involves stakeholders to benefit them as an organization but also to help the beneficiaries. Stakeholder involvement improves TPO's efficiency and effectiveness in their operations and to check how they are achieving their goals. However, stakeholder involvement also promotes skills' development and self-independency among beneficiaries, which help in reducing poverty and strengthening relationships in their operations. In this view, one respondent reiterated: "...improve people's standards of living and build skill development among caregivers..." (Respondent, Kabale).

The second objective of the study was to determine how communication is a challenge in the management of community development projects. The interviews sought to understand the different channels of communication used at TPO. Key informants' views on communication channels in TPO clustered around holding regular meetings, frequent home visits, holding dialogue meetings, holding regular radio talk-shows, using mails, phone calls and memos. "...the way TPO has worked to meet the needs of the community is worth appreciating apart from the irregular home visits by management, social workers and fields' assistants..." While regular meetings, phone calls and memos strengthen communication within TPO, regular home visits, dialog, and radio talk-shows strengthen communication between TPO and the beneficiaries. Supporting the other options for improving communication, one respondent remarked: "...radios, mails and meetings help in effective promotion of communication and eases communication..."

The third objective of the study was to assess how change management is a challenge in the management of community development projects. The interviews sought to understand how TPO manages change in their operations. Most of the views clustered around promotion of active participation, proper communication, and teamwork, coping with change, time management and follow-up as possible mitigations to change management. The people who are affected by change should not only learn to cope with change but also accept the change when it comes. For example, one respondent observed: "...when change comes, the affected persons should accept change. People should learn to cope with the challenges change brings along..." It however, remains the role of management to ensure that the affected persons do not remain committed to the goals and objectives of TPO. Thus, proper communication and follow-up on the side of management remains essential.

The fourth objective of the study was to establish how financial resources are a challenge in the management of community development projects. The interviews sought to understand how TPO handles finances. The views, which both success factors and recommendations clustered around proper accountability, transparency, bookkeeping, budgeting and planning, regular accounts audits, expenditure management, employing skilled accountants, prioritizing resource allocation and focusing on goals. One of the beneficiaries from the financial flows commented: "...management tries to appoint faithful and recognized people to handle finances..." (Respondent, Kabale).

Though not open to the researcher, this informant tried to point out the loopholes in the organization that were related in part to unfaithful officers. In another recommendation, one beneficiary said: "...through accounts audit, employing skilled accountants and proper accountability..." Speaking under anonymity, the respondent intimated a likelihood of fraud in case of future audits. However, as a way forward to the effective handling of financial related challenges, management has a big role to play. It sounds like management supports the existence of a few financial loopholes. This is said in line with a comment from a respondent: "...we understand the consequences of handling donor money. Let management, through promoting transparency among financial users...clean up their house" (Respondent, Kabale).

V. DISCUSSION

Discussion on how participation was a challenge in the management of community development projects

The study found out that citizen participation has a negative effect on management of community development projects. It was further found out that citizen participation challenges were not significant in affecting management of community development projects. The findings support (Olupot, 2014) who analyzed citizens' participation and found it to be costly in terms of time and evaluating information. Evidently, the local people at TPO lack time to get involved in planning for project activities. In addition, the disadvantaged category of citizens, majority of who are illiterate lack effective representation in setting project policies. It is very hectic to analyze information collected from illiterate people, as their viewpoint of issues might greatly differ from the normal view.

The findings further support (Aikoetal,2016) who reported a case of citizens' participation in Tanzania. Citizens were not convinced of their responsibility to hold institutions accountable. Similarly, (REPOA, 2014) pointed out that citizens are less likely to engage with their service providers due to perceptions that their concerns will not be heard nor taken seriously. The feelings that citizens' concerns would not be given attention even when presented came out clearly at TPO. First and foremost, they lack the skills to effectively contribute to policy. Secondly, they have a feeling of inadequacy. Thirdly, the general procedures and bureaucracy discourage citizens' participation. Despitefully, citizens' participation at TPO was recommended for improving on stakeholders' living standards, poverty eradication, skills' development, relationship building and promotion of self-independency.

The findings however, disagree with (Farinde et al., 2013) who indicated that women possess the necessary skills and capacity to deliver good programs in the community and to effectively accomplish community development projects but are hardly included in leadership of projects. This study did not reveal gender disparities, though evidence lies in study participation and not in project leadership. But even at the edge of leadership, TPO is gender sensitive and gender inclusive. Actually most of the caregivers are women and a noticeable number of women are holding key positions in TPO. Most of the field work is done by men considering the remote area in which the work is done, which is remote and the nature of work. However, the ration of men to women in administration is about 1:5. This indicates how TPO is gender sensitive in her operations.

How communication was a challenge in the management of community development projects : The study found that communication challenges had a positive effect on management of community development projects. The study further established that communication challenges were significant in affecting management of community development projects. The study agrees with (Iheriohanma & Nwokorie, 2014) who found that providing clear and open communication was a challenge to community development in Nigeria. Most of projects fail due to breakdown in community communication. In TPO, the networks that avail information are not accessible, leave alone the fact that most users lack the skills needed to make meaning out of the information available. The findings of the current study further agrees with (Gahir, 2015) who found that the different channels of communication used in the modern era are beyond the reach of the local community. Today, most organizations communication via phone calls, whats-app, face-book, twitters and instagrams. While channels are cherished in the modern world, they are not user friendly to the local community. In the interviews conducted, recommendations were made to use of regular home visits, regular meetings, radios, and phone calls.

Similarly, the findings of the current study agree with (Hearn &Mapunda, 2012) who found that local communities do not find platforms to deliver their opinions to the agencies. In TPO, the local community is not empowered to demand for information about the project. It seems like, whether the project is performing or not, they seem unbothered. Coupled to the above, there is actually no motivation by management to attract stakeholders to access project information. This leaves a communication challenge to the leadership of TPO. In this regard, interviewees recommended community mobilization and cooperation as avenues to effective communication in TPO.

The findings however, disagree with (Olupot, 2015) who established that some leaders conceal information from stakeholders deliberately to curtail interference and accountability. Similarly, the findings also disagree with (Shashi& Kerry, 2011) who noted that some local leaders do not exhibit transparency in relation to community development programs. The possibility of deliberate attempts to conceal information could not be established in TPO. Interviewees revealed that TPO uses possible communication channels to reach information to the local community, regular meetings, phone calls, regular home visits, dialogue, mails and radio talk shows were recommended to foster communication among leadership and the stakeholders. However, implied in the communication challenges at TPO is that downward communication appears to be poor. Even among the stakeholders, the use of memos and correspondences received very little support.

Assessing how change management was a challenge in the management of community development projects : Change management was found to positively affect management of community development projects. However, the study further established that change management challenges were not significant in affecting management of community development projects. The findings disagree with (McCarthy, 2015) who found that some leaders are stuck to traditional ways of leadership and lack dynamism. While there were traces of obsolescence of management skills at TPO, there is still a focus on goals rather than the means of performance. TPO appears to be more focused on ensuring the attainment of long-term goals and are working towards that.

The findings of the current study disagree with (Matondole, 2013) who reported that reluctance to quick response has caused the demise of most projects. The case in TPO does not suggest reluctance of leaders to quick response. Implied at TPO however, is that some leaders within TPO are reluctant to taking job shifts and placement movements. In this regard, majority of the interviewees pointed to copying with change as the way to go when changes come. However, for the affected persons to come to terms with change requires some form of training in change leadership, which would entail proper communication and actively helping persons to manage change.

The findings however, support (Corina et al., 2011) who opined that business environments need to identify measures that enable them to respond effectively to new problems as quickly as possible. At TPO, effective response to new problems was viewed in terms of right implementation of the action plan, encouraging active participation, monitoring the effectiveness and efficiency of performance and follow-ups. However, it was noted that TPO lacks dynamic strategy in implementation. This could perhaps explain why a positive effect caused by change management could stand insignificant in affecting management of community development projects.

Establishing how financial resources was a challenge in the management of community development projects : Financial resource challenges were found to be insignificant in affecting management of community development projects. The findings disagree with (O' Loughlin, 2017), who asserted that if the project manager has no control as to which resources are given to them to complete a project and does not have the ability to adjust the schedule around the skills and capabilities the actual members have, they cannot be responsible for delivering on time.

The study further disagrees with Engender Health Report (2018) who found that implementing partners and providers were dependent on external funding for their activities. The study further disagrees with (World Vision, 2016) which reported that funding from gifts were dwindling over time. Disagreements on the fluctuating external funding are perhaps a reflection of poor accountability, which was reported in most of the interviews conducted. Though there are indicators of absence of public declaration of the funds received and how they are actually put to use, there are no reports related to financial misappropriations in TPO. Apart from the inadequate procedures for stakeholders to demand accountability, disbursement of project funds can be assumed to be predictable. The study however, agrees with (Kellett, and Peters, 2013) who observed the possibility of organizations to have available records that can explain the causes of the variance from cost baseline and yet cost overruns are never controlled. The study further agrees with (Kathy Schwalbe, 2014) who argued the case when there are divergences in planning, estimating, budgeting and controlling but projects are completed within the approved budget. This suggests that the limitations of project costs are always ascertained without careful projection of leadership. In this view, most of the key informants advocated for employing skilled personnel in the accounting offices.

VIII. CONCLUSION

The general objective of this study was to ascertain the leadership challenges in the management of community development projects with specific reference to SOCY in Kabale District. The study investigated four leadership challenges: citizen participation, communication, change management and financial resources. Leadership challenges were found to affect management of community development projects. However, the actual impact leadership imposes on management of community development projects is weak. It is likely that other factors, other than leadership are essential in explaining management of community development projects. This conclusion leaves an open forum for further investigation on management of community development projects beyond leadership challenges.

The first objective of the study was to establish how participation is a challenge in the management of community development projects. Citizens' participation negatively affects management of community participation. This conclusion owes support from the distinguishable attributes of TPO stakeholders. TPO stakeholders lack time for project activities, lack representation in project policy formulation, and are discouraged by procedures and bureaucracy. Despite the pitfalls, citizen participation is relevant in promoting stakeholders' living standards, poverty reduction, self-independency, skills development and relationship building. These benefits outlaw the challenges of citizen participation in the management of community development projects. Rather than disbanding it, TPO should foster citizen participation in her strategy for the success of community development projects in Uganda.

The second objective of the study was to determine how communication is a challenge in the management of community development projects. Communication positively and significantly affects management of community development projects. This conclusion owes support from the acceptable and recommendable channels which TPO uses in disseminating information to users, which include but are not limited to regular meetings, regular home visits, dialogue, radio-talk shows, mails and phone calls. The researcher used a negative tone to echo out communication challenges in TPO. However, participants appeared naive of the negative tone used. The magnitude of the effect of communication on management of community development projects appeared low, which suggests some loopholes in the communication system at TPO. The fact that projects and project goals are alien to some stakeholders concretizes this conclusion.

The third objective of the study was to assess how change management is a challenge in the management of community development projects. Change management appears to affect management of community projects but is not significant at TPO. This conclusion owes support from TPO's apparently inherent attributes. TPO lacks a dynamic strategy in implementation. It encounters some resistance to change in undertakings, and appears to be rigid to traditional paperwork. However, active participation, proper communication, teamwork and coping with change attributes are likely to provide an environment that minimizes the negative effects of change management on management of community projects that are sponsored by TPO in Uganda.

The last objective to the study was to establish how financial resources are a challenge in the management of community development projects. Financial resources are not significant in the management of community development projects. This conclusion owes support from TPO's financial resource-related challenges. TPO barely makes her funds received nor expenditure public, barely gives priority to funds allocation, lacks adequate procedures for stakeholders to demand accountability, leave alone her numerous problems associated to cost control and management. Since most service providing organizations operate without adequate funding and funds control; proper accountability, budgeting, transparency, bookkeeping, accounts audit and expenditure control are likely to buttress sound financial resource control and management. Despite the strategies TPO could lay in place to minimize her financial resources-challenges, the fluctuation in her sources of funds and the prices of the various facilities used in her operations should not be ignored.

Conclusively, this study investigated citizen participation, communication, change management and financial resources as key leadership challenges in the management of community development projects. Leadership challenges have a significant but weak effect on management of community development projects. Among the leadership challenges, only communication has a positive and significant effect on management of community development projects. This conclusion was in line with (Iheriohanma&Nwokorie, 2014) who concluded that most projects fail due to breakdown in community communication. While change management and financial resources have a low and insignificant effect in the management of community development projects, a change in citizen participation is likely to be associated to a negative change in management of community development projects. This conclusion supports (REPOA, 2014) who concluded that citizens are less likely to engage with their service providers due to perceptions that their concerns will not be heard. As a contribution to the body of knowledge of management of community development projects, this study shows that communication positively and significantly affects management of community development projects while citizen participation, change management and financial resources are insignificant.

Recommendations: The study found that citizen participation negatively affects management of community development projects. The benefits of citizen participation outlaw the challenges. TPO should provide trainings to citizens on their role in management of community development projects. By this strategy, citizens would be able to spare time for community project activities, freely take part in formulation of project policies and appreciate the procedures involved in the policy process. The study found a low positive and significant effect of communication on management of community development projects. There is need for TPO to make project goals and objectives clear to all the citizens concerned. This would become a foundational motivation to citizen's love for project activities and outcomes. Management should ensure that all project beneficiaries are aware of the intents of the projects. The study found an insignificant effect of change management in management of community development projects. There is need for TPO to redesign her management strategies to incorporate change management. A shift from traditional paperwork to dynamic strategy implementation should be embraced at all levels of management. The study found that financial resources have an insignificant effect on management of community development projects. TPO needs to adopt proper and sound financial management practices, which

include accountability, accounts audit, transparency, budgeting and expenditure controls. These should be clarified in TPO's financial policy.

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