



Participatory Project Implementation and Sustainability of Government Funded Projects a Case study of Parish Development Model in Kabale District, Uganda

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ABSTRACT: A case study of Parish Development Model in Kabale District was used in the study to explore the impact of participatory project implementation on the sustainability of government-funded projects in Uganda. Sustainability of government funded project was a dependent variable while participatory project implementation was independent variable. A cross-sectional survey was conducted before the research began. We gathered information from 75 respondents, and combined quantitative and qualitative analysis. Descriptive, bivariate, and multivariate methodologies were all used in the analysis, which was carried out on three different levels. Frequency tables were utilized to display the data because the descriptive analysis called for the presentation of just one variable and its characteristics. The bivariate correlations between the dependent variable and the predictor components were examined using a Pearson correlation matrix. The dependent variable was regressed against the revised predictor factors at the multivariate level (sustainability of government project). An analysis of the data was done using a linear regression model. According to the findings of a regression study, participatory project implementation has a favorable impact on the effectiveness of parish development models in Kabale District (coef = -0.890, p-value = 0.000). The fundamental conclusion of this study is that the success of a parish development model project is significantly influenced by the implementation of participatory projects. The study suggests that in order to ensure the sustainability of the parish development model, more emphasis should be placed on adopting participatory project implementation through defining the project implementation team, customer satisfaction, project outputs realization, and project expansion and scale-up.

KEY WORDS: Participatory, Project Implementation, Project Sustainability Government Funded Projects, Parish Development Model.

1. INTRODUCTION

Although Uganda is considered one of the more economically developed nations by global standards, there is still much that needs to be done domestically to reduce poverty and improve the level of living for numerous poor and disadvantaged families living in both rural areas and slum areas. A predicted 48 million people live hand to mouth, which implies they are either below the poverty line or are unable to purchase the daily meal's recommended nutrients Benites-Lazaro, & Mello-Théry(3). The country has a high percentage of poverty, food insecurity, and illiteracy, which is mostly a problem in rural regions and is directly related to the protracted and ongoing dry season. Extreme and abject poverty in rural Uganda is mostly caused by environmental degradation, particularly poor water management, severe soil erosion, diminishing soil fertility, and land depletion and high levels of corruption Agaba & Turyasingura (1).

Lack of sustainable development, according to an understanding of the issue, results in poor living conditions and a low level of living. The wellness of individuals and families is negatively impacted by the lack of sustainable development Benites-Lazaro, & Mello-Théry(3). It is characterized by a high rate of illiteracy, a short lifespan, a lack of infrastructure, malnutrition, and a large reliance on humanitarian help for food and water, which leads to dependence syndrome Biondi, et al, (4). Life-sustenance, respect, and independence are universally seen as desirable growth values. Protection from being helpless, having access to food and liquids, living a longer life, and nutrition are all examples of life-sustenance. All people deserve to be respected. Every person has a right to respect, honor, and recognition, which are all synonyms for dignity. People are given freedom by true and genuine progress. Sustainable development releases people from slavery Blanc, (5). We don't inherit the earth from our ancestors; rather, we borrow it from our children, according to an old proverb. The adage demonstrates that although not much development progress was made



throughout those centuries, the forefathers left the earth in good condition for our generation Blanc, (5&6). Among the various factors that contribute to project sustainability are effective project management and governance procedures. Agaba & Turyasingura (1) assert that there are important factors that frequently prevent projects from becoming sustainable both during project implementation and after implementation. Lack of user or stakeholder input, imprecise or unclear requirements or specifications, and adjusting to new needs or standards are some of the factors that Blühdorn, & Deflorian, (6) discuss. unsatisfactory executive support Lack of technological expertise, insufficient funds, unrealistic deadlines, unfounded expectations, undefined goals, and unproven or new technology are all examples of inadequate planning. Other examples include planning insufficiently for the amount of time and/or resources allocated for design, development, quality control, and/or assurance. The parish development model is reportedly encountering various challenges in its second phase, which Blühdorn, & Deflorian have already mentioned in (6), according to Chen, et al (10). The parish development model project design should have included consultation with stakeholders to assist establish project goals, assess results, identify risks and limitations, and fine-tune project strategy before it was launched. However, this did not happen. The outcome of this undertaking could be a nightmare. PDM aims to move 39% of families, or roughly 3.5 million people, out of the subsistence economy and into the capitalist one. This will eventually aid in the realization of the third National Development Plan (NDP III), which is a component of The Uganda Vision 2040 and stresses equitable growth, employment, and sustainable wealth creation at the household level.

According to the general consensus that the PDM will bring services closer to the people, the sub-county will be strengthened as the lowest planning unit, and the parish will act as the administrative and operational hub for all governmental services. The real budget for the entire model for FY 2021/22 was Shs200 billion, of which Shs182 billion has been appropriated under local government and Shs120 billion is the revolving fund for the identified parishes in the 146 districts of Uganda. Each parish will receive Sh17 million from the government in the current fiscal year, and Sh100 million in the following fiscal year. After the launch, the parish will work with SACCOs to disperse the cash from the revolving account. However, the PDM is now dealing with a variety of brand-new issues. First, the enterprise groupings and implementation guidelines have not yet been finished by the Ministry of Local Government (MoLG). Second, certain districts lack the District Service Commission, which is necessary to complete the employment of parish chiefs. Only 80% of districts hired parish chiefs by the deadline of September 30, 2021, despite the government providing all districts with the necessary equipment. The qualifications required by the MoFPED were not followed by all districts' employment procedures Cardullo, & Kitchin (8). Occasionally, this also happens when the public service commission takes longer than expected to approve the positions. The Ministry of Finance, Planning, and Economic Development consequently suspended the Sh200 billion Parish Development Model funding.

Theory

Aronstein's community participation theory, which was developed in 1969, served as the basis for this study. According to the notion, local people who participate in community initiatives get a tremendous amount of knowledge and expertise about project design, implementation, observation, and evaluation. Agaba as well as Turyasingura (33). Based on the premise that community issues are, in some sense, universal across all civilizations, community development theory suggests that these issues can be addressed in a manner that is more or less consistent. . The benefit of the community participation theory is that it increases people's confidence in the sustainability of the project through participatory project leadership customers satisfaction, and project immediate output realization by all stakeholders lastly expansion and scale up by enhancing methodical and supervisory skills, thereby enhancing the project's continuity. Sasongko, and Singalen (28).The theory's weaknesses include a lack of cohesion (partnership and collaboration), a lack of involvement and communication, a lack of coordination (services, resources, and support), and a lack of service accessibility. Based on this theory's merits, this study employed a case study PDM in the Kabale District to ascertain the impact of participatory project execution on the sustainability of government-funded projects.

2. LITERATURE

Parish development model

The Parish Development Model (PDM) was developed, according to Kumi et al. (22), on the premise that regular people, who are the social services' end consumers, are better able to recognize and handle their own needs, priorities, and direct use of resources on sustainable basis. Increased local accountability, higher household incomes, and inclusive, sustainable, balanced, and equitable



socioeconomic development are the objectives. Decentralization is also an aim. The Parish is the focal point for multi-sector community planning, implementation, oversight, and responsibility, according to the Model. The parish is utilized as the lowest reference level when organizing, allocating resources, and putting socioeconomic change projects into action. Production, storage, processing, and marketing are included under the seven pillars, along with infrastructure and economic services, financial inclusion, social services, attitude change, and parish-based management information.

The PDM is an initiative of the government that offers a number of services, such as: The Model recommends developing systems and infrastructure to assist the processing and sale of agricultural products from Uganda, as well as gathering data on national household composition to inform government interventions. Regional commodity clusters will coordinate parish-level farmers to increase output and productivity, resulting in sustainable agricultural production. Farmers will have access to financial business management training, agricultural extension services, and the mechanisms and infrastructure needed for the processing and marketing of Uganda's agricultural goods (Kahila-Tani, et al, 2019). Local community participation in planning to jointly identify and overcome structural barriers affecting regional economic development will also be improved, and the vulnerability of young people, women, and people with disabilities at the grassroots community level will be addressed. Priority commodities for the parish model include coffee, cotton, cocoa, cassava, tea, vegetable oils (including palm oil), maize, rice, sugar cane, fish, dairy, beef, bananas, beans, avocado, shea nuts, cashew nuts, and macadamia nuts. Kimura, & Kinchy, (21). The PDM is consistent with the NDPIII's five strategic objectives, which are as follows: Enhance value addition in key growth opportunities, improve the quantity and quality of productive infrastructure by consolidating it, increase population productivity and well-being, and strengthen the state's role in directing and encouraging development. Strengthen the private sector's capacity to drive growth and create jobs. The Parish Development Model was based on the following tenets: Associations are being formed to assist Ugandans who are currently engaged in the subsistence economy access quality inputs, specialized technical assistance, guaranteed markets, subsidized credit, etc. in order to mitigate the diseconomies of scale (in savings, production, marketing, and extension services), poor quality inputs/output, lack of trustworthy production advice, information (on), and connectivity to commodity and financial markets, as well as post-harvest losses. The PDM supports market-based initiatives that strengthen value chains, promote efficiency, innovation, and competition with the hope that they would eventually lessen the need for government assistance. According to Haile et al. (19), none of the PDM implementation techniques that have been suggested have taken the needs of the project's intended beneficiaries into account. It's difficult to put a project into action if you weren't involved in its conception or identification. It has some deficiencies that could impair the viability of the project. According to Turyasingura (34), PDM won't add much because all of the aforementioned programs emerged in the same method and used a top-bottom strategy. These projects include Modernization of Agriculture, the Antandikwa Scheme, Bonabagaware, Amyoga, and many others.

Sustainability of government funded projects

A project has typically been deemed successful if it meets its objectives on schedule and within budget. Turyasingura et al. (36) pointed out that not all government-funded projects achieved their full objectives and stayed within their allocated budgets. The project may have had reasonable goals and objectives, but once it was finished, the results were not apparent, and after five years, the project was gone. This has been ascribed to inadequate methods for incorporating project recipients in participatory processes. According to Turyasingura et al. (35) projects/programs should be considered sustainable if they continue after the funding source has left, the project owners' livelihoods change, the beneficiaries' income rises, and new innovation and development are visible in the community after the funding source has left. The sustainability practices will have been realized after this is done.

Blühdorn, & Deflorian (6) lamented that, it cannot be overstated how important donor organizations are to raising the standard of life for families, households, communities, and people everywhere, but especially in arid and semi-arid regions. The number of projects being funded by donor organizations, including Community-Based Organizations (CBO), Faith-Based Organizations (FBO), and Non-Governmental Organizations (NGOs), has significantly increased, particularly in arid and semiarid regions where the government has failed to provide services to its citizens. However, development initiatives/ projects started and/or supported by government function poorly, and many stops operating when assistance is withdrawn. According to the research conducted by Bouzguenda (7), the management methods used by the project and the current government regulations are the main factors influencing the sustainability of projects receiving government funding. The report suggested that succession planning be implemented in order to ensure that the target population benefits and that the stakeholders are well-equipped to manage the projects once government funding is withdrawn.



By including the community in its own development, projects are made to last when funding is finished. Turyasingura (34) lamented that, allowing project beneficiaries will boost their morale and encourage them to make wise decisions so that the proposed development will more effectively meet local needs, incorporate local knowledge, build community r other projects and facility maintenance, distribute benefits fairly, and contribute to cost-cutting. Where government-funded projects are located, nevertheless, varies from top to bottom. When it's done that way, those who would benefit from the project will believe that the government has just started the project for them on political reasons. The majority of government programs have failed because of this. Government-funded initiatives must be made sustainable through the involvement of project beneficiaries, and those facilitating and participating in the process must commit a significant amount of time and money Noori, et al (26). The process is frequently jeopardized by demands for output delivery. Unfortunately, public opinion leaders and developers both use tangible results to gauge how quickly development is progressing.

Participatory project implementation

Participatory project implementation is the process of involving community members in carrying out the planning-stage initiatives Morf et al, (25). The nature of work is continually evolving, and need for participatory project execution has significantly increased. Participatory Project implementation was initially accepted in the traditional project-based environment. However, other industries, such the ones of health care, banking, construction, and energy, have begun to use participatory project execution. Government-funded initiatives, however, do not include project beneficiaries in the creation of project ideas, their identification, or their implementation, which has an impact on the viability of the project if financing is no longer available Li, et al (23) This has hampered government efforts to choose projects and businesses that will lift people out of poverty.

The tasks that are accomplished during the implementation stage are those that are outlined in the project management plan that was created during the planning process Guo, & Kapucu(18). The project's logical framework, which was created during project stakeholder mapping, will be used to implement all activities, making this stage crucial. however, it is a nightmare in government-funded enterprises. Government-funded projects hardly ever involve participatory project implementation. Closure is the final stage of project management, and it consists of all the tasks required to formally end the project Grilli, & Curtis, (17). Following an understanding of the project management cycle, it is crucial to comprehend the theories underlying project activities such as skills, tools, knowledge, and technology as well as how to apply them in the real world. Government-funded projects require stakeholder inclusivity, so it is crucial that they comprehend all project theories. The sustainability of government-funded initiatives will be guaranteed if the project activities are clearly understood. However, there is a vacuum in the implementation of government-funded projects where beneficiaries are not projected, which has impacted project sustainability Turyasingura (36). Due to the way that government initiatives are designed, implemented, and managed, the majority of them have failed.

Depending on the approaches applied throughout the project life cycle, Wamsler et al (38).s research suggests that participatory project implementation contributes to project sustainability. Success in the implementation of participatory projects is essential to social programs for both ethical and practical grounds. Success is defined as ensuring that the project's goals and intended purpose are met. It indicates that as a result of community projects, both the area's general condition and the livelihoods of its residents have improved. Wamsler, (39).

If success concerns are not addressed throughout project execution, especially in government-funded projects, project evaluation will fall short of being thorough. To ensure that any project adopting participatory project implementation is successful, it is crucial to understand the factors that predict success Wojewnik-Filipkowska, & Węgrzyn, (40) The primary donor, the community, the umbrella organization, and the characteristics pertaining to the project are the four categories into which various determinants of project success can be grouped. Investment and participation in the project are among the factors affecting the funders. The extent to which the community participates in the project's operation is one of the community-related variables. The sense of ownership, managerial support, and the presence of project advocates are the factors that affect the auspice organization. Project implementation is the process of bringing ideas from their abstract form in proposals to a realistic presentation while maintaining the objectives as the primary focus and making the best use of the available resources (material, human, and time) for a high-quality result Yemelyanov, et al, (41)

Project implementation leadership

Giving direction is the definition of leadership in general. It is commonly understood to be the use of social influence and other people's efforts to accomplish a predetermined objective. This definition considers both business and social strategies in addition to



managerial considerations Valenzuela, et al (37).

The four phases of project implementation, according to Agaba and Turyasingura (1), are the following: the initiation phase, which involved the analysis of the work plan; the planning phase, which took into account the resources available in comparison to the strict deadlines and objectives; the implementation phase, which involved putting the ideas in the paper into practice; and the closing phase, which assessed the output in comparison to the input and identified any successes, difficulties, and ways to improve. Leadership is essential in each of these stages and is crucial in the changeover from one stage to the next Turyasingura (32). Thus, it is hard to separate leadership from any stage of project delivery. However, taking the helm of government-funded projects is not always a top priority. During the stakeholder analysis phase of a government-funded project, the project's leadership would have been chosen, and it would have moved on with that choice. However, the government does not take this into account when identifying and designing projects. In government-funded initiatives, everything is top-down, which has an impact on sustainability. Leadership is used during project implementation to varied degrees Turbé et al, (31). The beginning phase is the phase of initiation. Since the project's scope and the distribution of responsibilities and resources must be established, this level necessitates extensive leadership engagement. Making a team's road map is a component of the planning phase Tu, et al, (30). There are numerous recommendations for creating a successful roadmap. These include the CLEAR (collaborative, limited, appreciable, and refine-able) and SMART (specified, measurable, attainable, realistic, and timely) approaches. Cheshmehzangi, & Dawodu, (11) explains that, whatever strategy a leader chooses, they are in charge of outlining the trajectory that the project should take. The project execution phase is the third stage. Minimum direct leadership involvement is required at this point. But the teams must also be clearly defined during project identification, resource assignment, all procurements, and schedule setting Corsini, et al (12). Therefore, the team's implementation of the project under the guidance of the leader must be trusted. The goal of this essay is to examine the value of leadership and the function it plays at each step of a project's execution.

According to Engelbert et al. (130), effective management of both people and material resources is essential for bringing about change and fostering progress. For all leaders who want to inspire change, transformational leadership is crucial. Leaders in all spheres, including those in business, law enforcement, politics, and administrative positions, are in charge of promoting change by fostering teamwork. Change can be seen in the way that employees perform their jobs more effectively, how well their teams work together, and how their morale has improved during project implementation. Different leadership philosophies and levels of team participation exist Esteban-Guitart et al (14). A leader must be influenced by the personality traits of neurotics, extraversion, openness, conscientiousness, and agreeableness regardless of the leadership style they articulate. There are no top transformational leadership abilities because each one has advantages and varying degrees of effectiveness. In order to inspire teamwork, coherence, and increased performance in the project implementation phases and drive the attainment of the project's goals, transformational leadership is characterized by skills of affirmative decision-making, systematic inspiration, and effective communication Ferreira, et al (15)

Customer satisfaction and sustainability of government funded projects

Customer satisfaction is a metric that measures a company's customers' level of satisfaction with its goods, services, and capabilities. Information about customer satisfaction, such as surveys and ratings, can assist a business in deciding how best to adjust or improve its goods and services Liu, (24). Customer satisfaction is crucial to project management, argues Rall et al. (27) Project sustainability is evident when initiative recipients are happy with the project's initial deliverables. This suggests that they took part in carrying out the project. According to Benites-Lazaro (3), a project needs to be accessible, empathic, linguistic, timely, convenient, offer alternatives, be simple, and be of high quality in order to be sustainable. If project execution is done in a participative manner, all of these are evident. Beneficiaries of the project will be pleased and involved in decision-making during project implementation, resulting in project sustainability. However, government-funded initiatives don't care if they are timely, convenient, linguistically accurate, offer alternatives, straightforward, or of good quality as long as the community has accepted them. The rest is up to the community members to decide whether or not to take up the project. Five years from now, there will be a new endeavor, and things will continue in this manner. The sustainability of projects with government funding is impacted by this propensity.

Project outputs realization and sustainability of government funded projects

Sustainability in project management is the practice of balancing the environmental, social, and economic aspects of a project-based activity to meet stakeholder needs now without endangering or burdening future generations Blanc, (5). In our constantly changing



environment, sustainability in projects is more important than ever, so project results should be achieved right away. To make project execution simpler—which is not the case with projects supported by the government—this should be done during project design. Both individuals and organizations have a responsibility to play in ensuring that outputs, outcomes, and benefits of a project are sustainable over their life cycles and during their development, disposal, and decommissioning. Include sustainability in the project's goal from the very beginning; if you do, it won't be possible to compromise on it or neglect it. Project-based on participatory approach encompasses all aspects of sustainability Cardullo, & Kitchin (8).

Many project-based organizations find sustainability to be a difficult subject, yet project professionals are considering it more than ever before. For projects to be sustainable there should a tallying between outputs and outcomes. This should be done before a project has been rolled out for implementation. Once still it should be identified by the project beneficiaries during stakeholder project analysis Turyasingura (32). Sustainability is still relevant and crucial in projects, programs, and portfolios; in fact, it is a core competency that is essential for enhancing and supporting good project, program, and portfolio management. All project professionals need to understand sustainability because it entails both individual and organizational responsibilities. Initiatives for change must proactively transform behaviors in order to be implemented through efficient and effective working procedures Stacey (29). Learn what you must do and provide for a project in order for it to fulfill sustainability requirements.

Project expansion and scale-up

Developing and implementing interventions that are sustainable and can be expanded on a larger scale requires a different mindset and new approaches to small-scale pilot testing. If future expansion is the goal, then projects must plan for, and set the right levers in place from the outset to enable that possibility. The management of projects, programs, institutions, organizations, individuals, and other entities that require effective and efficient manufacturing, marketing, distribution, and the delivery of goods and services is increasingly commonly done using a strategy called project sustainability. Benites et al, (5) In general, certain metrics and criteria must be established from project discovery through feasibility studies, formulation, design, appraisal, funding, execution, monitoring, and evaluation in order for projects to be sustained. It is a well-known fact that most projects fail because they don't have a suitable sustainability plan. The social, economic, legal, cultural, educational, and political settings must therefore be thoroughly analyzed before a project can be implemented. The plan should explicitly explain the project's philosophy, mission, vision, values, goals, and objectives. Stakeholder and advocacy participation is crucial since it makes some logistical planning easier. An successful and efficient implementation is possible thanks to beneficiary evaluation, legal and regulatory framework research, marketing and competitive analysis, partnership creation, and institutional analysis.

3. MATERIALS USED

Research Design

The cross-sectional survey research methodology used for this study combined quantitative and qualitative techniques. A qualitative approach helps in comprehending and exploring the depth, richness, and complexity inherent in the topic being examined, whereas a quantitative strategy helps in defining the current situation and looking into cause-and-effect linkages between the research variables. Agaba & Turyasingura, (1). The researcher, using a case study of the Parish Development Model in Kabale District, was able to acquire thorough reasons for how participatory project design contributed to the success of a government-funded project in Uganda using the qualitative technique.

Area of Study

Only Kabale District local government was included in the analysis. Kabale District is situated in the southwest of the Republic of Uganda. Its location is between 0° and 0° South latitude and between 29° 45' and 30° 15' East longitude. Along its southern, eastern, and western borders are the districts of Rubanda, the Republic of Rwanda, and Rukiga. The Kabale district covers around 575 square kilometers overall (222sq.mi). There are 337 kilometers between Kampala and Kabale (209miles). Agaba and Turyasingha (1).



Study population

Maziba, Kaharo, Kyanamira, Buhara, Katuna town council, Ryakarimira town council, Rubaya, Kitumba, Kahungye, Kibuga, Butanda, Kamuganguzi, and Kabale municipality, which is divided into three regions: the southern, central, and northern, are local administrative units that make up the Kabale District local government Agaba and Turyasingura (1). A total of seventy-five (75) people were selected for the study and the researcher used Tora Yamane (1970:886-87) formular to determine the sample size as illustrated.

$$n = \frac{N}{1 + Ne^2}$$

Therefore, 75 respondents were sampled.

Table 1: Categories of Respondents

Respondent	Proportionately selected sample (n _i)	Sampling technique
Politicians	6	Simple random sampling
Farmers	31	Simple random sampling
Business Community	30	Simple random sampling
NGOs	8	Simple random sampling
TOTAL	75	

Source: Field Data, 2022

Simple random Techniques

Simple random sampling is the process of selecting a sample of people at random and with equal probability from a larger group of people. It is a procedure for randomly choosing a sample Barclay, & Klotz, (2). This method was chosen by the researcher because it enables participants to be picked based on how well they comprehend the parish development model. The researcher also considered this sampling approach since it is economical because just a tiny part of the population with relevant knowledge was sampled. The researcher picked NGOs, farmers, businesspeople, and politicians. This strategy is suitable for the study since it made it possible to get exact data and information from respondents who were considered to be more knowledgeable and skilled about the participatory project implementation on sustainability of government funded projects.

Data collection methods and techniques

The researcher used a structured questionnaire to collect information from primary sources. This gave the enumerators the chance to address any queries or concerns that the respondents had. The questionnaire was distributed to NGOs, farmers, businesspeople, and politicians. The researcher, two research assistants, and enumerators distributed the questionnaire. After receiving a full day of instruction in doing fundamental research, particularly through practice surveys, the enumerators were ready to take on the task of collecting data.

Quality Control (Validity and Reliability)

Validity

The extent to which a test captures the intended outcome is referred to as validity. The research instrument considered each aspect of the phenomena being examined as it is defined in the conceptual framework in order to assure validity Blühdorn, & Deflorian, (6). In order to produce the reliable findings, conclusions, and recommendations required by the study aims and issue, the researcher ensured the validity of the instruments for efficiency and effectiveness of the tools. In order to determine whether the instruments are thorough, clear, easy, and relevant to the study objectives, they were prepared and debated with specialists in the field of research and government funded projects. Using the CVI, whose formula is; a Content Validity Test was performed.

$$CVI = \frac{\text{Number of relevant items}}{\text{Total number of items}} \times 100 = \frac{100}{110} \times 100 = 99.9$$



Summary of the reliability statistics

Judge 1.	= 72/75=0.961
Judge 2.	=69/75= 0.923
Judge 3.	= 70/75= 0.933
Judge 4.	= 73/75=0.973
Total	3.79. therefore 7.79/4=0.948

These findings suggested that the study tools utilized to gather information on the sustainability of government-funded projects in Kabale District and the implementation of participatory initiatives were legitimate. According to Buganda (7), the average content validity index (CVI), which is the number of items that have been deemed valid as a percentage of all items, must be at least 0.7 for instruments to be considered legitimate. The instruments were genuine, according to Cheshmehzangi, & Dawodu, (11), because the CVI value was above 90%. (9). An instrument was valid for obtaining data since it had a high content validity index of 0.948 for a questionnaire.

Reliability

Reliability assessments consider how consistently the measurement techniques provide results when the same populations of people are assessed repeatedly under the same circumstances. Dawodu and Cheshmehzangi (11). Additionally, a pilot study is carried out with participants who were purposefully and randomly chosen from the study region to examine the validity of the research techniques. Participants in a pilot research with questionnaires included NGOs, farmers, businesses, and politicians. They had to check the layout, phrasing, thoroughness, and clarity of the questionnaire. The reliability of the instruments was demonstrated using Cronbach's Alpha coefficient Esteban-Guitart,(14). The results are 0.76 on a Statistic Package for Social Scientists (SPSS) scale, which suggests that the tools are more accurate and valuable.

Table 2. Reliability statistics

Variable	Cronbach's alpha	Number of items
Project implementation leadership	0.923	18
Project customer satisfaction	0.892	18
Project outputs realization	0.953	18
Project expansion and scale-up	0.891	20
Sustainability of government funded projects	0.976	20
. Total	4.635	
Average	4.635/4=0.9227	

Source: Field Data 2022

Therefore, it is inferred that there is a high level of confidence in the dependability of the entire scale if individual components are significantly connected to one another. According to Cronbach's alpha (5), "> 0.9 - Excellent, > 0.8 - Good, > 0.7 - Acceptable, > 0.6 - Questionable, > 0.5 - Poor, and 0.5 - Unacceptable" are the acceptable levels.

4. DATA ANALYSIS

Data Management and processing

The steps of descriptive, bivariate, and multivariate data analysis were finished. Tables, charts, and other data were produced as a result of the descriptive analysis. In a bivariate study, the associations between categorical factors and the dependent variable, as well as those between independent variables, were calculated using the Pearson rank correlation. Cross tabulations were once more employed to demonstrate the relationships between the variables.

Multivariate analysis

In this stage, the model had been fitted, and the linear regression model had only been expanded to include the independent variables that, at the bivariate stage, had demonstrated a significant relationship with the dependent variable. To put it another way, only



factors that had been found to be significant at the bivariate stage were regressed at the multivariate level. The equation below displays the multivariate model.;

$$SG = \beta_0 + \beta_1PIL + \beta_2CS + \beta_3PO + \beta_2PEB + \varepsilon$$

Where,

$$SG = \beta_1PIL + \beta_2CS + \beta_3PO + \beta_2PEB + \varepsilon$$

Where

SG= Sustainability of government funded projects

β_1PIL =Project implementation leadership

β_2CS =Customer satisfaction

β_3PO = Project outputs realization

β_2PEB = Project expansion and scale-up

ε =Error term

$\beta_1, \beta_2, \beta_3$ and β_4 are the partial coefficients which explain how each of the independent variables

(With the Parish Development Model as an example, clearly defined terms will affect the viability of government-funded projects.

With a case study of the Parish Development Model in the Kabale District, it was anticipated that participatory project implementation would have a favorable impact on the sustainability of government funded projects.

Ethical Considerations

The researcher requested permission from the Kabale District Local Government and said that the study was being done for academic reasons. She also requested the respondents' consent before delivering the questionnaire.

Limitations and delimitations of the study

Respondents who were indifferent with how finance management techniques affected project performance presented the researcher with a problem with response bias. Both the researcher and the research assistants were given instructions on how to talk to respondents and come up with a solution.

Due to the nature of the respondents' work schedules, the researcher expected a hurdle in being unable to meet with some of the respondents. In such cases, the researcher made an effort to set up meetings with this group of respondents.

Finding enough cash to pay for trip expenses, print study materials, and get in touch with all the expected responders proved to be a challenge for the researcher. Obtaining sponsorship funds was the answer to this issue. Data gathering was difficult because of time restrictions.

For a case study of the Parish Development Model project in the Kabale District, descriptive statistics for participatory project implementation and sustainability of government-funded projects were used.

The case study of the Parish Development Model project in the Kabale District is presented in this section along with descriptive data based on respondents' perceptions of participatory project design and project success.

Participatory project implementation and sustainability of government funded projects a case study of Parish Development Model project in Kabale District.

Table 3. Participatory project implementation and sustainability of government funded projects a case study of Parish Development Model project in Kabale District.

Statements	SA		A		UD		SD		D	
	F	%	F	%	F	%	F	%	F	%
In my subcounty, I took part in the project execution of the parish development model.	00	00	20	26.7	00	00	55	73	00	00
I took part in every PDM activity.	00	00	15	20	00	00	60	80	00	00



I am satisfied beneficiary of PDM	00	00	00	00	00	00	75	100	00	00
PDM outputs are coming out well	00	00	00	00	00	00	75	100	00	00
I have realized PDM expansion and scale-up	00	00	00	00	00	00	75	100	00	00
Due to the applicability of participatory project implementation techniques, PDM projects will be long-lasting.	00	00	00	00	00	00	75	100	00	00

Source: Field Data 2022

Key: Strongly Agree (SA) 5, (Agree (A) (4), Undecided (UD) 3, Disagree (D) 2 and strongly Disagree (SD) 1

To determine whether the Parish development model in Kabale District is a case study of how participatory project execution affects the sustainability of government-funded projects, respondents were asked six questions. 73% of respondents disagreed with the statement that they participated in the parish development model project implementation in their subcounty, while 20.7% of respondents agreed. This suggests that PDM does not employ participatory methods when implementing projects in the district. The question of whether respondents participated in every PDM activity was asked once more, and 20% of respondents agreed with the assertion, compared to 80% of respondents who disagreed with the statement.

During data collecting, when asked if they were satisfied PDM beneficiaries, 100% of the respondents responded that they strongly disagreed with the claim. This suggests that PDM will probably not be viable. This is because the project is not centered on the needs of the people, who would have been involved in both its conception and execution.

When asked whether PDM outputs are coming out nicely again during data collection, all respondents disagreed with the assertion 100% of the time. When questioned again whether they had experienced PDM scale-up and expansion, all of the respondents disagreed with the assertion. Lastly respondents were asked whether due to the applicability of participatory project implementation techniques, PDM projects will be long-lasting, respondents disagreed with 100%. This is an indication that PDM is already a failed project if the situation continues. It shows that, PDM is not owned by the project beneficiaries and therefore very few community members are involved in it.

Sustainability of government funded Parish Development Model in Kabale District

In this part, descriptive statistics based on respondents' opinions are presented for a case study of a government-funded initiative using the Parish Development Model in the Kabale District.

Table 4. Project success of Parish Development Model in Kabale District

Statements	SA		A		UD		SD		D	
	F	%			F	%	F	%		
I have participated in the management of PDM	00	00	10	13.3	00	00	65	86.7	00	00
There has been effective communication	00	00	8	10.7	00	00	65	89.3	00	00
Project beneficiaries are satisfied	00	00	9	12	00	00	66	88	00	00
There is project ownership	00	00	13	17	00	00	62	83	00	00

Source: Field data 2022

Key: Strongly Agree (SA) 5, (Agree (A) (4), Undecided (UD) 3, Disagree (SD) 2 and strongly Disagree (D) 1



To ascertain whether the Kabale District might gain from a parish development model project, four questions were put to the respondents. Respondents responded when asked if they had participated in the management of PDM. Among them, 13.3% strongly agreed and 86.7% strongly disagreed with the statement. When asked if there had been excellent communication, 10.7% of respondents agreed with the statement, while 89.3% strongly disagreed. 12% of respondents claimed they were satisfied with the project's benefits, while 88% strongly disagreed. Respondents were asked if there was project ownership in the last question. Only 17% of those surveyed agreed with the assertion, while 83% did not. This shows that the parish development model project success in the Kabale district would be a nightmare.

Bivariate analysis

Correlation Analysis

The relationship between the durability of a government-funded project and a case study of a parish development model serves as a predictive variable for the implementation of participatory projects. The relationship between the predictor variables and the dependent variable is depicted in the correlation matrix below.

Table 5: Correlations between the independent variables and the dependent variable (Sustainability of government funded Project)

	Participatory project implementation	project	Sustainability of government funded Project
Participatory project implementation	Pearson Correlation Sig. (2-tailed) N	1 75	0.890** 0.000 75
Sustainability of government funded Project	Pearson Correlation Sig. (2-tailed) N	0.890** 0.000 75	1 0.000 75

Source: Field data 2022

Relationship between participatory project design and project success

According to the statistics in the above table, participatory project design and project success have a substantial positive correlation ($r=0.890^{**}$; $p\text{-value}0.01$). These results show a strong correlation between the parish development model used as a case study in Kabale District and the sustainability of government-funded initiatives.

Multiple regression analysis

This section displays the multivariate results for participatory project design on sustainability of government funded project using the parish development model as a case study in the Kabale District. The parish development model's project success was its dependent variable, and this model was chosen since it transformed it into a continuous variable.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.890 ^a	0.692	0.743	0.32395

a. Predictors: (Constant), Participatory project implementation

b. Dependent Variable: Sustainability of government funded Project

According to Table 5 (adjusted R-squared = 0.743), participatory project implementation is an independent variable that explains 64.3% of the variation in parish development model project performance. This shows that using participatory project implementation would only boost project success for the parish development model by 64.3%. This shows that the effectiveness of the parish development model project in the Kabale District may depend on the many participatory project implementation methods used.



Table 6. Results of linear regression evaluating the influence of independent factors on the Kabale District parish development model's project success.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Participatory project implementation	0.421	0.025	0.890	1.929	0.015

a. Dependent Variable: sustainability of government funded projects

Source: Field Data, 2022

Results indicate that participatory implementation plan has a significant and positive impact on the parish development model (coef = 0.890, p-value = 0.028). The alternative hypothesis is preferred above the null hypothesis, which states that the success of parish development model projects in Kabale District is not significantly influenced by the execution of participatory projects.

5. CONCLUSION AND RECOMMENDATIONS

CONCLUSION

The research and analysis indicate that parish development model and sustainability in Kabale District have a strong relationship. The study came to the conclusion that the parish development model can never be sustainable until participatory project implementation is used, in which the project's beneficiaries are fully integrated into project ownership and decision-making.

RECOMMENDATION

In order to achieve the intended goals of the PDM, the following should be put in place:

PDM should be made aware of the leadership for the project's implementation, and this leadership should come from the project's village, parish, and subcounty.

The project cannot be sustained if PDM recipients are not happy. Customers should therefore be happy and accountable for expecting PDM results as the project expands.

Beneficiaries of the PDM Project should be involved at the project's highest level so that it is simple for them to identify risks and restrictions and create a plan for how to deal with these problems.

The project methodology should be specified by those participating in the PDM implementation. The good performance of the PDM beneficiaries will lead to easier decision-making.

Funds should be repaid from the ministry of finance planning and economic development under the direction of the office of the prime minister if corruption is to be reduced directly on the group accounts.

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