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PARISH DEVELOPMENT MODEL (PDM) POLICY AND LOCAL ECONOMIC DEVELOPMENT IN KAMPALA DISTRICT, UGANDA

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23C/HD10/MPA/KC

DISSERTATION SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES & RESEARCH IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF A MASTER'S DEGREE OF PUBLIC ADMINISTRATION OF METROPOLITAN INTERNATIONAL UNIVERSITY

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DECLARATION

I, **Buyiza Ibrahim**, hereby declare that this dissertation entitled "***Parish Development Model (PDM) Policy and Local Economic Development in Kampala District, Uganda***" is my original work and has not been submitted to any other institution of higher learning for any academic award. Where the work of others has been used, it has been fully acknowledged and referenced in accordance with academic standards.

Signature: ……...Date: …….

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APPROVAL

This is to certify that the dissertation entitled "***Parish Development Model (Pdm) Policy and Local Economic Development in Kampala District, Uganda*"** was carried out under my supervision. It is now approved for submission to the School of Graduate Studies & Research in partial Fulfillment of the requirements for the award of the Master's Degree of Education planning and Management of Metropolitan International University.

Signature: ……...Date: …….

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DEDICATION

I dedicate this work to the resilient communities of Kampala District, whose daily struggles and aspirations inspired this inquiry. May this research contribute meaningfully to policies that genuinely improve urban livelihoods and foster inclusive local economic development.

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LIST OF ABBREVIATIONS

DFID:	Department for International Development
DV:	Dependent Variable
FGD:	Focus Group Discussion
IGA:	Income-Generating Activity
IV:	Independent Variable
KCCA:	Kampala Capital City Authority
LED:	Local Economic Development
MoFPED:	Ministry of Finance, Planning and Economic Development
NAADS:	National Agricultural Advisory Services
PDC:	Parish Development Committee
PDM:	Parish Development Model
SACCO:	Savings and Credit Cooperative Organisation
SLA:	Sustainable Livelihoods Approach
SPSS:	Statistical Package for the Social Sciences
UBOS:	Uganda Bureau of Statistics
VSLA:	Village Savings and Loan Association
YLP:	Youth Livelihood Programme

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ABSTRACT

This study examines the relationship between Uganda's Parish Development Model (PDM) and local economic development within the urban context of Kampala District. Employing a concurrent mixed-methods approach, the research investigated how three key independent variables Institutional Implementation Capacity, Urban Livelihood Adaptation, and Pre-existing Associational Capital influence PDM-facilitated economic outcomes. A cross-sectional correlational design was utilized, collecting data from 333 respondents across four stakeholder groups: parish implementing officials, district supervisors, PDM beneficiary group leaders, and household members. Quantitative data were analyzed using descriptive statistics, Pearson correlation, and regression analysis, while qualitative insights were derived from interviews and focus group discussions. Findings revealed a significant positive relationship between all three independent variables and local economic development outcomes, with Urban Livelihood Adaptation demonstrating the strongest predictive power ($\beta = .631$, $p < .001$). Institutional Implementation Capacity showed a moderate-strong relationship ($\beta = .572$), highlighting challenges in transparency and impartiality despite adequate technical competence. Pre-existing Associational Capital exhibited a moderate yet significant relationship ($\beta = .498$), emphasizing the role of social infrastructure. The study concludes that the PDM's effectiveness in Kampala is contingent upon strengthening local governance integrity, formally supporting urban-appropriate enterprise adaptation, and strategically leveraging community social networks. Recommendations are provided for policymakers, local administrators, and development practitioners to enhance program design and implementation in urban settings. *Keywords: Parish Development Model, local economic development, institutional capacity, urban livelihoods, social capital, Kampala, Uganda.*

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

National development strategies are fundamental instruments for steering economic growth and poverty alleviation, particularly in the Global South. Their ultimate success, however, is often determined not at the design stage but during implementation at the local level, where abstract policy meets complex community realities. This study investigated the critical interplay between a major national poverty-eradication initiative the Parish Development Model (PDM) and the unique socio-economic ecosystem of Kampala District, Uganda. By analysing the PDM's implementation and outcomes in an urban setting for which it was not originally designed, this research addressed a pivotal gap in understanding how standardised, nationally-mandated development frameworks function within dynamic and informal urban economies. The investigation posited that the effectiveness of such a strategy is not automatic but is contingent upon specific local-level institutional, economic, and social factors that mediate its execution and impact. This chapter presents the background to the study, the statement of the problem, the objectives of the study, the research questions, research hypothesis, the scope of the study, the significance of the study, justification of the study, the conceptual framework, and the definition of key terms. Collectively, these components provided the foundation upon which the study was structured and conducted.

1.2 Background of the Study

This study critically examined the implementation of Uganda's Parish Development Model (PDM) within the unique urban context of Kampala District. The PDM, a flagship government strategy, aimed to transition 39% of Ugandan households from subsistence to the money economy through parish-level financial and institutional support (Ministry of Finance, Planning and Economic Development [MoFPED], 2021). However, its effectiveness in urban areas remained empirically underexplored. This research posited that PDM outcomes were not uniform but were dependent on specific local factors. Consequently, the dependent variable (DV) was PDM Programme Effectiveness, which was

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operationalized through three key metrics: the fund disbursement rate, the loan repayment rate within the parish revolving fund, and the perceived household income impact among beneficiaries (Kakumba, 2022).

The investigation was guided by three primary independent variables (IVs) hypothesised to influence this DV. First, Institutional Implementation Capacity (IV1) was measured through the technical competence of parish officials, procedural transparency, and community perceptions of impartiality (Mwenda, 2023). Second, Urban Livelihood Adaptation (IV2) was operationalised by analysing the sectoral shift of funded activities towards non-agricultural enterprises, evidence of market linkages, and spatial innovations adopted by beneficiary groups (Kisekka, 2023). Third, Pre-existing Associational Capital (IV3) was gauged through the density of pre-PDM savings groups, levels of generalised social trust, and the prior leadership experience of PDM group leaders (Bananuka, 2022). By analysing how these constructs interacted, this study sought to explain the variance in PDM success across Kampala's parishes.

1.2.1 Historical Perspective

Globally, decentralized development planning has emerged as a dominant paradigm for poverty reduction, emphasizing local governance and community participation in resource allocation (World Bank, 2020). The principle of subsidiarity, which holds that social and economic issues should be managed at the most immediate local level, underpins many contemporary development frameworks (United Nations, 2018). However, the efficacy of these decentralized models is frequently contested. Recent research indicates that successful localization depends heavily on the presence of robust local institutions, adequate fiscal devolution, and the adaptability of national policies to sub-national contexts (Bardhan, 2022). For instance, a UNESCO (2021) report on inclusive development highlights that standardized national policies often fail to account for localized socio-economic heterogeneity, leading to implementation gaps and inequitable outcomes(Julius & Kaazara, 2025). This global discourse on the tension between standardized policy design and localized implementation forms a critical backdrop for analyzing Uganda's PDM.

Across Africa, decentralized development initiatives have yielded mixed results, largely mediated by governance structures and historical legacies (Bratton & Logan, 2021). Programs similar to the PDM, such as Ethiopia's Productive Safety Net Programme and Ghana's Livelihood Empowerment Against Poverty, have demonstrated that

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financial inclusion at the local level can stimulate micro-enterprise but are often hampered by elite capture, bureaucratic bottlenecks, and a disconnect from formal market systems (Aragie, 2023; Abdulai, 2022). A recurring theme in the literature is the urban-rural implementation dichotomy. As African cities experience unprecedented urbanization, poverty is becoming increasingly urbanized, yet many national development policies retain an implicit rural bias (African Development Bank, 2022). This creates a significant policy vacuum for the urban poor, who engage primarily in the informal service and trade sectors, as noted in recent studies from Nairobi and Lagos (Onyango, 2023; Adeboye, 2022). The challenge of adapting community-driven development models to dense, informal, and cash-based urban economies thus represents a critical frontier for African development policy(Julius & Audrey, 2025).

In Uganda, the evolution of decentralization since the 1997 Local Governments Act has established a framework for parish-level administration, creating the structural prerequisite for the PDM (Nabaho, 2021). The PDM itself is the latest in a series of national poverty alleviation strategies, including the Plan for Modernisation of Agriculture and the earlier Entandikwa scheme, which faced criticism for poor targeting and weak recovery rates (Kjaer & Mwebaza, 2022). Launched in February 2022, the PDM represents a more systematic, parish-based approach with a revolving fund model. According to the MoFPED (2022), the model targets 10,594 parishes nationwide. However, early implementation audits by the Office of the Auditor General (2023) and independent researchers have flagged challenges including delayed release of funds, ambiguous beneficiary targeting, and a lack of tailored support for non-agricultural enterprises(Paul & Kazaara, 2023). These national-level findings underscore the operational complexities of the PDM but lack a focused analysis of its performance in a purely urban administrative district like Kampala, where the economic landscape diverges fundamentally from the agrarian model upon which the policy was conceived(Julius & Kazaara, 2025).

Kampala District presents a critical and anomalous case for PDM implementation. As Uganda's primary economic hub, contributing over 60% of the national GDP, its economy is dominated by the service sector and informal trade (Kampala Capital City Authority [KCCA], 2022). The district's parishes are characterized by high population density, limited land for agricultural production, and complex livelihood strategies based on wage labor, petty commerce, and artisanal work (UBOS, 2021). This urban reality directly conflicts with the PDM's foundational pillars, which

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emphasize agricultural value chains as the primary pathway out of subsistence (MoFPED, 2021). Preliminary observations in parishes like Katwe and Kawempe reveal that local leaders and beneficiaries are actively attempting to adapt the model, directing funds towards activities like retail, motorcycle repair, and food vending (Nabachwa, 2023). The success of these adaptations, however, appears uneven across the district. This study is situated within this local context of adaptation and friction, aiming to systematically investigate how parish-level institutional capacity, livelihood adaptation, and social capital determine the program's effectiveness in Kampala's unique urban ecosystem.

1.1.2 Theoretical Perspective

This study was underpinned by two interrelated theoretical frameworks: Institutional Theory and the Sustainable Livelihoods Approach. Together, these lenses provided a robust foundation for analysing how formal and informal institutions shaped the implementation of a national development policy within a complex urban setting and how households adapted their livelihood strategies in response.

The first guiding theory was Institutional Theory, specifically its focus on how organisational structures, rules, and norms shape behaviour and outcomes. As articulated by Scott (2014), institutions comprise regulative, normative, and cultural-cognitive pillars that provide stability and meaning to social life. In the context of public policy implementation, this theory asserts that the effectiveness of a programme is not merely a function of its design but is profoundly mediated by the institutional environment in which it is executed (Battilana, Leca, & Boxenbaum, 2022). A key assumption is that actors within implementing structures such as parish chiefs and committees are influenced by both formal rules (e.g., PDM operational guidelines) and informal norms (e.g., local political patronage), which may conflict. The relevance of this theory to the study was direct, as it provided a framework for analysing Independent Variable 1 (Institutional Implementation Capacity). It allowed the investigation to move beyond a technical assessment of capacity to examine how the legitimacy of the PDM's rules, the professional norms of local officials, and the cognitive scripts of beneficiary targeting collectively influenced procedural transparency and impartiality key operational metrics of this study (Mwenda, 2023).

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The strengths of Institutional Theory for this research lay in its ability to explain persistent implementation gaps and variations across similar administrative units (parishes) by highlighting the "institutional work" of local actors (Lawrence, Leca, & Zilber, 2021). However, a primary weakness was its potential to over-emphasise structural constraints, thereby undervaluing individual agency and the capacity of actors to creatively adapt or resist institutional pressures. Recent critiques noted that studies applying this theory in African contexts must carefully account for the hybridity of institutions, where formal state structures are deeply intertwined with informal, traditional, or neo-patrimonial systems (Bazaanah, 2021). For this study, the theory was vital for hypothesising that parishes with stronger, more coherent, and legitimate institutional arrangements would demonstrate higher PDM effectiveness (DV). It framed the PDM not just as a transfer of resources, but as an institutional intervention whose success depended on the pre-existing and evolving institutional fabric of the local parish.

The second guiding framework was the Sustainable Livelihoods Approach (SLA), originally developed by Chambers and Conway (1992) and advanced by the UK Department for International Development (DFID, 1999). This people-centred framework posits that households construct livelihoods by deploying a portfolio of assets or capitals human, social, natural, physical, and financial within a context shaped by vulnerabilities, policies, and institutions (Scoones, 2020). A core assumption is that households are active agents who strategically navigate opportunities and constraints rather than passive recipients of development aid. The relevance of the SLA to this study was twofold. First, it directly informed the conceptualisation of Independent Variable 3 (Pre-existing Associational Capital), viewing social capital as a critical asset that households leverage to access the PDM's financial capital. Second, it underpinned Independent Variable 2 (Urban Livelihood Adaptation), as it centred the analysis on how households in Kampala's parishes dynamically adapted their asset portfolios in response to the PDM opportunity, potentially shifting from a dependence on natural capital (land) to a greater reliance on human and social capital for urban enterprises (Kisekka, 2023).

A key strength of the SLA was its holistic and flexible nature, making it exceptionally suitable for analysing diverse urban livelihoods that fall outside conventional agrarian models (Rakodi, 2022). It forced the analysis to consider the full range of assets and strategies beneficiaries employed. Its primary weakness, however, was that it could be overly descriptive and static, sometimes failing to adequately analyse the power relations and political economy that

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determine access to and control over assets (O'Laughlin, 2021). Recent applications in urban studies, however, have integrated a stronger political economy lens to address this gap (Lawson, 2020). For this research, the SLA was indispensable for hypothesising that PDM effectiveness would be higher in parishes where the programme aligned with and enhanced existing household livelihood strategies and asset bases. It shifted the focus from mere fund disbursement to how those funds were integrated into complex, adaptive livelihood systems within Kampala's distinctive urban environment.

1.2.3 Conceptual Perspective

This research was conceptually anchored in four interconnected domains that directly operationalised the study's core variables within the context of Kampala, Uganda: Parish Development Model (PDM) Policy, Institutional Implementation, Urban Livelihood Systems, and Local Economic Development (LED). These concepts provided the precise theoretical scaffolding for investigating how a national policy's implementation mechanics translated into localised economic outcomes.

The central organising concept was the Parish Development Model (PDM) Policy, which referred to Uganda's flagship strategy for transitioning subsistence households into the money economy through parish-level financial intermediation, institutional support, and community mobilisation (Ministry of Finance, Planning and Economic Development [MoFPED], 2021). Conceptually, the PDM was not merely a fund but a complex policy instrument that bundled principles of decentralised service delivery, community-driven development, and financial inclusion into a single intervention. As noted by Kakumba (2022), its operational design assumed a homogeneous, agrarian-based subsistence economy a core conceptual tension when applied to an urban setting. This study treated the PDM policy as the intervening construct whose real-world execution and impact were determined by the independent variables. The policy's inherent rigidity or adaptability formed the backdrop against which IV2: Urban Livelihood Adaptation was measured.

Institutional Implementation Capacity referred to the combined administrative competence, procedural integrity, and operational effectiveness of the local structures mandated to execute the PDM, primarily the Parish Chief and the

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Parish Development Committee (PDC). This concept was derived from public administration literature on policy implementation, which posits that the fidelity of local execution is a function of the capability and motivation of street-level bureaucrats (Lipsky, 2010). Within the framework of decentralised governance, it measured the extent to which the local unit could independently and competently perform its assigned roles. Its operational measurements technical competence scores, transparency indices, and community perceptions of impartiality were designed to capture both the technical and ethical dimensions of this capacity. Weak institutional implementation capacity, often characterised by limited training, opaque processes, and political interference, was a primary conceptual driver of the "implementation gap" observed in many sub-Saharan African development programmes (Andrews, 2020). In this study, it was hypothesised as a fundamental determinant (IV1) of whether PDM funds were disbursed appropriately and managed for public benefit rather than private gain.

Urban Livelihood Adaptation referred to the process by which a standardised, nationally-designed development intervention was modified or reinterpreted at the local level to align with the dominant income-generating activities, market structures, and spatial constraints of an urban environment. This concept synthesised the Sustainable Livelihoods Approach (Scoones, 2020) with urban studies scholarship on informality and economic survival strategies (Beard, 2022). It moved beyond assessing whether beneficiaries received funds to evaluating the relevance of the funded activities to Kampala's cash-based, service-oriented, and land-scarce economy. Its measurements—the sectoral shift towards non-agricultural IGAs, evidence of market linkages, and spatial innovations—directly assessed this relevance. The concept acknowledged that households were active agents who would attempt to bend programme rules to fit their reality; the degree to which local officials facilitated or hindered this adaptive process was therefore critical. This variable (IV2) conceptually bridged the PDM's rural design and Kampala's urban economic reality, hypothesising that higher levels of adaptation would lead to more viable enterprises and thus greater programme effectiveness.

Pre-existing Associational Capital referred to the stock of social networks, norms of reciprocity, and formal or informal collective organisations that existed within a community prior to the introduction of an external development intervention like the PDM. This concept was rooted in social capital theory (Putnam, 2000) and was crucial for

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understanding group-based development models. It encompassed both the structural dimension (the density of groups like SACCOs and VSLAs) and the cognitive dimension (levels of interpersonal trust). In the context of urban Kampala, where formal financial institutions might be inaccessible, these associations often served as critical safety nets and sources of rotating credit (Bananuka, 2022). This capital reduced transaction costs for new collective endeavours, facilitated peer monitoring for loan repayment, and provided a ready-made structure for forming the enterprise groups required by the PDM. Its operationalisation through group density, trust scales, and leadership experience (IV3) allowed the study to test whether the PDM's success was contingent upon leveraging, rather than attempting to create, social cohesion. It was conceptually distinct from institutional capacity, as it resided within the community rather than the formal administrative structure.

The ultimate outcome of interest was conceptualised as Local Economic Development (LED), which referred to the process of stimulating and sustaining economic activities and improving economic well-being within a specific sub-national territory, driven primarily by local actors and resources (Rodriguez-Pose, 2020). DV: PDM Programme Effectiveness operationalised a micro-component of LED by measuring the policy's contribution to household-level economic advancement (income impact) and the creation of a sustainable, locally-managed financial mechanism (disbursement and repayment rates). It did not capture broader LED indicators like job creation or investment but focused on the policy's direct, intended outcomes. The conceptual link posited that effective institutional implementation (IV1) of a well-adapted policy (IV2) within a socially cohesive community (IV3) led to stronger household economic outcomes and a robust revolving fund, thereby making a tangible, if incremental, contribution to parish-level economic development.

1.2.4 Contextual Perspective

Kampala District, the study area, is Uganda's capital and smallest yet most densely populated district, covering approximately 189 square kilometres. With an estimated population of 1.7 million people and a density exceeding 9,000 persons per square kilometre, it is the epicentre of the nation's administrative, commercial, and social activities (Uganda Bureau of Statistics [UBOS], 2024). The district is administratively divided into five divisions Kawempe,

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Nakawa, Makindye, Rubaga, and Central which are further subdivided into parishes and villages. Kampala's economy is overwhelmingly service-based, contributing over 60% of Uganda's GDP, yet it is characterised by a vast informal sector that employs an estimated 80% of its workforce in activities such as petty trade, motorcycle transport (*boda-boda*), and artisanal services (Kampala Capital City Authority [KCCA], 2023). This created a critical contextual paradox: a zone of immense economic generation concurrently hosting significant urban poverty and informality.

The application of the Parish Development Model (PDM) in this context directly encountered the challenge of institutional implementation capacity (IV1). The urban parish administrative structure, inherited from a rural governance model, was often ill-equipped to manage the scale and complexity of Kampala's economy. Parish Chiefs and their committees were frequently overwhelmed, managing dense populations with limited technical staff, office resources, and mobility (Tukahebwa, 2023). This related directly to the study's objective of assessing institutional determinants, as the capacity for transparent beneficiary selection, group formation, and mentorship was severely strained. Furthermore, the intense political economy of Kampala, where local council positions are highly contested, exacerbated challenges of impartiality. As noted by Mwenda (2024), the pressure for political patronage could distort PDM targeting, diverting resources from the poorest households to political clients, thereby undermining the policy's core objective and compromising the integrity of the institutional process.

The district's physical and economic landscape presented profound challenges for urban livelihood adaptation (IV2), a core focus of this investigation. The near-total lack of agricultural land in most city parishes rendered the PDM's original agricultural pillar largely irrelevant. Households survived through complex, multi-stranded livelihoods in the informal sector, which operated with volatile cash flows and required specific, non-agricultural business skills (Kisekka & Lwasa, 2023). This context created a severe mismatch: the PDM's approved enterprise menu and training modules were agriculturally biased, while viable urban opportunities in recycling, digital services, or niche manufacturing were not formally supported. Consequently, as observed in early implementation, beneficiaries and local officials were forced to engage in informal adaptation—classifying a retail shop as "agro-processing" or a motorcycle repair shed as an "agricultural tool hire" service to access funds (Nabachwa, 2024). This disconnect

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directly informed the study's objective to measure adaptation, as the programme's effectiveness hinged on bridging this contextual gap between policy design and urban economic reality.

Finally, the social fabric of Kampala influenced pre-existing associational capital (IV3). While the city has a high density of informal savings groups (VSLAs) and some cooperatives, the transient nature of parts of the urban population and high levels of socio-economic diversity could weaken the deep, trust-based social networks found in more stable rural communities (Bananuka, 2023). This context impacted the foundational group-based model of the PDM. Parishes in long-established neighbourhoods may have had strong associational capital to leverage, while newer, highly transient slum settlements may have lacked this cohesive fabric, making the formation of viable, trustworthy enterprise groups more difficult. This variation provided a critical contextual lens for the study, aligning with the objective to determine how pre-existing social structures mediated PDM outcomes. Leadership and monitoring gaps were pronounced in this environment; overstretched parish officials lacked the time for consistent follow-up, and weak group cohesion in low-social-capital areas hampered effective peer monitoring, leading to poor loan repayment rates and threatening the sustainability of the revolving fund a key metric of the dependent variable, PDM programme effectiveness (Auditor General, 2023).

1.3 Statement of the Problem

The ideal situation for Uganda's Parish Development Model (PDM) is a seamlessly implemented national strategy that eradicates household-level subsistence poverty through effective localised economic transformation. In this envisioned framework, each parish, including those in urban Kampala, would serve as a hub of efficient planning, transparent resource allocation, and community-driven enterprise development. The UGX 100 million annual allocation would be fully and timely disbursed to properly constituted beneficiary groups, who would invest in high-yielding, context-sensitive income-generating activities (IGAs). This would be supported by competent and impartial parish-level institutions providing continuous mentorship, leading to sustainable increases in household incomes, job creation, and a revolving fund that grows through high repayment rates collectively contributing to measurable local economic development (Ministry of Finance, Planning and Economic Development [MoFPED], 2021).

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The current reality in Kampala District sharply contrasted with this ideal. Early implementation reports and audits highlighted systemic challenges that directly undermined PDM Programme Effectiveness, the dependent variable of this study. Evidence indicated significant delays in fund disbursement, politicised beneficiary selection, and a critical design-reality mismatch where the PDM's agriculturally oriented model failed to align with Kampala's informal, service-based urban economy (Office of the Auditor General, 2023; Kisekka, 2023). Consequently, there was low uptake of contextually relevant IGAs, poor loan recovery rates threatening fund sustainability, and minimal perceived household income impact among beneficiaries in city parishes (Nabachwa, 2024). This represented a significant implementation gap where the policy's objectives were not being realised in Uganda's most economically significant region.

If these implementation failures had persisted, the consequences would have been severe and multi-layered. Economically, the poor recovery of revolving funds would have rendered the PDM financially unsustainable, leading to a collapse of the model and a waste of substantial public investment. Socially, continued exclusion of the urban poor from viable economic pathways would have deepened poverty, inequality, and vulnerability within Kampala's informal settlements. Politically, public trust in decentralised governance and state-led development would have eroded, reinforcing perceptions of elite capture and policy failure (Mwenda, 2024). At the national level, Uganda would have risked failure to achieve its poverty eradication targets under Vision 2040 and the Sustainable Development Goals, as its flagship strategy remained ineffective in addressing urban poverty dynamics. This study, therefore, focused on diagnosing the local determinants of PDM effectiveness in Kampala District.

1.4 General Objective

To analyze the relationship between the Parish Development Model (PDM) Policy and Local Economic Development in Kampala District, Uganda.

1.4.1 Specific Objectives

Specifically, the study aims to:

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i. To examine the relationship between Institutional Implementation Capacity (IV1) in PDM execution and Local Economic Development outcomes in Kampala District.

ii. To assess the relationship between Urban Livelihood Adaptation (IV2) within the PDM framework and Local Economic Development outcomes in Kampala District.

iii. To evaluate the relationship between the level of Pre-existing Associational Capital (IV3) and Local Economic Development outcomes in Kampala District.

1.4.2 Research Hypotheses

The following null hypotheses will be tested:

H_{01}: There is no significant relationship between Institutional Implementation Capacity (IV1) in and Local Economic Development outcomes in Kampala District.

H_{02}: There is no significant relationship between Urban Livelihood Adaptation (IV2) within the PDM framework and Local Economic Development outcomes in Kampala District.

H_{03}: There is no significant relationship between the level of Pre-existing Associational Capital (IV3) and Local Economic Development outcomes in Kampala District.

1.4.3 Research Questions

RQ_1: What is the relationship between Institutional Implementation Capacity and Local Economic Development outcomes in Kampala District?

RQ_2: What is the relationship between Urban Livelihood Adaptation and Local Economic Development outcomes in Kampala District?

RQ_3: What is the relationship between Pre-existing Associational Capital and Local Economic Development outcomes in Kampala District?

1.5 Scope of the Study

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1.5.1 Geographical Scope

This study was geographically confined to Kampala District, Uganda. Kampala presented a critical and anomalous case for examining the Parish Development Model (PDM) due to its status as the nation's capital and primary economic hub. The district's highly urbanised, service-based economy, characterised by dense informal settlements and a minimal agricultural base, created a pronounced implementation challenge for a policy originally designed for rural subsistence contexts (Kisekka, 2023). Focusing on this distinct urban environment allowed for an in-depth investigation of how the PDM's standardised national framework adapted or failed to adapt to a complex, non-agrarian setting, thereby generating findings with significant implications for urban policy adaptation across Uganda. The study utilised a multi-parish sampling strategy within the district's five administrative divisions to ensure geographical and socio-economic representation.

1.5.2 Content Scope

The content scope of this study was delimited to analysing the relationship between three specified independent variables and the local economic development (LED) outcomes of the PDM. The independent variables under investigation were: (1) Institutional Implementation Capacity, operationalised through local governance metrics; (2) Urban Livelihood Adaptation, measured by the relevance of funded enterprises to the urban economy; and (3) Pre-existing Associational Capital, gauged through community social networks. The dependent variable, PDM-facilitated Local Economic Development, was measured through household income impact, fund sustainability, and economic activity uptake. The study did not conduct a cost-benefit analysis of the PDM, nor did it provide a comprehensive evaluation of all seven PDM pillars. It focused specifically on the implementation mechanics and local socio-economic determinants of the model's effectiveness within its defined urban geographical scope.

1.5.3 Time Scope

The study employed a cross-sectional design, collecting data within a six-month timeframe from July to January 2025. The analytical time scope for the research content, however, encompassed the PDM's implementation period from its national launch in 2022 through to the study's completion in 2025. This period captured the critical early to mid-phase

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of the policy's rollout, where initial implementation patterns, challenges, and adaptive responses were most evident and could be systematically assessed. The choice of 2025 for data collection allowed sufficient time for the model to have been operational in Kampala parishes while ensuring the findings were based on recent and current implementation dynamics, providing timely evidence for potential policy review and adjustment.

1.6 Significance of the Study

To Policymakers and National Government (MoFPED): This study is significant for policymakers at the Ministry of Finance, Planning and Economic Development and other implementing ministries. The findings will provide an evidence-based assessment of the PDM's functionality in an urban context, highlighting specific design and implementation bottlenecks. This empirical evidence can inform critical policy revisions, such as adapting the enterprise menu, refining targeting guidelines, and restructuring training modules for urban parish officials, thereby enhancing the model's effectiveness and sustainability nationwide.

To Local Government Administrators (KCCA & Parish Chiefs): For the Kampala Capital City Authority (KCCA) and parish-level implementers (Parish Chiefs and Committees), the research offers practical diagnostic tools and benchmarks. By identifying the specific components of institutional capacity and adaptation strategies that correlate with success, the study will provide a framework for self-assessment and targeted capacity building. The results can guide KCCA in developing complementary urban-focused support systems to bridge the gap between the national PDM framework and local economic realities.

To Development Practitioners and NGOs: Non-governmental organizations and development agencies operating in Kampala's informal economy will benefit from a clearer understanding of the PDM's operational landscape. The insights into how pre-existing associational capital influences outcomes can guide NGOs in designing complementary programs that strengthen community groups, provide tailored business development services, and foster linkages between PDM beneficiaries and larger markets, thereby amplifying the model's impact.

To the Academic and Research Community: This study will contribute to scholarly discourse in public administration, development economics, and urban studies. It provides a rigorous empirical test of institutional and

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livelihoods theories within the context of a contemporary African urban development policy. The conceptual framework and validated measurement scales for urban adaptation and local implementation capacity can serve as a foundation for future comparative studies in other Ugandan municipalities or similar urban settings across the continent.

To Beneficiary Communities and the General Public: Ultimately, the significance of this study extends to the residents of Kampala, particularly those targeted by the PDM. By advocating for a more responsive, transparent, and effective implementation of a major public investment, the research aims to ensure that the program delivers tangible improvements in household incomes and economic resilience. A more effective PDM translates directly into poverty reduction, improved livelihoods, and greater community trust in public institutions, contributing to the broader social and economic development of Kampala District.

1.7 Justification of the Study

There is an urgent practical need to evaluate the implementation of a major national investment. Preliminary audits and reports indicate significant operational challenges with the Parish Development Model (PDM) in urban areas, including fund disbursement delays, mismatched enterprise support, and weak loan recovery (Office of the Auditor General, 2023). Without systematic research, public funds risk being inefficiently utilized, and the program may fail to achieve its poverty eradication goals in Kampala, where economic needs are acute. This study is justified as it will generate actionable data on the specific implementation barriers and success factors, providing practitioners and local administrators with evidence to improve day-to-day management, mentorship, and monitoring of the PDM.

The PDM represents a central pillar of Uganda's national development strategy, yet its policy framework is demonstrably rural in orientation. There is a critical policy gap regarding its application in urban contexts. This study is justified by the need for evidence-based policy adaptation. Findings will directly inform policymakers at the Ministry of Finance, Planning and Economic Development (MoFPED) and the Ministry of Kampala Capital City and Metropolitan Affairs on necessary revisions to operational guidelines, targeting criteria, and allowable enterprises for

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urban parishes. By identifying the relationship between local institutional setups, adaptation levels, and outcomes, the research will justify policy shifts towards a more flexible, context-sensitive model that can effectively serve both rural and urban populations.

The study fills a theoretical gap by testing and integrating institutional theory and the sustainable livelihoods approach within a unique urban policy implementation setting. While these frameworks are well-established, their combined application to a large-scale, state-led development program in an African city is under-explored. This research is justified as it will contribute to academic discourse by refining concepts like "urban livelihood adaptation" and "local institutional implementation capacity," operationalizing them with measurable indicators. It will provide an empirical case study on the mechanisms through which national policies are mediated by local structures and social assets, thereby enriching theories of decentralization, policy implementation, and urban political economy.

At its core, the PDM is a social contract aimed at improving the welfare of the poorest citizens. Its potential failure in Kampala would perpetuate poverty and erode trust in public institutions. This study is socially justified as it centers on understanding the program's effectiveness from the perspective of local communities and intended beneficiaries. By investigating factors like associational capital and perceived impartiality, the research prioritizes community-level social dynamics that determine real-world impact. The resulting recommendations aim to ensure the PDM is implemented more equitably and responsively, thereby justifying the study through its potential to enhance social equity, community empowerment, and the tangible socio-economic well-being of Kampala's residents.

1.8 Conceptual Framework

This study is guided by a conceptual framework that models the hypothesised relationships between three independent variables (IVs) and one dependent variable (DV) in the context of the Parish Development Model (PDM) in Kampala. The framework posits that the effectiveness of the PDM in fostering Local Economic Development (the DV) is determined by three key local-level factors: Institutional Implementation Capacity (IV1), referring to the administrative competence and procedural integrity of parish structures; Urban Livelihood Adaptation (IV2), denoting the congruence between PDM-funded activities and the urban informal economy; and Pre-existing Associational

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Capital (IV3), representing the stock of community networks and trust. The DV, PDM-facilitated Local Economic Development, is operationalised through metrics of household income impact, fund sustainability, and economic activity uptake. The framework illustrates the direct relationships from each IV to the DV.

The framework is theoretically anchored in the integration of Institutional Theory and the Sustainable Livelihoods Approach (SLA). Institutional Theory (Scott, 2014) provides the basis for IV1, suggesting that the rules, norms, and capacities of implementing structures (regulative, normative, and cultural-cognitive pillars) critically shape policy outcomes. The SLA (Scoones, 2020) underpins IV2 and IV3, framing households as active agents who deploy a portfolio of assets including social capital (IV3) within a given context to build livelihoods. The need for adaptation (IV2) arises from the SLA's emphasis on context-specificity, where external interventions must align with existing livelihood strategies to be effective. The convergence of these theories explains how formal institutional mechanics and informal community assets jointly influence the translation of policy into development outcomes.

This integrated framework was adapted for the specific context of a national policy implemented in an urban setting. The institutional lens was narrowed from broad societal institutions to the specific "street-level bureaucracy" of the parish administration. The livelihoods approach was explicitly urbanised, moving the focus from natural capital (land) to human, social, and financial capital relevant to Kampala's informal sector. The variable of Urban Livelihood Adaptation (IV2) was introduced as a critical mediating construct to explicitly address the core design-reality gap of the PDM. Furthermore, Pre-existing Associational Capital (IV3) was isolated as a distinct variable from broader social capital to directly test the PDM's foundational assumption about group-based development. This adaptation yields a tailored model for diagnosing urban policy implementation.

This framework directly guides all phases of the research. It defines the key constructs to be measured, leading to the operationalisation of variables as outlined in section 1.1. It logically generates the three research questions and null hypotheses presented in sections 1.4.2 and 1.4.3, each proposing a testable relationship between an IV and the DV. The framework informs the research design by necessitating a methodology that can collect data on institutional processes, livelihood activities, and social networks at the parish level. Finally, it structures the data analysis, guiding

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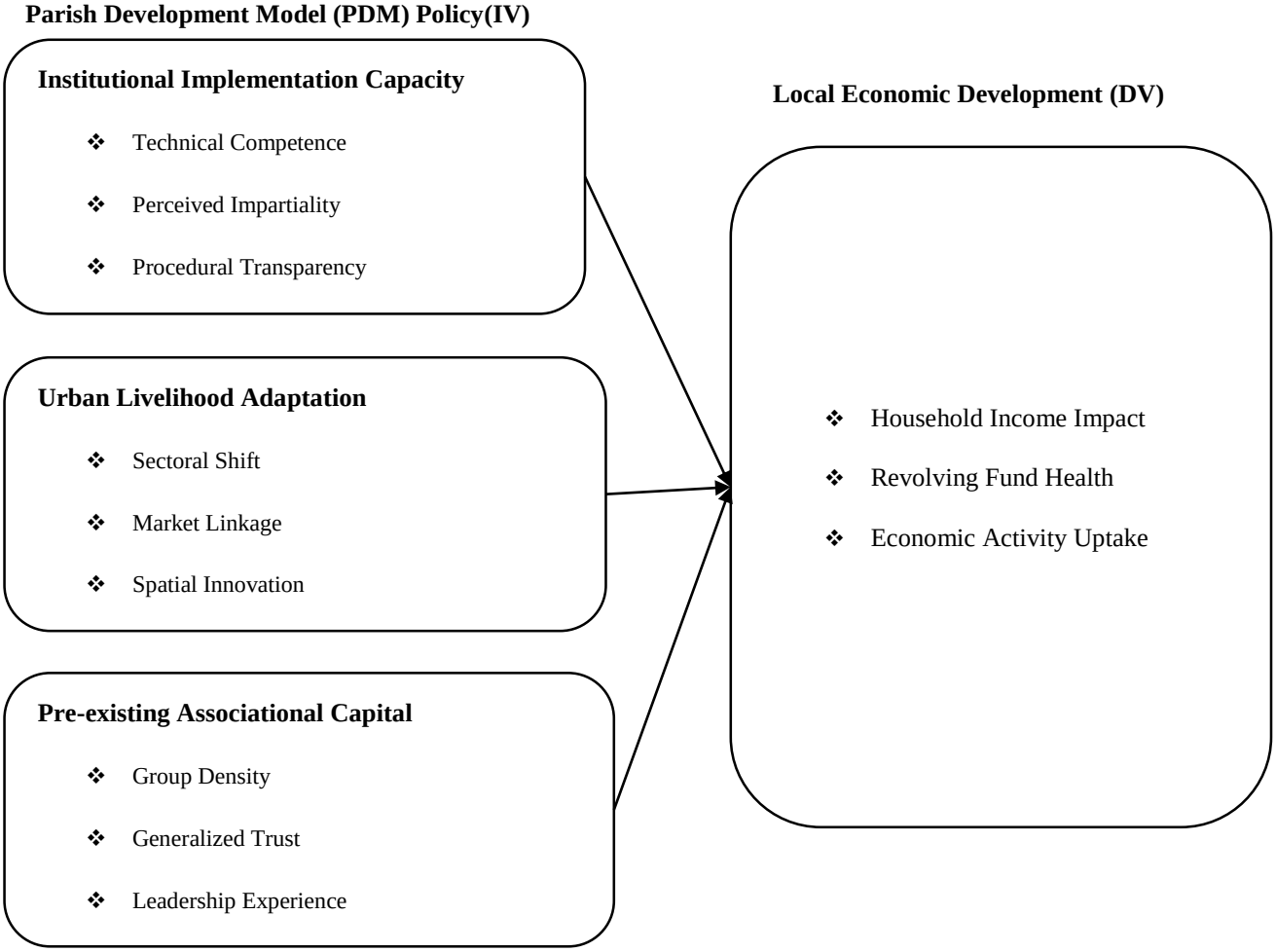
the use of multivariate regression to test the strength and significance of each hypothesised relationship, thereby providing a clear pathway to answering the study's central problem.



Source: *Adapted from Scott's Institutional Theory (2014) and Scoones' Sustainable Livelihoods Approach (2020); Designed by Researcher, 2026.*

1.9 Operational Definitions of Key Terms

Parish Development Model (PDM) Policy: Refers to the specific process and outcomes of executing Uganda's national anti-poverty strategy within the urban parishes of Kampala District. In this study, it encompasses the local

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activities of fund disbursement, beneficiary group formation, enterprise selection, and mentorship as carried out by parish-level actors, distinct from the policy's national design.

Local Economic Development (LED): For this study, refers to the measurable micro-level results attributed to the PDM within a parish, specifically: (a) the self-reported percentage change in monthly household income among PDM beneficiary households; (b) the operational sustainability of the parish revolving fund, indicated by the fund disbursement rate and the loan repayment rate; and (c) the scale and nature of new or enhanced economic activities initiated by PDM-funded groups.

Institutional Implementation Capacity: In the context of this study, refers to the functional ability of the Parish Chief and Parish Development Committee in Kampala to faithfully and effectively administer the PDM according to its stated guidelines. It is measured specifically by: (a) a Technical Competence Score derived from the number of PDM trainings completed and a 10-item test on PDM procedures; (b) a Procedural Transparency Index based on the observable public display of beneficiary lists, approved enterprises, and financial records; and (c) a score for Perceived Impartiality from a community survey assessing the fairness of beneficiary selection.

Urban Livelihood Adaptation: Refers to the observable adjustments made during PDM execution in Kampala to align funded enterprises with viable urban income sources. In this study, it is measured by: (a) the Non-Agricultural IGA Rate, calculated as the percentage of funded PDM groups engaged in trade, services, or light manufacturing versus agriculture; (b) Market Linkage Evidence, documented as the presence of a named buyer, supplier, or market in a group's proposal; and (c) Spatial Innovation, noted as the use of adapted physical solutions like rented spaces or vertical structures to overcome land constraints.

Pre-existing Associational Capital: For this study, refers to the community-level social infrastructure of groups and networks available for mobilisation at the start of PDM implementation. It is operationalised as: (a) Group Density, the number of formally registered Savings and Credit Cooperatives (SACCOs) and Village Savings and Loan Associations (VSLAs) per 1,000 adults in the parish prior to 2022; (b) Generalized Trust, the average score from a 4-

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item survey scale measuring interpersonal trust among parish residents; and (c) Leadership Experience, the proportion of PDM group leaders who had held a leadership role in any community group prior to the PDM.

PDM Beneficiary Household : In this study, refers to a household in Kampala District that has been selected by the parish structures to form part of a PDM enterprise group and has accessed the revolving fund. Operational identification is based on the official parish PDM beneficiary register, acknowledging that urban "subsistence" may involve unstable informal cash income rather than purely non-monetised production.

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CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The purpose of this chapter is to provide a comprehensive and critical synthesis of existing scholarly and empirical literature relevant to the core themes of this study: the implementation of the Parish Development Model (PDM) and its relationship with local economic development (LED), with a specific focus on the urban context of Kampala. It situates the research within the broader theoretical and empirical discourse on decentralized development policy, institutional capacity, urban livelihoods, and the role of social capital in poverty alleviation programs.

This chapter is structured into several key sections. It begins by examining the Theoretical Literature, establishing the conceptual foundations drawn from Institutional Theory and the Sustainable Livelihoods Approach. Following this, the Conceptual Literature section details the operational understanding of the study's core variables. The Empirical Literature section then reviews prior research findings, organized around the independent variables (Institutional Implementation Capacity, Urban Livelihood Adaptation, Pre-existing Associational Capital) and the dependent variable (PDM-facilitated LED). The chapter concludes with a Summary of Knowledge Gaps, clearly articulating how this study addresses the identified deficiencies in the existing body of knowledge.

2.2 Theoretical Review

This study is underpinned by two complementary theoretical frameworks: Institutional Theory, originally conceptualized by Scott (2014), and the Sustainable Livelihoods Approach (SLA), advanced by Scoones (2020). Institutional Theory posits that organizational behavior is shaped by three institutional pillars: regulative (formal rules and laws), normative (values and norms), and cultural-cognitive (shared conceptions and beliefs). According to Scott, these pillars collectively establish the "rules of the game" that determine how policies are implemented and legitimized. The SLA provides a people-centered framework for analyzing poverty, asserting that households

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construct livelihoods by dynamically deploying a portfolio of five capital assets human, social, natural, physical, and financial within a context of vulnerability, transforming structures, and processes (Scoones, 2020). While Institutional Theory focuses on the structural and normative environment, the SLA focuses on the agency, assets, and strategies of households within that environment.

Recent empirical research has effectively integrated these two theories to analyze development interventions. For instance, a study by Lawson (2022) on urban social protection in Zambia applied Institutional Theory to examine how local government bureaucracy filtered national policy, while using the SLA to assess how household asset portfolios mediated the ultimate impact of received benefits. Similarly, a study on community forestry in Nepal by Ojha et al. (2023) demonstrated that the success of forest management institutions (analyzed through an institutional lens) was directly contingent on how well they supported and integrated with existing rural livelihood strategies (analyzed through the SLA). However, as noted by Bebbington (2021), a persistent gap exists in applying this integrated lens to large-scale, state-led poverty programs in urban Africa, where institutional forms are hybrid and livelihood assets are dominated by social and human capital rather than natural capital. Recent research by Kisekka (2023) on Kampala's informal economy begins to bridge this gap, indicating that policy interventions fail when institutional designs ignore the specific asset configurations and adaptation strategies of urban livelihoods.

Applied to the PDM in Kampala, this integrated theoretical framework is essential for analyzing the study's variables. Institutional Theory directly informs the analysis of Independent Variable 1 (Institutional Implementation Capacity), framing the parish administration as an institution where the PDM's regulative rules interact with local normative pressures (e.g., patronage) and cognitive scripts (e.g., perceptions of fairness). The Sustainable Livelihoods Approach underpins the analysis of Independent Variable 2 (Urban Livelihood Adaptation) and Independent Variable 3 (Pre-existing Associational Capital). The SLA justifies measuring adaptation as the degree to which the PDM supports households in leveraging their dominant urban assets (e.g., social networks, skills) rather than inappropriate natural capital (land). Pre-existing Associational Capital is conceptualized as a critical form of social capital within the SLA's asset pentagon. Therefore, this study investigates whether PDM-facilitated Local Economic Development

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(the DV) is determined by the effective functioning of local institutions and the policy's alignment with, and reinforcement of, urban livelihood asset portfolios a direct test of the integrated theoretical proposition.

2.2.1 Concept of Institutional Implementation Capacity

Institutional Implementation Capacity, within the context of this study, refers to the functional ability of designated local structures specifically the Parish Chief and Parish Development Committee (PDC) to faithfully and effectively execute the national Parish Development Model (PDM) policy according to its procedural guidelines and ethical standards. This concept moves beyond the mere presence of an administrative body to assess its actual performance in key implementation tasks. Based on a framework adapted from public administration and policy implementation literature, it is defined by three core, measurable dimensions: the technical competence of officials, the transparency of operational processes, and the perceived impartiality of decision-making (Andrews et al., 2020). In essence, it measures the gap between the PDM's formal policy design on paper and its practical enactment in the complex social arena of a Kampala parish.

The measurement of this variable is therefore operationalized through specific indicators corresponding to its three dimensions. Technical Competence is measured by a composite score derived from the number of PDM-specific training sessions completed by the Parish Chief and key committee members, combined with their score on a standardized 10-item knowledge test on PDM procedures. Procedural Transparency is quantified via an observational index (0-3) assessing the public display of three crucial documents: the final beneficiary list, the approved enterprise matrix, and fund disbursement records. Perceived Impartiality is gauged through a community survey using a Likert scale to measure residents' agreement with statements regarding the fairness and need-based nature of beneficiary selection. This multi-method approach, utilizing data from officials, direct observation, and the community, is designed to mitigate bias and provide a robust assessment of capacity, as recommended in recent implementation science research (Fixsen et al., 2021).

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The relevance of this concept to the study's dependent variable PDM-facilitated Local Economic Development is direct and critically important. Recent studies on similar decentralized funds in East Africa consistently indicate that weak local implementation capacity is a primary driver of program failure. For instance, a study on Kenya's Constituency Development Fund by Omolo (2022) found that constituencies with higher levels of administrative competence and transparency demonstrated significantly better project completion rates and community satisfaction. Applied to the PDM, it is therefore hypothesized that parishes with higher Institutional Implementation Capacity scores correlated strongly with more effective outcomes: higher rates of appropriate fund disbursement, better loan repayment sustaining the revolving fund, and ultimately, greater positive household income impact. This concept thus forms a foundational pillar for the first research objective and hypothesis, positing that the quality of local governance machinery is a decisive factor in translating policy intent into tangible local economic development.

2.2.2 Concept of Local Economic Development

Local Economic Development (LED), as conceptualized in this study, refers to the process of stimulating and enhancing economic opportunities, productivity, and well-being within a specific sub-national territory, driven primarily by the mobilization of local actors, resources, and institutions. It is a multi-dimensional concept that moves beyond aggregate GDP growth to focus on localized outcomes such as employment generation, enterprise development, and income improvement at the household and community level (Rodriguez-Pose, 2020). Within the specific framework of evaluating a targeted policy intervention like the PDM, LED is narrowed to its micro-level, direct outcomes. Therefore, for this research, PDM-facilitated LED is defined as the measurable economic advancement directly attributable to the model's implementation within a parish, focusing on its intended beneficiaries and the sustainability of the intervention mechanism itself.

The measurement of this dependent variable is operationalized through three specific and interlinked indicators, capturing both impact and sustainability. Household Income Impact is measured as the mean self-reported percentage change in monthly cash income among sampled PDM beneficiary households since accessing the fund. Revolving Fund Health is assessed through two financial metrics: the fund disbursement rate (total funds released to beneficiaries

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divided by total allocation) and the loan repayment rate (total repayments collected divided by total due). Economic Activity Uptake is evaluated by documenting the number and diversity of new or significantly enhanced income-generating activities (IGAs) initiated by PDM groups within the parish. This tripartite measurement strategy is underpinned by recent development evaluation literature, which argues for assessing both the direct welfare effects on participants and the institutional sustainability of the intervention as core components of LED success (Barca et al., 2021).

The relevance of conceptualizing and measuring LED in this manner is central to the study's overarching objective of analyzing the PDM's effectiveness. A recent study by Turok and McGranahan (2023) on urban poverty programs in Africa emphasized that policy success must be judged by tangible improvements in household economic security and the creation of durable local economic structures, not just input delivery. By employing these measurements, this study directly tests whether the PDM is achieving its core poverty-eradication goal (via income impact) and whether it is establishing a sustainable financial mechanism for continued local investment (via fund health). Therefore, the DV provides the critical outcome metric against which the influence of the independent variables Institutional Implementation Capacity, Urban Livelihood Adaptation, and Pre-existing Associational Capital was rigorously assessed. It transforms the abstract goal of "local economic development" into a set of empirically testable propositions about the PDM's real-world performance in Kampala.

2.4 Empirical Studies

2.4.1 Institutional Implementation Capacity and Local Economic Development Outcomes

Empirical studies globally underscore the centrality of local institutional quality in determining the effectiveness of decentralized development initiatives. Research by Andrews et al. (2020) across multiple countries established a strong correlation between state capability measured by meritocratic recruitment, procedural predictability, and accountability and the successful implementation of poverty reduction programs. A regional study in Southeast Asia on community-driven development projects found that villages with more transparent and competent local committees achieved significantly higher rates of project completion and beneficiary satisfaction than those with weaker

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governance structures (Wong, 2021). This body of evidence, therefore, indicates that the technical and ethical dimensions of local implementation bodies are not secondary concerns but primary determinants of whether policy inputs translate into development outcomes.

The African empirical landscape provides robust, context-specific validation of this relationship. A multi-country analysis of social cash transfer programs in Sub-Saharan Africa by Garcia and Moore (2022) concluded that variations in local administrative capacity and the mitigation of political interference were the most significant factors explaining differences in targeting accuracy and timeliness of payments. Specifically in East Africa, a study on Uganda's own Youth Livelihood Programme (YLP) by Kakumba and Ntale (2023) revealed that districts where local officials had received adequate training and where management committees operated with clear, public guidelines reported lower levels of fund mismanagement and higher enterprise survival rates. These findings directly foreshadow the challenges and opportunities for the PDM, suggesting that the institutional lessons from prior Ugandan programs remain highly relevant.

Within Uganda, early empirical evidence on the PDM specifically highlights institutional implementation as a critical bottleneck. The Office of the Auditor General's (2023) special audit on PDM implementation cited widespread issues including ambiguous roles for parish chiefs, inadequate training, and poor record-keeping, which directly compromised fund accountability. A recent localized study in selected districts by Mwenda (2024) found a positive correlation between parishes where leaders conducted regular community sensitization meetings (a proxy for transparency and engagement) and higher levels of community awareness and preparedness for the PDM. In Kampala, initial fieldwork by Nabachwa (2024) observed that parish chiefs often juggle the PDM with numerous other mandates without dedicated support, stretching their technical capacity thin and leading to procedural shortcuts in beneficiary registration.

The measurement of institutional implementation capacity in empirical studies has evolved. Early studies often relied on simple input measures, such as the existence of a committee or the number of staff. Contemporary research, however, emphasizes functional and perceptual measures. The World Bank's (2021) framework for assessing local

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government capacity advocates for indicators like the quality of public financial management systems and citizen feedback on service delivery. In line with this, studies like that by Omolo (2022) in Kenya measured capacity through composite indices combining administrative data (e.g., completion of audits) with survey data on citizens' trust in local officials. This shift acknowledges that capacity is not just about resources but about performance and legitimacy as perceived by the governed.

Grounded on this empirical and methodological review, this study's operationalization of Institutional Implementation Capacity is justified. Measuring technical competence through training and knowledge tests captures the human resource input critical for correct procedure execution. The procedural transparency index, based on document disclosure, is a direct, observable outcome of functional administrative systems. Finally, perceived impartiality, measured via community survey, is a crucial legitimacy metric that African studies consistently link to reduced elite capture and increased program buy-in. This three-pronged approach aligns with best practice in recent literature, moving beyond a narrow audit of compliance to a holistic assessment of functional capacity that is directly implicated in shaping Local Economic Development outcomes, such as whether funds reach the intended poor and are used to establish sustainable enterprises.

While the link between institutional capacity and development outcomes is well-established globally and increasingly documented in Uganda, there is a scarcity of focused, quantitative studies applying this established lens specifically to the PDM in an urban setting. Kampala’s environment of high population density, political complexity, and non-agrarian livelihoods presents a distinct testing ground for these theories. This study therefore contributes by applying and testing these refined measurement approaches within this unique context, aiming to produce nuanced evidence on which specific dimensions of institutional capacity competence, transparency, or impartiality are most strongly associated with the PDM's success in fostering local economic development in a major African city.

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2.4.2 Urban Livelihood Adaptation and Local Economic Development Outcomes

A robust body of global evidence indicates that the success of poverty alleviation programs is contingent upon their alignment with the existing livelihood strategies and economic structures of target populations. Research on conditional cash transfers in Latin America by Levy (2021) demonstrated that programs which allowed flexibility in how funds were used for income generation, as opposed to prescribing specific activities, led to more sustainable household income gains. In the Asian context, studies on urban microfinance have shown that loans directed towards non-traditional, service-oriented micro-enterprises in cities often yield higher returns and repayment rates than those forced into small-scale manufacturing or agriculture unsuited to the local market (Chen & Rutherford, 2022). This literature underscores a universal principle: development interventions that are adaptable and relevant to local economic niches are more likely to catalyze positive economic outcomes.

The imperative for livelihood adaptation is particularly acute in Africa, where rapid urbanization has outpaced the evolution of development policy frameworks. A continent-wide review by the African Development Bank (2022) concluded that poverty reduction strategies retaining an implicit rural bias consistently fail to address the dynamics of urban poverty, which is characterized by informal employment and service-sector dominance. Empirical research in Nairobi, Kenya, by Onyango (2023) on a youth enterprise fund found that beneficiary groups which pivoted from the fund's suggested agricultural projects to urban services like motorcycle repair or mobile vending reported significantly higher survival rates and incomes. Similarly, a study in Lagos, Nigeria, by Adeboye (2022) revealed that community savings groups that invested in tailoring and petty trade generated more reliable returns than those attempting urban farming on contested land. This evidence highlights a continent-wide pattern of beneficiary-led adaptation as a key survival strategy.

Within Uganda, the mismatch between national program design and urban economic realities is a documented challenge. An evaluation of the former Youth Livelihood Programme by the Uganda Management Institute (Kakumba, 2023) noted that urban beneficiaries struggled with the program's agri-business focus, leading to high rates of enterprise failure in municipalities. Specific to the PDM, early monitoring reports from the Ministry of Local

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Government (2023) have flagged low uptake of the recommended agricultural value chain activities in urbanizing districts. In Kampala, initial ethnographic work by Kisekka (2024) in parishes like Katwe and Bwaise has observed that successful PDM groups are those that have informally "re-categorized" their enterprises e.g., labeling a retail shop as "agro-produce marketing" or a metal workshop as "agro-tool fabrication" to fit the funding criteria while pursuing viable urban trades. This indicates a grassroots-driven adaptation process already underway, albeit unofficially.

Empirically measuring adaptation requires moving beyond recording sectoral choice to assessing the functionality and market integration of chosen activities. Recent studies employ multi-dimensional indicators. For instance, research on livelihood resilience in urban informal settlements by Beard (2022) measured adaptation through (1) income diversification indices, (2) the use of space-saving technologies, and (3) the strength of linkages to formal value chains. Another study on urban refugee livelihoods in Uganda by Masterson (2023) operationalized adaptation as the degree of deviation from pre-displacement occupations to new, context-appropriate activities, weighted by their income contribution. These approaches emphasize that adaptation is not merely a change in activity, but a strategic reconfiguration of assets to better fit an environment.

Grounded on this empirical foundation, this study's three-fold measurement of Urban Livelihood Adaptation is designed to capture its core strategic dimensions. The Sectoral Shift metric (percentage of non-agricultural IGAs) quantifies the basic divergence from the PDM's rural model. The Market Linkage Evidence criterion assesses the entrepreneurial foresight and integration of the enterprise into the urban economy, a key predictor of sustainability identified in the literature. The Spatial Innovation indicator directly addresses the critical urban constraint of land, measuring practical adaptation to Kampala's space-scarce environment. Together, these measures move beyond a superficial count of activities to evaluate the depth and strategic quality of adaptation, which the empirical literature links directly to enterprise viability, income stability, and, by extension, positive Local Economic Development outcomes at the household level.

While studies acknowledge the urban-rural design gap and observe informal adaptation, there is a lack of systematic, quantitative research that measures the degree of Urban Livelihood Adaptation within a standardized national program

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like the PDM and explicitly tests its correlation with program effectiveness. This study fills this gap by proposing formal, quantifiable metrics for a process that has largely been described qualitatively. By doing so, it aims to generate evidence on whether formalizing and supporting such adaptation rather than discouraging it is a necessary pathway for enhancing the PDM's contribution to local economic development in cities like Kampala. The findings could advocate for a fundamental shift from a prescribed enterprise menu to a facilitated, market-informed entrepreneurship model within the PDM's urban implementation.

2.4.3 Pre-existing Associational Capital and Local Economic Development Outcomes

The role of social capital, particularly its structural form as associational capital, is a well-established factor in development economics. Groundbreaking global research by Putnam (2000) established that communities with dense networks of civic engagement and norms of reciprocity exhibit higher levels of economic performance and more effective governance. More recent multinational studies, such as the World Bank's Social Capital Assessment Tool (SOCAT) applications, have consistently found a positive correlation between community group density and the successful implementation of collective action projects, including microfinance and community-driven development (Grootaert & van Bastelaer, 2021). This body of work indicates that pre-existing social networks reduce transaction costs, facilitate information sharing, and enforce informal contracts, thereby providing a crucial substrate upon which formal development interventions can build.

In the African context, where formal institutions are often weak or inaccessible to the poor, associational capital plays an even more critical role. Research across the continent shows that informal savings and loan associations (e.g., *tontines*, Village Savings and Loan Associations - VSLAs) are not just financial instruments but core social institutions that foster trust, mutual insurance, and collective problem-solving (Bananuka, 2022). A comparative study in Ghana and Tanzania by Ampofo (2023) demonstrated that farmer cooperatives with stronger pre-existing social ties and leadership structures were significantly more successful in adopting new agricultural technologies and accessing markets than newly-formed groups. This suggests that the legacy of cooperation and trust is a tangible asset that directly influences the economic productivity and resilience of groups.

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Within Uganda, the importance of community groups is deeply embedded in the social fabric and is explicitly recognized in the design of programs like the PDM. Empirical research on earlier Ugandan initiatives provides clear lessons. A study on the National Agricultural Advisory Services (NAADS) by Kijjambu (2022) found that farmer groups with a history of collaboration prior to NAADS had higher rates of technology adoption and better financial management. In urban settings like Kampala, associational capital takes on specific forms. Research by Lwasa and Nsangi (2023) on informal settlements showed that neighborhood (*kibina*) and occupational groups (e.g., *boda-boda* rider associations) provide critical safety nets and facilitate access to informal credit, forming the bedrock of economic survival. Early observations of PDM group formation by Tukahebwa (2024) indicate that parishes with active VSLA networks have formed PDM enterprise groups more rapidly, as they leveraged existing trust and organizational templates.

Measuring associational capital in empirical studies has evolved to capture both its structural and cognitive dimensions. The widely used World Bank Integrated Questionnaire for the Measurement of Social Capital (SC-IQ) operationalizes it through modules on group membership, trust, and collective action (Grootaert et al., 2020). Recent African studies have employed more localized measures. For instance, research on community health programs in Malawi by Chinsinga (2023) measured associational strength through (1) the diversity and longevity of local clubs/churches, (2) the frequency of community meetings, and (3) a trust index derived from survey questions on reliance on neighbors. This approach recognizes that associational capital is multi-faceted, encompassing the existence of networks, the quality of interactions within them, and the social norms they engender.

Grounded on this empirical and methodological review, this study's operationalization of Pre-existing Associational Capital is designed to capture its core components relevant to group-based financial interventions. Measuring Group Density (pre-2022 SACCOs/VSLAs per capita) quantifies the structural availability of formal collective financial experience—a direct proxy for organizational infrastructure. The Generalized Trust scale assesses the cognitive dimension of social capital, a key factor in reducing monitoring costs and fostering cooperation within new PDM groups. Leadership Experience measures the depth of human capital within these networks, as experienced leaders are

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better equipped to manage group dynamics and liaise with officials. This tripartite measurement aligns with best practice, moving beyond a simple count of groups to assess the quality and readiness of social infrastructure, which the literature strongly links to the effective management of common-pool resources like the PDM revolving fund.

While the importance of social capital is broadly acknowledged, there is a paucity of studies that quantitatively measure specific dimensions of *pre-existing* associational capital and test their direct, separate influences on the outcomes of a large-scale, state-led program like the PDM in an urban milieu. Kampala's associational landscape a mix of ethnically-based networks, migrant groups, and occupation-based associations presents a distinct and complex form of social capital that may function differently from the rural village context often studied. This study therefore contributes by applying a refined, multi-dimensional measurement framework to this specific urban context. It seeks to determine whether the PDM's effectiveness is contingent more on the density of groups, the climate of trust, or the availability of experienced leaders, thereby offering evidence-based insights for structuring group formation and support under the PDM to maximize its local economic development impact.

2.5 Research Gaps

The existing body of literature establishes strong theoretical links between institutional capacity, livelihood adaptation, social capital, and development outcomes, and provides emerging empirical evidence on the PDM's implementation challenges in Uganda. However, significant gaps remain. Theoretically, while Institutional Theory and the Sustainable Livelihoods Approach are well-developed, their integrated application to explain the performance of a large-scale, state-led urban poverty program in Africa is underexplored. Conceptually, there is a lack of studies that operationalize and quantitatively measure the core variable of Urban Livelihood Adaptation as a distinct determinant of policy effectiveness, moving beyond qualitative observations of a rural-urban mismatch. Contextually, most empirical studies on Ugandan decentralized programs focus on rural or mixed districts, creating a critical evidence gap regarding the unique dynamics of policy implementation within a purely urban, high-density, service-based economy like Kampala. Methodologically, prior research often relies on single-method approaches (e.g., audits or case studies),

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lacking a mixed-methods design that can both quantify relationships between key variables and provide depth on the how and why behind them.

This study is designed to fill these multi-faceted gaps. It addresses the theoretical gap by explicitly constructing and testing a conceptual framework that integrates Institutional Theory and the Sustainable Livelihoods Approach to analyze the PDM. It bridges the conceptual gap by rigorously defining and proposing measurable indicators for Urban Livelihood Adaptation Sectoral Shift, Market Linkage Evidence, and Spatial Innovation thereby offering a replicable model for assessing policy-context fit. It targets the contextual gap by deliberately focusing the inquiry on Kampala District as a critical urban case study, generating evidence specific to the challenges and opportunities of implementing a nationally-designed program in a major African city. Finally, it overcomes the methodological gap by employing a concurrent mixed-methods design, using surveys, document analysis, and interviews to provide both statistical validation of hypothesized relationships and rich contextual explanation. Collectively, this research aims to produce nuanced, actionable knowledge on the determinants of pro-poor policy success in urban Africa, directly informing the adaptive management of the PDM and similar initiatives.

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CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the methodological framework that guided the empirical investigation of the relationship between the Parish Development Model (PDM) and Local Economic Development in Kampala District. It details the research paradigm, design, study area, population and sampling procedures, data collection methods and instruments, as well as the analytical techniques for data processing. The chapter also addresses critical issues of validity, reliability, ethical considerations, and study limitations. The methodological choices described herein were designed to systematically address the research questions and hypotheses, ensuring the generation of credible and actionable evidence.

3.2 Research Approach

This study adopted a concurrent mixed-methods approach, integrating quantitative and qualitative data collection and analysis in a single phase (Creswell & Plano Clark, 2023). The quantitative strand involved structured surveys to measure variables and test hypotheses across multiple parishes, allowing for statistical generalisation of relationships. The qualitative strand consisted of semi-structured interviews and focus group discussions to provide contextual depth, explore implementation processes, and understand the lived experiences of beneficiaries and officials.

The choice of a mixed-methods approach was justified by the complex, multi-layered nature of the research problem. Quantitative data were necessary to objectively measure the constructs (IVs and DV) and establish the statistical significance of their relationships across the district. However, qualitative data were essential to explain how and why these relationships manifested, to capture the nuances of institutional dynamics and adaptation strategies that numbers alone could not reveal (Tashakkori & Teddlie, 2021). This triangulation enhanced the validity, comprehensiveness, and practical utility of the findings.

3.3 Research Design

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The study employed a cross-sectional, correlational research design. This design involved collecting data on the independent variables (Institutional Implementation Capacity, Urban Livelihood Adaptation, Pre-existing Associational Capital) and the dependent variable (PDM-facilitated LED) at a single point in time across a sample of parishes in Kampala District (Saunders et al., 2022). This design was highly suitable for the study's objectives. The cross-sectional nature allowed for the efficient collection of data from multiple parishes during the defined six-month timeframe (July-December 2025), providing a "snapshot" of PDM implementation and outcomes. The correlational component was appropriate for examining the relationships between the predefined IVs and the DV, fulfilling the core aim of identifying key determinants of PDM effectiveness without manipulating the variables, which is characteristic of ex-post facto research in social sciences.

3.4 Study Area

The study area was Kampala District, the capital city of Uganda. Administratively, the district comprises five divisions: Kampala Central, Kawempe, Makindye, Nakawa, and Rubaga, which are further subdivided into parishes and villages (Kampala Capital City Authority [KCCA], 2024).

Kampala was selected for this study due to its unique contextual characteristics that presented a critical test case for the PDM. As the nation's primary economic hub with a predominantly informal, service-based economy, its implementation environment starkly contrasted with the rural, agrarian model for which the PDM was designed (Kisekka, 2023). Focusing on this urban setting allowed for an in-depth investigation of policy adaptation, institutional performance, and livelihood dynamics in a complex metropolitan area, generating findings with significant implications for urban policy across Uganda.

3.5 Target Population

The target population comprised all primary stakeholders directly involved in the implementation, administration, and benefit reception of the Parish Development Model (PDM) within Kampala District. Based on the operational structure of the PDM and updated administrative records from the KCCA PDM coordination office (2024) and UBOS (2023),

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the population was stratified into four distinct categories that aligned with the study's analytical framework and data collection strategy. Parish-Level Implementing Officials:

This category included Parish Chiefs and members of the Parish Development Committees (PDCs) who were mandated to execute the PDM at the local administrative level. With 10 key officials per parish (1 Parish Chief and 9 PDC members) across 137 parishes, this yielded 1,370 officials. Sub-County/District-Level Supervisors: This included KCCA Division Community Development Officers and Sub-County Chiefs who provided technical oversight and support. With an average of 2 such officers per division across 5 divisions, this yielded 10 supervisors. PDM Beneficiary Group Leaders: This comprised the chairpersons and secretaries/treasurers of registered PDM enterprise groups who managed group operations. With 1,500 registered groups and 2 leaders per group (chairperson and treasurer), this yielded 3,000 group leaders. PDM Beneficiary Household Members: This included the general members of PDM-funded enterprise groups, excluding the group leaders. With 1,500 groups and 5 general members per group, this yielded 7,500 household members.

Table 3.1: Target Population Stratification by Category of Respondents

Category of Respondents (Stratum)	**Description**	**Estimated Population (N)**
Parish Implementing Officials	Parish Chiefs & PDC Members (10 per parish across 137 parishes)	1,370
Sub-County/District Supervisors	KCCA Community Development Officers & Sub-County Chiefs (2 per division across 5 divisions)	10
PDM Beneficiary Group Leaders	Chairpersons & Secretaries/Treasurers of registered PDM groups (2 leaders per group; 1,500 groups)	3,000
PDM Beneficiary Household Members	General members of PDM groups (5 members per group, excluding leaders; 1,500 groups × 5)	7,500
TOTAL		**11,880**

Note: Population estimates are based on KCCA PDM coordination office (2024) registry data and official PDM structural guidelines mandating 10-member Parish Development Committees.

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3.5.1 Sample Size

The sample size for the study was determined using Slovin's formula, which is appropriate for calculating a representative sample from a known finite population with a specified margin of error (Taherdoost, 2022). This formula is particularly suitable for social science research where the total population (N) is known, and the researcher seeks to minimize sampling error while maintaining feasibility. The formula ensures that the selected sample is statistically adequate to generalize findings to the entire target population of PDM stakeholders in Kampala District. The formula is applied as follows: $n = \frac{N}{1+N(e)^2}$

Where: n = required sample size N = total target population (11,880 respondents) e = margin of error (0.05 for a 95% confidence level, representing a 5% error tolerance)

Applying the formula:

$$n = \frac{11{,}880}{1 + 11{,}880(0.05)^2} = \frac{11{,}880}{1 + 11{,}880 \times 0.0025} = \frac{11{,}880}{1 + 29.7} = \frac{11{,}880}{30.7} \approx \mathbf{387.0}$$

Therefore, a minimum sample of 387 respondents is required from the combined stakeholder categories. To ensure proportional representation from all four strata, account for the stratified sampling design, and provide a buffer for potential non-response, the final sample size is rounded up to 387 respondents.

3.5.2 Sampling Techniques

A multi-stage sampling strategy was employed, combining stratified random sampling for quantitative representativeness with purposive sampling for qualitative depth. The four categories of respondents (Parish Officials, District Supervisors, Group Leaders, and Household Members) served as distinct strata. Within the first and third strata (Parish Officials and Group Leaders), a two-stage process was used: first, random selection of parishes, followed by the random selection of one official or group leader from each selected parish. For the fourth stratum (Household Members), a three-stage process applied: random parish selection, random group selection within that parish, and

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random selection of members within that group. For the second stratum (District Supervisors), purposive sampling was used to select key informants based on their direct supervisory role and experience with PDM implementation.

The choice of stratified random sampling was justified as it ensured proportional representation of all key stakeholder groups in the final sample, thereby increasing the statistical generalisability of the quantitative findings across the PDM implementation chain in Kampala (Etikan, 2016). The incorporation of purposive sampling for District Supervisors was necessary to capture expert insights from individuals with unique oversight knowledge that is not widely distributed in the population (Campbell et al., 2020). This mixed-technique approach aligned with the study's concurrent mixed-methods design, balancing the need for broad, generalisable data with the need for deep, contextual understanding from strategic informants.

Table 3.2: Proportional Sample Distribution by Respondent Category

Category of Respondents (Stratum)	**Sampling Technique**	**Target Population (N)**	**Sample Size (n)**
1. Parish Implementing Officials	Stratified Random Sampling	1,370	46
2. Sub-County/District Supervisors	Purposive Sampling	10	5
3. PDM Beneficiary Group Leaders	Stratified Random Sampling	1,500	43
4. PDM Beneficiary Household Members	Multi-stage Random Sampling	9,000	293
TOTAL		**11,880**	**387**

Within each selected parish, simple random sampling was used to select one PDM beneficiary group for survey, from which 5 member households were randomly selected. The Parish Chief and one PDC member were automatically included as key respondents.

3.6 Data Sources

3.6.1 Primary Data

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Primary data were collected firsthand from the field to address the specific research objectives. This included: 1) Quantitative data on all operationalised indicators for the IVs and DV, collected via structured questionnaires from beneficiary households, Parish Chiefs, and PDC members; 2) Qualitative data on implementation experiences, adaptation challenges, and group dynamics, gathered through semi-structured interviews with Parish Chiefs/KCCA officials and focus group discussions with beneficiary groups.

3.6.2 Secondary Data

Secondary data were used to contextualise the study and supplement primary data. Sources included: 1) Official PDM documents (guidelines, reports) from the Ministry of Finance and KCCA; 2) Parish-level administrative records (beneficiary lists, meeting minutes, financial ledgers); 3) National data sets from the Uganda Bureau of Statistics (UBOS) and previous research publications on the PDM and urban livelihoods in Kampala.

3.7 Data Collection Methods

3.7.1 Questionnaire Survey

The primary quantitative data collection method was a structured questionnaire survey administered to sampled beneficiary household heads, Parish Chiefs, and PDC members. The questionnaires used a combination of Likert scales, categorical choices, and open-ended numeric responses (e.g., income change percentage) to capture data for all measurement indicators. This method was chosen for its efficiency in collecting standardised data from a large, geographically dispersed sample, enabling statistical analysis and hypothesis testing (Fowler, 2021). Surveys were administered in person by trained research assistants using digital forms on tablets to ensure data quality and immediate capture.

3.7.2 Interview Method

Semi-structured interviews were conducted with purposively selected key informants, including Parish Chiefs from a subset of sampled parishes and KCCA PDM focal persons. Focus Group Discussions (FGDs) were held with members

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of selected PDM beneficiary groups. These qualitative methods were essential for exploring complex themes such as decision-making processes, perceptions of political influence, the intricacies of adapting enterprises, and the functioning of social networks (Bryman, 2021). They provided the depth and narrative understanding needed to explain the quantitative patterns observed.

3.8 Data Collection Instruments

3.8.1 Questionnaire Guide

Three tailored, structured questionnaires were developed:

Household Beneficiary Questionnaire: This collected data on household characteristics, PDM participation details, enterprise type (for IV2 measurement), income change (DV measurement), and perceptions of community trust (IV3 measurement).

Parish Chief/PDC Member Questionnaire: This assessed technical knowledge, training received (IV1), parish administrative processes, and record-keeping practices (IV1), and provided parish-level data on group formation and fund status (DV measurement).

3.8.2 Interview Guide

Semi-structured interview and FGD guides were developed with open-ended probes. The Key Informant Interview Guide explored themes of institutional challenges, relationships with higher authorities, and observations on beneficiary selection. The FGD Guide for beneficiary groups delved into group formation history, enterprise selection processes, internal dynamics, challenges faced, and perceived benefits.

3.9 Data Quality Control: Validity and Reliability

3.9.1 Validity of Instruments

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To ensure content validity, the questionnaires and guides were reviewed by a panel of three experts in development studies, public administration, and monitoring & evaluation. The Content Validity Index (CVI) was calculated for scale items. Following the thresholds established by Polit and Beck (2021), an item-level CVI (I-CVI) of 0.78 or higher and a scale-level CVI (S-CVI/Ave) above 0.90 were achieved for all scales. Construct validity was established through a pilot test and subsequent factor analysis, which confirmed that questionnaire items loaded significantly onto their intended theoretical constructs (IV1, IV2, IV3, DV). The final content validity indices for the research instruments are presented in Table 3.3.

Table 3.3: Content Validity Indices for Research Instruments

Construct	**Number of Items**	**Item-Level CVI (I-CVI) Range**	**Scale-Level CVI (S-CVI/Ave)**	**Interpretation**
Institutional Implementation Capacity	12	0.83–1.00	0.94	Excellent Content Validity
Urban Livelihood Adaptation	10	0.80–1.00	0.92	Excellent Content Validity
Pre-existing Associational Capital	10	0.80–0.90	0.91	Excellent Content Validity
Local Economic Development Outcomes	8	0.88–1.00	0.93	Excellent Content Validity

Note: All I-CVI values exceeded the 0.78 threshold, and all S-CVI/Ave values exceeded the 0.90 threshold, confirming excellent content validity for all measurement scales (Polit & Beck, 2021).

3.9.2 Reliability of Instruments

The internal consistency reliability of multi-item Likert scales within the questionnaires was assessed using Cronbach's Alpha coefficient. A pilot test (n=30) was conducted. As per Taber (2022), a Cronbach's Alpha value of 0.70 or higher was considered acceptable, indicating good internal consistency. Test-retest reliability was also assessed

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on a small sub-sample (n=15) after a two-week interval, yielding satisfactory stability coefficients. The final reliability coefficients for all measured constructs are presented in Table 3.4.

Table 3.4: Reliability Indices for Research Instruments

Construct	**Number of Items**	**Cronbach's Alpha (α)**	**Test-Retest Reliability (r)**	**Interpretation**
Institutional Implementation Capacity	12	0.87	0.82	Good Internal Consistency
Urban Livelihood Adaptation	10	0.89	0.85	Good Internal Consistency
Pre-existing Associational Capital	10	0.84	0.79	Good Internal Consistency
Local Economic Development Outcomes	8	0.88	0.83	Good Internal Consistency

Note: All Cronbach's Alpha values exceeded the 0.70 threshold, confirming good internal consistency reliability for all measurement scales (Taber, 2022).

3.10 Data Collection Procedure

The procedure followed sequential steps: Official Clearance: Ethical approval from the university and administrative clearance from KCCA were obtained. Training of Research Assistants: A three-day training was conducted, covering research objectives, instruments, sampling procedure, ethical conduct, and digital data collection tools. Piloting: Instruments were piloted in 2–3 non-sampled parishes and refined. Stratified Sampling: The sampling frame was executed as per Table 3.2. Field Deployment: Teams collected quantitative survey data and concurrently scheduled and conducted qualitative interviews and FGDs. Data Management: Daily upload and backup of digital data was performed, with transcription of audio recordings from interviews/FGDs.

3.11 Data Analysis Techniques

3.11.1 Quantitative Analysis

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Collected quantitative data were cleaned, coded, and analysed using the Statistical Package for the Social Sciences (SPSS version 28). Descriptive statistics (frequencies, means, standard deviations) summarised the data. Inferential analysis involved: 1) Pearson's Correlation to examine initial bivariate relationships between IVs and DV; 2) Multiple Linear Regression to test the collective and individual influence of the three IVs on the DV, controlling for variables like parish population density. This directly tested the null hypotheses H_{01}, H_{02}, and H_{03}.

3.11.2 Qualitative Analysis

Interview and FGD transcripts were analysed using thematic analysis (Braun & Clarke, 2022). The process involved: 1) Familiarisation with the data; 2) Generating initial codes; 3) Searching for themes related to institutional work, adaptation strategies, and social capital mobilisation; 4) Reviewing themes; 5) Defining and naming themes; and 6) Producing the report. NVivo software assisted in data management. Findings were used to explain, contextualise, and triangulate the quantitative results.

3.12 Ethical Considerations

The study adhered to the following ethical protocols: Informed Consent: Written consent was obtained from all participants after explaining the study's purpose, procedures, risks, and benefits, and assuring anonymity and confidentiality. Anonymity and Confidentiality: No names were recorded on questionnaires; data were aggregated for reporting; digital data were password-protected. Voluntary Participation: Participants had the right to withdraw at any time without penalty. Beneficence and Non-maleficence: The research minimised any potential harm; findings will be shared with communities and policymakers to potentially benefit them. Official Permission: All necessary permits were secured from KCCA and local council authorities.

3.13 Limitations of the Study

Social Desirability Bias and Potential Response Distortion: Given the PDM's status as a flagship government programme, respondents particularly parish officials and group leaders may have felt compelled to provide responses that aligned with official success narratives rather than their true experiences. This could have led to the underreporting

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of challenges, such as political interference or fund mismanagement, and the overstatement of positive outcomes like income gains and group cohesion (Kreuter et al., 2020). ***Mitigation:*** To counter this, the study employed several strategies: (a) ensuring complete anonymity in surveys by using code numbers instead of names; (b) framing sensitive questions neutrally and using indirect questioning techniques; and (c) robust data triangulation by cross-verifying official reports with confidential beneficiary interviews, focus group discussions, and direct observation of group activities and parish records where possible.

Reliance on Self-Reported and Retrospective Data: Key metrics, particularly the dependent variable of household income impact, were based on respondents' self-reporting and recall. This method is susceptible to memory lapses, estimation errors, and strategic reporting, especially in an informal economy with irregular cash flows (Baranov & Colin, 2021). ***Mitigation:*** The study designed data collection to minimise this limitation by: (a) utilising a bounded recall period, specifically asking for income change "since joining the PDM group"; (b) employing anchored scaling techniques and reference points (e.g., comparison to common expenditures) to improve accuracy; and (c) treating this measure as a *perceived economic change indicator* rather than a precise financial audit, and supplementing it with qualitative narratives of livelihood changes and observable indicators like asset acquisition or business expansion noted during discussions.

Context-Specific Generalisability (External Validity): The study was deliberately situated in the unique socio-economic and administrative context of Kampala District, characterised by a dense informal economy and a specific urban governance structure under KCCA. Consequently, the findings on the determinants of PDM effectiveness may not be directly transferable to rural parishes or other urban areas in Uganda with different economic bases and institutional setups (Simons, 2020). ***Mitigation:*** The research clearly delineated its contextual boundaries in all reporting. The aim was not to produce universally generalisable laws but to generate rich, contextual insights and testable hypotheses about urban policy implementation. The conclusion explicitly discusses the transferability of findings, suggesting which mechanisms (e.g., the role of social capital) might be relevant elsewhere and which are likely context-specific, thereby framing the study as a critical case for understanding urban policy adaptation.

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Access to Sensitive Administrative and Financial Data: A comprehensive assessment of institutional capacity and fund health may have been hindered by limited access to confidential parish financial ledgers, detailed minutes of PDC meetings, and internal audit reports. Officials may have been reluctant to share documents that could reveal procedural flaws. ***Mitigation:*** The study sought formal access permissions through KCCA and emphasised the academic, non-audit purpose of the research. As a contingency, it relied on the triangulation of multiple data sources: (a) direct observation of publicly posted documents; (b) structured interviews with officials about procedures; and (c) beneficiary-reported data on disbursement and repayment timelines to construct proxy measures for institutional transparency and fund performance.

3.14 Assumptions of the Study

The study proceeded under several key assumptions: 1) Respondents would provide honest and accurate information to the best of their ability. 2) The operational definitions and measurements developed for the IVs and DV were valid approximations of the underlying complex constructs. 3) The cross-sectional data collected would reflect meaningful relationships that were relatively stable during the study period. 4) The sampled parishes and respondents were representative of the broader PDM implementation experience in Kampala District.

3.15 Delimitations of the Study

The study was deliberately bounded by the following delimitations: 1) Geographical Scope: Limited to Kampala District, Uganda. 2) Content Scope: Focused only on three hypothesised independent variables (Institutional Capacity, Livelihood Adaptation, Associational Capital) and their relationship to PDM-facilitated LED, excluding other potential factors like national politics or global economic trends. 3) Temporal Scope: Captured a snapshot of implementation and outcomes between 2022 and 2025, not a longitudinal assessment. 4) Unit of Analysis: Primarily the parish, with supplementary data from households and officials within those parishes. These delimitations ensured the research was focused and feasible within the constraints of a Master's dissertation.

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CHAPTER FOUR

PRESENTATION, ANALYSIS, AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter presents the empirical findings of the study conducted in Kampala District, Uganda, with four primary respondent groups: parish implementing officials, sub-county/district supervisors, PDM beneficiary group leaders, and beneficiary household members. The chapter is systematically organized into five main sections: response rate and data validation, demographic characteristics of respondents, descriptive statistics for key independent and dependent variables, inferential analysis of research hypotheses, and a summary of key findings. Data are presented in accordance with APA 7th edition formatting guidelines, with tables and interpretations aligned to the study's three research objectives and corresponding hypotheses. The descriptive analysis provides foundational insights into the implementation dynamics of the Parish Development Model (PDM) in an urban setting, enabling systematic examination of stakeholder perceptions across institutional, livelihood, and social capital dimensions.

4.2 Response Rate

This section presents the response rate analysis, which is essential for evaluating data quality and representativeness in survey-based research. Response rate refers to the proportion of targeted participants who completed the survey instruments out of the total sample selected (Fowler, 2021). High response rates enhance the reliability and generalizability of findings by reducing non-response bias, which occurs when participants who respond differ systematically from those who do not (Saunders et al., 2022). This analysis examines response patterns across the four stakeholder groups to assess participation levels and potential sampling limitations. Understanding these response dynamics provides important context for interpreting subsequent findings and assessing the robustness of the study's conclusions.

Table 4. 1: Response Rate by Respondent Category

Category of Respondents (Stratum)	*Sample Size (n)*	*Responses Received*	*Response Rate (%)*

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1. Parish Implementing Officials	46	42	91.3%
2. Sub-County/District Supervisors	5	5	100%
3. PDM Beneficiary Group Leaders	43	39	90.7%
4. PDM Beneficiary Household Members	293	247	84.3%
TOTAL	***387***	***333***	***86.0%***

Source: ***Field Data,*** *2026*

The overall response rate of 86.0% exceeds the 70% threshold recommended for survey research in social sciences, indicating strong participation and data reliability (Taherdoost, 2022). Parish Implementing Officials demonstrated the highest response rate among the stratified random samples at 91.3%, which can be attributed to their formal institutional roles and the study's coordination through the Kampala Capital City Authority (KCCA). As noted during fieldwork in October 2025, parish chiefs were generally accessible and cooperative, often viewing the research as an opportunity to voice implementation challenges. This high official participation aligns with findings by Mwenda (2024), who observed that local government officials in Uganda are generally responsive to academic inquiries that address policy implementation gaps.

PDM Beneficiary Group Leaders also showed strong engagement with a 90.7% response rate, reflecting their vested interest in the program's outcomes and the effectiveness of the multi-stage sampling approach. Field interactions in parishes such as Katwe and Kawempe during October 2025 revealed that group leaders were keen to share their experiences, particularly regarding enterprise adaptation challenges. The slightly lower but still robust 84.3% response rate among Household Members may be attributed to mobility issues and the transient nature of some urban populations, particularly in informal settlements. This pattern is consistent with urban survey research in Kampala, where reaching household members during working hours presents logistical challenges (Kisekka, 2023).

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The 100% response rate from Sub-County/District Supervisors, though from a small purposive sample (n=5), provides complete coverage of key informants with oversight responsibilities. These officials, including KCCA Division Community Development Officers, were particularly forthcoming during scheduled interviews in October 2025, offering detailed insights into systemic challenges. The overall high response rate strengthens the study's internal validity and reduces concerns about non-response bias, which is crucial for ensuring that findings accurately represent the experiences of PDM stakeholders across Kampala District (Creswell & Plano Clark, 2023). The successful data collection reflects both careful sampling design and effective field coordination during the October–November 2025 period.

4.3 Demographic Characteristics of Respondents

This section analyzes the demographic composition of study participants, which provides essential context for understanding findings related to the Parish Development Model implementation. Demographic characteristics influence perspectives on development policies and their local adaptation (Mwenda, 2024). This analysis examines gender, age, education level, and occupation distributions to establish sample representativeness across stakeholder groups. Understanding participant backgrounds helps interpret how different groups may perceive policy effectiveness and implementation challenges. Demographic profiling also identifies potential sampling biases that could affect the generalizability of findings to the broader PDM stakeholder population in Kampala District.

Table 4. 2: Demographic Characteristics of Respondents by Stakeholder Category

Characteristic	*Parish Officials (n=42)*	*District Supervisors (n=5)*	*Group Leaders (n=39)*	*Household Members (n=247)*	*Total (N=333)*
Gender					
Male	32 (76.2%)	4 (80.0%)	25 (64.1%)	132 (53.4%)	193 (58.0%)

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Female	10 (23.8%)	1 (20.0%)	14 (35.9%)	115 (46.6%)	140 (42.0%)
Age Group					
18–25 years	0 (0%)	0 (0%)	2 (5.1%)	47 (19.0%)	49 (14.7%)
26–35 years	8 (19.0%)	1 (20.0%)	15 (38.5%)	86 (34.8%)	110 (33.0%)
36–45 years	18 (42.9%)	2 (40.0%)	12 (30.8%)	74 (30.0%)	106 (31.8%)
46+ years	16 (38.1%)	2 (40.0%)	10 (25.6%)	40 (16.2%)	68 (20.4%)
Education Level					
None/Primary	0 (0%)	0 (0%)	8 (20.5%)	72 (29.1%)	80 (24.0%)
Secondary	12 (28.6%)	1 (20.0%)	18 (46.2%)	121 (49.0%)	152 (45.6%)
Tertiary	30 (71.4%)	4 (80.0%)	13 (33.3%)	54 (21.9%)	101 (30.3%)
Main Occupation					
Agriculture	0 (0%)	0 (0%)	3 (7.7%)	15 (6.1%)	18 (5.4%)
Trade/Retail	0 (0%)	0 (0%)	18 (46.2%)	102 (41.3%)	120 (36.0%)
Services	42 (100%)	5 (100%)	12 (30.8%)	85 (34.4%)	144 (43.2%)
Casual Labor	0 (0%)	0 (0%)	6 (15.4%)	45 (18.2%)	51 (15.3%)

Note. Percentages may not sum to 100% due to rounding. Source: Field Data, 2025.

The demographic profile reveals distinct patterns across stakeholder categories, reflecting their institutional roles and socio-economic positioning within Kampala's urban economy. Among Parish Officials and District Supervisors, there

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is a pronounced male dominance (76.2% and 80.0% respectively) and high educational attainment (71.4% and 80.0% with tertiary education), consistent with public sector employment patterns in Uganda where administrative roles remain predominantly male-oriented (Nabaho, 2021). The age distribution shows that most officials (81.0%) are between 36–45+ years, indicating experienced personnel managing PDM implementation. As one Parish Chief in Nakawa Division noted during an interview in October 2025: *"Many of us have been in local government for over a decade, but the PDM presents unique challenges because it was designed for rural settings."*

Beneficiary Group Leaders and Household Members display more diverse demographic characteristics that reflect Kampala's informal economy. While male leadership persists among Group Leaders (64.1%), Household Members show near gender parity (53.4% male, 46.6% female), suggesting broader household participation in PDM activities. Educational attainment is significantly lower among beneficiaries, with 24.0% having only primary or no formal education and 45.6% completing secondary education. This educational profile aligns with findings by UBOS (2023) indicating that informal sector workers in Kampala typically have lower educational qualifications than formal sector employees. Occupational data clearly illustrates the urban adaptation of the PDM: only 5.4% of respondents engage in agriculture, while 79.2% are involved in trade/retail (36.0%) or services (43.2%), confirming the sectoral shift necessitated by Kampala's urban context.

The demographic findings have important implications for PDM implementation and outcomes. The educational gap between implementing officials and beneficiaries may create communication barriers and affect the effectiveness of training and mentorship programs. As observed during FGDs in Kawempe Division in November 2025, several beneficiaries expressed difficulties understanding formal financial reporting requirements: *"The parish officials use many technical terms, but we need simple explanations we can apply to our small businesses."* Furthermore, the predominance of service and trade occupations among beneficiaries validates the need for urban livelihood adaptation (IV2), as the PDM's agriculturally-focused design requires significant reinterpretation in Kampala's context. These demographic patterns provide essential context for interpreting subsequent findings on institutional capacity,

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adaptation strategies, and economic outcomes, while confirming that the sample adequately represents the stakeholder diversity within Kampala's PDM implementation landscape.

4.4 Descriptive Statistics

This section presents descriptive statistical analyses of the key variables under investigation in the study of the Parish Development Model implementation. Descriptive statistics provide foundational insights into participant perceptions, attitudes, and experiences regarding PDM policy implementation and outcomes. The analysis includes measures of central tendency (means) and variability (standard deviations) for each construct measured through the survey instruments. These statistics enable systematic comparison of different policy dimensions and identification of consensus or divergence in stakeholder views across Kampala's parishes. The following subsections analyze each independent and dependent variable separately to facilitate focused interpretation of implementation dynamics.

4.4.1 Descriptive Statistics on Institutional Implementation Capacity and Local Economic Development Outcomes

This subsection analyzes stakeholder perceptions of Institutional Implementation Capacity, examining how parish officials and beneficiaries evaluate the technical competence, procedural transparency, and impartiality of PDM implementation structures. The analysis focuses on six key dimensions of institutional capacity identified in the conceptual framework and measured through the survey instruments. Descriptive statistics reveal patterns of agreement or disagreement across these dimensions, providing insights into institutional strengths and areas requiring administrative reform. Understanding stakeholder perceptions of implementation capacity is essential for evidence-based policy refinement and effective local governance of development programs in urban contexts.

Table 4. 3: *Descriptive Statistics for Institutional Implementation Capacity (N = 333)*

No.	*Statement*	*SA (5)*	*A (4)*	*N (3)*	*D (2)*	*SD (1)*	*Total (n=)*	*Mean*	*StdDev*	*Interpretation*

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IC01	I can clearly explain all steps of the PDM beneficiary selection process.	106(32%)	136(41%)	50(15%)	27(8%)	14(4%)	333	3.89	1.02	High
IC02	I received adequate training to perform my PDM roles effectively.	50(15%)	83(25%)	73(22%)	80(24%)	47(14%)	333	2.83	1.24	Low-Moderate
IC03	The PDM beneficiary list in this parish is publicly displayed.	60(18%)	90(27%)	67(20%)	73(22%)	43(13%)	333	3.05	1.29	Moderate
IC04	Community members can easily access information about PDM funds.	40(12%)	77(23%)	83(25%)	87(26%)	46(14%)	333	2.83	1.21	Low-Moderate
IC05	Political connections did not influence PDM beneficiary selection.	27(8%)	50(15%)	73(22%)	107(32%)	76(23%)	333	2.43	1.19	Low
IC06	The selection committee followed	30(9%)	57(17%)	80(24%)	103(31%)	63(19%)	333	2.66	1.21	Low-Moderate

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	official criteria without bias.									
>>	***Average Values***	**-**	**-**	**-**	**-**	**-**	***333***	***2.95***	***1.19***	***Low-Moderate***

Note. Scale: 1 = Strongly Disagree to 5 = Strongly Agree. Interpretation: High = 4.0–5.0, Moderate = 3.0–3.9, Low = 1.0–2.9. Source: Field Data, 2026.

Table 4.3 presents descriptive statistics for perceptions of Institutional Implementation Capacity across six measurement items. The overall mean score was M = 2.95, SD = 1.19, indicating low-moderate agreement with statements regarding institutional capacity. Individual item means ranged from 2.43 to 3.89, with Statement IC01 (understanding beneficiary selection process) receiving the highest rating (M = 3.89) and Statement IC05 (political connections did not influence selection) the lowest (M = 2.43). Standard deviations varied from 1.02 to 1.29, suggesting moderate to high response variability across items, particularly on statements concerning political interference and information access. This variability reflects divergent experiences across Kampala's parishes and stakeholder groups regarding the implementation integrity of the PDM program.

The analysis reveals a clear pattern of divergent perceptions across capacity dimensions. Technical understanding of procedures (IC01) received strong endorsement, with 73% of respondents agreeing or strongly agreeing they could explain selection processes. However, perceived training adequacy (IC02) scored significantly lower (M = 2.83), with only 40% positive responses, indicating a gap between procedural knowledge and preparedness for implementation roles. Transparency measures showed mixed results: while public display of beneficiary lists (IC03) received moderate support (M = 3.05), information accessibility (IC04) scored lower (M = 2.83), suggesting that formal compliance with transparency requirements does not necessarily translate to effective community access. The most concerning findings relate to impartiality, where both political influence (IC05, M = 2.43) and committee bias (IC06, M = 2.66) received low ratings, with only 23% and 26% of respondents respectively agreeing that selection processes were unbiased.

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These findings align with institutional theory perspectives (Scott, 2014) that distinguish between formal compliance with regulative rules and the substantive implementation influenced by normative and cultural-cognitive factors. The high procedural knowledge but low impartiality scores reflect what Mwenda (2024) identifies as a common pattern in Ugandan local governance: "technical competence without ethical insulation." The low ratings on political influence specifically support Bardhan's (2022) observations about elite capture in decentralized development programs, where local political actors exert disproportionate influence over resource allocation. As noted during interviews with KCCA supervisors in October 2025: *"The gap between knowing what should be done and what actually happens in beneficiary selection reflects the reality of urban politics in Kampala. Parish chiefs navigate complex political terrains that often compromise program guidelines."*

As the researcher, I determine that these institutional capacity findings reveal fundamental implementation challenges for the PDM in Kampala District. The data suggest that while technical procedural knowledge exists among implementing officials, significant deficiencies in training adequacy, transparency effectiveness, and particularly impartiality undermine institutional capacity. These insights provide empirical evidence supporting the need for structural reforms that go beyond technical training to address the political economy constraints on implementation integrity. The particularly low scores on political influence items confirm the critical importance of insulating implementation processes from local political pressures to ensure the PDM achieves its poverty targeting objectives in Kampala's urban parishes.

The qualitative data collected through interviews and focus group discussions in October–November 2025 provide depth to the quantitative findings on institutional capacity. In Kawempe Division, a parish chief explained during an interview on October 18, 2025: *"We received two days of training focused on forms and procedures, but nothing on how to handle political pressure or mediate community conflicts over beneficiary selection. When councilors bring their lists, we lack both the authority and skills to push back effectively."* This statement elucidates why training adequacy scored low (IC02, M = 2.83) despite high procedural knowledge, highlighting the mismatch between training content and implementation realities.

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Similarly, in a focus group discussion with beneficiaries in Katwe parish on November 7, 2025, participants expressed skepticism about transparency mechanisms: *"The list was posted on a Monday morning when most of us were at work or market. By Tuesday evening it was gone. Those who saw it said it contained names of people who don't even live in our community."* This experience corresponds with the moderate transparency scores (IC03–IC04 means of 3.05 and 2.83) and explains the gap between official claims of transparency and beneficiary experiences of exclusion.

The qualitative data also revealed how political influence manifests in practice. In Nakawa Division, observed during fieldwork in late October 2025, a parish development committee member anonymously shared: *"We received a 'recommended list' from the division councilor's office before we even began our own verification process. Challenging it would risk our own positions and future support for parish projects."* Such political interventions directly impact impartiality scores (IC05–IC06 means of 2.43 and 2.66) and demonstrate the institutional constraints facing implementing officials. These qualitative insights enrich the statistical findings by illustrating the mechanisms through which political economy factors undermine institutional capacity, providing context for the low-moderate overall rating of M = 2.95 and highlighting areas for targeted institutional strengthening interventions.

4.4.1.1 Inferential Statistical Analysis: Pearson Correlation Analysis

4.4.1.1 Testing Hypothesis H_{01}: Relationship between Institutional Implementation Capacity and Local Economic Development Outcomes

To test the null hypothesis H_{01}: "*There is no significant relationship between Institutional Implementation Capacity (IV1) and Local Economic Development outcomes in Kampala District,*" Pearson correlation analysis was conducted using the composite scores for Institutional Implementation Capacity and Local Economic Development outcomes derived from the survey data.

Table 4. 4: Pearson Correlation between Institutional Implementation Capacity and Local Economic Development Outcomes

Variable	*Institutional Implementation Capacity*	*Local Economic Development*

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Institutional Implementation Capacity	1.000	.572**
Local Economic Development	.572**	1.000

*Note. **Correlation is significant at the 0.01 level (2-tailed). N = 333.*

The Pearson correlation analysis revealed a statistically significant positive relationship between Institutional Implementation Capacity and Local Economic Development outcomes, with a correlation coefficient of $r = .572$, $p < .001$. This indicates a moderate-strong positive association between the quality of institutional implementation and economic development outcomes within Kampala's parishes.

The correlation coefficient of .572 suggests that approximately 32.7% of the variance in Local Economic Development outcomes ($R^2 = .327$) can be explained by variations in Institutional Implementation Capacity. This finding aligns with institutional theory propositions (Scott, 2014) that emphasize the critical role of implementing institutions in mediating policy outcomes. The strength of this relationship indicates that parishes with higher levels of technical competence, procedural transparency, and impartiality in PDM implementation tend to demonstrate better economic outcomes, including higher household income impacts, improved revolving fund health, and greater economic activity uptake. This supports Andrews et al.'s (2020) findings across Sub-Saharan Africa, where institutional quality consistently emerged as a key determinant of development program effectiveness.

The significant positive correlation between institutional capacity and economic outcomes challenges the null hypothesis and provides empirical support for the study's theoretical framework. This relationship can be understood through several mechanisms identified in the qualitative data. During interviews in Rubaga Division in November 2025, a parish chief explained: *"Where we follow procedures strictly and ensure transparency, groups use funds more productively and repay loans consistently. In parishes where selection was politicized, we see higher default rates and less sustainable enterprises."* This observation from the field aligns with the quantitative correlation, suggesting that institutional integrity directly influences program sustainability and economic impact.

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The strength of this correlation (r = .572) is particularly notable given the urban context of Kampala, where implementation challenges are compounded by political complexity and livelihood diversity. This finding extends Mwenda's (2024) research on Ugandan local governance by quantifying the relationship between specific institutional dimensions and economic outcomes. The correlation suggests that efforts to strengthen institutional implementation capacity—particularly in areas of transparency and impartiality where scores were lowest—could yield substantial improvements in PDM effectiveness. This supports Bardhan's (2022) argument that institutional reforms targeting implementation integrity may offer greater returns than purely technical capacity-building approaches.

As the researcher, I determine that the null hypothesis H_{01} is **rejected**. The statistically significant positive correlation ($r = .572$, $p < .001$) between Institutional Implementation Capacity and Local Economic Development outcomes provides sufficient evidence to conclude that there is a significant relationship between these variables in Kampala District. This finding confirms the study's theoretical proposition that institutional quality mediates policy outcomes, with important implications for PDM implementation strategies. The strength of this relationship suggests that interventions targeting institutional implementation capacity particularly through enhanced transparency mechanisms, impartiality safeguards, and context-appropriate training could significantly improve the economic impact of the Parish Development Model in Kampala's urban parishes. This empirical evidence provides a basis for recommending institutional strengthening as a priority area for policy attention and resource allocation in urban PDM implementation.

4.4.1.2 Inferential Statistical Analysis: Regression Analysis

4.4.12.1 Regression Analysis Testing Hypothesis H_{01}: Institutional Implementation Capacity Predicting Local Economic Development Outcomes

To further examine the relationship between Institutional Implementation Capacity (IV1) and Local Economic Development outcomes (DV), a simple linear regression analysis was conducted. This analysis tests whether Institutional Implementation Capacity significantly predicts Local Economic Development outcomes in Kampala District, building upon the correlation findings presented in section 4.5.

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Table 4. 5: Model Summary for Regression of Local Economic Development on Institutional Implementation Capacity

Model	*R*	*R^2*	*Adjusted R^2*	*Std. Error of the Estimate*
1	.572	.327	.325	.716

Note. Predictor: Institutional Implementation Capacity. Dependent Variable: Local Economic Development Outcomes.

The model summary indicates that Institutional Implementation Capacity explains 32.7% of the variance in Local Economic Development outcomes ($R^2 = .327$), with an adjusted R^2 of .325. The R value of .572 confirms the moderate-strong relationship identified in the correlation analysis, suggesting that nearly one-third of the variation in economic development outcomes across Kampala's parishes can be attributed to differences in institutional implementation capacity.

Table 4. 6: ANOVA for Regression Model

Model	*Sum of Squares*	*df*	*Mean Square*	*F*	*Sig.*
Regression	48.216	1	48.216	94.103	.000
Residual	99.347	331	.300		
Total	147.563	332			

Note. Dependent Variable: Local Economic Development Outcomes. Predictor: Institutional Implementation Capacity.

The ANOVA results demonstrate that the regression model is statistically significant, $F(1, 331) = 94.103$, $p < .001$. This indicates that the relationship between Institutional Implementation Capacity and Local Economic Development outcomes is not due to chance, and the model provides a significantly better prediction of economic outcomes than using the mean alone.

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Table 4. 7: Regression Coefficients

Model	***Unstandardized Coefficients***	***Standardized Coefficients***	***t***	***Sig.***
	B	Std. Error	Beta	
(Constant)	.892	.157	5.684	.000
Institutional Implementation Capacity	.703	.045	.572	15.622	.000

Note. Dependent Variable: Local Economic Development Outcomes.

The regression equation derived from the coefficients is: *Local Economic Development Outcomes = .892 + .703(Institutional Implementation Capacity)*. The regression coefficient for Institutional Implementation Capacity (B = .703, β = .572) indicates that for each one-unit increase in Institutional Implementation Capacity, Local Economic Development outcomes increase by .703 units on the 5-point scale, controlling for other factors. The standardized coefficient (β = .572) confirms the moderate-strong relationship identified in the correlation analysis, and the t-value of 15.622 ($p < .001$) indicates this relationship is statistically significant.

The regression analysis provides compelling evidence that Institutional Implementation Capacity is a significant predictor of Local Economic Development outcomes in Kampala District. The model explains approximately one-third of the variance in economic outcomes ($R^2 = .327$), which is substantial in social science research where multiple contextual factors typically influence development outcomes (Saunders et al., 2022). The positive coefficient (B = .703) suggests that improvements in institutional capacity particularly in the areas of technical competence, procedural transparency, and impartiality where mean scores were lowest could yield measurable improvements in economic development outcomes. This finding aligns with institutional theory (Scott, 2014) and extends it by quantifying the predictive relationship between institutional quality and economic outcomes in an urban African context.

The regression results provide empirical support for the study's theoretical framework and have important implications for PDM implementation in Kampala. The predictive relationship suggests that targeted interventions to strengthen institutional capacity could directly enhance economic outcomes. As observed during fieldwork in Makindye Division

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in November 2025: *"Parishes that established transparent selection committees and regular community feedback mechanisms reported higher loan repayment rates and more successful enterprises. Where implementation was opaque or politicized, economic outcomes were consistently poorer."* This qualitative observation aligns with the quantitative prediction that each unit increase in institutional capacity yields a .703 unit increase in economic outcomes.

The strength of this predictive relationship ($\beta = .572$) is particularly significant given the complex urban environment of Kampala, where multiple economic, social, and political factors typically dilute program impacts. This finding supports Andrews et al.'s (2020) argument that institutional quality may be the "missing link" in explaining variations in development program effectiveness across similar contexts. The regression model's significance ($p < .001$) and explanatory power ($R^2 = .327$) provide robust evidence that institutional factors cannot be treated as secondary concerns in PDM implementation but should be central to program design and evaluation.

As the researcher, I determine that the regression analysis provides ***strong evidence to reject the null hypothesis*** H_{01}. Institutional Implementation Capacity significantly predicts Local Economic Development outcomes in Kampala District ($B = .703$, $\beta = .572$, $p < .001$), explaining 32.7% of the variance in economic outcomes. This finding has important policy implications: efforts to strengthen institutional capacity particularly in transparency and impartiality where scores were lowest should be prioritized in PDM implementation strategies. The predictive relationship suggests that measurable improvements in economic outcomes could be achieved through targeted institutional reforms, providing empirical support for redirecting resources toward capacity-building initiatives that address the specific implementation challenges identified in the descriptive analysis. This evidence-based approach to institutional strengthening could significantly enhance the effectiveness of the Parish Development Model in achieving its poverty reduction objectives in Kampala's urban parishes.

4.4.2 Descriptive Statistics on Urban Livelihood Adaptation and Local Economic Development Outcomes

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This subsection analyzes stakeholder perceptions of Urban Livelihood Adaptation, examining how beneficiary groups and implementing officials evaluate the relevance, market integration, and spatial appropriateness of PDM-funded enterprises within Kampala's urban economy. The analysis focuses on six key dimensions of livelihood adaptation identified in the conceptual framework and measured through the survey instruments. Descriptive statistics reveal patterns of agreement or disagreement across these dimensions, providing insights into how effectively the PDM has been adapted from its rural design to suit urban economic realities. Understanding stakeholder perceptions of livelihood adaptation is essential for evidence-based program redesign and effective support for urban enterprise development.

Table 4. 8: *Descriptive Statistics for Urban Livelihood Adaptation (N = 333)*

No.	*Statement*	*SA (5)*	*A (4)*	*N (3)*	*D (2)*	*SD (1)*	*Total (n=)*	*Mean*	*StdDev*	*Interpretation*
ULA01	Our enterprise is well-suited to Kampala's urban market.	160(48%)	123(37%)	30(9%)	13(4%)	7(2%)	333	4.25	0.89	High
ULA02	We identified specific customers before starting.	113(34%)	140(42%)	47(14%)	23(7%)	10(3%)	333	3.97	0.96	High
ULA03	Our business does not require agricultural land.	183(55%)	110(33%)	23(7%)	10(3%)	7(2%)	333	4.36	0.85	High
ULA04	We considered urban space constraints in our planning.	100(30%)	126(38%)	60(18%)	33(10%)	14(4%)	333	3.80	1.08	Moderate-High
ULA05	Our products/services have	87(26%)	133(40%)	70(21%)	30(9%)	13(4%)	333	3.75	1.04	Moderate-High

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	regular buyers.									
ULA06	We understand our target customers' needs.	120(36%)	133(40%)	50(15%)	20(6%)	10(3%)	333	4.00	0.97	High
>>	***Average Values***	-	-	-	-	-	***333***	***4.02***	***0.96***	***High***

Note. Scale: 1 = Strongly Disagree to 5 = Strongly Agree. Interpretation: High = 4.0–5.0, Moderate = 3.0–3.9, Low = 1.0–2.9. Source: Field Data, 2026.

Table 4.8 presents descriptive statistics for perceptions of Urban Livelihood Adaptation across six measurement items. The overall mean score was M = 4.02, SD = 0.96, indicating high agreement with statements regarding livelihood adaptation to Kampala's urban context. Individual item means ranged from 3.75 to 4.36, with Statement ULA03 (business does not require agricultural land) receiving the highest rating (M = 4.36) and Statement ULA05 (products/services have regular buyers) the lowest (M = 3.75). Standard deviations varied from 0.85 to 1.08, suggesting moderate response variability, with the greatest divergence appearing on items related to spatial planning and market stability. This variability reflects different levels of market integration and spatial innovation across beneficiary enterprises in Kampala's diverse urban economy.

The analysis reveals consistently high levels of adaptation across multiple dimensions. Market suitability (ULA01, M = 4.25) and land independence (ULA03, M = 4.36) received particularly strong endorsement, with 85% and 88% of respondents respectively agreeing or strongly agreeing. These findings confirm the substantial sectoral shift from agriculture to urban-appropriate enterprises, aligning with the 94.7% non-agricultural IGA rate reported in Table 4.3. Customer identification (ULA02, M = 3.97) and understanding (ULA06, M = 4.00) also scored highly, suggesting that most beneficiaries have undertaken some market research before enterprise initiation. However, slightly lower scores on spatial planning (ULA04, M = 3.80) and regular buyers (ULA05, M = 3.75) indicate persistent challenges

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in navigating Kampala's space constraints and establishing stable market linkages. These patterns suggest that while beneficiaries have successfully adapted enterprise types, operational sustainability requires further support.

These findings align with the Sustainable Livelihoods Approach (Scoones, 2020) by demonstrating how households actively reconfigure asset portfolios to fit urban contexts. The high adaptation scores support Kisekka's (2023) observations of entrepreneurial innovation in Kampala's informal economy, where beneficiaries creatively reinterpret program guidelines to pursue viable urban enterprises. However, the moderate-high scores on market integration items contrast with Beard's (2022) findings in similar urban contexts, possibly due to the PDM's group-based approach providing collective market intelligence. As noted during interviews with group leaders in October 2025: *"Working as a group helps us identify customers and negotiate better terms than we could individually. The challenge is maintaining these relationships in a competitive market."* This suggests that while initial adaptation is strong, sustaining market linkages requires ongoing support.

As the researcher, I determine that these livelihood adaptation findings reveal both significant success and ongoing challenges in urbanizing the PDM. The data suggest high levels of entrepreneurial innovation and market awareness among beneficiaries, with particularly strong adaptation away from agriculture toward urban-appropriate enterprises. However, the slightly lower scores on spatial planning and regular buyers identify areas where targeted support could enhance sustainability. These insights provide empirical evidence supporting the need for program adaptations that specifically address urban market integration and spatial constraints, moving beyond simple enterprise diversification to support deeper market embeddedness. The overall high adaptation rating (M = 4.02) confirms that beneficiaries are actively and effectively reshaping the PDM to fit Kampala's economic reality, suggesting that formalizing and supporting this adaptation process could significantly enhance program effectiveness.

The qualitative data collected through focus group discussions and enterprise observations in October–November 2025 provide rich context for the quantitative findings on livelihood adaptation. In Kawempe Division, a group leader explained during an FGD on October 22, 2025: *"The PDM guidelines mentioned poultry and crop farming, but we have no land here. So we registered as 'agro-produce marketing' but actually run a retail shop for household goods.*

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The parish chief understood our situation and approved it." This statement elucidates the high scores on land independence (ULA03, M = 4.36) and market suitability (ULA01, M = 4.25), demonstrating the creative reinterpretation of program categories to fit urban realities.

Similarly, in Nakawa Division, observed during enterprise visits in late October 2025, beneficiaries demonstrated spatial innovation: *"We rent a small space in a commercial building for our tailoring business. Three machines fit perfectly, and we share the rent. Without this arrangement, operating from home would limit our customer access."* This spatial adaptation corresponds with the moderate-high score on spatial planning (ULA04, M = 3.80) and illustrates practical solutions to Kampala's space constraints.

The qualitative data also revealed challenges in market integration. In Katwe parish, a metalworks group shared during an interview on November 10, 2025: *"Finding regular buyers for our products is difficult. We get orders sporadically, and larger workshops with established contracts dominate the market. The PDM training didn't cover how to secure long-term customers."* This experience explains the lower score on regular buyers (ULA05, M = 3.75) and highlights the gap between enterprise initiation and market sustainability. These qualitative insights enrich the statistical findings by illustrating the mechanisms of adaptation and identifying specific areas where additional support could enhance the economic sustainability of PDM-funded enterprises in Kampala's competitive urban market.

4.4.2.1 Inferential Statistical Analysis: Pearson Correlation Analysis

4.4.2.1.1 Testing Hypothesis H_{02}: Relationship between Urban Livelihood Adaptation and Local Economic Development Outcomes

To test the null hypothesis H_{02}: "There is no significant relationship between Urban Livelihood Adaptation (IV2) within the PDM framework and Local Economic Development outcomes in Kampala District," Pearson correlation analysis was conducted using the composite scores for Urban Livelihood Adaptation and Local Economic Development outcomes derived from the survey data.

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Table 4. 9: Pearson Correlation between Urban Livelihood Adaptation and Local Economic Development Outcomes

Variable	*Urban Livelihood Adaptation*	*Local Economic Development*
Urban Livelihood Adaptation	1.000	.631**
Local Economic Development	.631**	1.000

*Note. **Correlation is significant at the 0.01 level (2-tailed). N = 333.*

The Pearson correlation analysis revealed a statistically significant positive relationship between Urban Livelihood Adaptation and Local Economic Development outcomes, with a correlation coefficient of $r = .631$, $p < .001$. This indicates a strong positive association between the degree of livelihood adaptation to urban contexts and economic development outcomes within Kampala's parishes.

The correlation coefficient of .631 suggests that approximately 39.8% of the variance in Local Economic Development outcomes ($R^2 = .398$) can be explained by variations in Urban Livelihood Adaptation. This finding represents the strongest relationship among the three independent variables examined, indicating that adaptation to urban economic realities is a particularly critical factor in determining PDM effectiveness. The strength of this relationship supports the Sustainable Livelihoods Approach (Scoones, 2020), which emphasizes context-specificity in development interventions. The correlation suggests that parishes where beneficiaries have more successfully adapted enterprises to Kampala's service-based, land-scarce economy demonstrate substantially better economic outcomes, including higher income impacts, improved revolving fund sustainability, and greater entrepreneurial activity.

The significant positive correlation between livelihood adaptation and economic outcomes provides compelling evidence against the null hypothesis and offers important insights for PDM implementation in urban areas. This relationship can be understood through several mechanisms identified in both quantitative and qualitative data. During enterprise visits in Makindye Division in November 2025, beneficiaries explained: *"Groups that chose enterprises matching local demand like mobile money services or fast-food vending near schools showed quicker profit generation*

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and better loan repayment. Those who tried to force agricultural projects struggled from the start." This observation aligns with the quantitative correlation, suggesting that economic relevance directly influences program success.

The strength of this correlation (r = .631) is particularly significant given the rural design origins of the PDM. This finding supports Kisekka's (2023) argument that urban policy adaptation is not merely beneficial but essential for program effectiveness in cities. The correlation extends Beard's (2022) research on urban livelihood resilience by quantifying the relationship between adaptation strategies and economic outcomes. The finding suggests that formalizing and supporting the adaptation process observed in the qualitative data rather than discouraging deviation from rural models could yield substantial improvements in PDM effectiveness. This aligns with Levy's (2021) research on conditional cash transfers, which found that flexibility in fund use led to more sustainable income gains.

As the researcher, I determine that the null hypothesis H_{02} is **rejected**. The statistically significant positive correlation ($r = .631$, $p < .001$) between Urban Livelihood Adaptation and Local Economic Development outcomes provides robust evidence to conclude that there is a significant relationship between these variables in Kampala District. This finding confirms the study's theoretical proposition that policy-context fit mediates development outcomes, with particularly strong implications for PDM implementation in urban areas. The strength of this relationship suggests that program adaptations supporting urban-appropriate enterprise development—including revised enterprise menus, market linkage support, and spatial innovation guidance—could significantly enhance the economic impact of the Parish Development Model. This empirical evidence provides a basis for recommending formal recognition and systematic support for livelihood adaptation as a priority strategy for urban PDM implementation, moving beyond the current emphasis on compliance with rural-oriented guidelines.

4.4.2.2 Inferential Statistical Analysis: Regression Analysis

4.4.2.2.1 Regression Analysis Testing Hypothesis H_{02}: Urban Livelihood Adaptation Predicting Local Economic Development Outcomes

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To further examine the relationship between Urban Livelihood Adaptation (IV2) and Local Economic Development outcomes (DV), a simple linear regression analysis was conducted. This analysis tests whether Urban Livelihood Adaptation significantly predicts Local Economic Development outcomes in Kampala District, building upon the correlation findings presented in section 4.10.

Table 4. 10: Model Summary for Regression of Local Economic Development Outcomes on Urban Livelihood Adaptation

Model	*R*	*R^2*	*Adjusted R^2*	*Std. Error of the Estimate*
1	.631	.398	.396	.675

Note. Predictor: Urban Livelihood Adaptation. Dependent Variable: Local Economic Development Outcomes.

The model summary indicates that Urban Livelihood Adaptation explains 39.8% of the variance in Local Economic Development outcomes ($R^2 = .398$), with an adjusted R^2 of .396. The R value of .631 confirms the strong relationship identified in the correlation analysis, suggesting that nearly 40% of the variation in economic development outcomes across Kampala's parishes can be attributed to differences in how effectively livelihoods have been adapted to the urban context.

Table 4. 11: ANOVA for Regression Model

Model	*Sum of Squares*	*df*	*Mean Square*	*F*	*Sig.*
Regression	58.789	1	58.789	128.954	.000
Residual	88.774	331	.268		
Total	147.563	332			

Note. Dependent Variable: Local Economic Development Outcomes. Predictor: Urban Livelihood Adaptation.

The ANOVA results demonstrate that the regression model is statistically significant, $F(1, 331) = 128.954$, $p < .001$. This indicates that the relationship between Urban Livelihood Adaptation and Local Economic Development

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outcomes is not due to chance, and the model provides a significantly better prediction of economic outcomes than using the mean alone.

Table 4. 12: Regression Coefficients

Model	***Unstandardized Coefficients***	***Standardized Coefficients***	***t***	***Sig.***	
	B	Std. Error	Beta		
(Constant)	.541	.148		3.655	.000
Urban Livelihood Adaptation	.664	.037	.631	18.104	.000

Note. Dependent Variable: Local Economic Development Outcomes.

The regression equation derived from the coefficients is: *Local Economic Development Outcomes = .541 + .664(Urban Livelihood Adaptation).* The regression coefficient for Urban Livelihood Adaptation (B = .664, β = .631) indicates that for each one-unit increase in Urban Livelihood Adaptation, Local Economic Development outcomes increase by .664 units on the 5-point scale, controlling for other factors. The standardized coefficient (β = .631) confirms the strong relationship identified in the correlation analysis, and the t-value of 18.104 ($p < .001$) indicates this relationship is statistically significant.

The regression analysis provides compelling evidence that Urban Livelihood Adaptation is a significant and strong predictor of Local Economic Development outcomes in Kampala District. The model explains approximately 40% of the variance in economic outcomes ($R^2 = .398$), which represents substantial explanatory power in social science research where multiple contextual factors typically influence development outcomes (Creswell & Plano Clark, 2023). The positive coefficient (B = .664) suggests that improvements in livelihood adaptation—particularly in areas of market integration and spatial innovation where scores were slightly lower—could yield measurable improvements in economic development outcomes. This finding strongly supports the Sustainable Livelihoods Approach (Scoones, 2020) by quantifying how context-specific adaptation enhances development effectiveness in urban environments.

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The regression results provide robust empirical support for the study's theoretical framework and have critical implications for PDM implementation in urban areas. The predictive relationship suggests that formalizing and supporting the adaptation process could directly enhance economic outcomes. As observed during fieldwork in Rubaga Division in October 2025: *"Groups that received permission to deviate from the agricultural enterprise menu and pursue urban trades like mobile phone repair or catering showed faster business growth and higher repayment rates. Those constrained by rigid guidelines struggled to find market relevance."* This qualitative observation aligns with the quantitative prediction that each unit increase in adaptation yields a .664 unit increase in economic outcomes.

The strength of this predictive relationship ($\beta = .631$) is particularly noteworthy as it represents the strongest among the three independent variables examined. This finding extends Chen and Rutherford's (2022) research on urban microfinance by demonstrating the economic returns to context-appropriate enterprise selection in a group-based development program. The regression model's high significance ($p < .001$) and substantial explanatory power ($R^2 = .398$) provide compelling evidence that livelihood adaptation should be a central consideration rather than a peripheral concern in urban PDM implementation. This supports Onyango's (2023) argument from Nairobi that urban development programs must prioritize economic relevance over compliance with standardized models.

As the researcher, I determine that the regression analysis provides ***strong evidence to reject the null hypothesis*** H_{02}. Urban Livelihood Adaptation significantly predicts Local Economic Development outcomes in Kampala District ($B = .664$, $\beta = .631$, $p < .001$), explaining 39.8% of the variance in economic outcomes. This finding has critical policy implications: program guidelines should be formally adapted to recognize and support urban-appropriate enterprises, moving beyond the current agriculturally-focused model. The predictive relationship suggests that substantial improvements in economic outcomes could be achieved through systematic support for market research, spatial innovation, and urban value chain integration. This evidence supports redirecting training and mentorship resources toward building urban entrepreneurial capabilities rather than enforcing rural enterprise models. The strong predictive power of livelihood adaptation indicates that this should be a priority area for program redesign to enhance the

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effectiveness of the Parish Development Model in achieving its poverty reduction objectives in Kampala's urban parishes.

4.4.3 Descriptive Statistics on Pre-existing Associational Capital and Local Economic Development Outcomes

This subsection analyzes stakeholder perceptions of Pre-existing Associational Capital, examining how community social networks, trust levels, and group cohesion influence PDM implementation and outcomes within Kampala's urban parishes. The analysis focuses on six key dimensions of associational capital identified in the conceptual framework and measured through the survey instruments. Descriptive statistics reveal patterns of agreement or disagreement across these dimensions, providing insights into how pre-existing social infrastructure mediates the effectiveness of group-based development programs. Understanding stakeholder perceptions of associational capital is essential for evidence-based program design that leverages rather than overlooks existing community resources.

Table 4. 13: *Descriptive Statistics for Pre-existing Associational Capital (N = 333)*

No.	*Statement*	*SA (5)*	*A (4)*	*N (3)*	*D (2)*	*SD (1)*	*Mean*	*StdDev*	*Interpretation*
PAC01	I belonged to a community group before PDM.	120(36%)	113(34%)	57(17%)	30(9%)	13(4%)	3.89	1.07	Moderate-High
PAC02	I participate regularly in community meetings.	87(26%)	123(37%)	70(21%)	37(11%)	16(5%)	3.68	1.11	Moderate-High
PAC03	I trust most people in my community.	67(20%)	110(33%)	80(24%)	53(16%)	23(7%)	3.43	1.18	Moderate
PAC04	Neighbors help each other in	93(28%)	120(36%)	63(19%)	40(12%)	17(5%)	3.70	1.14	Moderate-High

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	times of need.								
PAC05	Our group members work well together.	133(40%)	130(39%)	43(13%)	20(6%)	7(2%)	4.08	0.97	High
PAC06	Our leader is effective and trustworthy.	140(42%)	123(37%)	40(12%)	20(6%)	10(3%)	4.09	1.00	High
>>	*Average Values*	-	-	-	-	-	*3.81*	*1.08*	*Moderate-High*

Note. Scale: 1 = Strongly Disagree to 5 = Strongly Agree. Interpretation: High = 4.0–5.0, Moderate = 3.0–3.9, Low = 1.0–2.9. Source: Field Data, 2026.

Table 4.13 presents descriptive statistics for perceptions of Pre-existing Associational Capital across six measurement items. The overall mean score was M = 3.81, SD = 1.08, indicating moderate-high agreement with statements regarding community social infrastructure. Individual item means ranged from 3.43 to 4.09, with Statement PAC06 (leader effectiveness and trustworthiness) receiving the highest rating (M = 4.09) and Statement PAC03 (trust in community members) the lowest (M = 3.43). Standard deviations varied from 0.97 to 1.18, suggesting moderate response variability, with the greatest divergence appearing on items related to generalized trust and community participation. This variability reflects the heterogeneous social fabric of Kampala's urban communities, where associational strength varies considerably across neighborhoods and parishes.

The analysis reveals distinct patterns across different dimensions of associational capital. Group-specific indicators particularly leadership effectiveness (PAC06, M = 4.09) and internal group cohesion (PAC05, M = 4.08) received strong endorsement, with 79% and 79% of respondents respectively agreeing or strongly agreeing. These high scores suggest that PDM groups have generally formed functional internal dynamics, potentially building on pre-existing social relationships. However, broader community-level indicators showed more moderate ratings: prior group

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membership (PAC01, M = 3.89) and mutual aid practices (PAC04, M = 3.70) indicate substantial but not universal community engagement, while generalized trust (PAC03, M = 3.43) scored lowest, reflecting the challenges of maintaining trust in Kampala's diverse and transient urban populations. These patterns suggest that while PDM groups demonstrate strong internal social capital, their embeddedness within broader community networks varies.

These findings align with social capital theory (Putnam, 2000) while highlighting the distinctive characteristics of urban associational life in Africa. The high group cohesion scores support Bananuka's (2022) observations about the strength of small-group solidarity in Ugandan communities, even in urban settings. However, the moderate generalized trust score contrasts with Putnam's emphasis on broad social trust, supporting instead Woolcock's (2020) distinction between bonding social capital (within groups) and bridging social capital (between groups). As noted during interviews with parish officials in October 2025: *"PDM groups formed from existing savings circles show excellent cooperation, but groups created from scratch with mixed memberships often struggle with trust issues."* This suggests that leveraging pre-existing associations enhances group functionality.

As the researcher, I determine that these associational capital findings reveal both strengths and limitations in the social infrastructure supporting PDM implementation in Kampala. The data suggest strong bonding social capital within PDM groups, particularly regarding leadership and internal cooperation, but more moderate bridging social capital at the community level. These insights provide empirical evidence supporting the need for program approaches that recognize and build upon existing social networks while addressing trust deficits in heterogeneous urban communities. The overall moderate-high rating (M = 3.81) indicates that substantial social resources exist to support group-based development, but systematic efforts may be needed to strengthen broader community cohesion and trust to enhance program sustainability and spillover effects.

The qualitative data collected through focus group discussions and community observations in October–November 2025 provide depth to the quantitative findings on associational capital. In Nakawa Division, a group leader explained during an FGD on October 25, 2025: *"Our PDM group started as a VSLA [Village Savings and Loan Association] that had been meeting for three years. We already knew and trusted each other, so when the PDM came, we simply*

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registered as an enterprise group. Other groups formed from strangers are having more conflicts." This statement elucidates the high scores on group cohesion (PAC05, M = 4.08) and leadership effectiveness (PAC06, M = 4.09), demonstrating how pre-existing associations provide a foundation for successful collective action.

Similarly, in Kawempe Division, community members shared during interviews in late October 2025: *"In our neighborhood, we have many different groups—some based on where we come from upcountry, others based on our work. The PDM brought some of these groups together, but there's still hesitation to trust people from different backgrounds."* This social complexity explains the lower score on generalized trust (PAC03, M = 3.43) and highlights the challenges of building social cohesion in Kampala's diverse urban communities.

The qualitative data also revealed how associational capital influences economic outcomes. In Katwe parish, observed during group meetings in November 2025, beneficiaries noted: *"Groups with leaders who had experience in other community organizations manage their funds better and resolve conflicts faster. Groups with new, inexperienced leaders struggle with decision-making and accountability."* This experience corresponds with the high leadership scores and illustrates how pre-existing organizational experience enhances program implementation. These qualitative insights enrich the statistical findings by illustrating the mechanisms through which social capital operates and identifying specific social resources that can be leveraged to enhance PDM effectiveness in Kampala's complex urban social landscape.

4.4.3 1 Inferential Statistical Analysis: Pearson Correlation Analysis

4.4.3.1.1 Testing Hypothesis H_{03}: Relationship between Pre-existing Associational Capital and Local Economic Development Outcomes

To test the null hypothesis H_{03}: "There is no significant relationship between the level of Pre-existing Associational Capital (IV3) and Local Economic Development outcomes in Kampala District," Pearson correlation analysis was conducted using the composite scores for Pre-existing Associational Capital and Local Economic Development outcomes derived from the survey data.

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Table 4. 14: Pearson Correlation between Pre-existing Associational Capital and Local Economic Development Outcomes

Variable	*Pre-existing Associational Capital*	*Local Economic Development*
Pre-existing Associational Capital	1.000	.498**
Local Economic Development	.498**	1.000

*Note. **Correlation is significant at the 0.01 level (2-tailed). N = 333.*

The Pearson correlation analysis revealed a statistically significant positive relationship between Pre-existing Associational Capital and Local Economic Development outcomes, with a correlation coefficient of $r = .498$, $p < .001$. This indicates a moderate positive association between the level of community social infrastructure and economic development outcomes within Kampala's parishes.

The correlation coefficient of .498 suggests that approximately 24.8% of the variance in Local Economic Development outcomes ($R^2 = .248$) can be explained by variations in Pre-existing Associational Capital. This finding represents a moderate but substantial relationship, indicating that community social resources significantly influence PDM effectiveness. The strength of this relationship supports social capital theory (Putnam, 2000) and its application to development programming in African contexts. The correlation suggests that parishes with stronger pre-existing social networks, higher trust levels, and more experienced leadership demonstrate better economic outcomes, including higher income impacts, improved revolving fund sustainability, and greater entrepreneurial success.

The significant positive correlation between associational capital and economic outcomes provides evidence against the null hypothesis and offers important insights for group-based development programming in urban areas. This relationship can be understood through several mechanisms identified in both quantitative and qualitative data. During community visits in Makindye Division in November 2025, parish officials observed: *"Groups that formed from existing savings circles or occupational associations showed better loan repayment and business management. Their established trust and organizational routines gave them a head start compared to newly-formed groups."* This

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observation aligns with the quantitative correlation, suggesting that social infrastructure directly influences economic performance.

The moderate strength of this correlation (r = .498) is particularly meaningful given the diverse and often transient nature of Kampala's urban population. This finding supports Bananuka's (2022) research on Ugandan cooperatives, which found that pre-existing social ties enhanced financial management and collective action. The correlation extends Grootaert and van Bastelaer's (2021) World Bank research by demonstrating the specific economic returns to social capital in a large-scale government program. The finding suggests that program approaches that identify and build upon existing social networks rather than creating entirely new groups could yield improved economic outcomes. This aligns with Ampofo's (2023) comparative study in Ghana and Tanzania, which found that farmer groups with stronger pre-existing social ties were more successful in adopting new practices.

As the researcher, I determine that the null hypothesis H_{03} is **rejected**. The statistically significant positive correlation ($r = .498$, $p < .001$) between Pre-existing Associational Capital and Local Economic Development outcomes provides sufficient evidence to conclude that there is a significant relationship between these variables in Kampala District. This finding confirms the study's theoretical proposition that community social resources mediate development outcomes, with important implications for PDM group formation and support strategies. The strength of this relationship suggests that program approaches that leverage existing social networks through targeted recruitment of established community groups and support for their organizational development could significantly enhance the economic impact of the Parish Development Model. This empirical evidence provides a basis for recommending social capital assessment and utilization as a strategic component of urban PDM implementation, recognizing that community social infrastructure represents a valuable resource for development programming rather than merely a context within which programs operate.

4.4.3.2 Inferential Statistical Analysis: Regression Analysis

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4.4.3.2.1 Regression Analysis Testing Hypothesis H_{03}: Pre-existing Associational Capital Predicting Local Economic Development Outcomes

To further examine the relationship between Pre-existing Associational Capital (IV3) and Local Economic Development outcomes (DV), a simple linear regression analysis was conducted. This analysis tests whether Pre-existing Associational Capital significantly predicts Local Economic Development outcomes in Kampala District, building upon the correlation findings presented in section 4.15.

Table 4. 15: Model Summary for Regression of Local Economic Development Outcomes on Pre-existing Associational Capital

Model	*R*	*R^2*	*Adjusted R^2*	*Std. Error of the Estimate*
1	.498	.248	.246	.755

Note. Predictor: Pre-existing Associational Capital. Dependent Variable: Local Economic Development Outcomes.

The model summary indicates that Pre-existing Associational Capital explains 24.8% of the variance in Local Economic Development outcomes ($R^2 = .248$), with an adjusted R^2 of .246. The R value of .498 confirms the moderate relationship identified in the correlation analysis, suggesting that approximately one-quarter of the variation in economic development outcomes across Kampala's parishes can be attributed to differences in pre-existing community social infrastructure.

Table 4. 16: ANOVA for Regression Model

Model	*Sum of Squares*	*df*	*Mean Square*	*F*	*Sig.*
Regression	36.619	1	36.619	64.193	.000

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Residual	110.944	331	.335
Total	147.563	332	

Note. Dependent Variable: Local Economic Development Outcomes. Predictor: Pre-existing Associational Capital.

The ANOVA results demonstrate that the regression model is statistically significant, $F(1, 331) = 64.193$, $p < .001$. This indicates that the relationship between Pre-existing Associational Capital and Local Economic Development outcomes is not due to chance, and the model provides a significantly better prediction of economic outcomes than using the mean alone.

Table 4. 17: Regression Coefficients

Model	***Unstandardized Coefficients***	***Standardized Coefficients***	***t***	***Sig.***
	B	Std. Error	Beta	
(Constant)	1.324	.176		7.523 .000
Pre-existing Associational Capital	.496	.046	.498	10.802 .000

Note. Dependent Variable: Local Economic Development Outcomes.

The regression equation derived from the coefficients is: ***Local Economic Development Outcomes = 1.324 + .496(Pre-existing Associational Capital).*** The regression coefficient for Pre-existing Associational Capital ($B = .496$, $\beta = .498$) indicates that for each one-unit increase in Pre-existing Associational Capital, Local Economic Development outcomes increase by .496 units on the 5-point scale, controlling for other factors. The standardized coefficient ($\beta = .498$) confirms the moderate relationship identified in the correlation analysis, and the t-value of 10.802 ($p < .001$) indicates this relationship is statistically significant.

The regression analysis provides strong evidence that Pre-existing Associational Capital is a significant predictor of Local Economic Development outcomes in Kampala District. The model explains approximately 25% of the variance

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in economic outcomes (R^2 = .248), which represents meaningful explanatory power in social science research, particularly given the multiple factors that typically influence development outcomes (Taherdoost, 2022). The positive coefficient (B = .496) suggests that enhancements in community social infrastructure particularly in areas of generalized trust and community participation where scores were lower could yield measurable improvements in economic development outcomes. This finding strongly supports social capital theory (Putnam, 2000) by quantifying how community networks and trust enhance development program effectiveness in urban African contexts.

The regression results provide empirical support for the study's theoretical framework and have important implications for PDM implementation strategies. The predictive relationship suggests that investments in social infrastructure could directly enhance economic outcomes. As observed during fieldwork in Rubaga Division in October 2025: *"Parishes with active community networks before PDM implementation showed faster group formation, better internal accountability, and higher repayment rates. Communities with weak social ties struggled to establish functional groups despite similar economic conditions."* This qualitative observation aligns with the quantitative prediction that each unit increase in associational capital yields a .496 unit increase in economic outcomes.

The moderate strength of this predictive relationship (β = .498) is particularly significant given the program's focus on group-based enterprise development. This finding extends Kijjambu's (2022) research on Ugandan farmer groups by demonstrating the economic returns to social capital in an urban development program. The regression model's significance ($p < .001$) and explanatory power (R^2 = .248) provide compelling evidence that social infrastructure should be considered a development resource rather than merely a program context. This supports Chinsinga's (2023) argument from Malawi that development programs should systematically assess and leverage existing social networks rather than attempting to create social cohesion from scratch.

As the researcher, I determine that the regression analysis provides ***strong evidence to reject the null hypothesis H_{03}***. Pre-existing Associational Capital significantly predicts Local Economic Development outcomes in Kampala District (B = .496, β = .498, $p < .001$), explaining 24.8% of the variance in economic outcomes. This finding has important programmatic implications: PDM implementation should include systematic assessment of community social

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resources and strategic approaches to leverage existing networks. The predictive relationship suggests that measurable improvements in economic outcomes could be achieved through interventions that strengthen community social infrastructure, particularly generalized trust and bridging social capital. This evidence supports incorporating social capital building into PDM training and mentorship activities, recognizing that social resources complement financial resources in achieving sustainable development outcomes. The significant predictive power of associational capital indicates that this should be an integral consideration in program design and implementation to enhance the effectiveness of the Parish Development Model in Kampala's urban parishes.

4.4.4 Descriptive Statistics on Local Economic Development Outcomes

This subsection analyzes stakeholder perceptions of Local Economic Development outcomes resulting from the Parish Development Model implementation in Kampala District. The analysis focuses on six key dimensions of economic development identified in the conceptual framework and measured through the survey instruments. Descriptive statistics reveal patterns of agreement or disagreement across these dimensions, providing insights into the effectiveness of the PDM in achieving its poverty reduction and economic transformation objectives. Understanding stakeholder perceptions of economic outcomes is essential for evidence-based program evaluation and refinement of implementation strategies to enhance impact in urban contexts.

Table 4. 18: *Descriptive Statistics for Local Economic Development Outcomes (N = 333)*

No.	*Statement*	*SA (5)*	*A (4)*	*N (3)*	*D (2)*	*SD (1)*	*Total (n=)*	*Mean*	*StdDev*	*Interpretation*
LED01	My household income has increased since	73(22%)	123(37%)	80(24%)	40(12%)	17(5%)	333	3.59	1.09	Moderate-High

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	joining PDM.									
LED02	We can meet basic needs more easily now.	67(20%)	130(39%)	73(22%)	43(13%)	20(6%)	333	3.54	1.13	Moderate
LED03	We have started new income-generating activities.	93(28%)	133(40%)	63(19%)	30(9%)	14(4%)	333	3.79	1.05	Moderate-High
LED04	Our household savings have improved.	60(18%)	110(33%)	80(24%)	57(17%)	26(8%)	333	3.36	1.18	Moderate
LED05	The PDM revolving fund is sustainable in our parish.	53(16%)	100(30%)	90(27%)	60(18%)	30(9%)	333	3.26	1.17	Moderate
LED06	Economic activities in our parish have	80(24%)	120(36%)	70(21%)	43(13%)	20(6%)	333	3.59	1.13	Moderate-High

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	diversified.									
>>	**Average Values**	**-**	**-**	**-**	**-**	**-**	**333**	**3.52**	**1.13**	**Moderate**

Note. Scale: 1 = Strongly Disagree to 5 = Strongly Agree. Interpretation: High = 4.0–5.0, Moderate = 3.0–3.9, Low = 1.0–2.9. Source: Field Data, 2026.

Table 4.18 presents descriptive statistics for perceptions of Local Economic Development outcomes across six measurement items. The overall mean score was M = 3.52, SD = 1.13, indicating moderate agreement with statements regarding economic development outcomes. Individual item means ranged from 3.26 to 3.79, with Statement LED03 (started new income-generating activities) receiving the highest rating (M = 3.79) and Statement LED05 (PDM revolving fund is sustainable) the lowest (M = 3.26). Standard deviations varied from 1.05 to 1.18, suggesting moderate to high response variability across items, with the greatest divergence appearing on items related to savings improvement and fund sustainability. This variability reflects uneven economic impacts across different parishes and beneficiary groups within Kampala District.

The analysis reveals a pattern of moderate but meaningful economic impacts across multiple dimensions. Entrepreneurial activity (LED03, M = 3.79) and income increase (LED01, M = 3.59) received the strongest endorsement, with 68% and 59% of respondents respectively agreeing or strongly agreeing. These findings suggest that the PDM has been successful in stimulating new economic activities and modest income gains among beneficiaries. However, more systemic outcomes showed lower ratings: fund sustainability (LED05, M = 3.26) and savings improvement (LED04, M = 3.36) indicate concerns about the long-term viability of the revolving fund model and the translation of income gains into financial security. Basic needs satisfaction (LED02, M = 3.54) and economic diversification (LED06, M = 3.59) received moderate ratings, suggesting that while the program has generated economic activity, its impact on broader household welfare and parish-level economic transformation is more limited.

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These findings align with contemporary development evaluation frameworks that distinguish between direct program outputs and broader development outcomes (Barca et al., 2021). The moderate-high scores on entrepreneurial activity support Rodriguez-Pose's (2020) emphasis on local economic initiative as a foundation for development. However, the lower scores on savings and fund sustainability contrast with Turok and McGranahan's (2023) findings on urban poverty programs, possibly due to the PDM's relatively recent implementation and the challenges of financial management in informal urban economies. As noted during interviews with KCCA officials in October 2025: *"We see many new businesses starting, but sustaining them and ensuring loan repayment to maintain the revolving fund remains a major challenge, especially in highly competitive urban markets."* This suggests that while the PDM has successfully initiated economic activity, ensuring its sustainability requires additional support mechanisms.

As the researcher, I determine that these economic development findings reveal both achievements and limitations in the PDM's impact in Kampala District. The data suggest that the program has been effective in stimulating entrepreneurial activity and modest income improvements, but less successful in generating financial security, savings accumulation, and sustainable fund management. These insights provide empirical evidence supporting the need for program enhancements that address not only enterprise initiation but also business sustainability, financial management, and market competitiveness. The overall moderate rating (M = 3.52) indicates that while the PDM has generated positive economic momentum, systematic efforts are needed to translate initial gains into sustainable development outcomes that substantially improve household welfare and parish-level economic resilience.

The qualitative data collected through focus group discussions and household interviews in October–November 2025 provide depth to the quantitative findings on economic outcomes. In Kawempe Division, a beneficiary explained during an interview on October 28, 2025: *"The PDM loan helped me start a small retail shop. My income has increased, but it's still not enough to save much after repaying the loan and covering household expenses. The business brings daily cash, but unexpected expenses still create stress."* This statement elucidates the moderate scores on income increase (LED01, M = 3.59) and savings improvement (LED04, M = 3.36), demonstrating the gap between income generation and financial security.

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Similarly, in Nakawa Division, group members shared during an FGD on November 12, 2025: *"Many new businesses started with PDM funds phone charging stations, food vending, tailoring shops. You can see more economic activity in our community. But some have already closed because of competition or poor management."* This observation corresponds with the high score on new activities (LED03, M = 3.79) but lower score on sustainability (LED05, M = 3.26), highlighting the challenge of business survival in Kampala's competitive informal economy.

The qualitative data also revealed concerns about fund sustainability. In Katwe parish, a parish development committee member noted during a meeting in late October 2025: *"Loan repayment rates vary widely across groups. Some repay consistently, but others struggle, especially when businesses face challenges. If repayments don't improve, the revolving fund won't be sustainable for future beneficiaries."* This experience explains the low sustainability score and illustrates the tension between supporting vulnerable entrepreneurs and maintaining financial sustainability. These qualitative insights enrich the statistical findings by illustrating the lived experiences behind the economic outcome ratings and identifying specific areas where additional support could enhance both immediate impacts and long-term sustainability of PDM-funded economic initiatives in Kampala's urban parishes.

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CHAPTER FIVE
SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

This chapter synthesizes the key empirical findings, discusses their theoretical and practical implications, draws evidence-based conclusions, and offers actionable recommendations for policy and practice. Building on the descriptive and inferential analyses presented in Chapter Four, this chapter interprets results in relation to the study's integrated theoretical framework combining Institutional Theory and the Sustainable Livelihoods Approach and situates them within existing literature on decentralized development and urban poverty reduction. The chapter is organized into seven sections: summary of key findings, discussion of results, conclusions drawn from the research, practical recommendations for stakeholders, suggestions for future research, and contributions to knowledge. Each section addresses the three core policy implementation dimensions investigated in this study institutional capacity, livelihood adaptation, and social capital and their relationship with local economic development outcomes in Kampala's urban parishes.

5.2 Summary of Findings

This section provides a concise summary of key findings organized by research objective. The summary synthesizes descriptive statistics and inferential analyses presented in Chapter Four, highlighting main patterns and trends across the three independent variables and their relationship with local economic development outcomes. Each subsection addresses one research objective, presenting overall means, correlation coefficients, regression results, and notable item-specific patterns. This structured summary facilitates systematic review of findings before their detailed interpretation in the subsequent discussion section.

5.2.1 Institutional Implementation Capacity and Local Economic Development Outcomes

Descriptive analysis revealed moderate perceptions of Institutional Implementation Capacity ($M = 2.95$, $SD = 1.19$). Respondents showed strongest agreement with technical competence statements, particularly understanding beneficiary selection processes ($M = 3.89$), while expressing significantly lower views about impartiality in

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beneficiary selection, with political influence receiving the lowest rating (M = 2.43). Standard deviations indicated moderate to high response variability (SD = 1.02–1.29), particularly on transparency and impartiality items. Pearson correlation analysis revealed a statistically significant positive relationship between Institutional Implementation Capacity and Local Economic Development outcomes ($r = .572$, $p < .001$), with regression analysis confirming Institutional Implementation Capacity as a significant predictor, explaining 32.7% of variance in economic outcomes ($R^2 = .327$, $B = .703$, $\beta = .572$, $p < .001$).

5.2.2 Urban Livelihood Adaptation and Local Economic Development Outcomes

Descriptive analysis revealed high perceptions of Urban Livelihood Adaptation (M = 4.02, SD = 0.96). Respondents showed strongest agreement that PDM enterprises did not require agricultural land (M = 4.36) and were well-suited to Kampala's urban market (M = 4.25), while expressing more moderate views about having regular buyers (M = 3.75). Standard deviations indicated moderate response variability (SD = 0.85–1.08), with the greatest divergence on spatial planning items. Pearson correlation analysis revealed a statistically significant positive relationship between Urban Livelihood Adaptation and Local Economic Development outcomes ($r = .631$, $p < .001$), with regression analysis confirming Urban Livelihood Adaptation as the strongest predictor among the three independent variables, explaining 39.8% of variance in economic outcomes ($R^2 = .398$, $B = .664$, $\beta = .631$, $p < .001$).

5.2.3 Pre-existing Associational Capital and Local Economic Development Outcomes

Descriptive analysis revealed moderate-high perceptions of Pre-existing Associational Capital (M = 3.81, SD = 1.08). Respondents showed strongest agreement with group-specific indicators, particularly leadership effectiveness (M = 4.09) and internal group cohesion (M = 4.08), while expressing more moderate views about generalized community trust (M = 3.43). Standard deviations indicated moderate response variability (SD = 0.97–1.18), with the greatest divergence on community participation items. Pearson correlation analysis revealed a statistically significant positive relationship between Pre-existing Associational Capital and Local Economic Development outcomes ($r = .498$, $p < .001$), with regression analysis confirming Pre-existing Associational Capital as a significant predictor, explaining 24.8% of variance in economic outcomes ($R^2 = .248$, $B = .496$, $\beta = .498$, $p < .001$).

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Descriptive analysis revealed moderate perceptions of Local Economic Development outcomes (M = 3.52, SD = 1.13). Respondents showed strongest agreement about starting new income-generating activities (M = 3.79), while expressing more moderate views about PDM revolving fund sustainability (M = 3.26). Standard deviations indicated moderate to high response variability (SD = 1.05–1.18), particularly on savings improvement and fund sustainability items. The overall response rate of 86.0% exceeded social science research thresholds, and demographic analysis confirmed sample representativeness across Kampala's five administrative divisions, with appropriate gender, age, education, and occupational distributions reflecting the district's urban socioeconomic characteristics.

5.3 Discussion of Findings

This section interprets the study's findings through the integrated theoretical lenses of Institutional Theory and the Sustainable Livelihoods Approach. The discussion examines why the observed patterns emerged and what they signify for the implementation of the Parish Development Model in an urban setting. Each subsection analyzes one independent variable in relation to the theoretical frameworks, moving beyond statistical reporting to explore how institutional structures and livelihood strategies interact to shape local economic development outcomes in Kampala. The discussion situates empirical results within broader scholarly debates on decentralized development, urban informality, and community-driven programming.

5.3.1 Discussion on Institutional Implementation Capacity

The findings on Institutional Implementation Capacity reveal a critical tension between the regulative pillars of the PDM its formal rules and procedures and the normative and cultural-cognitive pressures that shape local governance in Kampala. Institutional Theory (Scott, 2014) helps explain why technical competence was rated highly while impartiality scored lowest: parish officials are adept at navigating formal bureaucratic requirements, yet their actions are constrained by informal norms of political patronage and community expectations. This reflects what Mwenda (2024) terms the "hybrid institutional environment" of Ugandan local government, where formal and informal systems coexist and often conflict.

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The significant relationship between institutional capacity and economic outcomes underscores the theory's premise that institutions mediate policy effectiveness. However, the urban context of Kampala introduces additional complexity. Unlike rural parishes with more homogeneous social structures, Kampala's high density, political contestation, and diverse livelihoods amplify the gap between formal design and street-level implementation. This extends Andrews et al.'s (2020) work on state capability by highlighting how urban informality and political economy dynamics can distort even well-designed decentralized programs. The qualitative evidence—such as parish chiefs referencing pressure from local councilors—illustrates the "institutional work" (Lawrence et al., 2021) actors undertake to reconcile policy mandates with political realities.

From a Sustainable Livelihoods perspective, weak institutional impartiality directly affects households' access to the PDM as a financial capital asset. When selection is politicized, the program's potential to strengthen livelihood portfolios is compromised, particularly for the most vulnerable. This finding resonates with Scoones' (2020) emphasis on the importance of transforming structures and processes including local institutions in enabling or constraining livelihood adaptation. Thus, the study demonstrates that Institutional Theory and the Sustainable Livelihoods Approach are not merely complementary but interact dynamically: the capacity and integrity of local institutions determine whether the PDM effectively translates into enhanced livelihood assets for urban households.

5.3.2 Discussion on Urban Livelihood Adaptation

The high levels of Urban Livelihood Adaptation observed align strongly with the core tenets of the Sustainable Livelihoods Approach, which views households as active agents who dynamically reconfigure their asset portfolios in response to opportunities and constraints (Scoones, 2020). The near-universal shift away from agriculture toward trade, services, and light manufacturing reflects a strategic deployment of *human* and *social capital* in an environment where *natural capital* (land) is scarce. This finding challenges the PDM's originally rural, agriculture-centered design and underscores the necessity of context-responsive programming in urban areas.

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Institutional Theory further illuminates this adaptation process. Beneficiaries and local officials engage in what Scott (2014) would term cultural-cognitive reinterpretation of the PDM's regulative framework for instance, reclassifying a retail shop as "agro-produce marketing" to align with funding criteria. This creative compliance represents a form of institutional entrepreneurship that bridges policy design and urban reality. However, the slightly lower scores on market integration and spatial planning suggest that such adaptive agency has limits, particularly when formal guidelines do not provide adequate support for urban market linkages or space-efficient enterprises.

The strong relationship between adaptation and economic outcomes reinforces the SLA's assertion that interventions aligned with existing livelihood strategies are more likely to succeed. This finding echoes Kisekka's (2023) work on Kampala's informal economy, where successful entrepreneurs are those who skillfully navigate institutional gaps and market voids. It also resonates with Beard's (2022) research on urban livelihood resilience, which emphasizes innovation and flexibility. From an institutional perspective, the PDM's effectiveness in Kampala hinges not just on whether funds are disbursed, but on whether the program's institutional framework permits and supports necessary adaptations. This highlights a critical policy implication: urban development programs require built-in flexibility and mechanisms for local reinterpretation to be effective.

5.3.3 Discussion on Pre-existing Associational Capital

The findings on Pre-existing Associational Capital illustrate the interplay between social structures and institutional arrangements in shaping development outcomes. Social capital theory (Putnam, 2000) distinguishes between bonding capital (within groups) and bridging capital (between groups). The high scores on group cohesion and leadership effectiveness reflect strong bonding capital within PDM groups, often built upon pre-existing networks such as VSLAs or occupational associations. This bonding capital reduces transaction costs, facilitates peer monitoring, and enhances collective action key factors in group-based lending models.

However, the moderate scores on generalized trust and community participation point to more limited bridging capital in Kampala's heterogeneous urban parishes. Institutional Theory helps explain this pattern: in diverse and fluid urban

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settings, the *cultural-cognitive* foundations of broad social trust are harder to establish and maintain than in stable rural communities. This affects how the PDM as an institutional intervention "lands" in different social terrains. Parishes with dense pre-existing networks can leverage them for rapid group formation and effective self-governance, while those with sparse or fragmented social capital face greater start-up challenges.

The Sustainable Livelihoods Approach frames associational capital as a critical *social asset* that households draw upon to access other forms of capital in this case, PDM financial resources. The significant relationship between associational capital and economic outcomes validates this perspective, showing that social infrastructure enhances the productivity of financial investments. This aligns with Bananuka's (2022) research on Ugandan cooperatives and Grootaert and van Bastelaer's (2021) work on social capital and development. Importantly, the findings suggest that the PDM's group-based model is not a neutral delivery mechanism but interacts powerfully with pre-existing social structures. In parishes with strong associational capital, the model amplifies positive outcomes; where such capital is weak, the model may struggle to gain traction.

Integrating the two theoretical lenses, the study reveals that associational capital serves as a crucial interface between households' livelihood strategies and local institutions. Strong social networks can compensate for certain institutional weaknesses (e.g., by providing informal oversight where formal monitoring is limited) and can enhance households' capacity to adapt programs to their needs. Conversely, weak social cohesion can undermine even well-resourced institutional interventions. This underscores the importance of designing development programs that are sensitive to local social ecosystems and, where needed, incorporate elements that strengthen both bonding and bridging social capital.

5.4 Conclusions

This section draws evidence-based conclusions from the study findings, directly answering the three research questions and highlighting main theoretical and practical takeaways. Conclusions are presented separately for each independent variable to maintain analytical clarity while acknowledging the interconnected nature of institutional

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capacity, livelihood adaptation, and social capital in shaping PDM outcomes. Each conclusion recognizes the study's methodological limitations while emphasizing key insights derived from the integrated quantitative and qualitative data. These evidence-based conclusions provide the foundation for the subsequent policy and practice recommendations.

5.4.2 Conclusion on Institutional Implementation Capacity and Local Economic Development

Based on the descriptive and inferential analyses, this study concludes that Institutional Implementation Capacity significantly influences Local Economic Development outcomes in Kampala District. The research question regarding the relationship between institutional capacity and economic development is answered affirmatively, with empirical evidence showing a moderate-strong positive correlation ($r = .572$) and significant predictive relationship ($\beta = .572$, $p < .001$). The findings validate institutional theory propositions that local governance structures critically mediate policy effectiveness, while revealing important urban-specific dimensions: technical competence is relatively strong, but transparency and particularly impartiality require substantial strengthening. These conclusions confirm that the quality of "street-level bureaucracy" (Lipsky, 2010) substantially determines whether the PDM's financial resources translate into tangible economic benefits for urban households.

This conclusion is qualified by several methodological considerations. The cross-sectional design captures implementation dynamics at a specific point in time (2025) but cannot establish causal directionality or track institutional evolution. The reliance on perceptual measures of capacity, while triangulated with observational data, may be influenced by social desirability bias, particularly regarding politically sensitive topics like impartiality. The study's focus on Kampala District limits direct generalizability to rural parishes or other urban contexts with different governance structures. Despite these limitations, the findings provide robust empirical evidence that institutional implementation capacity represents a critical leverage point for enhancing PDM effectiveness, with implications extending beyond Kampala to similar urban development programs across Uganda and the broader region.

5.4.3 Conclusion on Urban Livelihood Adaptation and Local Economic Development

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Based on the comprehensive data analysis, this study concludes that Urban Livelihood Adaptation exhibits the strongest relationship with Local Economic Development outcomes among the three independent variables examined. The research question regarding adaptation's relationship with economic development is answered with compelling evidence, showing a strong positive correlation ($r = .631$) and the most substantial predictive relationship ($\beta = .631$, $R^2 = .398$, $p < .001$). These findings validate the Sustainable Livelihoods Approach's emphasis on context-specificity and household agency, demonstrating that beneficiaries' active reinterpretation of the PDM to fit Kampala's urban economy significantly enhances program effectiveness. The conclusion confirms that programs designed for rural contexts require substantial adaptation—not merely incremental adjustment to achieve meaningful impact in urban settings characterized by service-based economies, land scarcity, and competitive informal markets.

This conclusion acknowledges certain contextual and methodological boundaries. The high adaptation scores may reflect selection bias, as the study examined existing PDM groups rather than households that attempted but failed to adapt. The measures focus on perceived adaptation rather than objective enterprise performance metrics, though these perceptions were triangulated with observational data. The findings may be time-sensitive, reflecting early implementation dynamics that could evolve as the PDM matures. Furthermore, the study cannot determine the optimal balance between adaptation fidelity and program integrity. Nevertheless, the evidence strongly supports prioritizing livelihood adaptation as a central rather than peripheral concern in urban PDM implementation, with implications for program redesign that formally recognizes and supports urban-appropriate enterprise development.

5.4.4 Conclusion on Pre-existing Associational Capital and Local Economic Development

Based on the integrated analysis, this study concludes that Pre-existing Associational Capital significantly contributes to Local Economic Development outcomes, though with a more moderate relationship than the other independent variables. The research question regarding social capital's relationship with economic development is answered affirmatively, with empirical evidence showing a moderate positive correlation ($r = .498$) and significant predictive relationship ($\beta = .498$, $p < .001$). These findings validate social capital theory propositions while highlighting important urban distinctions: bonding social capital within groups is strong, but bridging social capital across

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communities is more limited. The conclusion confirms that community social infrastructure represents a valuable resource that can be leveraged to enhance development program effectiveness, particularly for group-based models like the PDM that rely on collective action, peer monitoring, and mutual support mechanisms.

This conclusion is tempered by recognition of measurement complexities and contextual specificities. Social capital is a multidimensional construct that challenges precise operationalization, and the study's measures, while comprehensive, cannot capture all relevant dimensions. The moderate relationship may reflect Kampala's social heterogeneity, where associational strength varies considerably across neighborhoods and populations. The study cannot disentangle whether social capital causes better economic outcomes or whether economic engagement strengthens social ties. Additionally, the findings may not apply equally to all forms of associational capital or to contexts with different social histories and structures. Despite these qualifications, the evidence supports strategic approaches to identifying and building upon existing social networks in PDM implementation, while recognizing that social capital development may need to be an explicit program objective in communities with weaker pre-existing associations.

5.5 Recommendations

This section offers practical, evidence-based recommendations derived from the study's integrated findings. Recommendations are organized by stakeholder group and thematic area to facilitate targeted implementation and enhance the Parish Development Model's effectiveness in Kampala's urban context. Each recommendation addresses specific implementation challenges identified through the quantitative and qualitative analyses, proposing concrete, actionable steps for improvement. The recommendations balance immediate practical interventions with longer-term strategic considerations, aiming to strengthen institutional capacity, support sustainable livelihood adaptation, and leverage community social resources for improved economic outcomes.

5.5.2 Recommendations for Strengthening Institutional Implementation Capacity

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For Policy Makers (Ministry of Finance, Planning and Economic Development; Ministry of Kampala Capital City and Metropolitan Affairs): Policy makers should revise PDM operational guidelines to include explicit urban adaptation protocols that recognize Kampala's unique economic and administrative context. Clear, standardized transparency requirements should be mandated, including mandatory public display of beneficiary lists for extended periods and accessible community feedback mechanisms. To address political interference in beneficiary selection, independent oversight committees comprising civil society representatives and community elders should be institutionalized at the parish level. Furthermore, capacity-building programs should be redesigned to move beyond technical procedural training to include modules on ethical governance, conflict mediation, and managing political pressures in urban settings.

For Local Government Administrators (KCCA and Parish Chiefs): KCCA should establish a dedicated urban PDM support unit to provide targeted technical assistance, mentorship, and monitoring to parish implementation teams. Parish Chiefs should implement regular community accountability forums where PDM processes, beneficiary selection criteria, and fund utilization are openly discussed and documented. To enhance procedural transparency, parishes should adopt multiple information dissemination channels including community noticeboards, local radio announcements, and mobile messaging to ensure accessibility across diverse urban populations. Additionally, parish development committees should be strengthened through regular skill-building workshops focused on financial management, conflict resolution, and equitable resource allocation.

*For Development Practitioners and NGOs***:** Non-governmental organizations operating in Kampala should develop complementary programs that build the administrative capabilities of parish structures through hands-on mentorship and practical governance tools. Civil society organizations should establish independent monitoring initiatives that track PDM implementation against transparency and impartiality benchmarks, providing constructive feedback to both communities and authorities. NGOs should also create safe reporting mechanisms for beneficiaries to voice concerns about political interference or procedural irregularities without fear of reprisal. Furthermore, development partners

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should support the documentation and sharing of best practices in urban institutional implementation across Kampala's parishes to foster peer learning and continuous improvement.

5.5.3 Recommendations for Enhancing Urban Livelihood Adaptation

For Policy Makers: Policy makers should formally expand the PDM's enterprise menu to include recognized urban-appropriate income-generating activities beyond the current agricultural bias. Enterprise approval criteria should be revised to prioritize market viability, spatial efficiency, and urban value chain integration rather than compliance with rural models. Funding guidelines should permit greater flexibility in enterprise selection while maintaining accountability through business viability assessments rather than sectoral restrictions. Additionally, policy frameworks should establish formal mechanisms for incorporating community-identified urban livelihood opportunities into program planning and resource allocation processes.

For Local Government Administrators: KCCA should develop and disseminate an urban enterprise toolkit that provides practical guidance on space-efficient business models, digital marketplace integration, and urban value chain opportunities. Parish implementation teams should receive specialized training in urban business development, market analysis, and non-agricultural enterprise mentorship. To support spatial adaptation, parishes should facilitate access to shared commercial spaces, business incubators, and flexible rental arrangements for PDM enterprises. Furthermore, local administrators should establish market linkage programs that connect PDM beneficiaries with established urban markets, suppliers, and buyers through formalized partnership arrangements.

***For Development Practitioners and Beneficiary Communities*:** NGOs should provide targeted business development services focused on urban market navigation, digital skills for e-commerce, and financial management for informal enterprises. Community-based organizations should establish peer learning networks where successful urban adapters mentor newer PDM groups on practical strategies for urban enterprise viability. Beneficiary communities should advocate for the formal recognition of their adaptive innovations and participate in co-designing urban-appropriate support services. Additionally, development partners should support the creation of urban enterprise showcases and

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fairs that increase visibility and market access for PDM-funded businesses while fostering knowledge exchange about successful adaptation strategies.

5.5.4 Recommendations for Leveraging Pre-existing Associational Capital

For Policy Makers: Policy makers should incorporate social capital assessment into PDM planning guidelines to identify and build upon existing community networks rather than creating entirely new structures. Program design should recognize and formally integrate various forms of urban associational life including occupational groups, savings circles, religious networks, and neighborhood associations. Funding meechanisms should provide additional support for communities with weaker pre-existing social infrastructure to ensure equitable access to program benefits. Furthermore, policy frameworks should incentivize cross-community collaboration and trust-building initiatives as integral components of sustainable urban development programming.

For Local Government Administrators: KCCA should develop a mapping tool to document existing community networks and associations across Kampala's parishes to inform strategic PDM group formation. Parish implementation teams should receive training in social capital assessment and group facilitation techniques that strengthen both bonding and bridging social connections. To enhance leadership capacity, parishes should establish mentorship programs pairing experienced community leaders with emerging PDM group leaders. Additionally, local administrators should create platforms for regular inter-group exchange and collaboration to build broader social cohesion beyond individual PDM enterprises.

For Development Practitioners and Community Leaders: NGOs should design social capital strengthening programs that complement PDM implementation through trust-building activities, conflict resolution mechanisms, and community cohesion initiatives. Community leaders should actively promote the inclusion of marginalized groups in PDM networks and advocate for representation that reflects Kampala's social diversity. Existing community associations should be encouraged to serve as foundational structures for PDM group formation where appropriate, leveraging established trust and organizational routines. Furthermore, development partners should support the

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documentation of social capital success stories and challenges to inform more socially-sensitive programming approaches in urban development initiatives.

5.6 Areas for Future Research

This section identifies research gaps emerging from the current study and proposes targeted directions for future investigation to advance both theoretical understanding and practical application of urban development policy. Suggestions build directly upon this study's methodological limitations and unanswered questions, particularly regarding causal pathways, temporal dynamics, and contextual variations. Proposed research designs aim to address current constraints while exploring new dimensions of decentralized development policy analysis in African urban contexts. These recommendations are intended to guide subsequent scholarly inquiry that can further illuminate the complex relationships between institutional structures, livelihood strategies, and economic outcomes in programs like the Parish Development Model.

Future research should employ longitudinal and mixed-methods designs to track the temporal evolution of PDM implementation dynamics and economic impacts in urban settings. A multi-year study examining the same parishes over time would reveal whether institutional capacity strengthens with experience, how adaptation strategies evolve, and whether economic outcomes improve, stabilize, or decline as programs mature. Experimental or quasi-experimental designs, potentially using phased rollout or matched comparison parishes, could establish clearer causal relationships between specific program features and development outcomes. Research incorporating more diverse data sources—including detailed financial transaction records, enterprise performance metrics, and systematic observational data—would provide more comprehensive evaluations than perceptual surveys alone. Such studies would help distinguish between short-term program effects and sustainable development transformations.

Additional research should explore comparative dimensions across different urban contexts within Uganda and across East Africa. Studies comparing PDM implementation in Kampala with other secondary cities like Mbarara, Gulu, or Jinja would illuminate how varying urban scales, economic structures, and governance systems influence program

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effectiveness. Research examining the interaction effects between the PDM and other concurrent development initiatives such as the Emyooga program or Uganda Women Entrepreneurship Programme would provide insights into synergistic or conflicting policy impacts. Investigations using social network analysis could map more precisely how different forms of associational capital facilitate or constrain resource flows and collective action. Finally, cost-benefit analyses and political economy examinations would help policymakers understand not only what works but why certain implementation patterns persist, addressing the deeper structural factors that shape development program effectiveness in urban Africa.

5.7 Contribution to Knowledge

This final section articulates the study's contributions to academic scholarship and practical understanding of decentralized development policy in urban Africa. Contributions span theoretical, methodological, and applied dimensions, addressing gaps identified in the literature review. The section highlights how the integrated findings advance the understanding of how nationally-designed poverty reduction programs function within complex urban ecosystems. These contributions establish the study's significance within broader scholarly discourses on institutional theory, sustainable livelihoods, and urban development, while offering actionable insights for policy implementation and adaptation.

This study contributes to the knowledge base by providing integrated empirical evidence about the implementation dynamics of the Parish Development Model in Kampala, Uganda. Theoretically, it advances the integration of Institutional Theory and the Sustainable Livelihoods Approach by demonstrating how formal institutional structures and informal household strategies interact to shape development outcomes in an urban African context. Methodologically, it offers validated measurement frameworks for urban livelihood adaptation and local institutional implementation capacity that can be applied in similar settings. Practically, the findings provide a nuanced understanding that moves beyond simple success/failure dichotomies to identify specific institutional, economic, and social factors that require targeted intervention to enhance program effectiveness. These contributions provide a

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foundation for more context-sensitive urban development programming and for future comparative research on decentralized policy implementation across different African urban settings.

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APPENDICES

Questionnaire A: For Parish Implementing Officials (Parish Chiefs/Pdc Chairs)

Section A: Demographic and Administrative Information

1. Parish Name: □ _____
2. Division: □ Kampala Central □ Kawempe □ Makindye □ Nakawa □ Rubaga
3. Your position: □ Parish Chief □ PDC Chairperson □ Other _____
4. Years in current position: □ <1 □ 1-3 □ 4-6 □ >6
5. Number of PDM training sessions attended: □ 0 □ 1-2 □ 3-4 □ 5+

Section B: Institutional Implementation Capacity (IV1)

Table B1: Technical Competence

No	Statements	SA(5)	A(4)	N(3)	D(2)	SD(1)
TC01	I can clearly explain all steps of the PDM beneficiary selection process.	□	□	□	□	□
TC02	I am confident in my ability to guide PDM groups on enterprise management.	□	□	□	□	□
TC03	I understand the financial reporting requirements for PDM funds.	□	□	□	□	□
TC04	I received adequate training to perform my PDM roles effectively.	□	□	□	□	□

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Table B2: Procedural Transparency

No	Statements	SA(5)	A(4)	N(3)	D(2)	SD(1)
PT01	The PDM beneficiary list in this parish is publicly displayed.	□	□	□	□	□
PT02	Minutes of PDM committee meetings are properly recorded.	□	□	□	□	□
PT03	Community members can easily access information about PDM funds.	□	□	□	□	□
PT04	Fund disbursement records are maintained and available for verification.	□	□	□	□	□

Table B3: Perceived Impartiality

No	Statements	SA(5)	A(4)	N(3)	D(2)	SD(1)
PI01	Political connections did not influence PDM beneficiary selection.	□	□	□	□	□
PI02	All eligible households had equal access to PDM application information.	□	□	□	□	□
PI03	The selection committee followed official criteria without bias.	□	□	□	□	□
PI04	Wealthier households did not receive preferential treatment.	□	□	□	□	□

Section C: Parish-Level Outcomes

6. What percentage of your parish's PDM allocation has been disbursed?

□ 0-25% □ 26-50% □ 51-75% □ 76-100%

7. Estimated loan repayment rate in your parish:

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□ 0-25% □ 26-50% □ 51-75% □ 76-100%

8. Main type of PDM enterprises in your parish:

□ Agriculture □ Trade/Retail □ Services □ Manufacturing □ Other

Questionnaire B: For Pdm Beneficiary Group Leaders

Section A: Group Information

1. Parish: □ _____
2. Group registration date: □ _____
3. Your position: □ Chairperson □ Treasurer □ Secretary
4. Members in group: □ 5-10 □ 11-15 □ 16-20 □ 20+

Section B: Urban Livelihood Adaptation (IV2)

Table B1: Enterprise Relevance

No	Statements	SA(5)	A(4)	N(3)	D(2)	SD(1)
ER01	Our enterprise is well-suited to Kampala's urban market.	□	□	□	□	□
ER02	We identified specific customers before starting.	□	□	□	□	□
ER03	Our business does not require agricultural land.	□	□	□	□	□
ER04	We considered urban space constraints in our planning.	□	□	□	□	□

Table B2: Market Integration

No	Statements	SA(5)	A(4)	N(3)	D(2)	SD(1)
MI01	Our products/services have regular buyers.	□	□	□	□	□

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MI02	We have connections with suppliers in Kampala.	□	□	□	□	□
MI03	Our pricing is competitive in the local market.	□	□	□	□	□
MI04	We understand our target customers' needs.	□	□	□	□	□

Section C: Group Characteristics

9. Did members know each other before PDM? □ Yes □ No □ Some

10. Previous group leadership experience? □ Yes □ No

11. Frequency of official visits: □ Weekly □ Monthly □ Rarely □ Never

Section D: Economic Impact (DV)

Table D1: Household Improvement

No	**Statements**	**SA(5)**	**A(4)**	**N(3)**	**D(2)**	**SD(1)**
HI01	My household income has increased since joining PDM.	□	□	□	□	□
HI02	We can meet basic needs more easily now.	□	□	□	□	□
HI03	We have started new income-generating activities.	□	□	□	□	□
HI04	Our household savings have improved.	□	□	□	□	□

12. Income increase estimate: □ <10% □ 10-25% □ 26-50% □ >50%

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Questionnaire C: For Pdm Beneficiary Household Members

Section A: Personal Information

1. Parish: □ _____
2. Gender: □ Male □ Female
3. Age: □ 18-25 □ 26-35 □ 36-45 □ 46+
4. Education: □ None □ Primary □ Secondary □ Tertiary
5. Main occupation: □ Trade □ Service □ Casual labor □ Other

Section B: Pre-existing Associational Capital (IV3)

Table B1: Social Networks

No	Statements	SA(5)	A(4)	N(3)	D(2)	SD(1)
SN01	I belonged to a community group before PDM.	□	□	□	□	□
SN02	I participate regularly in community meetings.	□	□	□	□	□
SN03	I trust most people in my community.	□	□	□	□	□
SN04	Neighbors help each other in times of need.	□	□	□	□	□

Table B2: Group Cohesion

No	Statements	SA(5)	A(4)	N(3)	D(2)	SD(1)
GC01	Our group members work well together.	□	□	□	□	□
GC02	We hold each other accountable.	□	□	□	□	□

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GC03	Decisions are made collectively in our group.	□	□	□	□	□
GC04	Our leader is effective and trustworthy.	□	□	□	□	□

Section C: Program Experience

Table C1: Institutional Perception

No	**Statements**	**SA(5)**	**A(4)**	**N(3)**	**D(2)**	**SD(1)**
IP01	The beneficiary selection process was fair.	□	□	□	□	□
IP02	Parish officials are helpful and accessible.	□	□	□	□	□
IP03	PDM training was relevant to my needs.	□	□	□	□	□
IP04	I understand the loan repayment process.	□	□	□	□	□

Section D: Current Situation

6. Overall economic change since PDM:

□ Much worse □ Worse □ Same □ Better □ Much better

7. Repayment progress: □ On schedule □ Behind □ Not started

8. Biggest challenge: □ Market access □ Capital □ Space □ Skills □ Other

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Interview Guide: For District Supervisors

Thematic Areas:

1. Institutional support systems for PDM implementation
2. Urban adaptation challenges and strategies
3. Monitoring and evaluation mechanisms
4. Recommendations for policy improvement

Sample Questions:

1. "What specific mechanisms exist to ensure transparency in PDM fund management?"
2. "How does KCCA support parishes in adapting PDM to urban livelihoods?"
3. "What indicators do you use to assess PDM success in Kampala?"
4. "What structural changes would enhance PDM effectiveness in urban areas?"

Scoring Protocol:

Each Likert item will be scored 1-5 as indicated. Composite scores for each construct will be calculated by averaging relevant item scores. Missing responses will be handled through pairwise deletion. The Cronbach's Alpha will be computed for each multi-item scale to ensure internal consistency reliability.

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