

**PROJECT EVALUATION PRACTICES ON PERFORMANCE OF NON-
GOVERNMENTAL ORGANISATIONS IN UGANDA:
A CASE OF WAKISA MINISTRIES**

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DECLARATION AND APPROVAL

This research is my original work and has not been presented for any award or any other university.

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DEDICATION

I dedicate this work to all my family members and people who have helped and encouraged me in different ways to continue my education. May the almighty god bless and reward



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I would like to express my sincere gratitude to my supervisor Dr. Erastus Thoronjo for the support, motivation, and immense knowledge in research, which helped me in writing this research report. I could not have imagined having a better supervisor and mentor for my Master's degree research. I also thank the University of Mount Kenya for the opportunity to study the course of my choice, public administration and Management. I also thank all my classmates for the stimulating discussions, especially working-group members on various assignments. I thank respondents as well for taking time to participate in this research by volunteering information. Last, but not least, I would like to thank my wife Juweyriyo my children Hudeyfa, Hafso, and Mohamed who are an inspiration to me without which my research report would not have been possible.



ABSTRACT

Evaluation systems are nowadays vital for the growth and development performance of every NGO in Uganda. The performance of most NGOs is donor driven and most of the monitoring and evaluation carried out by these NGOs is merely to impress donor and show them the need for projects funding and facilitation since it's a requirement but the outcomes and outputs of these projects appear as smears of honey on lips yet the performance of these projects can't easily be seen on ground. This study will be carried out in order to examine how project monitoring and evaluation influences project performance of selected NGOs in Kampala in Uganda. The objective of this study is to analyse how monitoring and evaluation systems greatly impacts on project performance of NGOs in Uganda, to analyse the relevance of monitoring and evaluation trainings on capacity building of project performance of NGOs in Uganda and to examine how baseline surveys will enhance project performance of NGOs in Uganda. It will be carried out using mixed approach with a descriptive survey method. An inferential and descriptive method of data collection, analysis and interpretation will be used. A proportionate sampling method will be used to cluster organisation members in groups. Primary data will be collected with aid of semi structured questionnaires with well-guided questions constructed based on the study objectives and research question put herein, and studying participant observations. The study will utilize the use of both quantitative and qualitative approaches. Data will be collected using structured questionnaires distributed randomly basing on proportionate sampling techniques. This will be done after getting clearance from MKU and NGO selected organizations upon submitting introductory letters and ERC certificates. Analysis of primary data will be done qualitatively with aid of descriptive statistics in form of charts and frequency table after categorizing, examining and testing it upon empirically creating deductions of the study. Descriptive statistics will be used to analyse primary data basing on demographic set up of respondents. Correlation and regression analysis will be used to make a comparative study with both primary and secondary data basing on both dependent and independent variables.

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LIST OF ABBREVIATION AND ACRYONMS

M& E	:	MONITORING AND EVALUATION
MDG	:	MILLENIUM DEVELOPMENT GOALS
NGO	:	NON-GOVERNMENTAL ORGANISATIONS
RBM	:	RESEARCH BASED MANAGEMENT



CHAPTER ONE INTRODUCTION

1.0 Introduction

This study will be carried out in order to examine how project monitoring and evaluation influences project performance of selected NGOs in Kampala in Uganda. This chapter will introduce the background of the study, statement of the problem, and purpose of the study, objectives of the study, research questions, scope of the study, and significance of the study.

1.1 Background to the study

Project performance, which in this study, means the degree to which results have been achieved (Krzysztof, Potkańsk, & Stanisław, 2011), consists of timeliness, number of deliverables achieved, number of activities, number of satisfied customers and cost of project (Acharya, Kumar, Satyamurti, & Tandon, 2006).

Information on all these sub-components of project performance, are interestingly considered at project planning design. During project implementation, all that is done is monitoring whether an activity has been done on schedule and if not evaluation provides a reason why and project management on the other hand can adjust the project plan accordingly.

As noted earlier, this proportional relationship between M&E and Project Performance could be affected by other factors outside the control of project management. Factors such as attitude of people towards work have far-reaching consequences especially if they are people who do not take initiative. Culture of the native people is another; it may not allow them to work at certain time of the day and this may affect the implementation of the project, monitoring and evaluation and eventually the performance of the project. Other factors include the prevailing political environment at the time of project implementation, which is not guaranteed to be stable, just like the global economy and

could affect funding of the project or indeed the institutions supporting the project at the time.

Overall, through M&E, status of various parameters of project performance are continuously provided, availing an opportunity to make necessary adjustments to achieve project objectives.

1.1.1 Global Project Monitoring and Evaluation

Globally, throughout history, the conceptualization of project Monitoring and Evaluation (M&E) has evolved over time and has mirrored the paradigm shifts that have occurred in management of projects (Nyonje, Ndunge, & Mulwa, 2012). In the 1950s, M&E practice was dominated by a strong emphasis on prudent utilization of resources, reflecting the social scientific trend of the era (Rodgers & Williams, 2006). The focus of M&E then, sought to concentrate on lived experiences, and give voice to as many stakeholders in a consensus- shaping evaluation process (Schwandt & Burgon, 2006).

1.1.2 Project Monitoring and Evaluation in Africa

In Africa, however many organizations view M&E as a donor requirement rather than a management tool for reviewing progress and identifying and correcting problems in planning or implementation of projects (Shapiro, 2001; Alcock, 2009; Armstrong & Baron, 2013). Donors are certainly entitled to know whether their money is properly spent but the primary use of M&E should be for the organisation or project itself to see how it is performing and to learn how to do it better. Naidoo (2011) notes that effective project monitoring and evaluation enhances the basis for evidence-based project management decisions. M&E itself as a management function, consists four key activities: M&E Planning, M&E Training, Baseline surveys and Information systems (Ogula, 2002). Other scholars (Maddock, 2009; Roza, 2013) also hold this view.

1.1.3 Project Monitoring and Evaluation in Uganda

In Uganda, with the advent of globalization, organizations are grappling with internal and external demands and pressures for continuous improvements in project management to enhance performance and stay competitive (Kusek & Rist, 2004). These demands come from a variety of sources including donors, governments, private sector, civil society and the media in Uganda especially in Kampala. Whether it calls for greater accountability and transparency in exchange for foreign aid or real results, organizations in Kampala must be increasingly responsive to stakeholders' demand to demonstrate tangible results (Khan, 2001).

In Kampala, donors are certainly entitled to know whether their money is properly spent but the primary use of M&E should be for the organisation or project itself to see how it is performing and to learn how to do it better. Naidoo (2011) notes that effective project

Monitoring and evaluation enhances the basis for evidence-based project management decisions. M&E itself as a management function, consists four key activities: M&E Planning, M&E Training, Baseline surveys and Information systems (Ogula, 2002). Other scholars (Maddock, 2009; Roza, 2013) also hold this view.

Many organisations in Kampala are becoming increasingly wary of factors that determine project performance and the need to manage projects meticulously. According to Kusek and Rist (2004), one of the most powerful tools that influence the performance of a project, program, or policy is Monitoring and Evaluation (M&E). This is echoed by Shapiro (2004) that monitoring and evaluation enable one to assess the quality and impact of a project, against project plans and work plan. This study deliberately uses the term M&E, as opposed to just monitoring and evaluation. This statement is about the unity between these elements, which whilst distinct at one level, are in fact necessary for a

holistic understanding. The Organisation for Economic Cooperation and Development (OECD) definition of M&E are useful to consider, given their widespread use.

In view of the forgoing and considering that M&E is a key component of project management that gives control over the main parameters that define a project; scope, quality, resources, completion time and cost (Kohli & Chitkara, 2008), this study, in light of the success stories at selected NGOs in Kampala seeks to demonstrate the influence of M&E on project performance. As part of an ongoing effort to provide project managers and field staff, as well as key operational partners, with appropriate tools that will enable them to look into the issues of environmental assessment, monitoring and evaluation, together with a range of organizations and specialist individuals, has prepared this collection of tools and guidance under a project known as FRAME - Framework for Assessing, Monitoring and Evaluating the Environment in Refugee-related Operations. It is hoped that evidence generated in this study can stimulate organizations to practice M&E for right reasons and still for others to start practicing and consequently enhance project performance.

1.1.4 Project Monitoring and Evaluation practices for Project Performance

The performance of many NGOs projects is largely determined by the different results obtained from using appropriate performance indicators depending on the level of the project basing on a number of aspects of time, cost, level of satisfaction and outcomes achieved after the project implementation (Cheung, 2004). Other alternative ways and methods can be also put in place to discover how M &E feature in evaluating performance of NGOs. The rate at which project time and cost performance influence project development are key in this aspect.

According to Elvamany (2007), other factors contribute the growth of project

performance and these largely contributed by the management of these NGOs and influence of stakeholder groups involvement, human resource training needs, monitoring and assessment of quality management among others. When leadership skills, monitoring and collection of feedback is enhanced, coordinating projects and enriching participants becomes very competitive. The competence level of these project coordinators and supervisors becomes rationalized.

1.2 Statement of the problem

There is growing concern over issues surrounding representation and governance characterized by issuance of funds by NGOs at a rush after realizing that there is need for participating communities in these projects that they need facilitation of which they the community don't have enough knowledge and training on the use of these availed fund. The performance of most NGOs in Uganda on issues surrounding funding and management is donor driven and most of the monitoring and evaluation carried out by these NGOs is merely to impress donors and show them the need for projects funding and facilitation since it's a requirement but the outcomes and outputs of these projects appear as smears of honey on lips yet the performance of these projects can't easily be seen on ground.

Due to insufficient demands for M & E in projects by both stakeholders and shareholders in NGOs has created laxity among the staff curtailing the growth of these projects creating a negativity impact on service delivery in communities in which they operate in.

The competence and performances of most of NGOs is linked with a lot of incompetence and usage of relevant information obtained from M & E systems appears inconsequential.

The scarcity of skilled labored force and techniques has increased the rate of return on M & E personnel due to performance gaps of projects implementation (Acevedo, 2010).

It's however noted that there is a high failure rate of projects from realizing and achieving

their intended objectives due to methods and techniques used in management of these organizations. In order to advocate for improved M & E systems and models, a well-researched study need to be conducted. This study sought to establish the contribution of project monitoring and Evaluation systems on the performance of projects of non-governmental organisation in Uganda.

1.3 Objectives of the study

- a) To determine how stakeholders involvement practices influence employees on the evaluation of project performance of NGOs in Uganda
- b) To establish the relevance of training practices of employees on monitoring and evaluation of performance of NGOs in Uganda
- c) To ascertain the influence of quality management practices on project monitoring and evaluations performance of NGOs in Uganda

1.4 Research Questions

- a) How stakeholders' involvement has practices influenced project monitoring and evaluation performance of NGOs in Uganda?
- b) To what extent has training practices of employees influenced project monitoring and evaluation in regard to performance of NGOs in Uganda?
- c) To what extent has quality management practices influenced project monitoring and evaluations on the performance of NGOs in Uganda?

1.5 Hypothesis

Ho1: There is no significant relationship between stakeholders' involvement on project monitoring and evaluation performance of NGOs in Uganda

Ho2: There is no significant relationship between training practices of employees on project monitoring and evaluation in regard to performance of NGOs in Uganda.

Ho3: There is no significant relationship between quality management practices on project monitoring and evaluations on the performance of NGOs in Uganda

1.6 Significance of the study

Ever since there was an evolution of result-based management (RBM) performance a number of non-governmental organizations have developed this approach of M & E towards improving their results and project performance. This approach is more inclined towards results and organization performance of programmer's implementation. Due to increasing number of internationally recognized bodies spearheading results-based systems, many NGOs are pushing the change in delivery of services by spearheading for the use of M & E towards improving project performance by advancing the achievement of projects on achieving the vision towards the objectives of MDGs and other bodies. This study will close the gap on projects implementation and improving service delivery towards achieving set targets by enrolling best practices of M & E methods.

1.7 Scope of the study

The projects are premised on the need of determine the degree of output of project M & E performance for NGO operations in Uganda. The study will only cover areas of Project M & E and Projects performance of NGOs in Uganda taking a close look at organizations in Central region. This study was conducted from selected NGOs of Amnesty International, Wakisa Ministries, UNDP, UNHCR and Red Cross International in Kampala. The headquarters of selected NGOs in are situated in the heart of Kampala city. The study will focus on the effect of monitoring and evaluation plans on project performance of selected NGOs in Uganda, the effect of monitoring and evaluation training on project performance of selected NGOs in Uganda, the effect of baseline surveys on project performance of selected NGOs in Uganda and the effect of

information systems on project performance of selected NGOs in Uganda.

1.8 Operational definition of key terms

Measurement and evaluation is the ability of a particular project to be provide with performance determining indicators to assess whether the project was successful or its objectives were not achieved.

Performance is the level of high or low the project was executed using available resources.

Baseline survey: This is a survey done on the target community prior to project implementation to establish the status quo of the situation to be addressed by the project.

Evaluation: Is a systematic and independent assessment of an ongoing or completed project its design, implementation as well as results. Evaluation gives evidence as to why targets and outcomes are being achieved or not achieved. It seeks to address issues of causality.

Information systems: This is a system established to have data being collected organized in such a way it can be retrieved and used easily. Essentially such information is stored in a user-friendly database.

Monitoring and evaluation training: This is training for the entire project team on how M&E will be done including individual roles and responsibilities.

Monitoring: Is a continuous function that gives information on where a project is at any given time relative to respective targets and outcomes

Project performance: The degree of project goal achievement within the stipulated project period and budget.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

This chapter considers the current literature which deals with the variables on measurement and evaluation and project performance on NGO operations. The literature review is based on the set objectives of carrying out this research was to determine whether measurement and evaluation systems have an impact on project performance to examine the effect of monitoring and evaluation plans on project performance of selected NGOs in Uganda, to assess the effect of monitoring and evaluation training on project performance of selected NGOs in Uganda and to determine the effect of baseline surveys on project performance of selected NGOs in Uganda; and examining whether the work done by the NGOs and its employees meets the technical quality and the required standards. It also contains theoretical and conceptual literature concerning measurement and evaluation and project Performance of NGO operations in Uganda.

2.1 Theoretical Literature

This study is guided by three theories: Evaluation Theory (ET), Contingency Theory (CT) and Institutional Theory (IT).

2.1.1 Evaluation Theory

Evaluation theory consists of a series of other theories including social, science and program theories respectively. Social theory plays a key aspect in evaluation taking a close look at information building and assessment techniques. Information on strategy formulation and resource mobilization are the key according to social theory (Donaldson, 2001).

According to program theory designed by Bickman (1987), it provides a frame work on how systems and programs work. It is a transformation from input to output and it changes bad situations into good ideas resulting into inputs. Program theory looks at

designs, plans and program frameworks on how services and resources are equally distributed such that the intended results are maintained with proper utilization of resources. In this theory, target population only gains the prospective benefits and interventions. Social benefits must be realized if the target population receives the desired program intervention (Uitto, 2000).

2.1.2 Contingency Theory

According to Contingency Theory, project performance is a result of Fit between several factors including structures, human resources, technology, strategies, financial resources, and culture among others (Islam, 2012). This theory acknowledges there is a relationship between variables that greatly influence other variables. It's stressed that project performance is influenced by M & E budgetary processes and its reviews, and are dependent on each other.

Generally, the two theories are preferred due to their understanding of budgeting and provide heightened in debtedness of the linkage between organization subsystems and interaction in realizing performance goals and objectives. In project environment setup, a number of Stakeholders are mandated and concerned with project development and performance, and sharing of measurement and evaluation of project resources and management of M & E human resources personnel in project implementation.

From contingency perspectives, project managers are tasked with better planning techniques of allocation and distribution of resources in a project setup and management of information obtained for decision making purposes.

2.1.3 Institutional theory

According to Paul (1963), who formulated and developed the theory basing on the ford

foundation, he placed emphasis on legal and regulatory contexts basing on governance structures. The institutions environments have a big influence on the performance and development of well-built up structures in any organization, and the fundamental rational is organizations systems of giving out incentives and rules governing them have creates a big component of organizations structure.

The theoretical basis places emphasis using unreasonable mythologies and legitimacy. Institutional theory comprises of two main leading inclinations; old institutionalism and new institutionalism. The new institutionalism discards the lucid representations of the previous historical economic background but alternatively brings up cultural and cognitive thinking capabilities using social and institutional occurrences. The supra individual methods of analysis are looked at basing on unit analysis of each component without breaking down to aggregate or direct significances of distinct attributes or objectives.

Thus, for survival purposes, institutions will have to abide by the set rules and systems put in place in their daily operations within the environment they operate in. For example, multinational organizations have been interfaced with varying burdens due to changing environment within their institutions where they operate from (Taplin, 2013).

Therefore, institutional theory is more inclined on offering good opinions within the organization since they mostly influenced by both normative and political environmental issues, which are pushed by genuine structures / mechanisms that have regular working procedures and regulations or policies.

2.2 Empirical literature

2.2.1 Evaluation Project Performance

Project performance is defined by its projects objectives for its success to be achieved. Performance measurement and evaluation according to (Ika, 2012), M &E performance measurement includes among others budget, safety, and quality and customer satisfaction. However, much all of this is done, M & E in today's setup for organization is adhoc though not in line with organizational strategies even though under facilitated. All these have been taken as true whatever sector or project size it is.

Many organization evaluation programmers have been seen as of time and of no value addition to the project due to little attention and facilitation put on them. Many have judged that M & E programmer as time wasting and not worth the cost.

According to (Mavhiki, 2013), M & E as a monitoring tool for project implementation is slowly gaining track in project management especially when it comes to management of project budgets, that's why M & E is taken as a key indicator for RBM systems.

Project performance is largely dependent on both human and financial aspects. When these resources are well spent and utilized, the success of the project is realized. When such resources are allocated for M &E projects, accountability issues arise in an organization. Good implementation of M & E projects involves a lot of participatory approach of budgeting, planning and reviewing (Khake, 2013).

It's equally important to while involving activities concerning M & E in budgeting processes to enhance ownership and quality of service delivery by project managers in promoting project results and objectives. However, providing enough resources for an M & E project is not enough, it's a politicized process and it requires input of all top management (Mavhiki, 2013).

Despite all these issues of resource allocation, appropriation and management, M & E is slowly attaining grip as a strategic management tool for especially when it comes to

aspects of project management. Thus, many projects' leaders and sponsors have in the recent allocated resources towards M & E programs, however much it's following the downward trend with hierarchy from top to bottom of the management scale within an organization creating scenarios which are not thought after by management (Mwangi, 2013).

Whereas there have been itemization of project budgets, allocations and prioritization of resources to cater for M & E to determine projects performance, need and more attention is still called upon to gauge the performance of these projects. When there well management of RBM of M & E, setting up and following up of these projects' resources will gain more control and importance. Notwithstanding budget related performance, projects have been faced with poor project performance issues (Nzekwe, 2015).

There is however, a growing number of concerns about the performance of projects implementation with M & E budget allocations to whether one affects the other largely and greatly. A number of issues are emerging and increasing on impacts of resources against M & E with project performance implementation and failures as seen to persist (Naido, 2011).

There is limited empirical evidence about the impact of M & E and its influence on project performance. Project performance has been seen as an impending factor for proper project implementation for a number of years. Project assessment has been looked at previously using old methods of success factors of triple criteria nature involving time, quality and budget (Steyn, 2014).

For the success of project performance, other different factors we to be assessed to understand the different varying complications that can create an avenue for better processes to evaluate other Projects independently with other methodical approaches and

criteria. Due to different interpretation of projects performance by stakeholders differently, researchers have argued that the methods used are too limited and therefore, there is need to utilize other alternative areas to stakeholders involving their benefits, budgets, and results (Steyn, 2014).

Stakeholder involvement fosters transparency and accountability, which can positively affect employees' perceptions of project performance. For instance, a study by Ebrahim (2003) found that NGOs that involve stakeholders in decision-making processes are perceived as more accountable, leading to increased trust among employees. When employees see that their organization is committed to transparency, they are more likely to evaluate project performance positively.

Involving stakeholders in project planning and evaluation encourages a sense of ownership among employees. According to Cornwall and Brock (2005), when employees are engaged in stakeholder consultations, they feel more invested in the outcomes, leading to enhanced motivation and commitment. This sense of ownership can influence how employees assess project success, often resulting in more favorable evaluations.

Effective stakeholder involvement practices help align the goals and expectations of various parties involved in a project. As noted by O'Flynn (2009), when employees understand the perspectives and needs of stakeholders, they are better equipped to evaluate project performance against shared objectives. This alignment can lead to more accurate assessments and improved project outcomes.

Stakeholder engagement often provides opportunities for employees to develop new skills and capacities. According to a study by Kearns (1996), NGOs that incorporate stakeholder feedback into their training and capacity-building efforts enable employees

to enhance their skills, leading to a more nuanced understanding of project performance. This development can result in more informed evaluations as employees apply their new skills to assess project outcomes critically.

Engaging stakeholders can stimulate innovation and creative problem-solving within NGOs. As highlighted by Dhanani and Connolly (2014), collaborative approaches that incorporate diverse stakeholder perspectives often lead to innovative solutions and improved project outcomes. Employees who witness this innovation are likely to view project performance more positively, as they see the tangible benefits of stakeholder involvement.

Performance measurement frameworks provide structured methods for evaluating project outcomes. The Logical Framework Approach (LFA) is commonly used in NGOs. According to Tanguay and Renaud (2007), the LFA helps in clearly defining project goals, outputs, and activities, facilitating a systematic evaluation of whether objectives are met. Empirical studies have shown that projects employing LFA demonstrate higher success rates due to improved clarity in objectives and expected outcomes (Rogers & Fraser, 2003).

Stakeholder involvement is essential in evaluating project performance. A study by Ebrahim and Rangan (2014) indicates that projects that actively engage stakeholders are more likely to achieve their intended outcomes. By incorporating feedback from beneficiaries, donors, and community members, organizations can align their evaluations with the actual needs and expectations of stakeholders, leading to a more comprehensive assessment of project success.

Measuring outcomes is a critical aspect of project performance evaluation. Outcomes refer to the changes resulting from project activities, and they can be both quantitative

and qualitative. According to Kusek and Rist (2004), effective outcome measurement involves establishing clear indicators that reflect the project's impact. For instance, a health NGO might measure outcomes through changes in community health metrics, demonstrating the project's effectiveness in improving health conditions.

Impact assessment goes beyond immediate outcomes to evaluate the long-term effects of a project. A meta-analysis by McLeod et al. (2017) highlights the importance of longitudinal studies in understanding the sustained impact of projects. For example, assessing the long-term educational outcomes of a literacy program provides insights into whether the initial benefits translate into enduring changes in literacy rates.

The integration of technology in project evaluation has revolutionized data collection and analysis. Tools such as mobile surveys, data analytics, and project management software enable real-time monitoring and evaluation (Panchal & Pattnaik, 2018). Empirical evidence shows that organizations using technology for evaluation report higher efficiency and accuracy in data collection, leading to more reliable assessments of project performance (Sharma et al., 2020).

Evaluating project performance fosters organizational learning and adaptation. According to Argyris and Schön (1978), organizations that engage in reflective practices can learn from both successes and failures, enhancing future project planning and implementation. A study by Kuhlmann and Schmid (2015) found that NGOs that prioritize evaluation and learning are more adaptable and responsive to changing contexts, ultimately improving project performance.

From the available empirical data, it has been established that there is an impact of M & E on projects performance. However, M & E influence on projects and performance need to be established, little is known in this regard.

Therefore, this study aims to examine the impact of M & E on project performance in organization in Uganda.

2.2.2 Monitoring and Evaluation Systems

According to Obisi (1996), the current trend of competition among organizations around the globe characterized by poor performance in the financial sector organizations for them to survive, is hinged a good human resource management practice, even though technology has supplemented the cause and reduced the human capital input in this 21st century. Without empowering human resource personnel in terms of skill training and better motivation, technology and computer alone can't take up the mantle of solving problems involving human resource (Amjad, 2010).

According to Koontz et al (1982), knowing how well an organization performs is one of the managerial tasks to gauge how well the management team is performing their responsibilities in supervising their juniors and their immediate supervisors. For, if an organization is to reach its goals effectively and efficiently, ways of management performance must be found and implanted. Thus, they opined that organizations need to adopt the best method of preference decisions about employees so as to get the maximum benefit from their use that will eventually lead to their achieving their objectives (Barton, 1997).

Furthermore, Pigors and Myers (1982) advised for better supervision of employee, M & E systems has to be adopted as one of the management tools in evaluating both organizations and employee's performance. The appraisals, they opined, should be routinely be taken up as a tool that must be used while employee promotion is being undertaken as well as wage and salary enhancement for improving merit and reduce bias during when such cases arise. It's believed that M &E are very important during

advertisement, recruitment, job selection, job placement, and training of employees in enhancing work performance (Britton, 2009). Thus M & E may have an influence on employee performance with emphasis on non-governmental organizations performance that present researcher to find out whether performance appraisal has a role to play in operations of on NGO operations (Clark, 2012).

Monitoring refers to the continuous assessment of project activities, while evaluation involves a systematic and objective assessment of a project's design, implementation, and outcomes. According to Kusek and Rist (2004), M&E systems serve several purposes, including improving project management, enhancing accountability, and facilitating learning. These systems help organizations ensure that they are on track to meet their goals and can adjust strategies as necessary.

Effective M&E systems typically consist of several key components, including indicators, data collection methods, and analysis frameworks. According to Gertler et al. (2016), the establishment of clear and relevant indicators is essential for measuring project performance. These indicators should align with project objectives and provide measurable evidence of outcomes.

Data collection methods can vary widely, including surveys, interviews, and observations. A study by Coyle et al. (2015) found that mixed-method approaches, which combine quantitative and qualitative data, enhance the richness and reliability of M&E findings. This comprehensive approach allows organizations to capture nuanced insights about project impacts.

The utilization of M&E findings is crucial for fostering organizational learning and improving future projects. According to Hovland (2003), organizations that actively use M&E results for decision-making demonstrate higher levels of accountability and

effectiveness. Empirical research shows that NGOs that incorporate M&E findings into their strategic planning can adapt more rapidly to changing contexts, leading to improved project outcomes (Ebrahim & Rangan, 2014).

Building the capacity of staff and stakeholders in M&E is essential for the success of these systems. A study by Kauffmann and Pretty (2007) emphasizes the importance of training and resources in enhancing M&E capabilities within organizations. When staff members are well-trained in M&E methodologies, they are better equipped to collect and analyze data effectively, leading to more accurate assessments of project performance.

Despite their importance, implementing effective M&E systems can be challenging. Common barriers include limited resources, lack of stakeholder engagement, and insufficient data quality. According to a review by Mowles (2015), many NGOs struggle with data collection and analysis due to resource constraints, which can lead to incomplete or inaccurate evaluations. Moreover, engaging stakeholders in the M&E process is crucial; when stakeholders feel excluded, it can result in a lack of ownership and commitment to the M&E findings (Patton, 2008).

Recent advancements in technology have transformed M&E practices. The use of data analytics, mobile applications, and remote sensing has enhanced data collection and analysis efficiency. A study by Panchal and Pattnaik (2018) found that organizations employing technology-driven M&E systems reported significant improvements in data accuracy and timeliness. These innovations enable real-time monitoring and facilitate adaptive management, allowing organizations to respond more swiftly to emerging challenges.

Monitoring and evaluation systems play a vital role in enhancing the effectiveness of projects within NGOs. By establishing clear indicators, utilizing mixed-method

approaches, and fostering a culture of learning, organizations can improve their project outcomes significantly. However, challenges remain in implementation, necessitating ongoing capacity building and the integration of technological innovations. Understanding these dynamics is essential for NGOs aiming to optimize their M&E practices and enhance their impact.

2.2.3 Non-Governmental Organizations

Different scholars have defined NGO differently due to the different roles, responsibilities and activities they perform in the communities.

Some have explained that NGOs are neither for profit making organizations nor for another third sector but for provision of both social and environmental services to the society including promotion of good health, right to education, security, human rights and many others (Gideon, 2013).

Many NGOs have been established depending on need. Some are not for profit whereas others are business oriented focusing on the private sector. Even though there establishment is different the implementation and management of project performance systems looks alike.

Previously many organizations have placed emphasis on financial performance but there have been a shift into measurement of project performance.

Most NGOs have got engaged in PMS as a motivating factor in sourcing for funding and improve the quality-of-service delivery.

According to Sawhill et, al (2001), many NGOs have engaged in M & E to have control and influence of managing the organization as a whole in working to achieve organizational goals and mission. This has been achieved by application of managerial skills to achieve good results. Though M & E is one way of influencing people's attitude,

and is acting as a tool of influencing others as a marketing mechanism (Grove, 2008).

Due to different involvement of many stakeholders in NGO sectors, the expectations of these stakeholders differ and vary, created by different decision-making processes. To achieve this M & E play a role in establishing the way and channels to follow in handling such circumstance in event they occur.

According to Magda et, al (2001), M & E has helped in organizational restructuring and in promotions. For any organization to either downsize or improve on its project performance, it's difficult to determine and gauge the nature of services provided by its managers unless an effective tool was used to monitor and evaluate the outcomes and levels of input of each involved party. Even though M & E is costly and time consuming, it's very difficult to determine the level of motivation.

According to global setting on the study conducted by McPherson on Comic Relief NGO it was revealed that almost NGOs have explicitly developed any linkage between M & E with its projects level of performance, most emphasis is put on the aid chain of the organization. If linkage was done and realized, more organization support would have be created, different roles regarding commissioning, and implementation of NGOs performance in line with M & E greatly designed to assist in evaluating different roles played by different stake holders at all levels in the organization (Jacobs, 2010).

Basing on the Homeless international perspective, analyzing data for different departments in an NGO improves different operations of the organization's performance in regard to projects implementation. This enhances strategic planning, programs management, implementation and evaluation creating an upper hand on donor funded projects.

In Africa, according to the study carried out in Kenya on over 35 NGOs showed that data

collected and analyzed, when many staff members of the organization undergo M & E protocols, a lot of M & E performance on projects increased. Further analysis showed that, good organization leadership structure coupled with stable funding of M & E projects increases the level of out on projects performance rating the projects as successful.

NGO performance encompasses various dimensions, including program effectiveness, financial sustainability, and stakeholder satisfaction. According to Ebrahim and Rangan (2014), effective NGOs are those that can demonstrate tangible outcomes while maintaining financial health and meeting stakeholder expectations. The multidimensional nature of performance necessitates comprehensive evaluation frameworks that capture these diverse aspects.

Program effectiveness refers to the extent to which an NGO achieves its intended objectives. A study by Brinkerhoff (2004) found that NGOs that employ participatory approaches in program design and implementation tend to achieve higher levels of effectiveness. Engaging beneficiaries in the planning process ensures that programs are relevant and responsive to community needs, leading to better outcomes.

Financial sustainability is crucial for the long-term viability of NGOs. According to a study by Salamon et al. (2000), NGOs that diversify their funding sources—such as grants, donations, and earned income—exhibit greater financial stability. Empirical evidence suggests that organizations with a balanced funding portfolio are better positioned to withstand economic fluctuations and maintain their programs (Bishop & Green, 2008).

The satisfaction of stakeholders, including beneficiaries, donors, and partners, is a key indicator of NGO performance. A research study conducted by Kearns (1996) found that NGOs that prioritize stakeholder engagement and feedback tend to enjoy higher levels

of satisfaction among their constituents. This engagement fosters trust and collaboration, essential components for successful program implementation.

Impact assessment measures the long-term effects of NGO interventions on target populations. According to a meta-analysis by McLeod et al. (2017), NGOs that conduct rigorous impact evaluations can demonstrate their effectiveness more convincingly, leading to increased support from donors and partners. For example, organizations that assess their impact on community health or education can provide evidence of their contributions to societal well-being.

The capacity of an NGO's staff significantly influences its performance. A study by Kauffmann and Pretty (2007) highlights that organizations investing in staff training and development achieve better project outcomes. Enhanced skills and knowledge among employees lead to more effective program implementation and improved organizational performance.

Technological advancements have transformed how NGOs measure and report their performance. Tools such as data analytics and mobile applications facilitate real-time monitoring and evaluation. According to Panchal and Pattnaik (2018), NGOs leveraging technology for performance measurement report improved data accuracy and faster decision-making processes. This ability to adapt quickly to emerging challenges enhances overall organizational performance.

Despite the importance of measuring performance, NGOs often face challenges in evaluation. Common issues include limited resources, lack of standardized metrics, and difficulties in capturing qualitative outcomes. According to a review by Mowles (2015), many NGOs struggle with data collection and analysis, which can lead to incomplete assessments and hinder performance improvement efforts.

In Uganda, according to the previous study carried out by Busiinge (2010) in Rwenzori region showed that most donor's operations are outside the log frame approach and the results are always boxed up into projects log frames though results on ground declares are a different situation and state of affairs in regard to projects performance (Busiinge, 2010). This calls for further projects to be changed progressively and hence suggesting the need for proper project implementation phasing and structuring. M & E systems for many NGOs are really lacking and have a lot of difficult supervise to its difficulty to analyse and categorize. Because of scarcity of resources in NGOs in Uganda, different organizations are largely dependent on one another for survival and organizing reliable data which have authority and commands respect is questionable. This puts M & E system of projects in jeopardy due to lack of skilled human capital and this discourages compliance resulting to poor performance of projects (Clear, 2014).

Conclusion

The performance of NGOs is a multifaceted concept that encompasses program effectiveness, financial sustainability, stakeholder satisfaction, and impact assessment. Empirical evidence supports the notion that NGOs can enhance their performance through stakeholder engagement, capacity building, and the use of technology. However, challenges remain in effectively measuring and reporting performance, necessitating ongoing efforts to develop robust evaluation frameworks. Understanding these dimensions is essential for NGOs aiming to optimize their effectiveness and contribute positively to societal development.

2.3 Critical Review

It's however noted that, NGOs have no pressure generated from external or internal shareholders, but they just have the pressure to show cause for the existence of the organization in adding value to the different range of public members. In order to increase

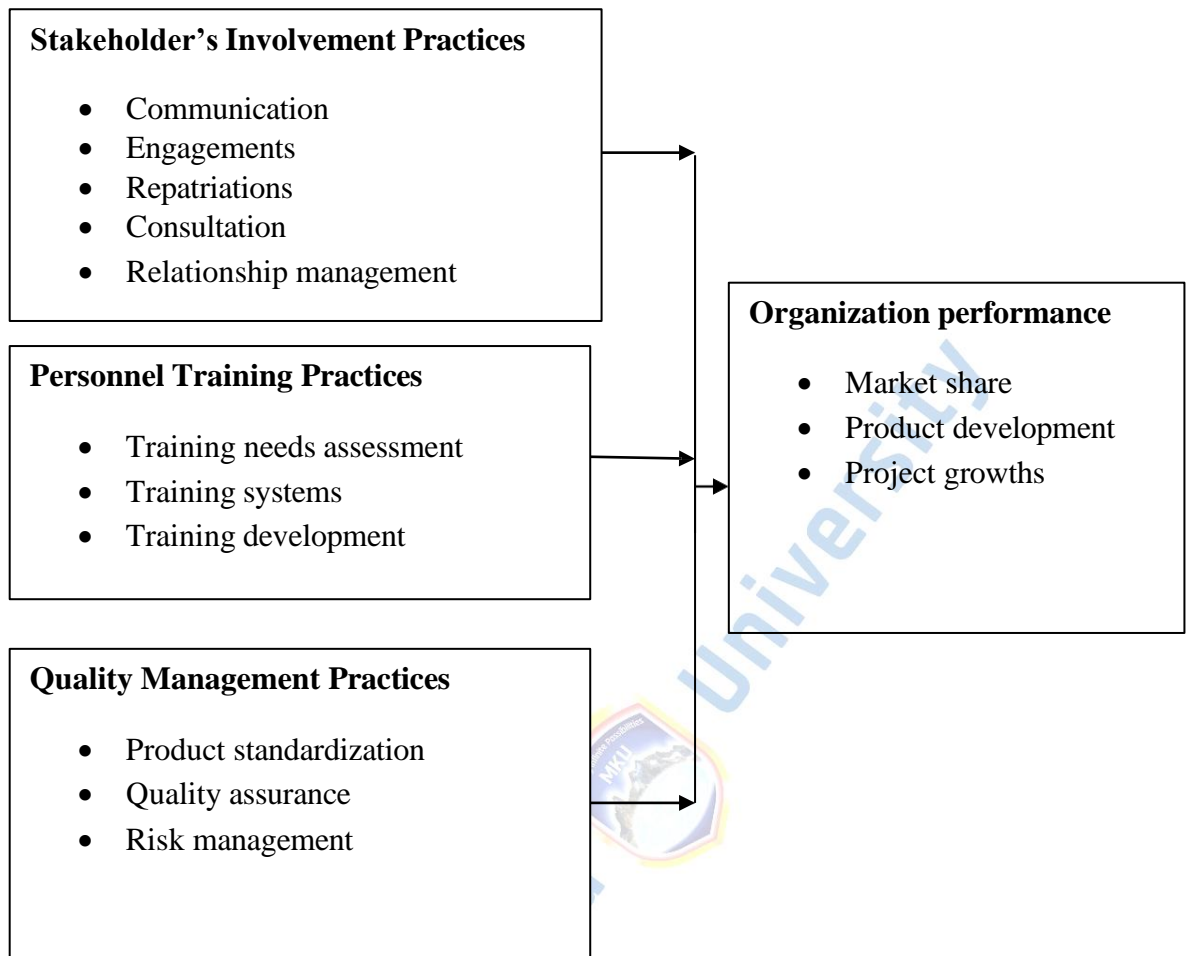
accountability and performance effectiveness, project performances are always put to undergo M& E to increase their efforts and input to spearhead the objectives and mission of the organization.

M & E in non-governmental organization can be costly to conduct in both time and resources becoming difficult to motivate. The organization's deficiency can easily be identified and areas that have challenges which need improvement are capable of being diagnosed and rationalization (Taplin, 2013).

Since most of the operations of NGOs are in their infancy stages with less experience involved, the study once conducted will seek to bridge the gap to address impact of M & E on project performance in Uganda.



2.4 Conceptual Framework



Source: Researcher (2019)

Figure 2.1: Showing the conceptual framework

In this conceptual framework of the study, the independent variable is project monitoring and evaluation and this focuses on; Monitoring and evaluation plans, Monitoring and evaluation training and Baseline surveys whereas the dependent variable is project performance which concerns; Timeliness, Number of deliverables achieved and Cost of project and finally the intervening variables include; Skills of project staff, Project funding and appropriate technology

2.5 Recap of Literature Review

M & E has for long time been used by most organizations in the world especially businesses and NGOs to evaluate levels of effectiveness and outputs of both managers and employees across the world, different theories have been included to evaluate past experiences obtained in regard to issues of M &E for NGO sub sector. Information concerning project performances is also discussed since it has been in use for long as one of the M &E output techniques for many organizations in the world.



CHAPTER THREE RESEARCH METHODOLOGY

3.0 Introduction

This chapter covers a description of the study design, target population, sample design, data collection methods, research procedures and data analysis and presentation.

3.1 Research design

In order to obtain sufficient data, quantitative and evaluation research approaches was explored to get a right insight so as to achieve sufficient and credible information to the study the phenomenon (Creswell et al 2003; Mbaaga Kaunda 2003). The main objective of carrying out this research was to determine whether monitoring and evaluation systems have an impact on project performance to examine the effect of monitoring and evaluation plans on project performance of selected NGOs in Uganda, to assess the effect of monitoring and evaluation training on project performance of selected NGOs in Uganda and to determine the effect of baseline surveys on project performance of selected NGOs in Uganda; and examining whether the work done by the NGOs and its employees meets the technical quality and is of the required standards. Primary data was collected as well as participant observations, and analyzed to examine the effectiveness of monitoring and evaluation on project performance and how the processes affect the operations of non-governmental organizations in Uganda. An evaluation research study approach was undertaken to have a critical analysis and evaluation of events basing on particular studies only. This study was conducted in Uganda in one of the branches of selected NGO regional offices where the participants are based.

3.2 Data collection methods and procedures

Primary data was collected with aid of semi structured questionnaires with well-guided questions constructed based on the study objectives and research question put herein, and studying participant observations. The study utilized the use of both quantitative and qualitative approaches. Data was collected using structured questionnaires disturbed

randomly basing on proportionate sampling techniques. This was done after getting clearance from MKU and NGO selected organizations upon submitting introductory letters and ERC certificates.

3.3 Target population

The target population of this study is 20 NGOs (non-governmental organization) with number of branched network across the central region especially Kampala. They comprised of manager, regional managers, supervisors, and employees. The point to note however is, since the main focus of this study is to examine how measurement and evaluation impact on project performance and how the processes has influenced the operations of non-governmental organizations in Uganda.

3.4 Sampling procedures and techniques

NGOs in Uganda are very many, so a representative sample of about of one NGOs is ideal; the sample size of interest was based on the rule of the thumb by Roscoe as cited in Sekaran (2003). For a suitable research study, number of respondents greater than 30 and lesser than 500 is most befitting, to constitute a good sample of study. A proportionate sampling method was used to cluster organization members in groups.

3.5 Sample population

The study will use a both purposive sampling and census method.

Table 3.1: Showing Sample Size and Selection of Respondents per NGO

Category of respondents	Sample population
Chief executive officer	1
Regional supervisors	4
Station managers	4
Supervisors	16
Employees	75
Total	100

3.6 Construction of research instruments

According to Mugenda and Mugenda (2010) one method of collecting data is to collect respondent's information on the issue of interests. Questionnaires and participant observation was conducted. In this study semi structured questionnaires was also used to obtain participants evaluation of the NGOs project performance, these instruments outlined issues to be explored, to guide the interviewer and make sure that all relevant issues are covered. The choice of this method is because it's a good method for producing data concerning opinions and behavior of participants dealt with in depth and in detail. Informants have an opportunity to exp and their ideas, explain their views and identify what they regarded as the crucial factors.

3.7 Pilot Test

Testing for validity and reliability

3.7.1 Validity test

Validity is a measure of how appropriate the research instrument is. Formal and non-governmental specialized personnel were used to test the validity of the research instrument and the relevance of the questionnaire and were guaranteed through use of

the content validity index (C.V.I)

$$C.V.I = \frac{\textit{Itemised judges decisions}}{\textit{total number of items being studied}}$$

3.7.2 Reliability Test

Consistency or dependability of measuring instruments is known as reliability. It is usually got when there is limited variation in the repeated measures of the same stable attributes in the same objects. In this study Cronbach's reliability (Cronbach's Alpha >0.7) was of used basing on a 95% confidence interval and level of precision.

3.8 Proposed data analysis techniques and procedures

Analysis of primary data was done qualitatively with aid of descriptive statistics in form of charts and frequency table after categorizing, examining and testing it upon empirically creating deductions of the study. Descriptive statistics was used to analyze primary data basing on demographic set up of respondents. Correlation and regression analysis was used to make a comparative study with both primary and secondary data basing on both dependent and independent variables.

3.9 Ethical considerations

Permission was thought after from relevant authorities of MKU and the NGOs that was considered out as representative sample prior to conducting the research. Consent from respondents was thought under voluntary participation procedures only and no identity of respondents was sought of strict adherence to both the organization, MKU guidelines specified was essential in order to avoid potential conflicts and any displeasure for the research audience or any social community. All respondents were formally provided with research information and their consent was obtained via standard prepared worksheets before their involvement in the research study. The privacy and confidentiality of participants and their demographic data collected from them were ensured and concealed as the questionnaires bared no names.

CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.0 Introduction

This chapter presents the data collected from primary sources as well as the analysis, interpretation and discussion of findings, with reference to study objectives and related literature.

4.1 Response Rate

The study sought to determine the response rate and the findings were as shown in Table 4.1.

Table 4.1. Showing Response Rate

Questionnaires distributed	Questionnaires returned	Response rate
100	100	$\frac{100}{100} * 100\% = 100\%$

Source: Primary Data (2022)

The finding in table 1 showed that out of 100 questionnaires that were distributed to Top administrators of Wakisa Ministries, Projects managers, Projects staff and Projects beneficiaries; 100 respondents completely filled in and returned the questionnaires, this represented a 100% response rate. This is a reliable response rate for analysis as Mugenda and Mugenda (2003) showed that 50% of response rate is sufficient for analysis and presentation of the data, 60% is reliable and 70% of response rate and over is excellent. However, none of the respondent were reluctant to responded to fill the questionnaire.

4.2 Description of respondents' background information

The section focuses on the aspects of gender, age, and level of education filled on the questionnaire.

4.2.1 Gender of the respondents

Respondents were asked to indicate their gender. This sought to ensure proportionate representation in the study by both the male and female respondents. Data collected is presented in table 4.2 below.

Table 4.2: Gender of respondents

Response	Frequency	Percentage
Male	68	68
Female	32	32
Total	100	100.0

Source: Primary Data (2022)

The responses shows that 68 (68%) respondents were male and the 32 (32%) were females. This shows that the number of males were higher than that of females. This shows that there is gender discrimination in the study area.

4.2.2 Age of the respondents

Respondents were asked to indicate their ages. In this study, age of respondents was categorized as follows; 19-25 yrs, 26- 30 yrs, 31-45 yrs and 46 and above

Table 4.3: Age of respondents

Response	Frequency	Percentage
19-25 yrs	46	46
26- 30 yrs	35	35
31-45 yrs	13	13
46 and above	6	6
Total	100	100.0

Source: Primary Data (2022)

The responses from the above table shows that 46 (46%) were between 19-25 and 26-30 was 35 (35%) and 31-45 years 20 the last category 46 and above were 6(6%). This shows that most respondents were between 20-35. This further shows that the majorities of the respondents were middle aged adults and thus had proper understanding of the impact of project evaluation on performance of NGOs in Uganda, a case study of Wakisa Ministries.

4.2.3 Marital Status

Data was collected from the respondents about their marital status which was in the types of the married, single, widow and divorced.

Table 4.4: Showing marital status

Response	Frequency	Percentage
Single	44	44%
Married	34	34%
Widow	13	13%
Divorced	9	9%
Total	100	100

Source: Primary Data, 2022

The findings from Table 4.4 shows that out of the 100 respondents, 44(44%) of the respondents reported being single, 34(34%) reported being married, 13(13%) reported being Widow, 9(9)% were divorced. The findings inculcated that all the categories of the respondents were all covered in regard to their Marital Status and the majority of the respondents were Single because they secured the highest percentage (44%).

4.2.4 Education level of respondents

Respondents were asked to indicate their education level. This was aimed at enabling the researcher to describe the level of education of the respondents which could also affect study variables. In this study, level of education was categorized into; Certificate, Diploma, Bachelor's degree and Other.

Table 4.5: Respondent's level of Education

Response	Frequency	Percent
Certificate	13	13%
Diploma	35	35%
Bachelor degree	42	42%
Master degree	6	6%
Other	5	5%
Total	100	100.0

Source: Primary Data (2022)

The responses from above table indicate that 13(13%) were of certificate holders, 35 (35%) were Diploma holders, 42(42%) were at Bachelor level, 6 (6%) were of Master holder and lastly only 5(5%) were categorized has others such has tertiary. This shows that most respondents were University level. This further shows that most of them had proper understanding of the impact of project evaluation on performance of NGOs in Uganda, a case study of Wakisa Ministries.

4.2.5 Years of Experience

Respondents were asked to indicate their education level. This was aimed at enabling the researcher to describe the level of education of the respondents which could also affect

study variables. In this study, level of education was categorized into; Less than 3 years, 3 to 9 years, 10 to 12 years, and Above 12 years.

Table 4.6: Respondents Years of Experience

Response	Frequency	Percent
Less than 3 years	13	13
3 to 9 years	42	42
10 to 12 years	35	35
Above 12 years	11	11
Total	100	100.0

Source: Primary Data (2022)

The results in table 4.6 above shows that in order to conduct research that is reliable, the researcher took an initiative to take more respondents who are experienced basing on the number of years they been involved in Project evaluation. It was seen that respondents who had worked within Project evaluation for less than 3 years were 20 representing 13%. Those who had worked for the organization for 3-9 years were 66 representing 42% and those who had worked for 10-12 years were 55 representing 35% and above 12years were 17 respondents representing 11% and 17% respectively. This further shows that most of them had proper understanding of the impact of project evaluation on performance of NGOs in Uganda, a case study of Wakisa Ministries.

4.3 Description of independent variable: Project evaluation Tools (n=100)

This section presents the description of the independent variable using means and standard deviation. According to the conceptual framework (Figure 2.1), the independent variable in this study was based on the study objectives in terms of 3 constructs (i.e. Stakeholders involvement practices, Training practices and Quality management

practices) among employees in NGO's Projects. Thus section B of the questionnaires was devoted to the Independent variable.

4.3.1 Objective one: Findings on how stakeholders involvement practices influence employees on the evaluation of project performance of NGOs in Uganda

Objective number one of the study was to examine how stakeholder's involvement practices influence employees on the evaluation of project performance of NGOs in Uganda, a case study of Wakisa Ministries. Several questions were asked in this regard. The responses are in respect of this question as shown below:

Table 4.7: Showing Responses about how stakeholder's involvement practices influence employees on the evaluation of project performance of NGOs in Uganda, a case study of Wakisa Ministries.

Response	N	Mean	Std. Deviation	Interpretation
The stakeholders are strongly involved in M & E Activities.	100	3.35	1.830	Very Good
There is an existing communication structure in the organisation for M & E activities	100	3.05	1.746	Good
Assessment and consultations on M & E activities are done on regular basis	100	2.78	1.667	Good
Policies are put in place by administrative Council for running the activities and operations of M & E activities.	100	2.46	1.568	Poor
There is strong relationship management in the organisations whose focus is on M & E processes and systems	100	3.27	1.288	Very Good
Average Mean		2.98		Good

Source: Primary Data 2022

The following mean ranges were used to arrive at the mean of the individual indicators and interpretation: For the effect between Stakeholders involvement practices on performance of NGOs in Uganda, a case study of Wakisa Ministries.

Mean Range	Response Mode	Interpretation
3.26-4.00	Strongly agree	Very good
2.51-3.25	Agree	Good
1.76-2.50	Disagree	Poor
1.00-1.75	Strongly disagree	Very poor

Results in table 4.7 indicated that the effect between Stakeholder's involvement practices on project performance of NGOs in Uganda, a case study of Wakisa Ministries was rated good and this was indicated by the overall mean of 2.97, implying that there is a formalized system intended to help the NGO's Projects on how plans are drawn after consulting the members. And the stakeholders are strongly involved in M & E activities and this was indicated by the average mean of 3.35, implying that the NGO's Projects managers major responsibility is to build supportive social networks. There is an existing communication structure in the organisation for M & E activities this was indicated by the average mean of 3.05 this further shows that there is an existing communication structure in the organisation for M & E activities.

Still results in table 7 indicated that assessment and consultations on M & E activities are done on regular basis this was rated good with an average mean of 2.78, this implies that the NGO's Projects Stakeholders involvement practices circulates through the project management teams which is helpful to the way of increasing its effectiveness.

Results indicated that policies are put in place by administrative council for running the activities and operations of M & E activities and this was rated poor (mean=2.46), this therefore implies that Project managers handling the NGO's Projects are not mindful of

any policy or set standards in place describes roles and responsibilities of the operation of M&E System.

Results however indicated that There is strong relationship management in the organisations whose focus is on M & E processes and systems and this was rated very good (mean=3.27), this implies that There is strong relationship management in the organisations whose focus is on M & E processes and systems by respondents of selected NGO's Projects operating in Uganda.

Interview responses;

Regarding stakeholder's involvement practices towards project performance of Wakisa Ministries

–Uganda, According to one of the Project Supervisor said that....,

“...Since everyone has their own views on the evaluation project of NGO's Projects culture of capital, these ideas are facts that everyone needs to share and experience on it. The expectation of the project office is to let people understands about the objective of the program that can be achieved by sharing ideas in different ways”.

More so according to one of the project coordinator she said that;

“Project evaluation (M&E) are tools employed to assess the relationships of intentions versus actions, actions versus outcomes and outcomes versus impacts. However, the most important yet quite often the most neglected aspect of project evaluation is feedback. It is the feedback of lessons learned through M&E that assists in correcting current mistakes to improve future decisions”.

More so according to one of the project manager he said that;

“Good M&E systems for civil society programs as ones which are: dynamic, participative, reflective and evolving. First, dynamic systems encourage `practical

learning and promote regular ways of seeking Dynamic feedback from multiple sources about the benefits, problems and Impacts of the intervention.”.

Monitoring reports are timely produced.

From the key informant responses a, one of the project managers of Wakisa Ministries Uganda had this to say;

“Monitoring should include an analysis of progress towards achieving the programme’s outputs (“deliverables”), as well as its contribution towards achieving the purposes and goals”. “Information gathered through monitoring is discussed with stakeholders at various meetings, including the sub-programme, programme and mid-term reviews”.

From the key informant responses a, one of the project managers of Wakisa Ministries Uganda had this to say;

“The involvement of stakeholders in appropriate monitoring actions and evaluation exercises furthers the objective of promoting participatory development”. “Stakeholders have the right and the responsibility to know what is happening in the programme or project, which aspects need corrective action, what the results are, and which lessons can be learned and shared with one another, but they should not simply be recipients of monitoring and evaluation reports”.

Respondents strongly agreed (41%), significant change guidelines and templates are clear to staff and stakeholders was (44%).

From the key informant responses a, one of the project managers of Wakisa Ministries Uganda had this to say;

“More effectively identifying, planning for, and responding to common stakeholder change resistance challenges through the use of change management tools may improve project and program outcomes”. “Specific change management tools can be integrated

into the project and program processes”. “These tools strengthen stakeholder assessment capabilities to build a better communications plan, schedule, budget, and more”.

From the key informant responses a, one of the project managers of Wakisa Ministries Uganda had this to say;

“The rationale for these provisions is that a good evaluation is critical to ensure the quality of communication measures deployed under cohesion programmes”. “It helps managing authorities: monitor the process to identify weaknesses and strengths and recalibrate your approach to make it more impactful; improve the efficiency and accountability of the communication budget; and, most importantly, demonstrate and quantify the effectiveness of communication”.

From the key informant responses a, one of the project managers of Wakisa Ministries Uganda had this to say;

“Subsequently, the Facilitation Organization must identify and meet with the relevant local authorities and community leaders (as applicable) in all the geographical areas where the Project is implemented, prior and during the implementation process, to ensure their buy-in and support for a smooth running of the project, particularly during the payment period and the supporting activities that take place before and after the cycle”.

He further noted’

“Facilitation Organization ensures that beneficiaries are informed about the parameters of the project, as well as about the location of the payment sites”. “The facilitation organization also schedules the beneficiaries’ visits to the payment site and facilitates their orderly access to sites”.

4.3.2 Objective Two: The relevance of training practices of employees on monitoring and evaluation of performance of NGOs in Uganda.

Objective number two of the study was to establish the relevance of training practices of employees on monitoring and evaluation of performance of NGOs in Uganda. Several questions were asked and the responses are summarized, analyzed and interpreted below:

Table 4.8: Shows the relevance of training practices of employees on monitoring and evaluation of performance of NGOs in Uganda

RESPONSE	N	Mean	Std. Deviation	Interpretation
The organization has got skilled personnel who gather information on the performance of programs	100	3.27	1.808	Very Good
The organization has skilled adequate capacity to analyze data with Personnel	100	3.21	1.792	Good
The project evaluation officers are knowledgeable in the day-to-day management of project evaluation tools.	100	2.82	1.679	Good
Result-based performance factored into assessments is personnel	100	2.18	1.476	Poor
The training practices provide outcomes of the programme the intended	100	2.87	1.694	Good
The training practices provides outputs of the programme the planned	100	2.99	1.54	Good
Training practices has provided technical support and guidance to project staff of NGO's Projects	100	2.82	1.679	Good
Training practices is recognized to be a significant, but complex, multidimensional predictor of job satisfaction in NGO's Projects	100	2.18	1.476	Poor
Average Mean		2.79	1.49	Good

Source: Primary Data 2022

The following mean ranges were used to arrive at the mean of the individual indicators and interpretation: For the relevance of training practices of employees on monitoring and evaluation of performance of NGOs in Uganda.

Mean Range	Response Mode	Interpretation
3.26-4.00	Strongly agree	Very good
2.51-3.25	Agree	Good
1.76-2.50	Disagree	Poor
1.00-1.75	Strongly disagree	Very poor

From table 4.8 with respect to the relevance of training practices of employees on monitoring and evaluation of performance of NGOs in Uganda, this rated good and this was indicated by the average mean of 2.79, hence implying that Training practices is carried out and always assessed well in order to improve project effectiveness. The organization has got skilled personnel who gather information on the performance of programs (mean=3.27), this was rated very good implying that Training practices has clarified project tasks, created teamwork and got all stakeholders involved in the running of the Project. The organization has skilled personnel with adequate capacity to analyze data (mean=3.21), this was rated good thus this implies that The organization has skilled personnel with adequate capacity to analyze data hence leading to effectiveness of Project evaluation Tools in projects, more so this means that the use training practices in the project still continues to be a very essential aspect of the project.

The project evaluation officers are knowledgeable in the day-to-day management of project evaluation tools and this was rated good by the average mean of 2.82, thus this indicates that that Training practices has to a very large extent been used to determine the level of performance at work in the company, thus implying that most project managers operating in different projects in Wakisa Ministries have relied on training

practices to help them in the effective running of the project.

However the results also shown that Result-based performance is factored into personnel assessments and was rated poor with a mean of 2.18 and this indicated that respondents don't agree that Result-based performance is factored into personnel assessments hence declining in the level of commitment of workers in NGO's Projects.

More so for the issue of the training practices provides the intended outcomes of the programme, this was rated good by the average mean of 2.87, this implies that Training practices has imposed increased responsibilities that have made the construction job more valuable and important in Wakisa Ministries.

Furthermore from the results it showed that Construction staffs with more work experience have more respect for their jobs, can apply their experience to their jobs, and are skilled and successful in doing their jobs with a mean (2.99) and this was rated Good, hence implying that Construction staffs with more work experience have more respect for their jobs thus a significant effectiveness towards project performance.

Training practices has provided technical support and guidance to project staff of NGO's Projects with a mean (2.82) and this was rated good implying that Training practices has provided technical support and guidance to project staff.

Lastly results above indicated that Training practices is recognized to be a significant, but complex, multidimensional predictor of job satisfaction in NGO's Projects with a mean (2.18) and this was rated poor hence implying that the respondents didn't agree that Training practices is recognized to be a significant, but complex, multidimensional predictor of job satisfaction in NGO's Projects.

Interview Response

Regarding a more understanding on the training practices towards project performance of Wakisa Ministries –Uganda, According to one of the Project Manager said that, *“We have to solve the problems of the society when we say that, we will support all the stakeholders who wants to do a job. Training practices creates common attitude towards something, I believe the project evaluation within the office is large since we are very big organization”*.

More so another staff member said that:

“ .. It is necessary to have dedicated and adequate number of M&E staff, it is essential for the same staff to have the right skills for the work. Moreover, M&E training practices building requires a wide range of activities, including formal training practices, in-service training practices, mentorship, coaching and internships.

Another staff member replied about training practices he said the following statement:

“Project evaluation carried out by untrained and inexperienced people is bound to be time consuming, costly and the results could generated prove impractical and irrelevant. Therefore, this will definitely impact the success of projects”.

From the key informant responses a, one of the project directors of Wakisa Ministries Uganda had this to say;

“Project objectives are what you plan to achieve by the end of your project. Your project objectives should be attainable, time-bound, specific goals you can measure at the end of your project”. *“Project objectives are a critical element of project management without them, you don’t have a succinct way to communicate your goals before and during the project, nor do you have a measurable way to evaluate your success after the project ends”*.

4.3.3 Objective Three: Findings on the influence of quality management practices

on project monitoring and evaluations performance of NGOs in Uganda

Objective number three of the study was to examine the influence of quality management practices on project monitoring and evaluations performance of NGOs in Uganda the responses in this area are presented, analyzed and discussed below:

Table 4.9: Response on the influence of quality management practices on project monitoring and evaluations performance of NGOs in Uganda

Response	N	Mean	Std. Deviation	Interpretation
Monitoring system owned by users is likely to generate reliable information	100	3.27	1.808	Very Good
Data collected when measured reports on outputs that reflect the critical stated objectives of the organization	100	3.21	1.792	Good
Good system identifies key issues as well as root of problems that the organization wants to address	100	2.93	1.711	Good
Data collection activities conducted legally with due regard to the welfare of those affected by its results	100	2.18	1.476	Poor
Frequently collected data enables to track trends as well as understand project intervention	100	2.87	1.694	Good
Data collected provides clear indicators to identify key areas to focus on during implementation	100	3.10	1.761	Good
Average Mean		2.93		Good

Source: Primary Data 2022

The following mean ranges were used to interpret the means: For the influence of

quality management practices on project monitoring and evaluations performance of NGOs in Uganda

Mean Range	Response Mode	Interpretation
3.26-4.00	Strongly agree	Very good
2.51-3.25	Agree	Good
1.76-2.50	Disagree	Poor
1.00-1.75	Strongly disagree	Very poor

From table 4.9 with respect to the influence of quality management practices on project monitoring and evaluations performance of NGOs in Uganda, this rated good and this was indicated by the overall average mean of 2.93, hence implying that quality management practices are used effectively for the good performance of the project hence leading to the effectiveness of its activities. Results in table 4.9 indicated that Monitoring system owned by users is likely to generate reliable information and this was rated very good and indicated by the mean of 3.27, which implies that Quality management practices in NGO's Projects is highly maintained in the project. And this becomes an advantage to the management of NGO's Projects monitoring its activities.

Results further indicated that Data collected when measured reports on outputs that reflect the critical stated objectives of the organization and this was rated good (mean=3.21), this implied that Quality management practices being effective within the working group in the construction industry in Uganda hence making projects more effective and a success.

More so Good system identifies key issues as well as root of problems that the organization wants to address was ranked as good (mean=2.93), however this indicates that since Good system identifies key issues as well as root of problems that the organization wants to address within the project hence leading to better performance of

the NGO's Projects.

Results further indicated that Data collection activities conducted legally with due regard to the welfare of those affected by its results was rated poor (mean=2.18), however this implies that the respondents didn't agree that Data collection activities conducted legally with due regard to the welfare of those affected by its results.

More so the operations in NGO's Projects involve the team effort of clients, quantity surveyor, architect, consulting engineer and project specialists is strengthen by the quality management practices and was rated good as (mean=2.87), this showed that effective operations in NGO's Projects involve the team effort of clients, quantity surveyor, architect, consulting engineer and project specialists is strengthen by the quality management practices

Results further indicated that Data collected provides clear indicators to identify key areas to focus on during implementation was rated good (mean=3.10), however this implies that Data collected provides clear indicators to identify key areas to focus on during implementation has led on the effectiveness of NGO's Projects in Wakisa Ministries Uganda.

Interview Response

Regarding a more understanding on the quality management practices influence towards project performance of Wakisa Ministries –Uganda, According to one of the Project Manager said that,

“ ..To keep up the pace and to work with the idea of co-creation and a level of participation from team members, so that everyone can communicate in the project”. We believe quality management practices play a key role internally and externally to speed-up our day-to-day activities.

Furthermore one of the project managers interviewed agreed that....

"The source of performance data is important to the credibility of reported results hence, it is important to incorporate data from a variety of sources to validate findings. Furthermore, while primary data are collected directly by the M&E system for M&E purpose".

From the key informant responses a, one of the project managers of Wakisa Ministries Uganda had this to say;

"Project Managers need to practice Quality Management, sometimes with a Quality Manager, and other times on our own". "In order to adapt the processes and procedures that ensure a quality product, we need to understand the underlying principles". "With some background in Quality Assurance, Quality Control and Quality Planning we will be equipped to deliver a quality product to our customers".

Similarly, respondents strongly agreed (50%) and 38% agreed that there Project staff have relevant skills and knowledge to conduct data quality checks and reviews; whereas in contrast 46% strongly disagreed and 40% disagreed to the statement that Project plans and reports are reviewed before implementation and utilization.

From the key informant responses a, one of the project staff of Wakisa Ministries Uganda had this to say;

"Review of performance indicator data against a set of data quality standards that helps the Mission determine and document". "How good are the data", and provide an opportunity for capacity building of implementing partners, host government ministries, and other partners".

"Also, the Mission can outsource quality assessment services from specialized experts".

"When the mission collects primary data on its own or through independent entities contracted by Wakisa Ministries Uganda for this purpose, the Data Quality Assessment

(DQA) should focus on the written procedures and training for crosschecking data”.

“When contracting a specific organization to collect data, the Mission will ensure that the organization has the technical capacity to collect data of appropriate quality”.

From the key informant responses a, one of the project supervisor of Wakisa Ministries Uganda had this to say;

“Site Visit Team produces one deliverable: a Site Visit Scorebook. This scorebook represents the team’s products, including Item Worksheets, Site Visit Issue (SVI) Worksheets, the Score Summary Worksheet, the Summary of Sites Visited, and the Key Themes, Key Factors, and Highest-Ranking Official (HRO) Worksheets and for health care only, the Judges’ health care site visit issue worksheet”.

He further added that;

“Through the production of this scorebook, the team reaches agreement on the applicant’s strengths and opportunities for improvement (OFIs), the resulting scoring range for each item, and the overall scoring band for process items as well as for results items”. “The work of the team is accomplished through planning, focusing on what is most important to the applicant, communicating effectively among the team members and with the applicant, and contributing to a shared understanding of the applicant’s key strengths and vulnerabilities”.

From the key informant responses a, one of the project managers of Wakisa Ministries Uganda had this to say;

As project management can be described by different kinds of processes, the aim with this research is to explore the concepts within project management through the lens of quality management”. “Since project-based organisations are often struggling with the balance between time, cost and quality, they are interested in doing this as efficient and

effective as possible". "However, there are a wide variety of views on efficiency and effectiveness among professionals and research scholars, which makes it difficult to apply these concepts in project-based settings".

From the key informant responses a, one of the project managers of Wakisa Ministries Uganda had this to say;

"Feedback is a means of improvement". "It helps individuals shape their actions to better meet the needs of an employer or team leader". "Feedback is just one of the required tasks of a supervisor or manager and is meant to encourage their team to meet goals and follow company guidelines".

From the key informant responses a, one of the project managers of Wakisa Ministries Uganda had this to say;

"The size of risk, and whether it will have a positive or negative impact on the project's outcome will vary. But there is always risk in any project". "Risk Management plans, which include Risk Assessment and Risk Audit activities, are critical tools for project managers". "It is important to understand what a Risk Audit is, not only in preparation for Project Management Institute (PMI)'s Project Management Professional (PMP)® exam but as part of executing effective project management".

Also, evaluation of effects of monitoring and evaluation quality assurance mechanisms to performance of Wakisa Ministries Uganda community development programs received a weighted mean of 35.28.

4.4 Description of Dependent variable: Project Performance (n=100)

According to the conceptual framework (figure 2.1), Project Performance was measured

in terms of 3 constructs with each contributing items in the data collection instrument (i.e. questionnaire on Project Performance, section C, (appendix I). The constructs are Timeliness, Number of deliverables achieved and Cost of project. This is followed by presentation of findings from qualitative data to corroborate the quantitative findings.

Table 4.10: Gives statistics (i.e. means) on staff self-rating on Project Performance

PROJECT PERFORMANCE	N	Mean	Std. Deviation	Interpretation
All staff get feedback after measurement of project activities	100	3.27	1.808	
The organization has adequate capacity to commission evaluations	100	3.21	1.792	Very Good
The organization has adequate capacity to conduct evaluations	100	2.82	1.679	Good
There exists a management information system or database to frequently provide data	100	2.18	1.476	Good
Overall project evaluation tools meet the information needs of staff	100	2.87	1.694	Poor
The organization has essential tools or equipment for data management	100	3.10	1.761	Good
The organization's M&E materials that are available target different audiences	100	2.87	1.694	Good
The organization's M&E materials that are available support data sharing	100	3.10	1.761	Good
The organization's M&E materials are available for use	100	2.93	1.711	Good
Average mean		2.60	1.49	Good

Source: Primary Data 2022

The following mean ranges were used to interpret the means:

Mean Range	Response Mode	Interpretation
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3.26-4.00	Strongly agree	Very good
2.51-3.25	Agree	Good
1.76-2.50	Disagree	Poor
1.00-1.75	Strongly disagree	Very poor

From table 4.10 with respect to the dependent construct that is project performances, this rated Good and this was indicated by the overall average mean of 2.60, hence implying that project performances of road NGO's Projects is effectively done. Results in table 4.8 indicated that all staff gets feedback after measurement of project activities and this was rated very good and indicated by the mean of 3.27, which implies that projects are finished in time.

Results further indicated the organization has adequate capacity to commission evaluations and this was rated good (mean=3.21), this implied that Project the finishing projects are finished at the agreed cost hence indicating that the stakeholders are trustworthy.

More so the organization has adequate capacity to conduct evaluations was ranked as good (mean=2.82), however this indicates that the delivering of a project to the agreed scope makes the beneficiaries happy and proficient of NGO's Projects.

Results further indicated that There exists a management information system or database to frequently provide data was rated poor (mean=2.18), however this implies that that There exists a management information system or database to frequently provide data was weak in response hence ineffectiveness of NGO's Projects in Wakisa Ministries Uganda. More so Overall project evaluation tools meet the information needs of staff and was rated good as (mean=2.87), this showed that effective Overall project evaluation tools meet the information needs of staff has made NGO's Projects a success when conducting project meets needs of users of these projects.

Results further indicated that the organization has essential tools or equipment for data management was rated good (mean=3.10), however this implies that that the organization has essential tools or equipment for data management of NGO's Projects in Wakisa Ministries Uganda. More so The organization's M&E materials that are available target different audiences and was rated good as (mean=2.87), this showed that The organization's M&E materials that are available target different audiences has made NGO's Projects a success when conducting project. Results further indicated that the organization's M&E materials that are available support data sharing was rated good (mean=3.10), however this implies that that there is effective The organization's M&E materials that are available support data sharing NGO's Projects in Wakisa Ministries Uganda. More so The organization's M&E materials are available for use and was rated good as (mean=2.93), this showed that The organization's M&E materials are available for use thus involvement of the project in the conformity of the project; it helps to improve on gauging the success and overall progress of the project.

4.5 The influence of Stakeholders involvement practices on performance of NGO's Projects in Wakisa Ministries –Uganda

Table 4.11: Results of how stakeholders involvement practices influence employees on the evaluation of project performance of NGOs in Uganda

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.623 ^a	.388	.381	.49354

a. Predictors: (Constant), Stakeholders involvement practices

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.874	1	13.874	56.956	.000 ^a
	Residual	21.922	90	.244		
	Total	35.796	91			

a. Predictors: (Constant), Stakeholders involvement practices

b. Dependent Variable: Performance of NGO's Projects

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.103	.244		4.513	.000
	Stakeholders involvement practices	.629	.083	.623	7.547	.000

a. Dependent Variable: Performance of NGO's Projects

Source: Primary Data 2022

Regression analysis results in the Model Summary table revealed that Stakeholders involvement practices accounted for 38.8% on Project Performance of NGO's Projects and this was indicated by r-squared of 0.388, implying that to small extent Stakeholders

involvement practices as an aspect of Project evaluation Tools contributes to the Performance of NGO's Projects in Wakisa Ministries. The ANOVA table indicated that Stakeholders involvement practices as a system of Project evaluation Tools significantly affects the Performance of NGO's Projects and this was indicated by the F-value=56.956 and Sig-value=.000, since the sig. value (0.000) was less than 0.05 and which is the maximum level of significance required to declare a significant effect. This implies that Stakeholders involvement practices as an aspect of Project evaluation Tools highly contributes to the Project Performance of NGO's Projects. The coefficients table indicated that considering the standard error, Stakeholders involvement practices significantly influence the Project Performance of NGO's Projects ($\beta=0.629$, Sig=0.000).

Decision on hypothesis

The hypothesis was rejected since the significant value was found to be less than 0.05 (Sig=0.000).

4.6 The relevance of training practices of employees on monitoring and evaluation of performance of NGOs in Uganda

Table 4.12: Results of The relevance of training practices of employees on monitoring and evaluation of performance of NGOs in Uganda

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.473 ^a	.224	.215	.55553

a. Predictors: (Constant), Training practices

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8.021	1	8.021	25.992	.000 ^a
	Residual	27.775	90	.309		
	Total	35.796	91			

a. Predictors: (Constant), Training practices

b. Dependent Variable: Performance of NGO's Projects

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.326	.315		4.207	.000
	Training practices	.562	.100	.473	5.098	.000

a. Dependent Variable: Performance of NGO's Projects

Source: Primary Data 2022

Regression analysis results in the Model Summary table indicated that the Training

practices accounted for 22.4% on Project Performance of NGO's Projects and this was indicated by r-squared of 0.224, implying that Training practices as a system of Project evaluation Tools significantly contributes 22.4% on the Project Performance of NGO's Projects. The ANOVA table indicated that Training practices significantly affects the Performance of NGO's Projects and this was indicated by the F-value=25.992 and Sig-value=.000, since the sig. value (0.000) was less than 0.05 and which is the maximum level of significance required to declare a significant effect. This implies that Training practices as a system of Project evaluation Tools highly affects the Project Performance of NGO's Projects. The coefficients table indicated that considering the standard error, Training practices significantly affects the Performance of NGO's Projects ($\beta=0.562$, Sig=0.000).

Decision on hypothesis

The hypothesis was rejected since the significant value was found to be less than 0.05 (Sig=0.000).

4.7 The influence of quality management practices on project monitoring and evaluations performance of NGOs in Uganda

Table 4.13: Results of the influence of quality management practices on project monitoring and evaluations performance of NGOs in Uganda

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.780 ^a	.609	.604	.39451

a. Predictors: (Constant), Quality management practices

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.788	1	21.788	139.990	.000 ^a
	Residual	14.008	90	.156		
	Total	35.796	91			

a. Predictors: (Constant), Quality management practices

b. Dependent Variable: Performance of NGO's Projects

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.672	.193		3.476	.001
	Quality management practices	.741	.063	.780	11.832	.000

a. Dependent Variable: Performance of NGO's Projects

Source: Primary Data 2022

Regression analysis results in the model Summary table indicated that the Quality management practices significantly affects Project Performance of NGO's Projects at a rate of 60.9% and this was indicated by r-squared of 0.609, hence implying that Quality management practices

significantly influences the Performance of NGO's Projects. The ANOVA table indicated a positive significant effect Quality management practices has on Performance of NGO's Projects and this was indicated by the positive Beta=0.741 and Sig-value=.000, since the sig. value (0.000) was less than 0.05 and which is the maximum level of significance required to declare a significant effect. This implies that Quality management practices highly affect the Performance of NGO's Projects. Still this implied that high levels of Quality management practices improve the level of Performance of NGO's Projects and poor Quality management practices measures reduce it. The coefficients table indicated that considering the standard error, Quality management practices significantly affects the Performance of NGO's Projects ($\beta=0.741$, Sig=0.000).

Decision on hypothesis

The hypothesis was rejected since the significant value was found to be less than 0.05 (Sig=0.000).

4.8 Multiple Linear Regression

Table 4.14: Multiple Linear Regression analysis between the Independent and dependent Variables

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.440 ^a	.506	.612	.13191

a. Predictors: (Constant), Stakeholders involvement practices, Training practices, Quality management practices

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5.271	3	1.757	5.168	.001 ^a
	Residual	2.192	126	.017		
	Total	7.464	129			

a. Predictors: (Constant), Stakeholders involvement practices, Training practices, Quality management practices

b. Dependent Variable: Performance of NGO's Projects

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.173	.184		8.254	.000
	Training practices	.469	.057	.089	4.759	.000
	Quality management practices	.513	.034	.499	3.733	.001
	Stakeholders involvement practices	.403	.032	.483	2.840	.001

a. Dependent Variable: Performance of NGO's Projects

Source: Primary Data, 2022

Regression analysis results in table 14 revealed that Project evaluation Tools accounted for 61.2% on Project Performance of NGO's Projects and this was indicated by adjusted r squared of 0.612, this imply that Project evaluation Tools significantly affect the Project Performance of NGO's Projects, and this is indicated by the F-value=0.513, and Sig=0.001. The coefficients table indicated that of all the aspects of Project evaluation Tools , Training practices accounted for the biggest influence on Project Performance of NGO's Projects ($\beta=0.513$, Sig=0.001).



CHAPTER FIVE: DISCUSSION OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter dealt with the discussion of findings, the conclusions and recommendations drawn from the study findings. from the study objectives: to determine the effect of plan of project evaluation on the performance of NGO's Projects in Wakisa Ministries Uganda, to assess the effect of training practices on the performance of NGO's Projects in Wakisa Ministries Uganda and to examine the effect of quality management practices on the performance of NGO's Projects in Wakisa Ministries Uganda.

5.1 Discussion of findings

5.1.1 The influence of Stakeholders involvement practices on performance of NGO's Projects in Wakisa Ministries –Uganda

Results in table 4.7 indicated that the effect between Stakeholders involvement practices on performance of NGOs in Uganda, a case study of Wakisa Ministries was rated good and this was indicated by the overall mean of 2.97, implying that there is a formalized system intended to help the NGO's Projects on how plans are drawn after consulting the members. This is in line with Khan, (2018) who clarified Project evaluation (M&E) are tools employed to assess the relationships of intentions versus actions, actions versus outcomes and outcomes versus impacts. However, the most important yet quite often the most neglected aspect of project evaluation is feedback. It is the feedback of lessons learned through M&E that assists in correcting current mistakes to improve future decisions (Khan, 2018). A results-based M&E system is essentially a feedback system; it is a management tool to measure and evaluate outcomes, providing information for governance and decision making. A results-based system, whilst not neglecting the monitoring of inputs and outputs, attaches the highest importance to providing feedback on results at the level of outcomes and goals (Edmunds & Marchant, 2018).

And the stakeholders are strongly involved in M & E activities and this was indicated by the average mean of 3.35, implying that the NGO's Projects managers major responsibility is to build supportive social networks. Successful project management with stakeholders involvement practices is about being there for everyone, being in touch with the real challenges of the project, understanding the real issues within the team who must deliver the project this was indicated by the average mean of 3.05 this further shows that Successful project management with stakeholders involvement practices is about being there for everyone involved in the project. This is also in line with Taut (2017) study, "self- evaluation capacity building in a large international development organization", indicate low organizational readiness for learning from evaluation. Moreover, interviewees similarly described a lack of open, transparent and critical intra-organizational dialogue and a lack of formal plans and processes to encourage reflection and learning as an organizational habit. At the same time, there was rather high awareness of the potential for evaluation to be used as a tool for learning and demand voiced for such evaluations.

5.1.2 The relevance of training practices of employees on monitoring and evaluation of performance of NGOs in Uganda.

Results in table 4.8 with respect to the the relevance of training practices of employees on monitoring and evaluation of performance of NGOs in Uganda, this rated good and this was indicated by the average mean of 2.79, hence implying that Training practices is carried out and always assessed well in order to improve project effectiveness. This is also in line with Gorgens & Kusek, (2010). In its framework for a functional M&E system, UNAIDS (2018) notes that, not only is it necessary to have dedicated and adequate number of M&E staff, it is essential for the same staff to have the right skills for the work. Moreover, M&E training practices building requires a wide range of

activities, including formal training practices, in-service training practices, mentorship, coaching and internships. Lastly, M&E capacity building should focus not only on the technical aspects of M&E, but also address skills in leadership, financial management, facilitation, supervision, advocacy and communication.

The organization has got skilled personnel who gather information on the performance of programs (mean=3.27), this was rated very good implying that Training practices has clarified project tasks, created teamwork and got all stakeholders involved in the running of the Project. The organization has skilled personnel with adequate capacity to analyze data (mean=3.21), this was rated good thus this implies that The organization has skilled personnel with adequate capacity to analyze data hence leading to effectiveness of Project evaluation Tools in projects, more so this means that the use training practices in the project still continues to be a very essential aspect of the project.

More so this was also evidenced in Acevedo et al., (2010), who indicated that building an adequate supply of training practices is critical for the sustainability of M&E system and is generally an ongoing issue. Furthermore, it needs to be recognized that “growing” evaluators requires far more technically oriented M&E training practices and development than can usually be obtained with one or two workshops. Both formal training practices and on-the-job experience are important in developing evaluators with various options for training practices and development opportunities which include: the public sector, the private sector, universities, professional associations, job assignment, and mentoring programs (Acevedo et al., 2010).

The project evaluation officers are knowledgeable in the day-to-day management of project evaluation tools and this was rated good by the average mean of 2.82, thus this indicates that that Training practices has to a very large extent been used to determine

the level of performance at work in the company, thus implying that most project managers operating in different projects in Wakisa Ministries have relied on training practices to help them in the effective running of the project. This is also in line with Nabris, (2012). Who indicated that project evaluation carried out by untrained and inexperienced people is bound to be time consuming, costly and the results could generated prove impractical and irrelevant. Therefore, this will definitely impact the success of projects (Nabris, 2012). In assessment of CSOs in the Pacific, UNDP (2011) discusses some of the challenges of organizational development as having inadequate project evaluation tools. Additionally, the lack of capabilities and opportunities to train staff in technical skills in this area is clearly a factor to be considered.

5.1.3 The influence of quality management practices on project monitoring and evaluations performance of NGOs in Uganda

Results in table 4.9 with respect to the influence of quality management practices on project monitoring and evaluations performance of NGOs in Uganda, this rated good and this was indicated by the overall average mean of 2.93, hence implying that quality management practices are used effectively for the good performance of the project hence leading to the effectiveness of its activities. This is in line with Gebremedhin, Getachew & Amha, (2010). Who indicated that the source of performance data is important to the credibility of reported results hence, it is important to incorporate data from a variety of sources to validate findings. Furthermore, while primary data are collected directly by the M&E system for M&E purpose, secondary data are those collected by other NGO's Projects for purposes different from M&E (Gebremedhin, Getachew & Amha, 2010). In the design of an M&E system, the objective is to collect indicator data from various sources, including the target population for monitoring project progress (Barton, 2017).

Results in table 4.9 indicated that Monitoring system owned by users is likely to generate

reliable information and this was rated very good and indicated by the mean of 3.27, which implies that Quality management practices in NGO's Projects is the communication between the project and its relevant environment, typically the client and end-user. And this becomes an advantage to the management of NGO's Projects when monitoring and evaluating project activities. This is also evidenced in Cornielje, Velema and Finkenflugel, (2018), according to them only when the monitoring system is owned by the users of the system is it likely to generate valid and reliable information. However, all too often the very same users may be overwhelmed by the amount of daily work which, in their view, is seen as more important than collecting data and, subsequently, the system may become corrupted. They conclude that it is of extreme importance that the front-line workers are both involved in project evaluation and informed about the status of the services and activities they largely provide in interaction with other stakeholder and beneficiaries.

Results further indicated that Data collected when measured reports on outputs that reflect the critical stated objectives of the organization and this was rated good (mean=3.21), this implied that Quality management practices being effective within the working group in the construction industry in Uganda hence making projects more effective and a success. This is also evidenced in Singh (2019), study, "the numeric paper forms for NGO's Projects", expressed concern regarding data collection namely: cost, time, training practices, data accuracy and consistency, storage and means of data analysis. Additionally, the NGO's Projects that had experimented with electronic systems highlighted difficulties with infraplan and maintenance. Among the key findings of the study was that data collection and form-filling are important activities for many NGO's Projects; cost and ease-of-use are major concerns, often preventing technology-heavy systems; and digitized data is desired, but digitizing data was the bottleneck for

data-collection efforts. A system of data collection should be self-organizing and evolving as it gathers information from the environment where the staff would then generate the information in the course of their daily activities (Innes & Booher, 2019).

5.2 Conclusions

5.2.1 The influence of Stakeholders involvement practices on performance of NGO's Projects in Wakisa Ministries –Uganda

The study confirmed that Stakeholders involvement practices had a positive relationship with the performance of project evaluation tools in Non- government Organizations. M&E should play a role in supporting effective management decisions since it provides information that supports decision-making. An effective decision arising from M&E information is expected to improve the performance of organizations.

The study also concludes that the reasons for Stakeholders involvement practices on performance of NGO's Projects in Wakisa Ministries –Uganda includes developing a strategy that would deliver the project goals and that the critical dimensions of time, cost, quality and scope can never be attained if a project plan is not in place.

It is an institutionalized activity comprising of a series of predetermined and coordinated actions and processes for carrying out the identification, preparation, appraisal and implementation of projects

5.2.2 The relevance of training practices of employees on monitoring and evaluation of performance of NGOs in Uganda.

The study concludes that human resource, with proper training practices and experience is crucial for good M&E results. There is need to have an effective M&E training practices in terms of quantity and quality. Therefore there is great demand for skilled professionals, capacity building of M&E systems, and harmonization of training practices

courses as well as technical advice (Gorgens and Kusek, 2009).

Capacity building of personnel helps with the interaction and management of the M&E systems. M&E training practices starts with the understanding of the M&E theory and ensures that the team understands the linkages between the project theory of change and the results framework, as well as associated indicators (CPWF, 2012). Training practices should therefore be practical and focused to ensure the understanding (CPWF, 2012). Theory of change (Perrin, 2012); it is a causal logic that links research activities to the desired changes in the actors that a project targets to change. It is therefore a model of how a project is supposed to work. The function of a theory of change is to provide a road map of where the project is heading while project evaluation tests and refines that road map (CPWF, 2012 and Perrin, 2012).

Furthermore as Training practices is associated with individuals within an organization, so a change in behavior, skills and attitude of these individuals ultimately impacts on the organizational output. Its productivity and performance is improved by the aid of improved performance of employees associated with Training practices. Organization spend a considerable amount of money on formal sessions, like meetings, training practices programs, sessions, seminars etc. but these organizations do not consider Training practices as an important factor towards their development. There is, nowadays, somehow awareness about such type of communication which is going to be fruitful for Wakisa Ministries -Uganda.

5.2.3 The influence of quality management practices on project monitoring and evaluations performance of NGOs in Uganda

To fully understand how NGOs use their M&E systems, one is required to understand data flow between partners or different parts of the organization. Data derived from M&E

activities is often used by different people, sometimes in different locations, for a range of purposes. This means that data has to be moved either electronically or physically to enable this. We assume that each data flow incurs a cost to the organization or the project in terms of staff time or overheads and that is how data flows may give us some insights into the effectiveness and efficiency of the overall M&E system. (Jennifer Chapman 2014:31).

In order to increase the effectiveness of an M&E system, the stakeholders involvement practices and design need to be prepared as an integral part of the project (Nabris, 2002). The M&E methods helps manage the process of monitoring, analyzing, evaluating and reporting progress towards achieving objectives. The M&E Plan logical Framework serves as reference documents that contain targets, a detailed definition of each project indicators, the methods and frequency of data collection, as well as who is responsible for collecting the data. It will also provide details on how data will be analyzed and the evaluations required to complement monitoring data (CAP, 2012).

5.3 Recommendations

In line with the findings, discussions and the conclusions of the study, the following recommendations were drawn;

5.3.1 The effect of Stakeholders involvement practices on performance of NGO's Projects in Wakisa Ministries –Uganda

Based on the findings of this study and the conclusion made, the study makes the following recommendations for policy action by NGO's Projects given that their project evaluation tools have a bearing on the kind of information they provide. It is appropriate to make preliminary assessments of the direction and nature of impacts by doing case studies of the target population within the lifetime of the project. This should entail

studying a sample of the targeted beneficiaries.

The management should be proactive in designing of M & E systems and offer timely support and guidance to ensure that M & E activities are well executed and results communicated to form part in decision making and future planning.

5.3.2 The relevance of training practices of employees on monitoring and evaluation of performance of NGOs in Uganda.

The people who carry out M&E functions are not different from other professionals and managers in the organization. In fact, a large number of managers and program officers involved in the development work perform the M&E activities quite well, as mentioned earlier. Therefore, it should be part of the organizations HRD policy to orient and train middle management for the M&E functions and also rotate them into various jobs for cross training practices aimed at better understanding and appreciation of the work done by other colleagues in the organization. The M&E function should be looked upon as the collective responsibility in the organization, particularly, when a separate section or person is assigned to the job to avoid internal conflict. It would help to create a culture of conscious project evaluation, information sharing, seeking internal assistance in case of problem and most of all, sharing credit for success and Responsibility for failure.

5.3.3 The influence of quality management practices on project monitoring and evaluations performance of NGOs in Uganda

Credibility is also essential to any monitoring system. Valid and reliable data help ensure the credibility of the system. To be credible, monitoring systems need to be able to report all data— both good and bad. If bad news, or information demonstrating failure to meet desired outcomes and targets, is deliberately not reported, the system will not be credible.

There is need for data protection.

There is need for data audit. This should entail the review of project evaluation tools to address needs arising from the use of software for analysis and allow for adjustments of stakeholders involvement practices when the approach changes.

5.4 Areas of Further Research

This study used a single research methodological approach and future research through interviews could be undertaken to broaden the perspective. The standard questionnaire limited the ability to collect views about information outside the standard questions. The study dimensions were realistically only proxies for an underlying embryonic phenomenon which may render them not very appropriate for studies. Further research should look at; 1) information sharing, risk management and performance of projects in Universities. 2) Teamwork, ethics and project performance in organizations. 3) Procurement management and performance of projects.

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APPENDICES

Appendix I: Questionnaire

Dear respondent,

Statement	5	4	3	2	1
A: STAKEHOLDER'S INVOLVEMENT PRACTICES					
The stakeholders are strongly involved in M & E activities					
There is an existing communication structure in the organisation for M & E activities					
Assessment and consultations on M & E activities are done on regular basis					
Policies are put in place by administrative council for running the activities and operations of M & E activities					
There is strong relationship management in the organisations whose focus is on M & E processes and systems					
B: TRAINING PRACTICES					
The organization has got skilled personnel who gather information on the performance of programs					
The organization has skilled personnel with adequate capacity to analyze data.					
The project evaluation officers are knowledgeable in the day- to-day management of project evaluation tools.					
Result-based performance is factored into personnel assessments					

The training practices provide the intended outcomes of the programme.					
The training practices provides the planned outputs of the programme					
Training practices has provided technical support and guidance to project staff of NGO's Projects					
Training practices is recognized to be a significant, but complex, multidimensional predictor of job satisfaction in					
C: QUALITY MANAGEMENT PRACTICES					
Monitoring system owned by users is likely to generate					
Data collected when measured reports on outputs that reflect					
Good system identifies key issues as well as root of problems that the organization wants to address					
Data collection activities conducted legally with due regard to the welfare of those affected by its results					
Frequently collected data enables to track trends as well as understand project intervention					
Data collected provides clear indicators to identify key areas to focus on during implementation					

D:ORGANISATION PERFORMANCE					
All staff get feedback after measurement of project activities					
The organization has adequate capacity to commission evaluations					
The organization has adequate capacity to conduct evaluations					
There exists a management information system or database to					
Overall project evaluation tools meet the information needs of staff					
The organization has essential tools or equipment for data					
The organization's M&E materials that are available target					
The organization's M&E materials that are available support					
The organization's M&E materials are available for use					

**Appendix II: Key Informant guide For (Wakisa Ministries Uganda Programme
Directors/CEO'S, Programme Managers).**

I am **AHMED SADAK NUR WARSAME**, a student of **Mount Kenya University** pursuing Master degree of in project planning and management of **Mount Kenya University**. I am collecting data on *Project Evaluation Practices on Performance of Non-Governmental Organisations in Uganda: A Case of Wakisa Ministries*. Therefore, you have been identified as a key person to give accurate data about the study. The study is purely academic and all data provided shall be treated with confidentiality. Kindly spare a few minutes to answer the questions and provide the valuable information following the directions in the questionnaire.

Monitoring and evaluation (M&E) Stakeholder involvement

1. How do Wakisa Ministries project develop risk management plans to prevent and manage their impact.
2. Are stakeholders engaged developing monitoring and evaluation plans? How are they involved?
3. Do Project stakeholder plans are broken down (detailed) before activity implementation starts. How do project conduct implementation planning including decomposing of activities.
4. How are stakeholder engaged in project baseline values for project goals and outcomes.
5. How are baseline results used by partners to improve and refine project objectives.
6. How are Baseline results used for project monitoring and evaluation?
7. How do partners participate in developing Project data collection tools?
8. How is project monitoring data collected and analyzed?

9. Do stakeholders adequately participate in project data collection process?? How do they participate?
10. Are there data entry and analysis systems for monitoring data? How is data analysis conducted?

Monitoring and Evaluation Training Practices

1. Are most significant changes are documented on regular basis? How are significant changes collected?
2. How Lessons from evaluations are adequately documented
3. How are significant change stories and best practices shared with stakeholders?
4. Is there a communication plan for programme monitoring and evaluation information?
Who are the stakeholders to whom information is communicated to and how??
5. Are there avenues for stakeholders provide feedback on quality and completeness of reports. How is this done?
6. How is Monitoring and evaluation information used by staff and stakeholders to undertake changes and decision making.
7. How has Monitoring and evaluation promoted innovations in programmes

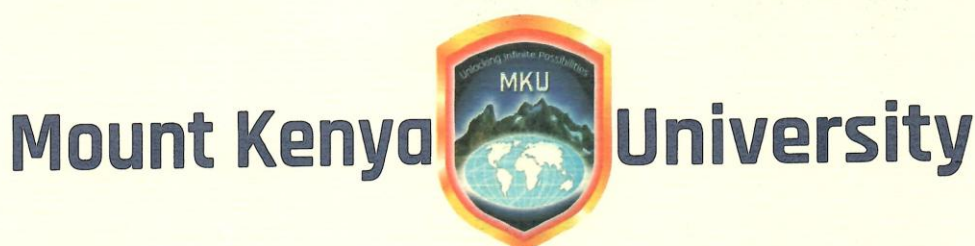
Monitoring and evaluation quality management practices

1. What are existing project internal quality control checks and review procedures for project monitoring data?
2. Do project staff have relevant skills and knowledge to conduct data quality checks and reviews? How is this manifested?
3. Do projects conduct site visits are done to verify accuracy of monitoring data?
How effective are the site visits?
4. Are there Project audits are regularly done to assess project risks?

5. Are Audit reports are shared with staff and project stakeholders? How are audit recommendations utilized to prevent and mitigate risks identified by audits
6. How are programme reviews and Audits contributing to effectiveness of the programme?
7. Are Staff and stakeholders are trained in monitoring and evaluation, Which components of M&E are they trained in?
8. How do stakeholders utilize monitoring and evaluation information?
9. How do Wakisa Ministries staff and stakeholders conduct quality assurance reviews and checks?



Appendix III: Introductory letter



DIRECTORATE OF GRADUATE STUDIES

MPAM/2017/74862

18th March, 2024

TO WHOM IT MAY CONCERN

Dear Sir/Madam,


RE: AHMED SADAK NUR WARSAME – REGISTRATION NO. MPAM/2017/74862

The purpose of this letter is to introduce the above named student who is pursuing **Master of Arts in Public Administration and Management** in the department of **Management** in the school of **Business and Economics**

The title of the research is **“Project Evaluation Practices on Performance of Non-Governmental Organizations in Uganda: A Case of Wakisa Ministries.”** It has been cleared by the University’s Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **March, 2024 and May, 2024.**

Any assistance accorded to the student will be highly appreciated.

Thank you.


Dr. Samuel M. Karenga, Ph.D.
Director, Graduate Studies

Enc.

Mount Kenya University
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Office of the Director
Graduate Studies

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Email: info@mku.ac.ke, Web: www.mku.ac.ke
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Unlocking infinite Possibilities

Appendix IV: ERC letter



REF: MKU/ISERC/3539
TO: AHMED SADAK NUR WARSAME

Date: 18 March 2024

REG: MPAM/2017/74862

Dear Sir/Madam,

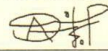
RE: PROJECT EVALUATION PRACTICES ON PERFORMANCE OF NON GOVERNMENTAL ORGANISATIONS IN UGANDA: A CASE OF WAKISA MINISTRIES

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2583**. The approval period is **18/03/2024 - 17/03/2025**.

This approval is subject to compliance with the following requirements;

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Yours sincerely,



Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC

The Chairman
Mount Kenya University
Ethics Review Committee
P.O. Box 342 - 0100, Thika

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Cell: +254 709 153 000 / +254 709 153 200
Email: info@mku.ac.ke, Web: www.mku.ac.ke
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Appendix V: Turnitin Report



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