PROJECT MANAGEMENT PRACTICES AND OPERATIONAL PERFORMANCE OF DISTRICT LOCAL GOVERNMENTS IN EASTERN UGANDA : A CASE STUDY OF MBALE DISTRICT LOCAL GOVERNMENT

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DECLARATION

This dissertation is my original work and has not been presented and or published for award in any institution of higher learning.

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APPROVAL

I the undersigned confirm that the work in this dissertation was done by the candidate Muduwa Peninah Joan under my close supervision

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DEDICATION

I am pleased to dedicate this research work to my Parents Mr. & Mrs Wasukira Arthlae not forgetting my Sisters Namataka Pouline, Wambede Suzan and Wasukira Jackline Racheal who encouraged me upgrade in the course. I am blessed to have you by my side.

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I express my deepest appreciation to the wonderful people and professionals who led me through this research period.

Above all, for the entire study I acknowledge that the Lord God Almighty has been the pillar of all this, I am thankful to Him for giving me the Grace, Peace, courage, Wisdom and life to see the road to my destiny he predestined (Jeremiah 29:11).

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LIST OF ABBREVIATIONS

CVI	-	Content Validity Index
MDLG	-	Mbale District Local Government
MoLG	-	Ministry of Local Government
PM	-	Project Management
SPSS	-	Statistical Package for Social Sciences

ABSTRACT

The study examined the effect of project management practices on operational performance of Mbale District. The objectives under this study included examining the effect of project planning, implementation and monitoring on operational performance. The study employed a cross sectionla design and also adopted a mixed approach of both qualitative and quantitative approaches. The study population was 85 from which a sample size of 70 was picked based on Krejci and Morgan (1970) table. Simple random and purposive sampling were used in selecting the respondents.

the study findings revealed that project planning is significantly correlated to operational performance by 30.4% at p= 0.025. In terms of the effect, project planning accounts for 9.2% of the variations in organisational performance. project implementation is significantly correlated to operational performance by 40.5% at p= 0.002. In terms of the effect, project implementation accounts for 16.4% of the variations in organisational performance. project monitoring is significantly correlated to operational performance by 56.6% at p= 0.000. In terms of the effect, project monitoring accounts for 32% of the variations in organisational performance. The study concluded that having proper project management practices in place more so for local government plays a significant role in ensuring improved operational performance.

The study recommends that; the district should put more emphasis on ensuring that routine planning for projects is encouraged as this shall help in developing proper and accurate budgets for the various projects undertaken by the district. the district should put more emphasis on ensuring that proper project monitoring practices are ensured at the district. The district should put more emphasis on ensuring that routine monitoring of projects at the district is done as this shall help ensure that variations in what was planned and what is being done is in close match

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This study examined the effect of project management on operational performance of Mbale district local government. The independent variable of the study is project management and the dependent variable is operational performance. This chapter covered the background to the study, statement of the problem, objectives of the study, scope of the study, justification, significance of the study, conceptual framework and definition of operational terms.

1.1 Background to the study

1.1.1 Historical Perspective

Operational performance is traced back towards the end of the 18th Century (Mohsan et al., 2011). During that time, influential people like Adam Smith exposed the weaknesses of the 'laissez-faire' system and this helped push the industrial revolutionists realize the need for state intervention. This paved way for management in industry and business to be reflected in the political stances that will be being made. In order to evaluate staff productivity, performance rates were introduced in the early 1920s (Armstrong and Baron, 1998 as cited in Nabukwasi, 2023). The process of improving performance continued through the mid- 19th century particularly in 1957 with the likes of McGregor (1957) where focus will be shifted around personality traits of the individuals. Performance in the health sector dates back to 1960 and it was seen as a collection of uncoordinated events.

According to Daniel (2019), project management integrates the project management process of initiation, planning, executing, monitoring, controlling and closing, progressively through the

project life cycle with the aim of satisfying the stakeholders and constituents according to the project's established requirements. Project Management existed since the creation of the Earth. It is arguable that project management dates back to human creation (Mapepeta, 2016). Throughout history, ingenious architects and engineers have delivered impressive projects such as the great Pyramid of Giza, The Great Wall of China, the Coliseum, the hanging gardens of Babylon and the Stonehenge among others (Kaufmann & Kock, 2022). Those architects and engineers were serving their primary roles of engineers and architects as well as project managers. In order for these projects to succeed, these engineers turned into project managers, had to carefully think about all the processes of the project starting with the initiation and planning phases to execution and monitoring all the way to closing of the project (Amirtash *et al.,* 2021). Project management has existed for thousands of years since the Egyptian era; however, it has been about half a century ago that most business entities appreciated the systematic application of project management tools and techniques to complex projects (Morris, 2011). During the early 1950s, Navy employed modern project management methodologies in their Polaris project. During the 1960s and 1970s, Department of Defense, NASA, and large engineering and construction companies utilized project management principles and tools to manage large budget, schedule-driven projects (Meredith et al., 2020). The manufacturing and software development sectors started to adopt and implement sophisticated project management practices in the early 1980s. By the 1990s, the project management theories, tools, and techniques were widely received by different industries and organizations. Project management increased its dominance in all sectors by the turn of the twentieth century which has seen a huge interest from many academics including professionals who started seeking certification in this field. With much generated

interest, many professionals jumped guns from their fields of study to join the band wagon of modern project management (Mounir, 2013).

1.1.2 Theoretical Perspective

This study was guided by the systems theory by Ludwig von Bertalanffy in 1945. The systems theory has been used for decades as an analytical approach to understand the operation of complex systems. According to Mutong'Wa & Khaemba (2014), a system is a set of several independent and regularly interacting units or subsystems that work together to achieve a set of pre-determined objectives. Therefore, systems theory provides a framework for defining the subject entity, creating a formalized model of the entity, hence enabling the ability to understand the entity in terms of the elements and their properties, and thereby understanding results (Mutong'Wa & Khaemba, 2014). Systems theory states that real systems are open to, and interact with, their environments, and that they can acquire qualitatively new values through emergence, resulting in continual evolution. Mbale DLG can make use of the systems theory to experiment the effectiveness of their systems and projects in delivering the set objectives.

The study also employed the goal-setting theory advanced by classical philosophers Locke and Latham (2002). The theory prostrates that conscious goals affect action and therefore policy outputs in the form of services. The goal of the health sector is to have a healthy population that contributes to national development. The implication of the implication and relevance of the goal-setting theory is that when health facilities are established, the set goals, missions, and objectives are translated into activities. The set activities are aspirations of the citizens and in this case, quality health provisions that are properly planned for, resources allocated and implemented to achieve outputs in the form of services, and during implementation, leaders and concerned stakeholders monitor the implementation process.

1.1.3 Conceptual Perspective

Project management refers to the process of making decisions and operationalizing certain strategies and tactics in order to achieve effective project implementation (Khan, Turner & Maqsood, 2013). It is a strategic competency that enables entities to link project outcomes to business goals (PMI, 2013). For organizations running several short-term customer projects, project management is designed to control their resources in a given activity within the constraints of time, cost, acceptable level of performance and good customer relations (Mir et al., 2014).

Project planning refers to processes performed to ascertain the total scope of the effort, define and refine the objectives, and develop the course of action required to attain those objectives. Project planning can as well refer to different project activities that will be performed; the products that will be produced, and describes how these activities will be accomplished and managed (Aha, Nau and Munoz-Avila (2014). The main activities here entail identifying each major task, estimating the time, resources and cost required, and provides a framework for management review and control. It entails a set of plans which will help through execution and closure phases of the project. The plans, which are done during this phase, will help the organization to manage time, cost, quality, risk and related issues. It will also help to manage project team to deliver project on time (Ondiek, 2020).

Project cost planning knowledge area includes the processes of cost estimating and cost budgeting. The main objective of cost planning knowledge area is to complete the project within the approved budget (PMBOK, 2004). The project budget is very important and influences all areas in both planning and execution of a project. It is important to keep track of total costs as well as costs for different work packages in a project (Guoli, 2010).

Project scope management planning is a process to ensure that the project includes all the work required, and excludes the work that is not required, to complete the project successfully. This planning knowledge area consists of scope planning, scope definition, and creates WBS (PMBOK, 2004). A clear project scope facilitates for the project organization to realize the actual magnitude of the work and creates an understanding for the achievements that are required in the project (Briner, Hastings, & Geddes, 1996)

Asat, Maruhun, Haron and Jaafar (2015) noted that operational performance is an organization's ability to achieve its goal through the application of available resources efficiently and effectively. Performance begins with objective setting by top management answering the question 'What does the organization exist to do?' Once organizational purpose is established, it has to be translated into required contributions at the level of departments and units; thus, in health services, effectiveness, efficiency, equity, and Humanity should be considered while address capacity utilization, service delivery speed, and accountability. Goodwin, Gruen &Iles (2005)

Operational performance is measured by either subjective or objective criteria; and arguments for subjective measures include collecting qualitative performance data; for instance, Value for Money is not paying more for a good or service; however, it includes economy (cost minimization), and efficiency (output), (Brennan and Soloman, 2008). Appropriate operational performance measures are those which enable organizations to direct their actions towards achieving their strategic objectives, (Donald and Delno, 2009). According to an online article by Louise (2016), operational performance relates to how successfully an organized group of people with a particular purpose perform a function. High operational performance is when all the parts of an organization work together to achieve great results with results being measured in terms of

the value delivered to clients. (Louise, 2016) noted further that in order to achieve the desired performance, the strategic objectives, organizational structure, business performance measures, allocation of resources and processes, values, culture and guiding principles, and the reward structures have to be considered, since they are inter-related and a change to one will impact one or more of the others; therefore, performance is getting all of these parts to work in harmony in order to achieve great results. Performance indicators help to evaluate and measure how an organization succeeds in realizing its objectives to all its stakeholders, (Antony and Bhattacharyya, 2010).

1.1.4 Contextual Perspective

Under the act, Mbale DLG has the mandate for among other things, land use planning and delivery of infrastructure and other social services to the people. The district is also charged with the responsible for overseeing urban development, which is governed by various legislative acts. However, like any other local government, Mbale district local government has experienced challenges in completing its projects which its carrying our more so road, health and education projects due to lack of capacity and resources to carry out many of their functions and responsibilities (ACODE, 2020). Most of the district projects are delayed or stalled affecting development in the area. In addition to this, the district has in place well-trained and competent staff who help in project management as a means of ensuring smooth flow of and accessibility to timely and quality project deliverables by the populace (State of Affairs report, 2020/2021).

Mbale District Local Government uses the PPDA Act 2003 and PPDA Regulations 2014 to guide in procurement (PPDA Act 2003: PPDA Regulations 2014). Mbale DLG has a Procurement and Disposal Unit (PDU) to manage and coordinate all procurement and disposal activities of the district in order to ensure improved performance. However, the quality of

services offered the district are still comprised because of the delays in the procurement of requirements to allow smooth service deliver (Task Force on Public Procurement Reform, 2023). The PPDA report (2017) noted that in eight (8) contracts worth UGX 474,609,704 in Mbale District, providers executed contracts beyond the contract periods indicated in the signed contracts and failed to complete contracts within the contractual timelines. Proper project management is crucial in ensuring value for money hence late delivery is poor indicator of operational performance. It is against this backdrop that this research was carried out.

1.2 Statement of the problem

Ideally, there seems to be a general belief that project management practices comprising of proper planning, implementation, and monitoring significantly improves the quality of any project operational performance (Wanjala, et al., 2017). Indeed, as empowered by the central government and other donors, Mbale DLG undertakes and manages a various project including schools, roads and health centre construction projects funded by the central government and other donor agencies such as SUGAR – Taf, Intra Health, and USAID among others to ensure smooth coordination, timely, accessible, quality, and sustainable of project works (Civil Society Budget Advocacy Group, 2022). In addition to this, the district has in place well-trained and competent staff who help in project management as a means of ensuring smooth flow of and accessibility to timely and quality project deliverables by the populace (State of Affairs report, 2020/2021).

However, little success has been realized in terms of project success as most of the projects that the district undertakes remain incomplete at the end of the project life (Management Report, 2023). This poor performance of the projects is closely attributed to absence of sufficient funds to complete projects, limited skilled manpower to carry out the monitoring activities which has

denied an opportunity to people in the community to benefit from these projects. A report by the district Public Accounts Committee indicates that majority of the projects that were successfully completed were of poor quality and did not give value for money. The committee cites lack of stringent monitoring as a key factor to this continued poor project works in the district (PAC Report, 2019/2020). The committee also points out that over 15 class blocks assigned to various contractors in various primary schools in the district remained incomplete despite the efforts to monitor by the district. This situation if not addressed by fail all efforts to ensure better project operational performance in the district. It is therefore, against this backdrop that this study is to be carried out to investigate the effect of project management practices on operational performance in Mbale DLG.

1.3 Objectives of the study

1.3.1 General Objective

To establish the effect of project management practices on operational performance of Mbale District Local Government

1.3.2 Specific Objectives

i. To find out the effect of project planning on operational performance of Mbale District Local Government
ii. To establish the effect of project implementation on operational performance of Mbale District Local Government
iii. To assess the effect of project monitoring on operational performance of Mbale District Local Government

1.4 Research Questions

i. What is the effect of project planning on operational performance of Mbale District Local Government

ii. What is the effect of project implementation on operational performance of Mbale District Local Government

iii. What is the effect of project monitoring on operational performance of Mbale District Local Government

1.5 Scope of the study

1.5.1 Content Scope

This study focused on the effect of project management on operational performance. The independent variable of the study was project management with dimensions of project planning, implementation and monitoring. On the other hand, the dependent variable is operational performance with dimensions of accessibility, quality of work, and timeliness.

1.5.2 Geographical Scope

This study was carried out at Mbale district local overnment located in Eastern Uganda. The district is located 225 kilometers (140 mi), by road, northeast of Kampala, Uganda's capital and oldest city, on an all-weather tarmac highway. The town lies at an average elevation of 1,156 meters (3,793 ft.) above sea level. The coordinates of the city are 1°04'50.0"N, 34°10'30.0"E (Latitude: 1.080556; Longitude: 34.175000.

1.5.3 Time Scope

The study covered a period between 2019 and 2023. This period of four years was deemed realistic to better understand how project management affects operational performance in Mbale

district local government. This is also the period between which operational performance in the district has been at its least.

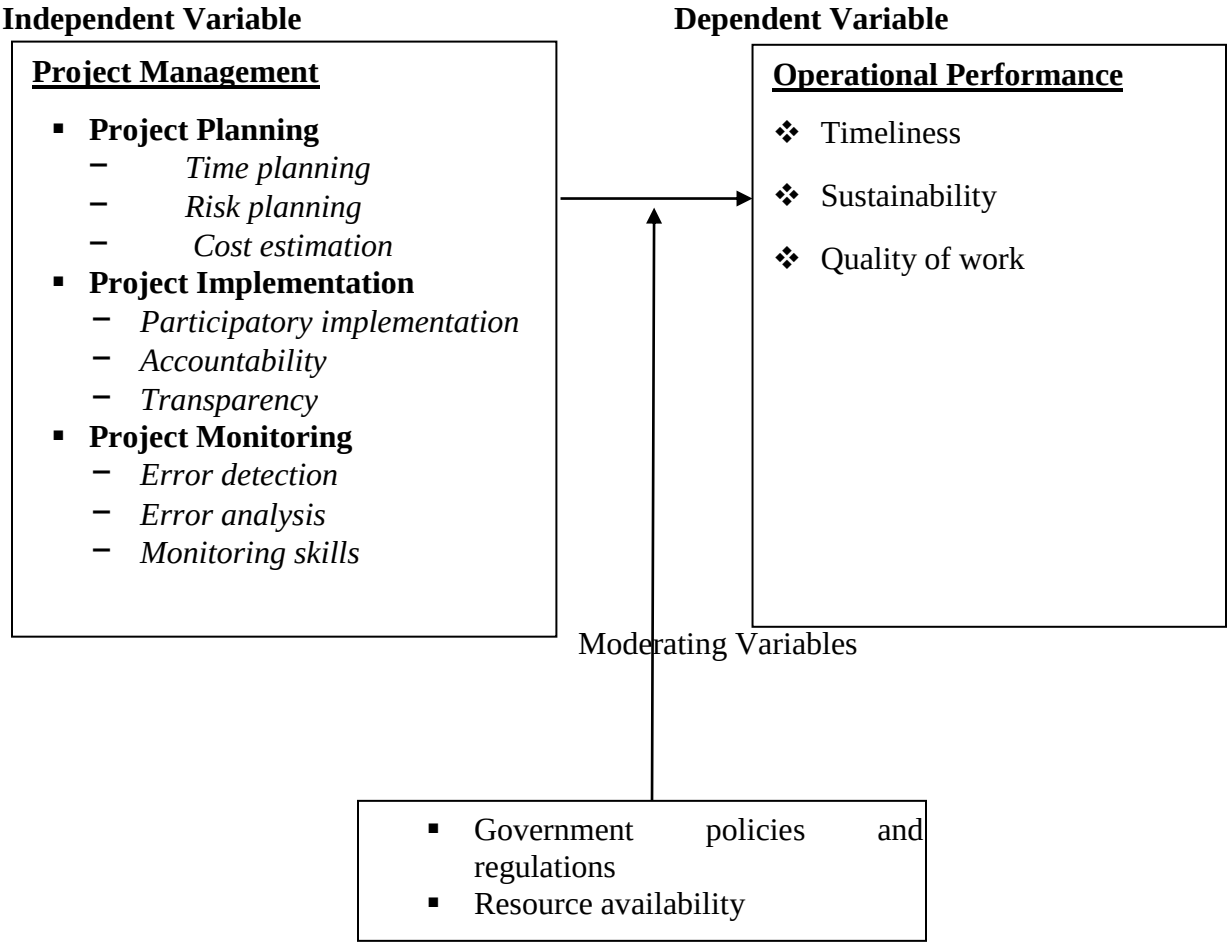
1.6 Significance of the study

Policy makers; The study findings can used by MDLG to improve on policy formulation and their operational procedures as they work to improve operational performance. The policy makers may further use the recommendations of the study in coming with an effective model of involving the sectors stakeholders for effective work schedule of various projects undertaken at local government level.

Government funded and Project developers/clients can also benefit from the findings of this study and therefore achieve greater success in their construction projects. This is because they may apply the findings of this study in ensuring planning challenges faced in project implementations are successfully mitigated. This shall also ensure that timelines are highly respected to get all projects completed on time.

The findings of the study also add to the existing body of knowledge on project management and its impact on operational performance. By focusing on a specific context, Mbale District, the study contributes to the understanding of project management in Uganda and provides insights that can be applicable to similar settings. It serves as a reference for future research and enables a deeper analysis of the effect of project management on operational performance.

1.7 Conceptual Framework



Source: Researcher (2023)

Fig 1.1 Conceptual Framework

Figure 1.1: is the conceptual framework hypothesizes a relationship between project management and operational performance. According to the conceptual framework above, project planning is measured by project planning, project implementation and project monitoring. Operational performance is measured in form of: timeliness, quality of work and accessibility. The conceptual framework hypothesizes that project management in Mbale district ultimately leads to improvements in the performance in Mbale DLG.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents the literature that was employed to aid this study. It mainly focuses on the theoretical review and empirical literature review as per the study objectives.

2.1 Theoretical Review

This study was guided by the systems theory by Ludwig von Bertalanffy in 1945. The systems theory has been used for decades as an analytical approach to understand the operation of complex systems. According to Mutong'Wa & Khaemba (2014), a system is a set of several independent and regularly interacting units or subsystems that work together to achieve a set of pre-determined objectives. Therefore, systems theory provides a framework for defining the subject entity, creating a formalized model of the entity, hence enabling the ability to understand the entity in terms of the elements and their properties, and thereby understanding results (Mutong'Wa & Khaemba, 2014). Systems theory states that real systems are open to, and interact with, their environments, and that they can acquire qualitatively new values through emergence, resulting in continual evolution. Mbale DLG can make use of the systems theory to experiment the effectiveness of their systems and projects in delivering the set objectives. For example, studies (Wishart, 2006; Bangens & Soderberg, 2008) show that utilizing system theory in managing projects can be a strategy for the district to keep project costs low and improve service provision. The relevance of systems theory to this study cannot be overemphasized as it focuses on the importance of planning, implementation and monitoring as a way of providing regular feedback that is used to improve the performance of the district (Rahab, 2018).

The Goal-Setting Theory by Locke and Latham (2002).

The study also employed the goal-setting theory advanced by classical philosophers Locke and Latham (2002). The theory prostrates that conscious goals affect action and therefore policy outputs in the form of services. The goal of the health sector is to have a healthy population that contributes to national development. The implication of the implication and relevance of the goal-setting theory is that when health facilities are established, the set goals, missions, and objectives are translated into activities. The set activities are aspirations of the citizens and in this case, quality health provisions that are properly planned for, resources allocated and implemented to achieve outputs in the form of services, and during implementation, leaders and concerned stakeholders monitor the implementation process.

The theory further suggests that to stimulate high motivation and performance, the target must be specific and difficult. The specific target affects motivation by encouraging people to contribute more input to their jobs and helps people to focus their inputs in the right direction the difficult target is hard but not impossible. Regardless of if the target is difficult or specific, when managers set these targets; their subordinates must accept the target or agree to work towards attaining them (Jones and George 2006). The benefits that accrue from challenging, specific targets have been demonstrated in hundreds of laboratories and field studies. Such a target positively affects the performance of individual groups, organizational units as well and the entire organization (Baum and Locke, 2004). By providing direction and a standard against which progress can be monitored, challenging targets can enable people to guide and refine their performance (Baum, Locke, and Smith, 2001).

The theory relates to the study in such a way that in Mbale DLG, when undertaking any projects more especially at the planning phase, goals are set and these goals are aligned with the needs of

the different departments and individuals who provide services to the populace. By setting such goals, it means that during project planning, different stakeholders and different departmental heads present their views for their departments with clear targets, project implementation is done to ensure that the set goals are attained and the project committee ensures that variances in the budget are minimized to the greatest level and this enables the organization to improve quality of outputs in terms of quality, timely delivery, accessibility and sustainability. However, this is not always the case because at times these goals tend not to address the actual problems with project performance.

2.2 Empirical Literature Review

2.2.1 Effect of Project Planning on Operational Performance

The main objective of developing a project plan is to ensure consistent, coherent document that can be used to guide project execution and control (Gupta, Aha, Nau, & Munoz-Avila, 2014). The plan should include general plans regarding all areas of the project such as; project objectives, time schedule, budget among others (PMBOK, 2011). Since project plan is the main document developed in the planning process and it is very important to allocate sufficient amount of time and resources for this process. A project with a poor developed project plan is most likely to be poorly executed with high costs and delays as a result (Antvik & Sjöholm, 2007). A study by ONDIEK (2020) found that a positive relationship existed between success of road construction project and project time planning, project scope planning, project cost planning and project risk planning. However, the research focused more on the construction and not in a local government setting.

Even when there is effective project planning, the priorities go unattended to due to competing priorities in the health sector. The demand for health infrastructure, equipment, allowances for health workers and salary increment make it difficult to translate citizen health policy demands into action (Rachman, 2014). According to (Namawa, 2018), planning is part of project management process and therefore, project management entails a long range planning, strategic planning and short term planning. Further, he emphasizes that short term budget planning must accept the environment of today, and the physical and financial resources available to the organization in order to achieve better service delivery. He further alludes that budget planning involves selecting objectives and action to achieve them. It is looking ahead and preparing for it, which links it to budgeting. He adds that through budget planning the organization is able to assess where it is supposed to be in terms of objectives and goals and it comes also from the information system.

A study by Goncalve (2014) on whether project planning in Brazillian municipalities affected expenditure patterns. However, this study adopted only secondary data and ignored primary data which is helpful in gathering more information to beef up the finding and therefore, this study will consider both sources of data and not base on only one. In a similar manner, Nayak and Samanta (2014) also carried out a study on the role of public involved in project planning in West Bangal, India and the study found out that proper planning for projects gives citizens an opportunity to raise concerns about projects in their communities when allowed to take part in planning. However, this study does not address the actual problems facing a developing country like Uganda with local government less funding.

The cost estimation should be based on the project scope, the WBS and be connected to the project plan. To reach a correct estimation it is important that each activity is estimated based on

the conditions of the execution of the specific activity. Since there often are several factors that are uncertain in a project, a reserve cost can be assigned to activities with a low level of detailed information or work packages with potential high financial risks (Adisa Olawale & Sun, 2010). Cost budgeting involves aggregating the estimated costs of individual schedule activities or work packages to establish a total cost baseline for measuring project performance. The project scope statement provides a summary budget. However, schedule activity or work package cost estimates are prepared prior to detailed budget requests and work authorizations. Management contingency reserves are budgets reserved for unplanned, but potentially required, changes to project scope and cost.

2.2.2 Effect of Project Implementation on Operational Performance

There is continued need for careful review of project implementation so as to ensure proper utilization of scarce resources. This phase in the project process requires advanced programs of actions and high quality of service (Obadiah, 2010). He further noted that despite the importance of project implementation and its links in the organization structure there is little on how local authorities' project implementation is monitored in local governments. Opiyo (2014) observed that project implementation depends on adequate planning. Mulwa (2004) observed that at times projects run out of resources prematurely leading to premature termination in their implementation, the author also asserts that premature depletion of projects' resources can be caused by bureaucratic bottle-necks that lead to delays in resource requisition and delivery. This could be attributed to poor communication and co-ordination between the project site and the funders or between project management and organizational authority. Funders rely on budget lines and total budget costs before they wire funds into the institutional accounts. All these have to be done within a set period. Occasionally, organizational authority changes priorities that lead

to diversion of resources to another use that may be perceived as urgent. Mulwa (2008) further adds that poor or inaccurate estimates in the initial planning also cause premature project resource depletion; that in most cases result from failure to anticipate contingency costs and possible fluctuation of prices due to inflation. Clungston, Howell and Dorfman (2010) noted that autonomous work teams can help to have the budget successfully implemented to realize better service delivery. Furthermore, unclear job description will result in a huge financial burden for management, in terms of productivity and performance (Mcveigh, 2013). However, the worker would rather desire having proper job specifications, which will result in greater physical comfort and convenience. The absence of clear job specifications, amongst other things, can impact poorly on the successful implementation of the budget. Authors in the Human Resource field speak increasingly of the need to ensure successful budget implementation by nurturing 'affective commitment,' or, simply put, an employee's desire to remain a member of a particular organization for motives beyond compensation or obligation (Dixon & Chung, 2014). In a study by Mukhongo (2021), findings revealed that project implementation determinants namely executive commitment, user involvement, project team capability and project management approach positively influenced implementation of IT projects. However, the study focused more on IT projects and not the operational performance of an entity and hence leaving a contextual gap to be filled by this study.

Wasti (2003) allude that corporate practices have an effect on successful project implementation, influencing the effectiveness and efficiency of the organization. Therefore, it would be important to assess the organization's culture. Employees may be less committed to the organization due to the poor existing practices and related changes, which may result in organizations not surviving the recession. As such it is also important to measure the commitment levels of the organization,

as committed employees will likely be effective and efficient in their work, making sacrifices to achieve the organization's goals leading to the success of the organization. A study by Nyageng'o (2014) carried out to identify determinants to effective project implementation among local authorities in Kenya and the findings of the study revealed that effective implementation improved performance in terms of service delivery in local authorities.

2.3.3 Effect of Project Monitoring on Operational Performance

Project monitoring is a deterrent process against misappropriation of funds in terms of procedures and rules that establish the boundaries of performance behavior. Proper monitoring of projects ensure efficient and cost-effective execution of programs within a system of proper accountability (Briston, 1981). The author further notes that the existing project monitoring arrangements must be complemented by further improvements in the overall program for better project execution in accordance with approved work programs so as to ensure better performance. Proper project monitoring that entails routine collection and analysis of data to track the progress of a project is crucial for improved project performance (Maendo et al., 2018). The authors further noted that monitoring of key projects is highly recognized as an indispensable management function as it assists in tracking the progress of projects. According to Wanjala et al., (2017), monitoring practices entail continuous routine in the tracking of key elements of project implementation performance that is: inputs (resources, equipment) activities and outputs, through recordkeeping and regular reporting through assessment of an on-going or completed project to determine its actual impact against the planned impact in relation to its design, implementation, and results. However, monitoring practices implementation has been a challenge over years, organizations have crumbled due to failure to master monitoring best practices in the performance of their projects.

In a study by Harold (2013), the findings revealed that possessing proper knowledge about monitoring assists project contractors and managers to effectively monitor and evaluate the infrastructure projects and therefore improve the performance of the projects. The research also indicated that project managers of road infrastructure projects need to know the extent to which their projects are meeting the desired client standards. Furthermore, the study indicated that information generated through monitoring and evaluation enables the project managers to make better decisions that will lead to better performance of road infrastructure projects. Relatedly, Harries and Reyman (2010) in their study found out that project managers need to be able to identify the purpose and scope of the monitoring system, plan for information reporting and utilization, collection and management of data, analysis of data, monitoring and capacity building of human resource. However, the study by Harries and Reyman (2010) was conducted in 2010 and therefore, the findings have been overtaken by events and this it makes it inevitable for thi research to be carried out using fresh data collected in 2024. Further still, Kabwegyere & Kiyega (2010); Kerzner (2011) study points out the key monitoring activities in a project which comprise of; initial needs assessment, project design logical framework and base line study. They further argued that monitoring system should focus on the usage of project inputs and the effectiveness of the project implementation process to ensure that the final road project attains the desired quality.

According to McRae (2013), managers posing the right skills in project monitoring boosts the performance of construction firms in terms of quality and time taken to complete the projects. Provision of training to managers assists to empower to make better decisions and provide better quality goods and services. Similarly, Ghura (2013) posits that adequate and timely planning of

project monitoring personnel can significantly prevent cost overruns in road infrastructure projects.

Another study by Kenyonga (2017) on *effect of Monitoring and Evaluation on Performance of Universal Primary Education Schools in Local Governments of Uganda indicated that* all dimensions of M&E had a positive effect on performance of UPE schools. However, the study concentrated more in primary schools and does not address the problem of monitoring at Local government level and hence leaving a contextual gap to be filled by this study. Wanjala et al., (2017) in their study revealed that monitoring practices have a significant positive relationship with project performance. However, the study was carried out in Kenya which a different work environment from that of Uganda and specifically in a local government setting like Mbale district.

2.4 Summary of literature

According to the literature, project planning phase that allows free participation of all stakeholders provides both managers and employees with a sense of belonging and increases the possibility that they will make greater attempts to achieve the organizational project goals. This approach when applied during project planning is more effective and gets people to be more inclined to attempt to achieve project goals if they have been consulted in the project planning exercise. Inaccurate estimates in the initial project planning also cause premature project resource depletion; that in most cases result from failure to anticipate contingency costs and possible fluctuation of prices due to inflation. The literature reviewed also indicates that from the many studies carried out, none of the studies was carried out in Mbale district local government and hence this leaves a contextual gap to be filled in this study. In addition, majority of the research as reviewed is based on quantitative findings and hence this leaves a methodology gap

which will be filled by this research by deploying both a mixed approach. Also, most of the studies reviewed were carried out some time back and the findings have ben overtaken by events hence making this study relevant by collecting new data in 2024.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents the methodology used in this research. This section mainly focused on the research design, study population, sampling procedures and sample size, data quality control, measurement of variables, data collection methods and techniques, ethical considerations and anticipated research constraints.

3.1 Research Design

The research adopted a cross sectional study design. This design was employed in this research because the main aim was to collect data to answer questions concerning the status of the subject of the study at one single point in time. The design also permits the founding of causal relationships and is cheap to use (Sarantakos, 2005).

In addition to the above design, the research as well adopted a mixed approach of both qualitative and quantitative approaches. The quantitative approach was adopted because of its flexibility form of multiple scale and indices that pays attention to the same construct which allows many responses from different respondents (Ahunja, 2005). On the other hand, the essay or narrative method, otherwise known as the qualitative approach, was adopted because enabled the researcher to discover the behaviors, perspectives, and experiences of the people under study (Rahman, 2020). This means that qualitative researchers study things in their natural settings and try to make sense of it or interpret phenomena in terms of the meaning that people bring to them.

3.2 Study Population

Babbie (2012) and Zikmund (2012) defined study population as the aggregation of elements that shares common characteristics from which a sample is selected. Records from personnel section of Mbale District indicate that there are 80 employees at the district. Therefore, the study population was therefore be 85 respondents which comprised of 10 – Top Management staff (including 1 - CAO, 1 - Deputy CAO and 08 - Heads of Department), 30 – District Councilors and 45- Other established employees. This population is considered because made up of people who directly engage in project management from the start to the end.

3.3 Sampling Procedures

3.3.1 Sample Size

The sample size was determined by Krejci and Morgan (1970) table, the total number of employees at the district is 85 and therefore, based on these a representative 70 respondents were selected to participate in the study.

Table 3.1: Sample Size and Sampling Technique

Category of Respondents	Population	Sample Size	Sampling Technique
Top Management Team	10	08	Purposive sampling
Other established employees	45	37	Simple random sampling
District Councilors	30	25	Simple random sampling
Total	**85**	**70**	

Source: District staff list (2023)

3.4.2 Sampling Techniques

Simple random sampling technique is flexible and gives equal chances to respondents to be in a sample (Amin, 2005). In a simple random sample of a given size; all such subjects of the frame are given an equal probability. Each element of the frame thus has an equal probability of

selection; the frame is not subdivided or partitioned. This minimizes bias and simplifies analysis of results. In particular, the variance between individual results within the sample is a good indicator of variance in the overall population, which makes it relatively easy to estimate the accuracy of results. This method was used to sample other established employees in the district and district councilors.

Purposive sampling

As suggested by Amin (2005) that purposive sampling is suitable to select individuals within the sample who have specialized information or experiences about the study problem by virtue of the position they hold. The researcher employed purposive technique to sample top management to get the required information on how succession planning practices have been implemented and how this affects operational performance. This technique helped in leading the researcher to respondents with needed information in the short time that is available for research.

3.5 Data Collection Tools and Methods

3.5.1 Data Collection Methods

Questionnaire

Questionnaires are very appropriate for collecting information regarding surveys that deal with the perception of the variables. The questionnaires were self-administered to the respondents who will be able to read and answer questions without being influenced by the interviewer. A structured questionnaire was the main instrument of data collection for the study. A Likert type of questionnaire was designed for the other established employees as respondents to explore their responses regarding the different statements describing the key variables of the study. The main advantage of self-administered questionnaires is that the researcher or member of the research

team can take control and ensure that all the completed questionnaires are completed within a short period of time (Sekaran, 2003).

Interviews

Interviewing is a method of data collection where the investigator is given a chance to gather data through direct verbal interaction with participants (Amin, 2005). The researcher employed oral face to face dialogue to collect data from selected key informants among the staff at top management at the district. The researcher chose the above category of respondents because they are key and central among the respondents. An interview schedule consisting of open-ended questions were designed and this enabled probing thus obtaining of in-depth information. Information solicited by this instrument helped the researcher to enhance response from the self-administered questionnaires and make it possible for the researcher to cross examine some key issues in the research. Interviewing is a good method for producing data based on information priorities, opinions, and ideas based on informants.

3.5.2 Data Collection Instrument

Self-Administered Questionnaire

Questionnaires were used to collect information during the study. The questions covered the various components of project management practices, and these were compared against operational performance. The items were anchored on a 5 Likert scale ranging from strongly disagree (1) to strongly agree (5). The questionnaire also contained the demographic characteristics such as gender, age, qualification, and years in service. This tool assisted in collecting responses from other established employees in the district who were not part of the heads of department and top management team.

Interview Guide

An interview guide was used to collect data from key informants who comprised of Top management team and heads of department. Interviews are a good tool as they enable the researcher gather in-depth information around the topic to meet specific needs. The researcher clarified on unclear issues in the questionnaire to the respondent. This data assisted in clarifying data collected by the structured questionnaires since it involved a face-to-face interaction and it also provides a whole range of views. This tool was specially used in collecting data from the top management staff in the district.

3.6 Data Quality Control

3.6.1 Validity

According to Sarantakos (2012), validity is the property of a research instrument that measures its relevance, precision, and accuracy. Validity tells the researcher whether the data collection tool measures what it is supposed to measure and whether this measurement is accurate and precise. Validity will be used to measure the quality of the process of measurement of the variables and reflect the essential value of a study which is acceptable, respected and expected by the researchers and users of research. To carryout face validity, the researcher requested the supervisors to moderate the items used to measure the different variables of the study. The questionnaire was pre-tested on 10 people who are not employees of the district to score the content of the questionnaire and the average percentage of the scores was used to determine the Content Validity Index (CVI). In cases where the average percentage is found to be above 0.7 (70%), the content will be considered valid (Sekarani, 2003). The formula presented below will be used to check for validity of the instrument:

$$\text{CVI} = \frac{\text{R}}{\text{R+N+IR}}$$

Where, R is Relevant, N is Neutral, and IR is irrelevant. The closer the value is to 1, the more valid the instrument (Amin, 2005).

3.6.2 Reliability

The researcher ensured that the instruments minimize random error and hence increases the reliability of the data collected. The reliability of the questionnaires was improved through pre-testing of pilot samples from staff. To measure reliability, a score obtained in one item is correlated with scores obtained from other items in the instrument. This will enable the re-phrasing of some questions. Furthermore, reliability of the scales was done with the application of the Cronbach Coefficient Alpha for the computations to check for the internal consistency of the scales (Cronbach, 1950). To test for the internal consistencies of the scales used to measure the variables, the alphas will be expected to score above Cronbach's alpha (α) 0.6 test (Cronbach, 1946). According to Cronbach (1950), coefficient alpha of 0.7 and above is considered adequate. Pre-test data will be entered into SPSS and coefficient alphas generated to ascertain whether they meet the acceptable standards.

3.7 Data Management and Processing

The raw data from research instruments will be organized, cleaned, and edited to eliminate errors. For the purposes of data cleaning, editing of questionnaires was done immediately after the answered questionnaires are finished or handed back to the researcher. This was done to ensure that all the questions are answered and in case of errors or unanswered questions, they were identified, categorized and where possible revisit the respondents for completeness. Coding

was done so that responses to open ended questions are classified into meaningful, exhaustive, and representative categories for purposes of data entry and analysis.

3.8 Data Analysis

3.8.1 Quantitative Data Analysis

Quantitative data was acquired using a structured questionnaire which was close ended. After obtaining quantitative data, data was edited to remove any errors. This will include data cleaning, editing, sorting, coding, and entry. A Statistical Package for Social Sciences (SPSS) version 23 was employed to tabulate the raw data and provide comparisons that ease the analysis. SPSS software was used to analyze quantitative data which included descriptive and inferential analysis. In this study, descriptive analysis refers to the use of measures of central tendencies such frequency tabulation and item means analysis. Frequency tabulation was used to present the results of the demographic characteristics of the respondents whereas, item mean analysis will be used to establish the average level of agreement and disagreement of the respondents on the different items used to measure the different variables. Inferential analysis was used to draw conclusions concerning the study variable relationships and the combined effect of project management practices on operational performance. To present the results of the study objectives, correlation analysis was used to describe the association between the study variables. Regression analysis was used to present the results of the combined effect of project management practices on operational performance

3.8.2 Qualitative Data Analysis

Qualitative data was analyzed continuously, before, during and after collection. Before data collection, tentative themes will be identified as witnessed in the sections of the questionnaire

here data was categorized in these thematic areas. Field notes were written, taken, and revised at the end of every day. After data collection, information of the same code categories was assembled and then a report written. Meaningful quotations were put in the report to clearly reflect on the situation from the primary source.

3.9 Measurement of Variables

Project management practices was measured by project planning, implementation and monitoring. The dependent variable operational performance was measured by timeliness, accessibility, sustainability and quality of work. A questionnaire with 5-point rating scale as per Likert scale ranging from strongly disagree (1) to strongly agree (5) will be used to obtain the extent to respondents agree or disagree with the measurement parameter of the variable. The measurement scale of 1 up to five on every statement simply measures the strength of the respondents' opinion on the statement. If the respondent ticks 1 it implies that one strongly disagrees with the statement, 2 = disagrees, 3 = Not Sure, 4 = agree and 5= Strongly Agree with the statement under discussion.

3.10 Ethical Considerations

When carrying out research the following ethical considerations were observed. Permission of the people who are to be studied was sought to conduct research involving them. This was done by attaining an introductory letter from the University introducing the researcher to the management of the district. Written or verbal informed consent from all respondents were sought before interviews are conducted and the purpose and objectives of the study was carefully explained to the respondents. The researcher was careful not to cause physical or emotional harm to respondents and ensure objectivity during the research to eliminate personal biases and opinions. To ensure anonymity of the respondents, the tool was designed in such a way that the

respondents were not required to include their personal information. To ensure confidentiality of the respondents, any identifying information was made accessible to or accessed by anyone but the researcher. Likewise, to ensure confidentiality of the respondents, the researcher designed the tools in such a manner that where the respondent is not required to provide personal details such as names. Likewise, identifying information of the respondents was excluded from the report. On the other hand, the anonymity of the respondents only remained known to the researcher.

3.11 Limitations of the study

Bias from the respondents to simply fill the questionnaires to please the researcher; the researcher conducted a face-to-face interaction to clarify the purpose and objective of the study. On looking at the limited time which the researcher had to conduct the study, respondents may suspect that the research findings are to be used for other purposes while others are likely to delay the questionnaires because of busy schedules. Here the researcher used a cover letter from the university to mitigate the outcome.

Fear of giving confidential information as viewed by the organization they work for. Here the researcher will assure them of utmost good faith with supporting documents for undertaking the study. Fear of giving confidential information by respondents. The researcher will ensure utmost good faith with supporting documents for undertaking the study for the respondents to provide the required information.

CHAPTER FOUR

PRESENTATION AND INTERPRETATION OF DATA

4.1 Introduction

This chapter contains the presentation and analysis of data collected about the effect of project management practices and operational performance of Mbale district Local government. This is structured to start by presenting the response rate, demographic data of the respondents, descriptive data and inferential data as per the study specific objectives.

4.2 Response Rate

This sub section contains the data concerning the response rate as per the different tools applied in the study. Findings in this regard are presented in table 4.1 below;

presented in table 4.1 below;

Tale 4.1 Response Rate

Instrument	**Number Issued**	**Number Returned**	**Response Rate**
Questionnaire	62	54	87%
Interviews	08	08	100%
Overall	**70**	**62**	**89%**

Source: field data (2024)

Table 4.1 reveal that out of the 62 questionnaires that were issued to respondents, only 54 were returned fully filled. On the other hand, the researcher had planned to interview eight respondents and this was 100% achieved. On overall, the total number of respondents reached out was 70 out of the planned 62 and this gave a response rate of 89%. The response rate in this

study in both cases exceeds the requirement by Holbrook, Jon, and Alison (2007) who recommended that a response rate of at least 60% is acceptable.

4.3 Respondents' Demographic Data

This sub-section presents the demographic data of the respondents in terms of gender, education level, experience and age bracket of the respondents as presented in table 4.2 below;

4.3.1 Gender of the respondents

This subsection presents data concerning the gender of the respondents in terms of male and female as seen in table 4.2 below;

Table 4.2: Gender of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	41	75.9	75.9	75.9
	Female	13	24.1	24.1	100.0
	Total	54	100.0	100.0	

Source: Field Data (2024)

Table 4.2 reveals that majority of the respondents 41(75.9%) were male and the remaining 13(24.1%) were female. The findings mean that majority of the participants in this study were male and this implies that the male employees at the district are more dedicated towards ensuring successful completion of district projects for the proper functionality if the district. However, the female respondents equally participated in the study and hence balanced views were obtained for this research.

4.3.2 Age bracket of the respondents

This subsection presents data concerning the age bracket of the respondents in terms number of years as seen in table 4.3 below;

Table 4.3: Age of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-30 years	4	7.4	7.4	7.4
	31-40 years	25	46.3	46.3	53.7
	41 years and above	25	46.3	46.3	100.0
	Total	54	100.0	100.0	

Source; Field Data (2024)

Table 4.3 reveals that majority of the respondents 25(46.3%) were between 31-40 years, followed by 25(46.3%) who were 41 years and above while the least 4(7.4%) were 21-30 years. The findings mean that majority of the respondents were mature enough and these appreciate the relevance of having proper project management within the district.

4.3.3 Education Level of the respondents

This subsection presents data concerning the education level of the respondents in terms of their qualification as seen in table 4.4 below;

Table 4.4 Education level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Certificate	5	9.3	9.3	9.3
	Diploma	21	38.9	38.9	48.1
	Bachelors degree	26	48.1	48.1	96.3
	Master's degree	2	3.7	3.7	100.0
	Total	54	100.0	100.0	

Source: Field Data (2024)

Table 4.4 reveals that 26(48.1%) of the respondents were bachelor degree holders, 21(38.9%) were diploma holders, 5(9.3%) were certificate holders and 2(3.7%) were master's degree holders. The findings mean that majority of the respondents had attained the minimum qualification to join local government and with this it implies that they were knowledgeable on how projects can be well management for the better performance of the district.

4.3.4 Experience of the respondents

This subsection presents data concerning the education level of the respondents in terms of their qualification as seen in table 4.5 below;

Table 4.5 Duration of work at the district

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 year and below	2	3.7	3.7	3.7
	2-4 years	15	27.8	27.8	31.5
	5-7 years	5	9.3	9.3	40.7
	8-10 years	9	16.7	16.7	57.4
	11 years and above	23	42.6	42.6	100.0
	Total	54	100.0	100.0	

Source: Field Data (2024)

Table 4.5 reveals that 23(42.6%) of the respondents had worked for 11 years and above, 15(27.8%) had worked for 24 years, 9(16.7%) had worked for 8-10 years, 5(9.3%) had worked for 5-7 years while 2(3.7%) had worked for 1 year and below. The findings mean that most of the respondents had worked with the district for long and so they these had enough experience on how to handle projects at the district.

4.4 Descriptive Responses on Operational Performance

This section focuses on the descriptive data regarding operational performance in Mbale DLG. The findings are presented using percentages, mean and standard deviations as in the table below.

Tale 4.6: Descriptive Responses on Operational Performance

Statement	SD	D	U	A	SA	Mean	SD	Comment
Project works done by the district are accessible to the community	9.3%	55.6%	18.5%	11.1%	5.6%	2.48	1.005	Low
The district project work is general responsive	13.0%	50.0%	13.0%	18.5%	5.6%	2.54	1.111	Low
The quality of project services provided is good enough	13.0%	57.4%	18.5%	9.3%	1.9%	2.30	.882	Low
All stakeholders are generally satisfied with the project work delivered by the district	13.0%	29.6%	18.5%	31.5%	7.4%	2.91	1.202	Low
There are enough facilities to cater for all project outcomes	5.6%	31.5%	16.7%	38.9%	7.4%	3.11	1.110	Low
Project management has improved the operational performance of the district	11.1%	25.9%	9.3%	51.9%	1.9%	3.07	1.147	Low
AVERAGE						2.735	1.076	Low

Source: Field data (2024)

Key: SD- Strongly Disagree, D- Disagree, U- Uncertain, A- Agree, SA-Strongly Agree, SD- Standard Deviation

The following section presents the discussion of findings on operational performance in Mbale DLG. The presentation of these findings is based on a likert scale with five-point rating from strongly disagree to strongly agree.

On inquiring whether project works done by the district are accessible to the community, results displayed in the table above reveal that 11.1% and 5.6% agreed with the statement, 55.6% and 9.3% disagreed while 18.5% were uncertain about the statement. The calculated mean (μ= 2.48, Std. Deviation= 1.005) mean that project works done by the district are not accessible to the community.

An interviewee stated that;

> *"Al projects that we carry out as a district are in the communities and therefore this means that all community members have access to them and this has always been our way of work."*

On whether the district project work is general responsive, results presented in the table above reveal that 18.5% and 5.6% of the respondents were agreeing with the assertion, followed by 50.0% and 13.0% who disagreed while the least 13.0% were uncertain about the statement. The calculated mean (u= 2.54, Std. Deviation= 1.111) revealed a low level of agreement with the statement and a high variance in responses respectively. The findings here imply that the district project work is general responsive.

On inquiring whether the quality of project services provided is good enough, findings presented in the table above reveal that 9.3% and 1.9% of the respondents agreed with the statement, 57.4% and 13.0% disagreed while 18.5% were uncertain. The mean score of 2.30 and standard deviation of 0.882 indicate that the quality of project services provided is not good enough.

An interviewee stated that;

"The work we undertake as a district are always good because we normally get few complaints or even not any. We always ensure projects are undertaken by the rightful and competent people who can provide proper guidance to the district."

Relatedly, on whether all stakeholders are generally satisfied with the project work delivered by the district, results presented in the table above reveal that 31.5% and 7.4% agreed with the statement, followed by 29.6% and 13.0% who disagreed while the least 18.5% were uncertain about the statement. The mean score of 2.91 and standard deviation of 1.202 signify that all stakeholders are not satisfied with the project work delivered by the district.

On whether there are enough facilities to cater for all project outcomes, results in the table above reveal that majority of the respondents 38.9% and 7.4% agreed with the assertion, followed by 31.5% and 5.6% who disagreed and the least 16.7% were uncertain about the statement. The man score of 3.11 and standard deviation of 1.110 signify that there are enough facilities to cater for all project outcomes.

Considering whether project management has improved the operational performance of the district, results in the table above reveal that 51.9% and 1.9% of the respondents agreed with the statement, 25.9% and 11.1% disagreed while 9.3% were uncertain. The findings are supported by a mean score of 3.07 and standard deviation of 1.147 which signify that Project management has improved the operational performance of the district.

An interviewee stated that;

"Yes……. the projects that we have undertaken so far have improved on service provision and also as a district we are ranking well when it comes to managing various projects."

4.5 Descriptive Responses on Project Planning in MDLG

This section focuses on the descriptive data regarding project planning in Mbale DLG. The findings are presented using percentages, mean and standard deviations as in the table below.

Tale 4.7: Descriptive Findings on Project Planning in MDLG

Statement	**1**	**2**	**3**	**4**	**5**	**Mean**	**SD**	**Comment**
All project allocations are accurately done by the project managers	25.9%	20.4%	1.9%	27.8%	24.1%	3.04	1.590	**Moderate**
There is a clear prioritization of projects for funding at the district	25.9%	24.1%	13.0%	31.5%	5.6%	2.67	1.318	**Low**
Collective efforts are taken to identify the key funding areas in all projects undertaken	25.9%	38.9%	11.1%	14.8%	9.3%	2.43	1.283	**Low**
The district management have capacity to come up with clear estimates of project budgets during planning	35.2%	7.4%	1.9%	33.3%	22.2%	3.00	1.660	**Moderate**
All concerned stakeholders take part in planning district projects	18.5%	29.6%	1.9%	35.2%	14.8%	2.98	1.421	**Low**
Funders play a role in deciding the planning objectives for projects	1.9%	24.1%	5.6%	57.4%	11.1%	3.52	1.041	**Moderate**
Project planning helps in improving overall operational performance	33.3%	20.4%	11.1%	27.8%	7.4%	2.56	1.396	**Low**
OVERALL						2.889	1.387	

Source: Field data (2024)

The following section presents the discussion of findings on project planning in Mbale DLG. The presentation of these findings is based on a likert scale with five-point rating from strongly disagree to strongly agree.

Concerning whether all project allocations are accurately done by the project managers, results presented in the table above reveal that 27.8% and 24.1% agreed with the assertion, followed by 20.4% and 25.9% disagreed while 1.9% were uncertain. The stated mean score of 3.04 and 1.590 indicate that all project allocations are accurately done by the project managers to a moderate level.

An interviewee stated that;

"We take time to make allocations to various projects and with the expertise we have at the district, I feel we are really doing well in that area so far."

Regarding whether there is a clear prioritization of projects for funding at the district, findings in the table reveal that 31.5% and 5.6% agreed with the statement, 25.9% and 24.1% disagreed with the statement while 13.0% were uncertain about the statement. The stated mean score of 2.67 and standard deviation of 1.318 indicate that there is a clear prioritization of projects for funding at the district to a low level.

On whether collective efforts are taken to identify the key funding areas in all projects undertaken, findings presented in the table above reveal that 14.8% and 9.3% agreed with the statement, 25.9% and 38.9% disagreed with the statement while 11.1% were uncertain about the statement. The stated mean score of 2.43 and standard deviation of 1.283 indicate that collective efforts are not taken to identify the key funding areas in all projects undertaken.

"Identifying key funding areas for projects is always given priority since we have various partners who we work with."

On whether the district management have capacity to come up with clear estimates of budgets during planning, results in the table above reveal that majority of the respondents 33.3% and 22.2% of the respondents agreed with the statement, 35.2% and 7.4% disagreed while the least 1.9% were uncertain about the statement. The mean score of 3.00 and standard deviation of 1.660 signify that the district management have capacity to come up with clear estimates of project budgets during planning to a moderate level.

On whether all concerned stakeholders take part in planning district projects, findings presented in the table above reveal that reveal that 35.2% and 14.8% agreed with the statement, 29.6% and 18.5% disagreed while 1.9% were unsure about the statement. The stated mean score of 2.98 and standard deviation of 1.421 indicate that all concerned stakeholders take part in planning district projects to a low level.

Regarding whether funders play a role in deciding the planning objectives for projects, results presented in the table above show that 57.4% and 11.1% were agreeing with the statement, followed by 24.1% and 1.9% disagreed while 5.6% of the respondents were uncertain about the statement. The stated mean score of 3.52 and standard deviation of 1.041 indicate that funders play a role in deciding the planning objectives for projects.

On inquiring whether project planning helps in improving overall operational performance, results presented in the table above reveal that 27.8% and 7.4% agreed with the statement, 33.3% and 20.4% disagreed while 11.1% of the respondents were uncertain about the statement. The stated mean score of 2.56 and standard deviation of 1.396 signify that project planning helps in improving overall operational performance to a low level.

Table 4.8 Effect of Project Planning on Operational Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df 2	Sig. F Change
1	.304[a]	.092	.075	.79421	.092	5.295	1	52	.025

a. Predictors: (Constant), project planning
Source: Field Data (2024)

To determine the effect of project planning on operational performance, a simple regression analysis was undertaken (Table 4.8). The results revealed that project planning is significantly correlated to operational performance by 30.4% at p= 0.025. In terms of the effect, project planning accounts for 9.2% of the variations in organisational performance. This implies that project planning is significant determinant of operational performance in Mbale District.

4.6 Descriptive Responses on Project Implementation in MDLG

This section focuses on the descriptive data regarding project implementation in Mbale DLG. The findings are presented using percentages, mean and standard deviations as in the table below.

Tale 4.9: Descriptive Responses on Project Implementation

Statement	1	2	3	4	5	Mean	SD	Comment
All stakeholders participate in implementation of projects	33.3%	14.8%	1.9%	24.1%	25.9%	2.94	1.676	Low
More attention is paid towards ensuring that implementations goes as planned	3.7%	24.1%	16.7%	38.9%	16.7%	3.41	1.141	Moderate
Transparency in project	22.2%	24.1%	5.6%	33.3%	14.8%	2.94	1.446	

implementation is always encouraged								Low
Proper accountability is always provided for all implemented projects	0.0%	24.1%	11.1%	53.7%	11.1%	3.52	.986	Moderate
The implementation teams are competent enough to ensure smooth flow of work	3.7%	18.5%	14.8%	51.9%	11.1%	3.48	1.041	Moderate
Proper project implementation has helped in improving overall operational performance at the district	5.6%	13.0%	16.7%	48.1%	16.7%	3.57	1.092	Moderate
OVERALL						3.31	1.230	Moderate

Source: Field Data (2024)

When asked whether all stakeholders participate in implementation of projects, results presented in the table above reveal that 24.1% and 25.9% of the respondents agreed with the statement, 14.8% and 33.3% disagreed while 1.9% were uncertain about the statement. The stated mean score of 2.94 and standard deviation of 1.676 signify that all stakeholders participate in implementation of projects to a low extent.

Regarding whether more attention is paid towards ensuring that implementations goes as planned, results presented in the table above reveal that 38.9% and 16.7% of the respondents disagreed with the statement, followed by 24.1% and 3.7% who disagreed with the statement while 16.7% of respondents were uncertain about the statement. The stated mean score of 3.41 and standard deviation of 1.141 indicate that more attention is paid towards ensuring that implementations goes as planned.

Concerning whether transparency in project implementation is always encouraged, results presented in the table reveal that 33.3% and 14.8% agreed with the statement, 24.1% and 22.2% of the respondents disagreed while 5.6% of the respondents were uncertain about the statement. The findings are supported by a mean score of 2.94 and standard deviation of 1.446 indicate that transparency in project implementation is always encouraged but to a low level.

On whether proper accountability is always provided for all implemented projects, findings presented in the table above reveal that 53.7% and 11.1% agreed with the statement, 24.1% of the respondents disagreed with the statement while 11.1% were uncertain about the statement. The mean score of 3.52 and standard deviation of 0.986 signify that proper accountability is always provided for all implemented projects.

On whether the implementation teams are competent enough to ensure smooth flow of work, reveal that 51.9% and 11.1% agreed with the statement, 18.5% and 3.7% disagreed while the least 14.8% of the respondents were uncertain about the statement. The mean score of 3.48 and standard deviation of 1.041 signify that the implementation teams are competent enough to ensure smooth flow of work but at a moderate level.

Regarding whether proper project implementation has helped in improving overall operational performance at the district, findings presented in the table above reveal that 48.1% and 16.7% agreed with the statement, 13.0% and 5.6% disagreed while 16.7% of the respondents were uncertain about the statement. The mean score of 3.57 and standard deviation of 1.092 indicate that proper project implementation has helped in improving overall operational performance at the district at a moderate level.

Table 4.10 Effect of Project Implementation on Operational Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.405[a]	.164	.148	.76229	.164	10.193	1	52	.002

a. Predictors: (Constant), project implementation
Source: Field Data (2024)

To determine the effect of project implementation on operational performance, a simple regression analysis was undertaken (Table 4.10). The findings reveal that project implementation is significantly correlated to operational performance by 40.5% at p= 0.002. In terms of the effect, project implementation accounts for 16.4% of the variations in organisational performance. This implies that project implementation is significant determinant of operational performance in Mbale District.

4.7 Descriptive Responses on Project Monitoring in MDLG

This section focuses on the descriptive data regarding project monitoring in Mbale DLG. The findings are presented using percentages, mean and standard deviations as in the table below.

Tale 4.11: Descriptive Responses on Project Monitoring

Statement	1	2	3	4	5	Mean	SD	Comment
The district complies with the established standards of monitoring projects as set by the government	7.4%	46.3%	14.8%	24.1%	7.4%	2.78	1.127	**Low**
There is prompt feedback on the different projects being implemented	11.1%	44.4%	14.8%	29.6%	0.0%	2.63	1.033	**Low**

The planned expenditures are easily realized by the district	25.9%	46.3%	14.8%	11.1%	1.9%	2.17	1.005	Low
There is a competent team to assist with monitoring of projects	0.0%	40.7%	13.0%	46.3%	0.0%	3.06	.940	Moderate
Accountability for all projects are presented to the monitoring committee in time	11.1%	38.9%	22.2%	20.4%	7.4%	2.74	1.136	Low
The hospital has modern systems to track all expenditures in the project budgets	13.0%	48.1%	11.1%	24.1%	3.7%	2.57	1.109	Low
OVERALL						2.66	1.058	Low

Source: Field Data (2024)

On finding out whether the district complies with the established standards of monitoring projects as set by the government, results in the table above reveal that 24.1% and 7.4% of the respondents were agreeing with the statement, 46.3% and 7.4% were disagreeing while 14.8% were uncertain about the statement. The stated mean score of 2.78 and standard deviation of 1.127 is a clear revelation that the district does not comply with the established standards of monitoring projects as set by the government.

Results on whether there is prompt feedback on the different projects being implemented, the table above reveals that 29.6% of the respondents agreed with the statement, 44.4% and 11.1% disagreed while 14.8% were uncertain about the statement. The stated mean score of 2.63 and standard deviation of 1.033 indicate that there is no prompt feedback on the different projects being implemented.

Considering whether the planned expenditures are easily realized by the district, findings presented in the table above reveal that majority of the respondents 11.1% and 1.9% of the respondents agreed with the statement, 46.3% and 25.9% disagreed while 14.8% were uncertain about the statement. The findings mean that the planned expenditures are easily realized by the district but to a low level.

On whether there is a competent team to assist with monitoring of projects, results presented in the table above reveal that 46.3% agreed with the statement, 40.7% disagreed with the statement while 13.0% were uncertain about the statement. The mean score of 3.06 and standard deviation of 0.940 indicates that there is a competent team to assist with monitoring of projects but at a moderate level.

On whether accountability for all projects are presented to the monitoring committee in time, results presented in the table above reveal that 20.4% and 7.4% agreed with the statement, 38.9% and 11.1% disagreed while 22.2% were uncertain about the statement. The stated mean of 2.74 and standard deviation of 1.136 indicate that accountability for all projects are not presented to the monitoring committee in time.

On whether the hospital has modern systems to track all expenditures in the project budgets, findings in the table above reveal that 24.1% and 3.7% of the respondents agreed with the statement, 48.1% and 13.0% disagreed while 11.1% were uncertain about the statement. The stated mean score of 2.57 and standard deviation of 1.109 indicate that the hospital has modern systems to track all expenditures in the project budgets to a low level.

Table 4.12 Effect of Project Monitoring on Operational Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.566[a]	.320	.307	.68723	.320	24.521	1	52	.000

a. Predictors: (Constant), project monitoring

Source: Field data (2024)

To ascertain the effect of project monitoring on operational performance, a simple regression analysis was undertaken (Table 4.12). The findings reveal that project monitoring is significantly correlated to operational performance by 56.6% at p= 0.000. In terms of the effect, project monitoring accounts for 32% of the variations in organisational performance. This implies that project monitoring is significant determinant of operational performance in Mbale District.

Table 4.13 Multiple Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df 2	Sig. F Change
1	.624[a]	.390	.353	.66407	.390	10.650	3	50	.000

a. Predictors: (Constant), project monitoring, project planning, project implementation
Source: Field Data (2024)

Results in the model summary table reveals that Adjusted R Square = 0.353. This implies that three variables of project management namely, project planning, implementation and monitoring together predict operational performance by 35.3%. In other words, whenever project management dimensions are improved and strengthened, they positively affect operational performance by 35.3%, and then the remaining 64.7% is due to other factors. This implies that project management dimensions when fully adhered to by the district can help streamline their operational performance.

The researcher also ran regression analysis to ascertain the individual contributions of the dimensions of project management on operational performance. The results are presented in table 4.14 below.

Table 4.14: Regression Coefficients

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.277	.517		.535	.595
	Project planning	.278	.148	.223	1.880	.066
	Project implementation	.106	.150	.094	.707	.483
	Project monitoring	.490	.122	.502	4.015	.000

a. Dependent Variable: operational performance
Source: field data (2024)

Results in table 4.14 indicate that project management through project planning, implementation and monitoring all have a positive effect on operational performance. For example, project monitoring has a positive contribution of 0.502 on operational performance while project planning has a positive contribution of 0.223 on operational performance and on the other hand, project implementation has a positive contribution of 0.094 on operational performance. The results therefore imply that 100% improvement in project monitoring activities at the district yields 50.2% positive improvement in operational performance while 100% improvement in project planning yields a 23.3% of positive improvement in operational performance. On the other hand, 100% improvement in project implementation results into a 9.4% positive improvement in operational performance. Therefore, project planning alongside project monitoring are strong and significant predictors of operational performance while project implementation is weak in predicting operational performance

CHAPTER FIVE

DISCUSSION AND INTERPRETATION OF FINDINGS

5.1 Introduction

This chapter discusses and interprets the research findings while examining the extent to which the study managed to achieve the set objectives. The findings were triangulated with other studies to strengthen the analysis. Study also discusses and explains the results and their relationship to set research questions

5.2 Project Planning and Operational Performance

Basing on the study finding, the low mean scores of 2.889 indicated low level of agreement with that project planning affected operational performance. This signifies that planning when conducted appropriately may have a neative effect on the operational performance of the district. These findings are consistent with (Antvik & Sjöholm, 2007) who assert that since project plan is the main document developed in the planning process and it is very important to allocate sufficient amount of time and resources for this process. The author further asserts that a project with a poor developed project plan is most likely to be poorly executed with high costs and delays as a result. The study further revealed that project planning is significantly correlated to operational performance by 30.4% at p= 0.025. In terms of the effect, project planning accounts for 9.2% of the variations in organisational performance. These finding are in tandem with A study by ONDIEK (2020) who found that a positive relationship existed between success of road construction project and project time planning, project scope planning, project cost planning and project risk planning. The findings are also consistent with Nayak and Samanta (2014) whose

study found out that proper project planning gives citizens an opportunity to raise concerns about projects in their communities when allowed to take part in planning.

5.3 Project Implementation on Operational Performance

From the findings, the average mean value obtained of 3.31 indicated that majority of the respondents agreed that project implementation has an effect on operational performance and this was confirmed by a standard deviation of 1.230 which signifies a high variance in responses. The findings are in tandem with Mulwa (2004) who observed that at times projects run out of resources prematurely leading to premature termination in their implementation, the author also asserts that premature depletion of projects' resources can be caused by bureaucratic bottle-necks that lead to delays in resource requisition and delivery.

The findings reveal that project implementation is significantly correlated to operational performance by 40.5% at p= 0.002. In terms of the effect, project implementation accounts for 16.4% of the variations in organisational performance. This implies that project implementation is significant determinant of operational performance in Mbale District. The findings are in line with Mukhongo (2021) who revealed that project implementation determinants namely executive commitment, user involvement, project team capability and project management approach positively influenced implementation of IT projects. The findings are also supported by Nyageng'o (2014) who revealed that effective implementation improved performance in terms of service delivery in local authorities.

5.4 Project Monitoring and Operational Performance

The findings represented in the descriptive statistics give a fairly general picture. The grand mean stands at 2.66, which was strengthened by the standard deviation at 0.056. The results there give a fairly a general picture indicating that project monitoring affects operational performance to a low level in the district. The findings are supported by (Maendo et al., 2018) who asserts that proper project monitoring that entails routine collection and analysis of data to track the progress of a project is crucial for improved project performance.

The findings reveal that project monitoring is significantly correlated to operational performance by 56.6% at p= 0.000. In terms of the effect, project monitoring accounts for 32% of the variations in organisational performance. This implies that project monitoring is significant determinant of operational performance in Mbale District. These findings are consistent with Harold (2013) who contend that possessing proper knowledge about monitoring assists project contractors and managers to effectively monitor and evaluate the infrastructure projects and therefore improve the performance of the projects. In a similar manner, Harries and Reyman (2010) stated that project managers need to be able to identify the purpose and scope of the monitoring system, plan for information reporting and utilization, collection and management of data, analysis of data, monitoring and capacity building of human resource.

CHAPTER SIX

CONCLUSION AND RECOMMENDATIONS

6.0 Introduction

The chapter covered the conclusion and recommendations and presented according to the specific objectives of the study. The chapter also includes areas for further research as follows;

6.1 Conclusions

6.1.1 Project Planning and Operational Performance

The study concludes that project planning positively affects operational performance in Mbale District and this implied that when the district puts more emphasis on ensuring routine proper project planning, operational performance is enhanced. The study also concludes that all project allocations are accurately done by the project managers to a moderate level implying that the district can easily achieve the project targets since accuracy is exercised during costing of projects. Developing capacity in the areas to do with project planning can greatly influence operational performance.

6.1.2 Project Implementation and Operational Performance

The study concludes that project implementation is a weak predictor of operational performance in Mbale District. This implies that the district is not doing enough to ensue proper implementation of project works which affects their general performance. The research also concludes that all stakeholders participate in implementation of projects to a low extent.

6.1.3 Project Monitoring and Operational Performance

The study concludes that project monitoring a positive predictor of operational performance in Mbale district. The study also concludes that planned expenditures are easily realized by the district but to a low level. There is a competent team to assist with monitoring of projects but at a moderate level.

6.2 Recommendations

From the above conclusions, the study made the following recommendations;

6.2.1 Project Planning and Operational Performance

From the findings, the study recommends that the district should put more emphasis on ensuring that routine planning for projects is encouraged as this shall help in developing proper and accurate budgets for the various projects undertaken by the district.

The district management should take all the necessary steps to ensure that all project priorities are got. This shall help implement only those projects that shall benefit the district and the citizens for whom these projects are meant for. The district should ensure that all stakeholders actively participate in implementing district projects.

6.2.2 Project Implementation and Operational Performance

The study recommends that the district should put more emphasis on ensuring that proper project monitoring practices are ensured at the district. The should also ensure that accountability for all projects are presented to the monitoring committee in time so as to enable the committee to properly track progress.

6.2.3 Project Monitoring and Operational Performance

The district should put more emphasis on ensuring that routine monitoring of projects at the district is done as this shall help ensure that variations in what was planned and what is being done is in close match. The district should encourage various stakeholders to routinely help in the monitoring of district projects at the district.

6.3 Areas for further research

Project planning and Health Service delivery in Mbale DLG.

Project Appraisal on Operational Performance of Road Projects in MDLG.

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APPENDICES

APPENDIX I: QUESTIONNAIRE TO DISTRICT STAFF

Dear Respondent,

I am a Student of Uganda Christian University, pursuing a Master's Degree of Business Administration. I am carrying out research on the effect of project management practices on operational performance of Mbale DLG, as a partial fulfillment of the requirements for the award of the mentioned course. You have been carefully selected to take part in this study because of the position you occupy at the district.

The information given will be treated with at most confidentiality and purely will be used for academic purposes.

Thank in advance

Yours faithfully

…….

PENINAH

Researcher

SECTION A: BIODATA OF RESPONDENTS
Please, give your appropriate view by ticking in the given boxes.

SECTION A: Demographic Characteristics

Please fill and tick (√) where most appropriate

1. Sex

    - ☐ Male
    - ☐ Female

2. Education level

    - ☐ Certificate
    - ☐ Diploma
    - ☐ Bachelor's Degree
    - ☐ Master's Deree

3. Age group

    - ☐ 21-30years
    - ☐ 31-40years
    - ☐ 41-50years
    - ☐ 51-60yrs

4. Experience

    - ☐ 1-5 years
    - ☐ 6-10 years
    - ☐ 10 years and above

Contribution of Project Management Practices on Operational Performance

Strongly disagree	Disagree	Not Sure	Agree	Strongly Agree
1	2	3	4	5

Please use the above scale to the Tick your appropriate view /opinion on the following statement below.

Section B: **Project Planning in MDLG**

No	**Statement**	**1**	**2**	**3**	**4**	**5**
1	All project allocations are accurately done by the project managers					
2	There is a clear prioritization of projects for funding at the district					
3	Collective efforts are taken to identify the key funding areas in all projects undertaken					
4	The district management have capacity to come up with clear estimates of budgets during planning					
5	All concerned stakeholders take part in planning district projects					
6	Funders play a role in deciding the planning objectives for projects					
7	Project planning helps in improving overall operational performance					

Suggest any other ways in which Project planning can effectively help improve operational performance of projects in the district:

……
……
……

Section C: Project Implementation

No	**Statement**	**1**	**2**	**3**	**4**	**5**
1	All stakeholders participate in implementation of projects					
2	More attention is paid towards ensuring that implementations goes as planned					
3	Transparency in project implementation is always encouraged					
4	Proper accountability is always provided for all implemented projects					
5	The implementation teams are competent enough to ensure smooth flow of work					
6	Proper project implementation has helped in improving overall operational performance at the district					

Suggest how best budget implementation can be handled by the district to ensure better operational performance:

……
……
……
……
……..

SECTION D: Project Monitoring

No	**Statement**	**1**	**2**	**3**	**4**	**5**
1	The district complies with the established standards of monitoring projects as set by the government					
2	There is prompt feedback on the different projects being implemented					

3	The planned expenditures are easily realized by the district					
4	There is a competent team to assist with monitoring of projects					
5	Accountability for all projects are presented to the monitoring committee in time					
6	The hospital has modern systems to track all expenditures in the project budgets					

Suggest how project monitoring can be handled by the district to ensure proper operational performance:

……
……
……
……
……
……

Section E: Operational Performance in MDLG

No.	**Particulars**	**SD 1**	**D** 2	**U** 3	**A** 4	**SA** 5
1	Project works done by the district are accessible to the community					
2	The district project work is general responsive					
3	The quality of project services provided is good enough					
4	All stakeholders are generally satisfied with the project work delivered by the district					
5	There are enough facilities to cater for all project outcomes					
6	Project management has improved the operational performance of the district					

Appendix II: Research field letter

Mobile: CAO: 077 2 498 824
Email: lokuda1986@gmail.com
caombale@gmail.com

In Any Correspondence On This Subject Please Quote No. CR.164/2

The Republic of Uganda

Mbale District Local Government
Office of the Chief Administrative Officer
P.O. Box 931
Mbale.

4th March, 2024

TO WHOM IT MAY CONCERN

RESEARCH – MUDUWA PENINAH JOAN

This is to introduce to you the above mentioned who is a student of **UCU** pursuing a Masters' in Business Administration. As a requirement she is to carry out a research on **"Project Management Practices and Operational Performance in Mbale District, A case study of Mbale District Local Government".**

The purpose of this communication is to introduce her to you for assistance in regard to her research.

CHIEF ADMINISTRATIVE OFFICER
MBALE DISTRICT
04 MAR 2024
P.O.BOX 931, MBALE(U)

Wanzala Anthony
FOR: CHIEF ADMINISTRATIVE OFFICER

Appendix III: Post viva Report

UGANDA CHRISTIAN UNIVERSITY

A Centre of Excellence in the Heart of Africa

UGANDA CHRISTIAN UNIVERSITY

SCHOOL OF RESEARCH & POSTGRADUATE STUDIES

DISSERTATION CORRECTION COMPLIANCE REPORT BY THE CANDIDATE (POST VIVA FORM)

Date: 30TH AUGUST 2024

Name of Candidate: MUDUWA PENINAH JOAN **Reg. No:** M22/MUC/MBA/005

Title of Dissertation: PROJECT MANAGEMENT PRACTICES AND OPERATIONAL PERFORMANCE OF DISTRICT LOCAL GOVERNMENTS IN EASTERN UGANDA

SN	COMMENTS BY EXTERNAL EXAMINER	ACTION TAKEN	INDICATOR
1	The abstract does not include the conclusions and recommendations	Conclusion has been added	Eg. Cover page
2	The historical background dwells more on the IV (Project Management) and less attention to the DV (operational performance) yet the study is supposed to be hinged on the DV.	Operational performance has been added in the background	Page 1, etc corrected

3	• There is a need to operationalize operational performance in the context of local government.	This has been addressed	Chapter one
4	Unpack operational performance in the problem statement. What is it that you are studying? How can you problematize it? How will it be measured? Desist from offering general statements only. There is a concern on how change management constitutes a dimension under operational planning, more explanation is required to clarify this especially under the conceptual background. Please note that under conceptual background, the candidate tended to use Operational performance and organizational performance synonymously, yet they are different concepts.	Change management and organizational performance have been dropped	Throughout the background
5	The research design applied in the study is appropriate. The candidate however has	These have been addressed	Throughout chapter three

	not indicated what informed the sample size? Which formula was applied to arrive at 70? Indicate the version of SPSS that was used to analyze the data Indicate in the text, who was interviewed and why?		
	There is need to appropriately caption the tables for example table 4.7 should not be captioned: *Descriptive statistics of project planning and operational performance* because that's not what is presented in the table. Data for the DV should be presented first before executing correlation, regression analysis. Analysis on the objectives was presented before presenting results of the dependent variable.	The table has been recaptured	Chapter four

SN	COMMENTS BY INTERNAL EXAMINER	ACTION TAKEN	INDICATOR
1	Great effort to the study problem, however, the candidate can improve on this section by providing credible statistics clearly showing the trend of financial performance.	This has been adjusted	Page 8 corrected
2	Significance - The candidate needs to improve on this section and provide more explanation to the various categories of stakeholders and how they will benefit from this study.	Correction has been done	Page 9
3	The candidate should avoid use of old sources of information unless where inevitable. The candidate should highlight the gaps that needs to be filled by the study, and pointing out the weaknesses of the studies or the deficiencies in the literature and how the present study has or will address them. The candidates should also show how the theories inform the study objectives.	The gaps in literature are clearly identified	Throughout literature

SN	COMMENTS BY VIVA *VOICE* PANNEL	ACTION TAKEN	INDICATOR
1	Find out about the PPDA	PPDA Act has been cited in the text	Pg 4
2	Assess the performance of an organization.	This has been addressed in the problem	Corrected

MUDUWA PENINAH JOAN

Candidate's Name Signature

MAENA DANIEL

Supervisor's Name Signature