SUCCESS FACTORS AND PERFORMANCE OF AMUDAT INTER-RELIGIOUS DEVELOPMENT INITIATIVE (AIDI's) PROJECTS IN AMUDAT DISTRICT IN UGANDA.

By

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A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS AND MANAGEMENT IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE MASTER OF PROJECT MONITORING AND EVALUATION OF UGANDA TECHNOLOGY AND MANAGEMENT UNIVERSITY.

AUGUST 2016.

DECLARATION.

I, GEORGE OLIMA VUZI, do declare that the work herein is presented in its original form and has not been presented to any other university or institution for any academic award.

Sign……..Date…….

APPROVAL

This is to certify that this work has been done under my supervision and submitted for examination with my approval.

Signature …….

DENNIS K. OMVIA

Date: ……

ACKNOWLEDGEMENTS.

I wish to acknowledge all those persons who in one way or the other assisted me to complete this study. The list is such long that I could not exhaust all. However I acknowledge all their efforts in various capacities. My special appreciation goes to my supervisor, Mr. Dennis K. Omvia for his personal commitment and effort to expressdely read and comment on my drafts and his assertiveness about positive critiques on my work, plus all those who sharpened my proposal during the defense, especially Madam, Faith. My gratitude to all lecturers in School of Business and Management (SBM) of UTAMU. My gratitude is also extended to all my course mates in SBM for their advice and support, encouragement and academic ideas. Their input during our interactions, discussions and friendship contributed significantly to the completion of this study.

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My gratitude to my family members for their understanding and encouragement and friends. I wish to thank my children- Mercy, Marvin, Marlon and McDonald together with my Wife, Joyce, who had to withstand my absence from home even during my annual leave days where I should have been with them just for the sake of undertaking this research. My parents also deserve acknowledgement mother, Mrs. Cecilia Bayoa Vuzi and my late Father Anjelico Lebu Vuzi, who made me feel so special and drove me into continued search for excellence.

Above all, I give Honour and Glory back to God the Almighty who gave me the wisdom and strength.

DEDICATION

I dedicate this work to the Almighty God and to my children – Mercy, Marvin, Marlon and McDonald and my lovely wife, Joyce Atimaku Olima.

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LIST OF ABBREVIATIONS.

AAPOR	American Association for Public Opinion Research.
AIDI:	Amudat Inter-Religious Development Initiative.
CBOs:	Community Based Organizations.
CDM:	Municipal Development Committee.
CPF:	Community Participation Factors.
CVI:	Content Validity Index.
DAC:	Development Assistance Committee.
DCDO:	District Community Development Officer.
DV:	Dependent Variable
INIFOM:	Micaraguan Institiute of Municipal Development.
IV:	Independent Variable.
LDP:	Local Development Project
LG:	Local Government
MC:	Minimum Conditions

MDGs:	Millennium Development Goals.
MFP:	Management practices Factors.
NGO:	Non Govermental Organization
OECD:	Organization for Economic Cooperation and Development.
PM:	Project Management.
PSM:	Public Service Motivation.
RFF:	Resource-realted Factor_Finance.
RFI:	Resource-realted Factor_Infrastructure.
RFS:	Resource-related Factor_Staff
RFT:	Resource-realted Factor_Technology.
SMB:	School of Management and Business.
UNCDF:	United Nations Capital Development Fund.
UNV:	United Nations Volunteer
USA:	United States of America.
UTAMU:	Uganda Technology and Management University.
ZOA:	Dutch International Christian Organization.

ABSTRACT

This study examined the relationship between success factors and performance of Amudat Inter-religious Development Initiative (AIDI) projects in Amudat in Uganda.

A descriptive survey research design was adopted using both quantitative and qualitative methods. The study targeted 115 respondents but 104 returned the survey questions, indicating a response rate of 90.4 per cent. Purposive sampling was used to select AIDI Senior Management staff and Board members and simple random sampling was used to select project beneficiaries.

Data analysis involved both qualitative and quantitative methods and quantitative measures were informed of frequencies and percentages.

Findings revealed positive relationship between resources related factors and AIDI's project performance(staff and technology; .r=0.570 and r= 0.481respectively) , except for infrastructure as a component of resources related factor affecting AIDI's project performance that showed negative relatuionship (r = -0.396), positive relationship (r=0.275) between organizational capacity and AIDI's project performance and also positive relationship (r=0.216) between community participation and AIDI's project performance.

It was therefore concluded that resource related factors, project management practices and community participation positively affected the performance of AIDI's projects. The study

recommends further need for strengthening of internal controls, deepening understanding of the roles of the board members, capacity building in project monitoring and evaluation, improvement in effective communication within AIDI, AIDI continues building its networks nationally, especially with faith based organizations and ensures community involvement throughout the project cycle.

CHAPTER ONE.

1.1 Introduction.

This study examined the relationship between success factors and performance of Amudat Inter-religious Development Initiative (AIDI) projects in Amudat in Uganda. Success factors in this study were conceived as independent variable while performance of AIDI was the dependent variable. Success factors were measured in form of resources factors, community participation and management factor while performance was measured inform of efficiency, effectiveness and relevancy.

Community participation was found to be very crucial for projects to perform well.

Alesina and La Ferrara (2002) reviewed projects implemented by CBOs in U.S.A localities and found they were performing poorly due to low participation by community members. . CBOs need good governance systems in order to ensure there is transparency and accountability, Kuhn (1974).

It is critical for CBOs management teams to have technical skills to run the projects successfully. Skills and knowledge gained through education is important to employees when they are performing their tasks as it improves their performance. Entrepreneurial knowledge of an individual gained from education adds economic value to a firm, (Becker, 1964).

CBOs, AIDI inclusive generally need a functional system to manage their projects well. Hartman (2010) also observes that all organizations consists of processing inputs and outputs with internal and external systems and subsystems which is helpful in providing a functional overview of any organization.

This introductory chapter covered the background of the study, statement of the problem, purpose of the study, the specific objectives of the study, the research questions, hypotheses of the study, conceptual framework, the significance of the study, justification of the study, scope of the study and operational definitions of terms and concepts.

1.2 Background to the Study.

1.2.1 Historical perspective.

There is a global perception that Community-based organizations (CBOs) are not for profit, organizations on a local and national level, facilitating community efforts for community development. CBOs work through people centered modes of development such as availability of micro-finance, community participation in development ensuring community health education and infrastructure improves over time (Clark, 1999).

CBOs had increasingly become the key target group for implementing development projects at the grass root level which met people's needs. Consequently, providing access to services was not only considered a pre-condition for poverty alleviation, but also considered as a strategy for empowering communities (Karanja, 1996).

Khattak and Khan (2008) on the other hand argued that while CBOs in India were engaged in many economic activities that served to increase the level of disposable income in local areas, it was however noted that 73% of the federal government grants that CBOs handle were mismanaged due to poor governance of the organizations.

According to Cooke-Davies, 2000, for projects to perform well there was need for a close cooperation between the CBOs and the community. They ought to work towards the same goal and share the same interests.

Alesina and La Ferrara (2002) reviewed projects implemented by CBOs in U.S.A localities and found they were performing poorly due to low participation by community members.

1.2.2 Theoretical perspective.

This study was modeled around **Systems Theory and Governance advanced by** Kuhn (1974) who stated that systems need to be controlled as failure in one system leads to failure in others. Therefore CBOs need good governance systems in order to ensure there is transparency and accountability. This theory viewed an organization as a social system consisting of individuals who cooperate within a formal framework, drawing resources, people and finances to produce products. Good governance of CBOs would ensure efficient and effective management of their projects and other resources for maximum outputs.

Hartman (2010) also observed that all organizations consists of processing inputs and outputs with internal and external systems and subsystems which is helpful in providing a functional overview of any organization. AIDI therefore needed a functional system to manage their projects well.

Another theory that modeled the study was the Stakeholder Theory. Community members are stakeholders in community projects therefore it is important to involve them in projects activity from the start. Stakeholder's theory argued that every legitimate person or group participating in the activities of a firm or organization, do so obtain benefits, and that the priority of the interest of all legitimate stakeholders was not self-evident (Donaldson, and Preston, 1995). Stakeholder Theory paid equal credence to both internal and external

stakeholders; employees, managers and owners as well as financiers, customers, suppliers, governments, community and special interest groups.

Human Capital Theory was another theory on which this study was based. Entrepreneurial knowledge of an individual gained from education adds economic value to a firm, (Becker, 1964). Skills and knowledge gained through education is important to employees when they are performing their tasks as it improves their performance. AIDI's management team therefore required technical skills to run the projects successfully. These skills could be gained from technical institutions, formal education or on job training. The theory has shown the need for the AIDI's management team to have skills and experience in project management cycle and use of project management tools and techniques when running the projects.

1.2.3 Conceptual background.

In this study, the main concepts were Success factors as the independent variable conceptualized by the Resources, community participation and Management and AIDI's project performance as the dependent variable conceptualized by efficiency, effectiveness and relevance. Each of these concepts has been conceptualized differently by different authors and they had specific application contexts in the study. Success factors, the independent variable, was hypothesized to influence AIDI's project performance. The framework portrayed that resource, community participation and management related factors directly affected AIDI's project performance. On the other hand, AIDI's project performance as the dependent variable was measured in terms of efficiency, effectiveness and relevance. Where efficiency is the ability to produce the desired outcomes by using as minimal resources as possible, effectiveness is the ability of AIDI to meet the desired objectives or

target (Stoner, 1996). Relevance is the extent to which AIDI activity is suited to the priorities and policies of the target group, recipient or donor (OECD/DAC 2002)

According to Mathis and Jackson (2009: 119), performance is associated with quality of output and timeliness of output, presence /attendance on the job, efficiency of the work completed and effectiveness of work completed. The Business Dictionary (2010, online), however, defines performance as an accomplishment of a given task measured against pre-set standards of accuracy, completeness, cost and speed. Employee performance is normally looked at in terms of outcomes, as cited by Ronah (2015).

UNCDF (2005); A Practioner's guide in least developed countries observed that Minimum Conditions (MCs) can be matched with Project Management (PM) as a twin element in tying funding to performance. Rather than determining absolute access, PMs determined supplements to (or subtractions from) the basic allocation amount, based on more qualitative measures of past performance. UNCDF experience to date has shown that the use of PMs can provide a powerful incentive for building LG capacity and improving LG performance.

It also argued that overall, the introduction of the performance link to LG funding has had extremely positive results. It has proved to be an effective instrument in encouraging stronger LG performance, compliance with the legal and regulatory framework and broader national policy goals, and has attracted considerable interest from policymakers in several countries. Nevertheless, several cautions and qualifications need to be borne in mind.

This guide however observed that:

It is important to be clear about the limitations of this instrument. Ideally, it should be possible to tie funding of LGs to their success in achieving real service delivery and poverty reduction impact to the attainment of MDGs and improvements in the number of children

educated, sick people treated or poor people brought above the poverty line. It was certainly very important to monitor the extent to which such outcomes were periodically achieved. However, it was not practical to attempt to institute direct links between measures of such outcomes and annual block grant funding. This is due to:

1. The high cost and complexity of undertaking regular annual surveys of such outcome indicators in every LG area,
2. The 'attribution' problems that would have to be addressed, since LGs can often legitimately claim that such outcomes also derive from broader factors outside their control and
3. The flexible use allowed for unconditional block grants, which meant that neighboring LGs may use funds for quite different sorts of service expenditure, greatly complicating comparison of their respective performance outcomes.

For these reasons, unconditional block grant funding within Local Development Projects (LDPs) had been more closely tied to performance on 'process indicators' (MCs and PMs), as more easily measured proxy measures of likely performance outcomes.

The guide further noted that the effectiveness of performance-related funding mechanisms is dependent on several factors related to context:

a) **Degree of corporate or downward accountability of local governments to citizens.**

In some countries, sub-national structures were essentially deconcentrated 'district administrations', either with no corporate status and corporate accountability (like the district administrations in Mozambique), or mainly accountable to central government (the current district administration in Nepal, where local elected bodies have been suspended). In such cases, the scope for introducing performance-based funding is much more limited: it can be

tied to minimum conditions related to aspects of legality and regulatory compliance by local staff, but it was not feasible to link funding to compliance with broader performance measures related to policy goals such as pro-poor budgeting;

b. **Clarity of service provision responsibilities.** In cases where responsibilities for Particular services were divided between central government institutions, semi-independent boards and local authorities, it was difficult to hold a LG accountable through performance-based funding;

c. **Level of financial autonomy enjoyed by local government.** In several countries, the Autonomy of LGs encompasses the right to tax, budget and spend within given central government direction. In practice, LGs may face severe budget constraints and have limited or no discretionary funds.

d. **Degree of local government control over staff.**

In cases where local authorities are not fully responsible for the hiring of staff and disciplining or firing of underperformers, it is difficult to hold the council responsible for the quality of staff performance in general LG administration or in specific service sectors. Thus, in countries like Tanzania and Ethiopia, persistent central control over local staff may be a constraint to introduction of the system.

The guide then summarized that, a system of incentive-based allocation of development funds to local authorities can only work effectively if the basic legal framework establishes local bodies with some minimum degree of operational autonomy and corporate accountability.

The guide further argued that **Limited technical capacities** (especially in agriculture-related activities) often required a degree of technical expertise that may not be readily available locally. By contrast, the merits of social facilities were known to all, and constitute 'off the shelf' proposals whose formulation requires little upfront technical expertise.

In 2001 for example, in an effort to regulate and support municipal development planning in Nicaragua, the Nicaraguan Institute of Municipal Development (INIFOM) proposed that local development planning tasks be assigned as follows:

(i) **The municipal council:** By law, this is the local 'planning authority'. It was vested with, and cannot re-assign or delegate, the prerogative and responsibility to prepare, discuss, approve and give force of law (through municipal ordinances) to all instruments of municipal planning (plans, programmes and budgets). Furthermore, under the law, the council is given both the obligation to involve citizens in the discussion and approval of such instruments (e.g. mandatory use of Cabildos), as well as the ability to support and create new structures for popular participation in the municipal planning process. Two potential structures for civil society and community participation in local-level planning are the municipal development committee and the municipal planning commission. They respectively relate to the strategic and statutory planning exercises described below.

(a) **The municipal development committee (CDM):** A policy development and advisory body, the CDM is the essential platform for municipal strategic planning exercises.

Through it the municipality should engage multiple stakeholders from civil society, the Private sector and the State, in order to :

(1) Define strategic municipal development goals and intermediate targets, and

(2) Pursue them through multi-actor cooperative agreements and mutually binding contractual action plans. The CDM is chaired by the mayor, and open to a wide range of representatives of social/institutional actors in the locality, including private sector firms, producer, trader and professional organizations, churches, non-governmental organizations and community representatives (see point below). It should be supported by a technical secretariat, in most cases, but not necessarily always, led by the municipal planning officer or technician. This is the key instrument enabling the municipality to elicit and structure citizen

participation in its statutory planning exercises for local, multi-year investment programming and annual budgeting.

According to Korkaew Jankingthong and Suthinee Rurkkhum (Journal 12 (2)); *Department of Human Resource Management, Hatyai Business School, Hatyai University, Thailand 2 Department of Business Administration, Faculty of Management Sciences, Prince of Songkla University, Thailand,* organizational justice, work engagement, and public service motivation (PSM) have direct effects towards job performance. Transformational leadership, however, has both direct and indirect effects toward job performance.

Task performance refers to behaviors that are directly involved in producing goods or service, or activities that provide indirect support for the organization's core technical processes (Borman and Motowidlo, 1997; Werner, 2000). These behaviors directly relate to the formal organization reward system.

However, it was also argued that these behaviors are important because they shape the organizational, social, and psychological contexts serving as the critical catalyst for task activities and processes (Werner, 2000).

Borman and Motowidlo (1993) divided performance into task and contextual performance. Task performance was defined as the effectiveness with which job incumbents perform activities that contribute to the organization's technical core (Borman and Motowidlo, 1997). Contextual performance was defined as performance that is not Silpakorn University Journal of Social Sciences, Humanities, and Arts 117 formally required as part of the job but that helps shape the social and psychological context of the organization (Borman and Motowidlo, 1993).

1.2.4 Contextual background.

The study was conceptualized around Mwaura & Ngugi (2014) study where they observed that there is a positive relationship between dependent variable; performance of CBO projects and the independent variables; finance management practices, project management practices, community participation and governance. The study indicated projects that had good project management practices, involved the community in their activities and had good governance systems performed well.

In Karamoja, Amudat inclusive, the implementation of most of the project activities was delayed as a result of weak human resources, procurement delays and confusion over management arrangements. The programme implementation also had a number of limitations, and faced constraints in implementation which affected the results and consequently the efficiency and impact. Considering the historical context in which the program was designed, it had for the greater part of the project duration and until recently, suffered as a result of weak staffing at the Karamoja-level- both as a result of a weak candidate in the position of programme manager during the start-up of the project and weak supervision of National UNV staff up until their removal in late 2009. David & Rose (2010).

Bass, 1985; Bass and Avolio, 1993 observed that Transformational leaders motivate their followers to perform beyond expectations by influencing them to pursue higher and convincing followers to replace their self-interests with organizational interests. Results from meta-analytic study path modeling found that transformational leadership is likely to have direct effects on task and contextual performance (standardized path coefficient .10, .19, $p < .01$, respectively) and a direct effect of transformational leadership and work engagement was found (standardized path coefficient .06, $p < .01$, respectively) (Christian et al., 2011).

In conclusion, the historical, theoretical, conceptual and contextual background have strong bearings on the ability of CBOs to sustained resources and strategic management practices to

effectively deliver its indented results. The backgrounds also emphasized the importance of participation of stakeholders in CBO Project performance.

1.3 Problem sstatement.

Although AIDI was established to meet the needs of the community in Amudat, it has a problem of resource constraints, governance, project management practices and community participation in implementing its projects. (Local Government Quarterly Performance Report 2012/2013, Amudat, Amudat NGO Forum member meeting minute 4&7; 14th April 2015).

Further still there was no research conducted in Amudat District to provide evidence about the factors affecting AIDI's project, as a CBO.

This study therefore was to examine the factors affecting the performance of AIDI's projects as a CBO based on three independent variables (Resources, Community participation and Management practices).

Other scholars also observed that CBOs across the rural areas are usually established to meet the needs of the community and as well also in line with the National government's objectives i.e. to reduce poverty, such as the Millennium Development Goals (MDGs), developed by the General Assembly of the United Nations in 2000, Wanjohi (2010).

Lopes (2002) stated that Community-Based Organizations contribution to the economic development had been problematic because these organizations had challenges in their organizational structures, management of their financial resources and staff motivation.

CBOs had projects that were supposed to generate resources, sustain their operations and also meet the needs of their beneficiaries. Most did not meet this requirement due to challenges in their resource constraints, governance, project management practices and community participation (Mwaura & Ngugi**;** 2014).

The researcher therefore investigated the interaction between the performance of AIDI's Projects, Resources, Community participation and Management practices.

1.4 General Objective.

The general research objective of this study was to examine the factors affecting performance of AIDI's projects in Amudat in Uganda.

1.5 The specific objectives:

1. To examine how Resource- factors affected the performance of AIDI's projects.
2. To determine the relationship between Management factors and the performance of the AIDI's projects.
3. To find out how community participation affected AIDI's projects performance.

1.6 The following were research questions.

1. What were Resources factors that affect the performance of AIDI's projects?
2. What was the relationship between Management factors and the performance of AIDI's projects?
3. What was the influence of community participation on AIDI's projects performance?

1.7 Hypotheses of the study.

The study was to test the hypotheses that:

1. "Resource and management-related factors affected performance of AIDI's projects.

2. AIDI's strong organizational capacity (perfect resources and management-related factors) performed effectively and efficiently.
3. AIDI performed poorly (Low project performance) where there was low participation by community members.

1.8 Conceptual Framework.

Conceptual framework is defined as an interconnected set of ideas (theories) about how a particular phenomenon functions or is related to its parts (Svinicki, 2010). The main purpose of conceptual framework was to clarify concepts and purpose relationships among the variables in the study, provide a context for interpreting the study findings and explain observations. It illustrated the relationship between Success factors and AIDI's project performance. Success factors were the independent variable conceptualized by the Resources, community participation and Management. AIDI's project performance, the dependent variable in this study, was conceptualized by efficiency, effectiveness and relevance (DAC, 2002).

Success factors (Resources and Management) as the independent variables with the following dimensions:

Resources; means for the organization to achieve its goals effectively and efficiently; this included the staff, infrastructure, technology and financial resources as indicators.

Community participation; this looked at whether both the community and the AIDI's work towards the same goal and shared the same interests. This supported Cooke-Davies (2000) argued that for projects to perform well there was need to involve the community.

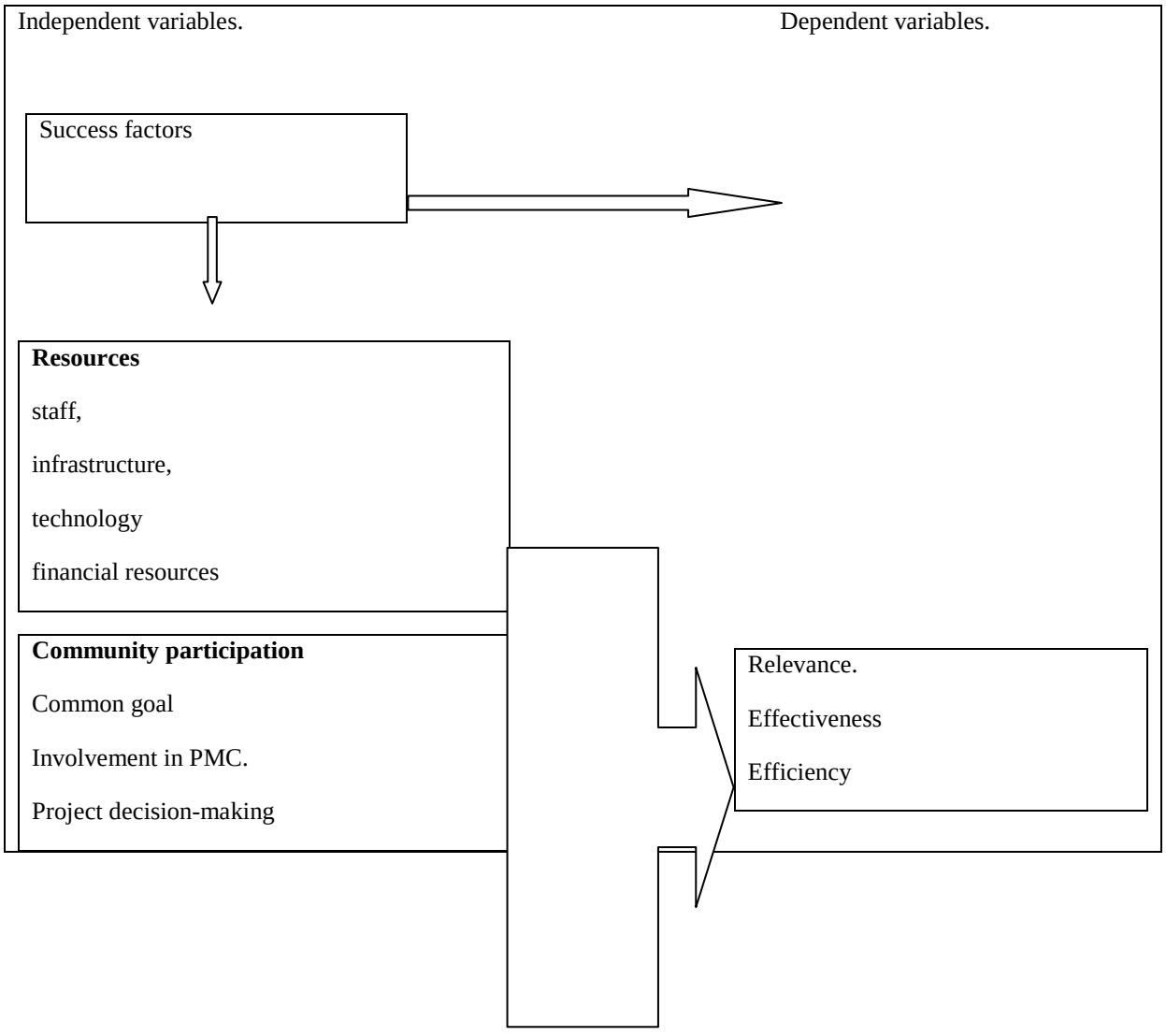
Management; this aspect looked at operations, communication within organization, information flow, code of conduct. The elements included strategic leadership, Programs &

Projects, networking & linkage as indicators; (Adopted from The McKinsey Capacity Assessment Grid).

AIDI's PROJECT PERFORMANCE:

AIDI's project performance, the dependent variable in this study, was conceptualized by efficiency, effectiveness and relevance (DAC, 2002).

Figure 1: Conceptual framework.



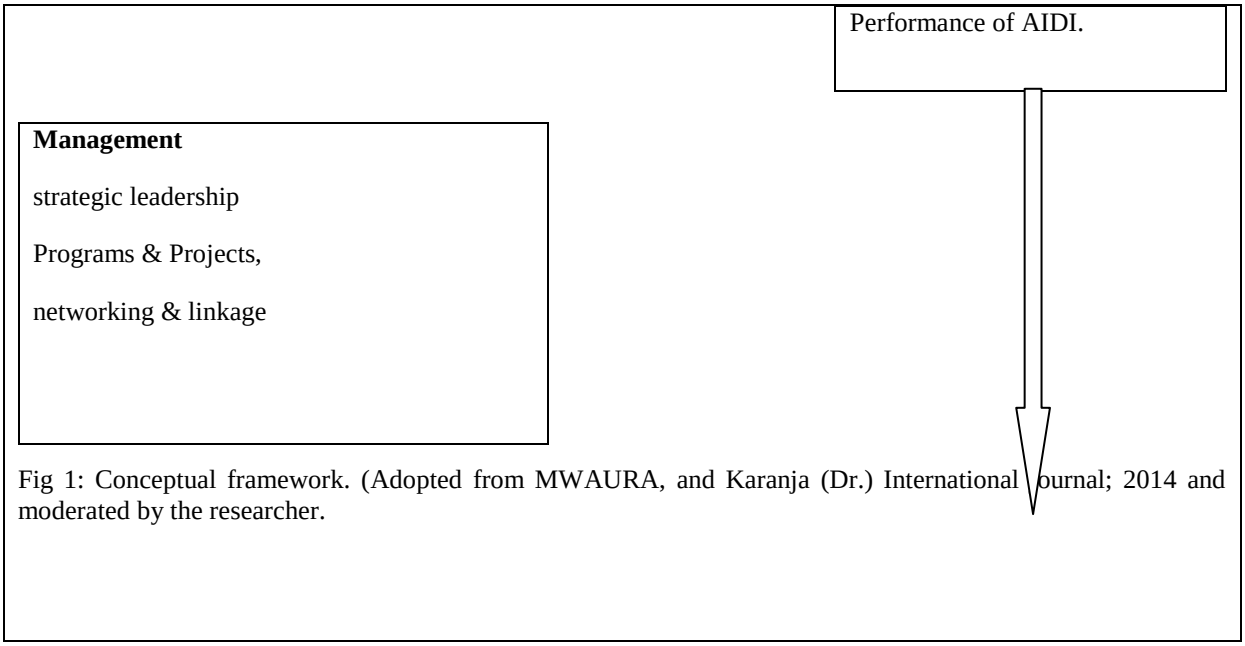


Fig 1: Conceptual framework. (Adopted from MWAURA, and Karanja (Dr.) International Journal; 2014 and moderated by the researcher.

In the conceptual framework depicted in Figure 1 above, success factors, the independent variable (IV) was hypothesized to influence AIDI's project performance. The framework portrayed that resource, community participation and management related factors directly affect AIDI's project performance. On the other hand, AIDI's project performance as the dependent variable (DV) as depicted in Figure 1 above, was measured in terms of efficiency, effectiveness and relevance. Where efficiency is the ability to produce the desired outcomes by using as minimal resources as possible, effectiveness is the ability of AIDI to meet the desired objectives or target (Stoner, 1996). Relevance is the extent to which AIDI activity is suited to the priorities and policies of the target group, recipient or donor (OECD/DAC 2002)

1.9 Justification of the study .

Considering the fact there was a growing number of CBOs in Amudat District, Karamoja region (Amudat District LG Community base services department, 2015) and Paradigm shift to implement community projects through CBOs for reasons of sustainability (Karanja, 1996; ZOA Country Annual Policy Plan, 2015-2018) regionally and nationally, there was need for policy makers, managers and funders of CBOs to be informed about the factors affecting CBO's project performance.

There was also no research conducted in Amudat District to provide evidence about the factors affecting AIDI's project performance (efficiency, effectiveness and relevance), as a CBO.

However, like any other organizations, AIDI was affected by a number of factors that affect its performance; this means study in this area would provide evidence on the factors that affected the performance of the AIDI's projects. The researcher therefore investigated the relationship between success factors and AIDI's project performance in Amudat District.

1.10 Significance of the study.

This was considered beneficial to Amudat District Local Government policy makers (The Council) as it provided information about success factors that affected the performance of AIDI's projects, as a CBO in Amudat District.

The research also provided valuable information to District and National NGO fora on factors affecting CBO's project performance, in particular AIDI, in Amudat District.

The research helped the future researchers in the field of organizational capacity evaluation and development as a guide and also motivated other researchers to roll similar research to other CBOs within Amudat and in other parts of the country other than Karamoja with different project implementation environment.

1.11 Scope of the study .

1.11.1 Content scope.

In terms of content scope, this study was specifically to determine the relationship between success factors and AIDI's project performance in Amudat District. Success factors was

measured in form of resources factors, community participation and management factors and performance was measured inform of efficiency, effectiveness and relevancy.

1.11.2 Time scope.

The period between August 2012 and December 2015 was considered for this study; this being the period when Amudat District experienced rapid increase in the CBOs implementing community projects mainly in partnership with other International Non Governmental organizations (according to Community services department-Amudat DLG 2015/2016 DDP) and AIDI was experiencing challenges in terms of their performance of implementing community projects.

1.11.3 Geographical scope

The study was done with AIDI as registered CBOs in Amudat District, Karamoja region. It covered projects implemented one Sub County and one Town Council of Amudat District where AIDI has been operational. The sub county included Karita and Amudat Town Council.

CHAPTER TWO:

LITERATURE REVIEW.

2.1 Introduction

This chapter reviews appropriate literature from referenced books, journals, magazines, reports, dissertations and other publications. It examines how organizational management, organizational resource and community participation influences AIDI's project performance, as a CBO. This chapter is arranged under sub-sections that include the theoretical review, the literature review based on each of the themes derived from the objectives and then ends with a summary of literature review and empirical studies that were done in the world, Africa and Uganda in the field of study. It brings out observations, conclusions and critics related to the independent variables of the study.

2.2 Theoretical review

According to William; 2006, the theoretical framework introduces and describes the theory which attempts to explain the research problem under study.

The framework is the structure that can hold or support a theory of a research study.

2.2.1 Systems Theory and Governance

Kuhn (1974) states that systems need to be controlled as failure in one system leads to failure in other. CBOs need good governance systems in order to ensure there is transparency and accountability. This theory views an organization as a social system consisting of individuals who cooperate within a formal framework, drawing resources, people and finances to produce products. Good governance of AIDI will ensure efficient and effective management of its projects and other resources for maximum outputs.

Hartman (2010) also observes that all organizations consists of processing inputs and outputs with internal and external systems and subsystems which is helpful in providing a functional overview of any organization. AIDI needs a functional system to manage their projects well.

2.2.2 Stakeholder Theory

Community members are stakeholders in community projects therefore it is important to involve them in projects activity from the start. Stakeholder's theory argues that every legitimate person or group participating in the activities of a firm or organization, do so obtain benefits, and that the priority of the interest of all legitimate stakeholders is not self-evident (Donaldson, and Preston, 1995). Stakeholder Theory pays equal credence to both internal and external stakeholders; employees, managers and owners as well as financiers, customers, suppliers, governments, community and special interest groups.

2.2.3 Human Capital Theory

Entrepreneurial knowledge of an individual gained from education adds economic value to a firm, (Becker, 1964). Skills and knowledge gained through education is important to employees when they are performing their tasks as it improves their performance. CBOs management teams require technical skills to run the projects successfully. These skills could

be gained from technical institutions, formal education or on job training. This theory has been put in application in several occasions. The theory has shown the need for the CBOs management team to have skills and experience in project management cycle and use of project management tools and techniques when running the projects.

2.3 Effect of Resource- factors on the performance of the AIDI's projects.

UNCDF (2005); A Practioner's guide in least developed countries observed that Minimum Conditions (MCs) can be matched with Project Management (PM) as a twin element in tying funding to performance. Rather than determining absolute access, PMs determine supplements to (or subtractions from) the basic allocation amount, based on more qualitative measures of past performance. UNCDF experience to date has shown that the use of PMs can provide a powerful incentive for building LG capacity and improving LG performance.

It also argued that overall, the introduction of the performance link to LG funding has had extremely positive results. It has proved to be an effective instrument in encouraging stronger LG performance, compliance with the legal and regulatory framework and broader national policy goals, and has attracted considerable interest from policymakers in several countries. Nevertheless, several cautions and qualifications need to be borne in mind.

This guide however observed that:

It is important to be clear about the limitations of this instrument. Ideally, it should be possible to tie funding of LGs to their success in achieving real service delivery and poverty reduction impact to the attainment of MDGs and improvements in the number of children educated, sick people treated or poor people brought above the poverty line. It is certainly very important to monitor the extent to which such outcomes are periodically achieved.

However, it is not practical to attempt to institute direct links between measures of such outcomes and annual block grant funding. This is due to:

a) The high cost and complexity of undertaking regular annual surveys of such outcome indicators in every LG area;
b) The 'attribution' problems that would have to be addressed, since LGs can often legitimately claim that such outcomes also derive from broader factors outside their control;
c) The flexible use allowed for unconditional block grants, which means that neighboring LGs may use funds for quite different sorts of service expenditure, greatly complicating comparison of their respective performance outcomes.

For these reasons, unconditional block grant funding within Local Development Projects (LDPs) has been more closely tied to performance on 'process indicators' (MCs and PMs), as more easily measured proxy measures of likely performance outcomes.

The guide further noted that the effectiveness of performance-related funding mechanisms is dependent on several factors related to context:

a) **Degree of corporate or downward accountability of local governments to citizens.**

In some countries, sub-national structures are essentially deconcentrated 'district administrations', either with no corporate status and corporate accountability (like the district administrations in Mozambique), or mainly accountable to central government (the current district administration in Nepal, where local elected bodies have been suspended). In such cases, the scope for introducing performance-based funding is much more limited: it can be tied to minimum conditions related to aspects of legality and regulatory compliance by local

staff, but it is not feasible to link funding to compliance with broader performance measures related to policy goals such as pro-poor budgeting;

b) **Clarity of service provision responsibilities.** In cases where responsibilities for Particular services are divided between central government institutions, semi-independent boards and local authorities, it is difficult to hold an LG accountable through performance-based funding;

c) **Level of financial autonomy enjoyed by local government.** In several countries the Autonomy of LGs encompasses the right to tax, budget and spend within given central government direction. In practice, LGs may face severe budget constraints and have limited or no discretionary funds.

d) **Degree of local government control over staff.**

In cases where local authorities are not fully responsible for the hiring of staff and disciplining or firing of underperformers, it is difficult to hold the council responsible for the quality of staff performance in general LG administration or in specific service sectors. Thus, in countries like Tanzania and Ethiopia, persistent central control over local staff may be a constraint to introduction of the system.

The guide then summarized that, a system of incentive-based allocation of development funds to local authorities can only work effectively if the basic legal framework establishes local bodies with some minimum degree of operational autonomy and corporate accountability.

The guide further argued that **Limited technical capacities** (especially in agriculture-related activities) often requires a degree of technical expertise that may not be readily available locally. By contrast, the merits of social facilities are known to all, and constitute 'off the shelf' proposals whose formulation requires little upfront technical expertise;

Task performance refers to behaviors that are directly involved in producing goods or service, or activities that provide indirect support for the organization's core technical processes (Borman and Motowidlo, 1997; Werner, 2000). These behaviors directly relate to the formal organization reward system.

However, it was also argued that these behaviors are important because they shape the organizational, social, and psychological contexts serving as the critical catalyst for task activities and processes (Werner, 2000).

Borman and Motowidlo (1993) divided performance into task and contextual performance. Task performance was defined as the effectiveness with which job incumbents perform activities that contribute to the organization's technical core (Borman and Motowidlo, 1997). Contextual performance was defined as performance that is not Silpakorn University Journal of Social Sciences, Humanities, and Arts 117 formally required as part of the job but that helps shape the social and psychological context of the organization (Borman and Motowidlo, 1993).

2.4 The relationship between Management factors and the performance of the AIDI's projects.

Project Management is the application of a collection of tools and techniques (such as the CPM and matrix organization) to direct the use of diverse resources toward the accomplishment of a unique, complex, one-time task within time, cost and quality constraints. Each task requires a particular mix of these tools and techniques structured to the task environment and life cycle (from conception to completion) of the task (Turner & Muller, 2005) as cited by Mwaura & Ngugi, August 2014, processes and techniques are used to coordinate resources to achieve predictable results. All projects need some level of project management. This model also consists of stages, but, unlike the sequential flow of the project

life-cycle, the six-stage model assumes that some stages are carried out simultaneously. In particular, the model above assumes that communications will take place throughout the project. It also assumes that team building, leading and motivation will take place once the project has been defined and continue until it ends.

In 2001, in an effort to regulate and support municipal development planning in Nicaragua, the Nicaraguan Institute of Municipal Development (INIFOM) proposed that local development planning tasks be assigned as follows:

(i) **The municipal council:** By law, this is the local 'planning authority'. It is vested with, and cannot re-assign or delegate, the prerogative and responsibility to prepare, discuss, approve and give force of law (through municipal ordinances) to all instruments of municipal planning (plans, programmes and budgets). Furthermore, under the law, the council is given both the obligation to involve citizens in the discussion and approval of such instruments (e.g. mandatory use of Cabildos), as well as the ability to support and create new structures for popular participation in the municipal planning process. Two potential structures for civil society and community participation in local-level planning are the municipal development committee and the municipal planning commission. They respectively relate to the strategic and statutory planning exercises described below.

(a) **The municipal development committee (CDM):** A policy development and advisory body, the CDM is the essential platform for municipal strategic planning exercises.

Through it the municipality should engage multiple stakeholders from civil society, the

Private sector and the State, in order to :

(1) Define strategic municipal development goals and intermediate targets, and

(2) Pursue them through multi-actor cooperative agreements and mutually binding contractual action plans. The CDM is chaired by the mayor, and open to a wide range of representatives of social/institutional actors in the locality, including private sector firms, producer, trader and professional organizations, churches, non-governmental organizations and community representatives (see point below). It should be supported by a technical secretariat, in most cases,

but not necessarily always, led by the municipal planning officer or technician. This is the key instrument enabling the municipality to elicit and structure citizen participation in its statutory planning exercises for local, multi-year investment programming and annual budgeting

According to Korkaew Jankingthong and Suthinee Rurkkhum (Journal 12 (2)); *Department of Human Resource Management, Hatyai Business School, Hatyai University, Thailand 2 Department of Business Administration, Faculty of Management Sciences, Prince of Songkla University, Thailand,* organizational justice, work engagement, and public service motivation (PSM) have direct effects towards job performance. Transformational leadership, however, has both direct and indirect effects toward job performance.

Mwaura & Ngugi (2014) observed that there is a positive relationship between dependent variable; performance of CBO projects and the independent variables; finance management practices, project management practices, community participation and governance. The study indicated projects that had good project management practices, involved the community in their activities and had good governance systems performed well.

Aluko (2003), cited by Ronah (UTAMU dissertation 2015), asserts that organizational culture is divided into two major aspects -- material and non-material cultures. The material aspects of culture include products of industry, technology, art, and are directly observable. The non-material aspects of culture consist of the knowledge, philosophy, morals, languages, motivation, attitudes, values, and norms shared and transmitted in a society like CBOs. They are not visible or tangible but they are manifested through the psychological states and behaviour of the people.

Harris and Ogbonna (2000) assert that the evidence of a leadership-performance link is largely unreliable and considerably more research has empirically examined the organizational culture – performance relationship. They further stress that organizational culture is one of the most popular concepts in the fields of management and organizational theory. Similarly, Alvesson (1990) has argued that the academic acceptance of culture, without the usual squabbles and skepticism associated with new concepts, is a major indication of the perceived importance of the concept. This means the culture exhibited by the CBOs' staff has important implications for their performance.

2.5 The influence of community participation on AIDI's project performance.

Community members are stakeholders in community projects therefore it is important to involve them in projects activity from the start. Stakeholder's theory argues that every legitimate person or group participating in the activities of a firm or organization, do so obtain benefits, and that the priority of the interest of all legitimate stakeholders is not self-evident (Donaldson, and Preston, 1995).

Cooke-Davies (2000) observed that for projects to perform well there is need for a close cooperation between the CBOs and the community.

2.6 Empirical studies.

Mwairu, Ngugi 2014 asserted that 93.3% of their research finding showed that community participation affects the performance of the CBO project while 6.7% said otherwise in Kenya. UNCDF (2005); A Practioner's guide in least developed countries **LDP funding windows in Niger;** The local support fund allocated to individual communities has been set up with two distinct components:

The commune fund: 60% of overall resources are earmarked for public social infrastructure (and where local matching funds equivalent to 10% of investment costs are required).

The community development fund: 40% of overall resources are earmarked for investments that are directly productive (and where local matching funds of 15%-20% of investment costs are required). At least 25%-35% of these resources are to be allocated for investments benefiting women, and at least 10%-15% for environmental investments.

Bass, 1985; Bass and Avolio, 1993 observed that Transformational leaders motivate their followers to perform beyond expectations by influencing them to pursue higher and convincing followers to replace their self-interests with organizational interests. Results from meta-analytic study path modeling found that transformational leadership is likely to have direct effects on task and contextual performance (standardized path coefficient .10, .19, $p < .01$, respectively) and a direct effect of transformational leadership and work engagement was found (standardized path coefficient .06, $p < .01$, respectively) (Christian et al., 2011).

2.7 Synthesis of the literature review.

All the literatures reviewed have strong bearings on the ability of AIDI to sustained resources and strategic management practices to effectively deliver its indented results. The reviews also emphasized the importance of participation of stakeholders in AIDI's Project performance.

CHAPTER THREE

METHODOLOGY

3.1 Introduction.

This chapter describes the methodology for the study which included the research design, study population, sample size and selection, sampling techniques and procedure, data collection instruments, data quality control (validity and reliability), procedure of data collection, data analysis and measurement of research variables.

3.2 Research design.

Orodho (2000) defines a research design as the scheme, outline or plan that is used to generate answers to the research problems. A research design can be regarded as an arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance with the research purpose. It showed the conceptual structure within which research was conducted. It constituted the plan for collection, measurement and analysis of data (Kothari, 2003).

A descriptive survey research design was adopted in this study. Descriptive research is a process of collecting data to answer questions concerning the current status of the subjects in the study, (Cooper& Schindler, 2008). This was because the views and opinion of people were sought and described accordingly and established how success factors affect performance of AIDIs'projects. Both qualitative and quantitative methods were used because

they supplement each other. The qualitative approach was mainly used to describe subjective assessments, analyses and interpretation of attitudes, opinions, and behaviours of the respondents as expressed verbatim from interviews and focus group discussions (Mugenda and Mugenda, 1999). The quantitative methods was used in generating numerical data, which was statistically manipulated to meet required objectives through descriptive statistics (frequencies and percentages) and inferential statistics, which tested the hypotheses of the study using correlations and coefficients of determination (Amin, 2005). This is because there was need to outlay some information statistically in order to bring out the statistical aspects of the study clearly. Using a combination of qualitative and quantitative data allowed triangulation by ensuring that the limitations of one type of data were balanced by the strengths of another.

3.3 Study Population.

The population for this study comprised of the staff and board members of AIDI and its project beneficiaries in Amudat District Local Government between the periods of 2013 to 2015. The study targeted these respondents owing to the fact that they are responsible for the management of AIDI's projects. The study population of 115 comprising of 2 senior management, 3 Middle management, 6 field staffs, 4 board members and 100 project beneficiaries was used.

3.4 Determination of sample size and selection.

A sample size was determined using statistical tables of Krejcie and Morgan (1970), as cited by Ronah (2015), and included various categories as specified in Table 1 below:

Table 1: Research sample size.

respondents by category and sample No.	**Category of respondents**	**Study Population (N)**	**Sample size (S)**	**Sampling technique**
1	Board members	9	4	Purposive sampling
2	Top management	2	2	Purposive Sampling
3	Middle managers	3	3	Purposive Sampling
4	Junior staff	9	6	Purposive Sampling
4	Project beneficiaries	[1]500,000	100	Simple Random Sampling
Total		**500,023**	115	

Key: ***N*** – Population Size, ***S*** – Recommended Sample Population *(Krejcie & Morgan, 1970), cited by Ronah (2015).*

3.5 Sampling Techniques and Procedure

Purposive sampling was used for identifying and selecting individuals or groups of individuals that are knowledgeable about or experienced with a phenomenon of interest (Creswell and Plano Clark, 2011). This sampling was used to select AIDI Senior Management staff and Board members who were interviewed. The researcher chose this technique because the respondents are knowledgeable and have a long experience in AIDI's project management.

Simple random sampling is a strategy that adds credibility to a sample when the potential purposeful sample is larger than one can handle whereby it uses small sample sizes, thus the goal is credibility, not representativeness or the ability to generalize (Patton, 2001). This sample was used to select project beneficiaries who were expected to participate in the research. The researcher chose this sampling technique because each member in this population had an equal chance of being included in the sample.

3.6 Data Collection methods and instruments.

This study used both quantitative and qualitative data collection methods. Quantitative data used survey method for staffs (middle and junior),and program staff and some selected project beneficiaries and qualitative data was obtained from interviews with the top management and board members.

3.7 Data Collection instruments:

3.7.1 Questionnaire Method

A questionnaire is a data collection instrument used to gather data over a large sample or number of respondents (Kombo and Tromp, 2006). This structured questionnaire was

developed following recommended guidelines by various scholars that include Kothari (2005), Sekaran and Bougie (2010) and Saunders et al (2009). The first section of the instrument addressed issues of demographic data, section two addressed resource factors, section three addressed Community participation, section four addressed management factors and section five addressed AIDI's project performance. In each section, the respondents were given clear instructions on how to complete the item. The questionnaire was refined after the instrument was piloted.

3.7.2 Interview Method

An interview guide is a set of questions that the researcher asks during the interview (McNamara, 2009). The researcher designed an interview guide which was used during the interview of the key respondents - the Board, top management and key informants. The researcher asked questions intended to lead the respondents towards giving data to meet the study objectives and probed the respondents in order to seek clarification about responses provided. A structured interview guide was used for the Board and management staff to stimulate them into detailed discussion of success factors that affect AIDI's project performance.

Structured interviews are useful not only because they show excellent validity in meta-analytic research (Hunter and Schmitt, 1996), but also because they provide a chance to probe the answers of the management and understand precisely what they mean.

3.7.3 Focus Group Discussions

The researcher held focus group discussions with the beneficiary and key informats e.g. DCDO of Amudat District Local Government, AIDI Board Chairperson, AIDI Funder, AIDI Program Manager and some selected community leaders who are AIDI project beneficiaries.

3.8 Validity and Reliability

As observed by Vogt (2007), cited by Ronah 2015, a number of studies have used this instrument and found both their reliability and validity values to be acceptable to the population being studied and in a different context thus recommended for testing the validity and reliability of the instruments.

3.8.1 Validity of instruments

Vogt (2007: 117), cited by Ronah 2015, defines validity as ―the truth or accuracy of the research. Saunders et al (2009) added that it is the extent to which the data collection instrument measures as well as the appropriateness of the measures coming to accurate conclusions. Validity tests was conducted for content, criterion and construct validity to test how well the instrument is representative, captures relationships between the variables as well as measure the concepts (Saunders et al, 2009; Vogt, 2007; and Sekaran & Bougie, 2010).

This study used triangulation to ensure validity of research findings prior to the administration of the research instruments. This instrument was checked by experts including the supervisor of the researcher. Content validity ratio was used to calculate the Content Validity Index, using the formula below:

CVI = Total Number of items rated by all respondents/Total Number of items in the Instrument.

104/115 = 0.904

A content validity index of 0.7 and above, according to Amin (2005) will qualify the instrument for the study as 0.904 >0.7.

3.8.2 Reliability of instruments

Reliability is defined by Vogt (2007), cited by Ronah 2015 as the consistency of either measurement or design to give the same conclusions if used at different times or by different scholars. The first step in ensuring reliability was by providing clear operational definitions of the variables under study. Thereafter, internal consistency was measured through internal consistency reliability (Sekaran & Bougie, 2010) as well as split-half reliability using Cronbach's alpha. If R2 (Alpha) value equals to 0.6 and above, then the instrument will be considered satisfactory (Cronbach, 1951).

After the data collection, reliability analysis was done and the findings for each of the variables are presented in **Table 2** below.

Table 2 ; Reliability Statistics.

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.586	.604	25

Item Statistics

	Mean	Std. Deviation	N

CPF_Are you always involved when AIDI is designing project proposals to address your needs	3.400	.8433	10
CPF_Am mainly involved during...	3.700	1.6364	10
CPF_How do you rate the influence of your participation on the performance of AIDI projects	2.300	.9487	10
CPF_If you dont contribute towards project activities, the performance of AIDI projects will be..	2.100	.5676	10
CPF_Are you always involved during project management cycle (Initiation, Planning, implementation, M&E, Closure)	3.900	.3162	10
CPF_Do you consider very important to seek your contribution during project mgt cycle	1.600	.5164	10
RFS_How do you rate your staff level in AIDI	1.900	.7379	10
RFS_How do you rate your staff proffesional qualifications	2.000	.8165	10
RFS_3/4 of AIDI mgt staff has experience in Project Mgt.	2.800	.7888	10
RFS_Do the staffing level, educational qualifications, and work experience affect your project performance	2.200	.7888	10
RFS_If the staffing levels, educational qualifications and work experience are rated 1-2 in a) to c) above, how will you rate your project performance	2.000	.8165	10
RFI_Did AIDI have have the following in 2013	3.800	1.7512	10
RFI_Did AIDI have the following in 2015_Multiple responses	6.100	2.1318	10
RFI_How do you rate your project performance	2.500	1.1785	10
RFT_Do you have access to internet services	2.000	1.0541	10

RFT_Have you ever missed opportunities (funding, meeting...)due to internet absence/failure in the last 2 years	2.600	.5164	10
RFT_If 1-3 responses, did it affect your project performamnce	2.000	.8165	10
RFT_ Do you have access to power/electricity at least 08 Hr daily	2.100	.8756	10
RFT_Does lack of power affect your project performance	1.800	.7888	10
RFF_What financial resources mgt practices do you employ in AIDI	1.900	.8756	10
RFF_Who is responsible for internal control in AIDI	2.300	1.1595	10
RFF_Do internal controls affect your project performance?	2.000	.8165	10
RFF_If there is strong internal control systems, AIDI Project performamnce is..	2.400	.8433	10
RFF_In AIDI, we use the following as the main budget mgt practices	1.800	1.0328	10
RFF_Where do you mainly get your financial resources	2.400	1.0750	10

From Table 2 above, the overall reliability coefficient of the questionnaire was 0.604. This implies that the instrument was reliable for use in data collection.

3.9 Procedures of data collection

The researcher sought approval from the School of Business and Management of Uganda Technology And Management University (UTAMU) to ensure that the ethical guidelines were followed throughout the data collection process.

At the onset of data collection, the researcher sought permission from the office of the DCDO, Amudat DLG and the Program Coordinator of AIDI to help access the employees at their place of work. Each questionnaire contained an opening introductory letter requesting

for the respondent‘s cooperation in providing the required information for the study. The respondents were assured of confidentiality of the information provided and that the study findings will be used for academic purposes only and necessary corrective measures in AIDI’s project implementation.

3.10. Data Analysis.

The researcher used both quantitative and qualitative data analysis. It involved uncovering structures, extracting important variables, detecting any irregularity and testing any assumptions (Kombo & Tromp, 2006), cited by Ronah 2015. Triangulation method of analysis was used to enable the researcher come up with appropriate conclusions and recommendations.

3.10.1 Quantitative data analysis

The quantitative data analysis consisted of numerical values from which descriptions such as mean and standard deviations will be deduced (Kombo & Tromp, 2006), cited by Ronah 2015. Data collected was checked to ensure regularity and accuracy; this was useful in ensuring that the objectives of the study are addressed. Analysis was done according to the objectives of the study, data generated by questionnaires was cleaned, edited and coded before analysis is done; and then analyzed using the Statistical Package for Social Sciences (SPSS) programme. Summary statistics in form of qualitative and quantitative measures, frequencies and percentages were run and interpretations were made. Finally, conclusions and recommendations were derived. Triangulation of these methods was correlated to improve on the validity and richness of the information gathered.

3.10.2. Qualitative data analysis

All the qualitative data collected from open-ended questions and written comments from questionnaires, key informant interviews and focus group discussions were edited on a continuous basis to ensure completeness. Data collected with the use of interview schedules was put into meaningful and exhaustive categories. Content analysis was the main method of analyzing the data collected to determine the adequacy of the information, credibility, usefulness and consistency (Mugenda & Mugenda, 1999), cited by Ronah 2015.

3.11 Ethical Considerations

The goal of ethics in research is to ensure that no one is harmed or suffers adverse consequences from the research activities (Cooper and Schindler, 2001:112), cited by Ronah 2015. The researcher‘s aim was to protect the rights of the respondents by:

i. Ensuring that none of the respondents will be named during the research or subsequent thesis;

ii. Making sure that the respondents will be selected to participate without compulsion;

iii. Informing the respondents about the reason and purpose of the research; and

iv. Informing the respondents that consent will be sought from the management of AIDI before starting this research.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.1 Introduction.

This study examined the relationship between success factors and performance of Amudat Inter-religious Development Initiative (AIDI) projects in Amudat in Uganda. Success factors were measured in form of resources factors, community participation and management factors while performance was measured inform of efficiency, effectiveness and relevancy.

This chapter presented and discussed the findings of the study. The chapter also presents the analysis and interpretation of results. The presentations are done according to the specific objectives and hypotheses. The first section presents the response rates. The second section presents the background information of the respondents. The third section presents descriptive and inferential statistics in form of qualitative and quantitative measures, frequencies and percentages as per the three study objectives.

4.2 Response Rates of respondents.

Response rate (also known as completion rate or return rate in survey research) refers to the number of people who answered the survey divided by the number of people in the sample. It is usually expressed in the form of a percentage. A low response rate can give rise to sampling bias if the nonresponse is unequal among the participants regarding exposure and /or outcome (AAPOR, 2000). In this study, the sample size was 115 members of staff, the Board members and beneficiaries of AIDI and also a representative of AIDI Funders and

Amudat District Community Development Officer but the study managed to access 104 of the targeted respondents as shown in the breakdown table below.

Table 3: Presents the response rates to the study.

respondents by SN	Category of Category of Respondents	Study Sample Sample size	Sample size Actual Response	Sampling Percentage.
1	Board members	4	2	50%
2	Top management	2	1	50%
3	Middle managers	3	1	33.3%
4	Junior staff	6	3	50%
4	Project beneficiaries	100	97	97%
Total		115	104	93.9%

According to Table3 above, out of the 100 questionnaires administered, 97 were fully completed, giving a response rate of 97%. Out of 15 respondents targeted for interviews, 07 of them were actually interviewed, implying a response rate of 46.7%. The overall response rate of the respondents was thus 90.4%. With this high response rate of 90.4%, the findings of the study were representative of the actual population and could therefore be generalized, as observed by Sekaran (2003).

4.3 Background Information of the Respondents.

The staff of AIDI, AIDI board members and project beneficiaries were asked about their level of education and age. This information provided the study ensured that the sample that

participated in the study have similar distribution of the respondents by characteristics to that of the population it was drawn from. This determines the accuracy and representatives of information drawn from the sample to the population. Findings regarding their sex, level of education and age are presented in Table 4.

Table 4: Showing the background information of the respondents.

Sex.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	36	34.6	34.6	34.6
	Female	68	65.4	65.4	100.0
	Total	104	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
	18yr-30yr	55	52.9	55.0	55.0
	31yr-45yr	39	37.5	39.0	94.0
	46 and above	6	5.8	6.0	100.0
	Total	100	96.2	100.0	
Missing	System	4	3.8		
Total		104	100.0		

Education levels

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary	12	11.5	11.5	11.5
	Secondary	7	6.7	6.7	18.3
	Higher institutions	9	8.7	8.7	26.9
	FAL	8	7.7	7.7	34.6
	Never been to School	68	65.4	65.4	100.0
	Total	104	100.0	100.0	

Source: Primary Data.

According to the results in Table 4, the majority 68 (65.4%) of the respondents never went to school and only few 9 (8.7%) went to higher institutions of learning and acquired either Diploma or Degrees and these were mainly employees of AIDI and Board members. This shows that the majority of the study respondents were illiterate. The results in Table 3 also show that the biggest proportion 68(65.4%) of the study respondents were female; this shows a typical household setting of Pokots in Amudat. This could also imply that the illiteracy level among women is higher than the men. The results in the table also showed that 55 (52.9%) of the study respondents were between age range of 18-30 years, representing mainly youthful age while only 6 were above 46 years of age. This indicates that the majority of the respondents (mainly beneficiaries) are in their most productive age group.

4.4 Resources factors affecting the performance of AIDI's projects

In this section, descriptive statistics were presented before testing hypotheses. The descriptive statistics used were frequencies and percentages, while the inferential statistics used was Pearson correlation.

4.4.1 The Resource factors affecting the performance of AIDI's projects.

The first objective of the study was to examine how Resource- factors affect the performance of AIDI's projects. The resource related factors were categorized and Staff, Infrastructure, technology and financial resources.

From the key informats, the main resources that affect the performamnce of AIDI includes, (in order of importance) as represented in **Table 5** below:

Table 5; what resources are limiting AIDI Project performance, the results are as below:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Financial related	2	1.9	18.2	18.2
	Human resource related	4	3.8	36.4	54.5
	Technology related	2	1.9	18.2	72.7
	All the 3 above	3	2.9	27.3	100.0
	Total	11	10.6	100.0	
Missing	System	93	89.4		
Total		104	100.0		

From the table 5, above, human resource related factors are the most limiting factors affecting the performance of AIDI's projects, implying that human resources are very critical for efficient and effective project implementation.

On staff, a number of statements (05) were requested and employees and board members of AIDI were requested to respond to regarding the staffing levels, Proffesional qualifications and their experience in Project management by indicating their agreement using a three or Four-point scale of 1=highly adequate, 2=Adequate and 3=Not adequate for staff levels, 1=highly qualified, 2=not highly qualified, 3= qualified and 4= not qualified for professional qualifications. For experience in project management, 1=5 years and above, 2= 3-4 years experience, 3= 1-2 years experience 4=less than 1 year was used.

The responses are summarized in the table 6 below;

Table 6: Showing the results of how Resource- factors affect the performance of AIDI's projects.

RFS_How do you rate your staff level in AIDI

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly adequate	3	2.9	27.3	27.3
	Adequate	5	4.8	45.5	72.7
	Not adequate	3	2.9	27.3	100.0
	Total	11	10.6	100.0	
Total		104	100.0		

RFS_How do you rate your staff proffesional qualifications

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly qualified	3	2.9	27.3	27.3
	Qualified	5	4.8	45.5	72.7

	Not highly qualified	3	2.9	27.3	100.0
	Total	11	10.6	100.0	
Total		104	100.0		

RFS_3/4 of AIDI mgt staff has experience in Project Mgt.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3-4 years	5	4.8	45.5	45.5
	1-2 years	4	3.8	36.4	81.8
	Less than 1 year	2	1.9	18.2	100.0
	Total	11	10.6	100.0	
Total		104	100.0		

RFS_Do the staffing level, educational qualifications, and work experience affect your project performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Always	2	1.9	18.2	18.2
	Often	4	3.8	36.4	54.5
	Sometimes	5	4.8	45.5	100.0
	Total	11	10.6	100.0	
Total		104	100.0		

RFS_If the staffing levels, educational qualifications and work experience are rated 1-2 in a) to c) above, how will you rate your project performance

	Frequency	Percent	Valid Percent	Cumulative Percent

Valid	Excellent	3	2.9	27.3	27.3
	Very good	4	3.8	36.4	63.6
	Good	4	3.8	36.4	100.0
	Total	11	10.6	100.0	
Total		104	100.0		

RFI_Did AIDI have have the following in 2013

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Own office	1	1.0	9.1	9.1
	Computers	1	1.0	9.1	18.2
	Motorcycles	3	2.9	27.3	45.5
	Generator	2	1.9	18.2	63.6
	None of the above	4	3.8	36.4	100.0
	Total	11	10.6	100.0	
Total		104	100.0		

RFI_Did AIDI have the following in 2015_Multiple responses

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Own offices	1	1.0	9.1	9.1
	Office furniture	1	1.0	9.1	18.2
	1&2	3	2.9	27.3	45.5
	2,3 &4	4	3.8	36.4	81.8

	3,4 , 5	2	1.9	18.2	100.0
	Total	11	10.6	100.0	
Total		104	100.0		

RFI_How do you rate your project performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very high	2	1.9	18.2	18.2
	High	5	4.8	45.5	63.6
	Low	1	1.0	9.1	72.7
	Very low	3	2.9	27.3	100.0
	Total	11	10.6	100.0	
Total		104	100.0		

RFT_Do you have access to internet services

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Always	4	3.8	36.4	36.4
	Often	4	3.8	36.4	72.7
	Sometimes	2	1.9	18.2	90.9
	Not at all	1	1.0	9.1	100.0
	Total	11	10.6	100.0	
Total		104	100.0		

RFT_Have you ever missed opportunities (funding, meeting...)due to internet absence/failure in the last 2 years

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5-10 times	4	3.8	36.4	36.4
	1-4 times	7	6.7	63.6	100.0
	Total	11	10.6	100.0	
Total		104	100.0		

RFT_If 1-3 responses, did it affect your project performamnce

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very highly	3	2.9	27.3	27.3
	Highly	4	3.8	36.4	63.6
	Not at all	4	3.8	36.4	100.0
	Total	11	10.6	100.0	
Total		104	100.0		

RFT_ Do you have access to power/electricity at least 08 Hr daily

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Always	4	3.8	36.4	36.4
	Often	3	2.9	27.3	63.6
	Sometimes	4	3.8	36.4	100.0
	Total	11	10.6	100.0	
Total		104	100.0		

RFT_Does lack of power affect your project performance

	Frequency	Percent	Valid Percent	Cumulative Percent

Valid	Always	4	3.8	36.4	36.4
	Often	4	3.8	36.4	72.7
	Sometimes	3	2.9	27.3	100.0
	Total	11	10.6	100.0	
Total		104	100.0		

RFF_What financial resources mgt practices do you employ in AIDI

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Internal control	5	4.8	45.5	45.5
	Budget control	3	2.9	27.3	72.7
	Others	3	2.9	27.3	100.0
	Total	11	10.6	100.0	
Missing	System	93	89.4		
Total		104	100.0		

RFF_Who is responsible for internal control in AIDI

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Program Manager	3	2.9	30.0	30.0

	Board Chairperson	3	2.9	30.0	60.0
	Finance Manager/Officer	2	1.9	20.0	80.0
	Project Officers	2	1.9	20.0	100.0
	Total	10	9.6	100.0	
Missing	System	94	90.4		
Total		104	100.0		

RFF_Do internal controls affect your project performance?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Always	3	2.9	27.3	27.3
	Often	4	3.8	36.4	63.6
	Sometimes	4	3.8	36.4	100.0
	Total	11	10.6	100.0	
Missing	System	93	89.4		
Total		104	100.0		

RFF_If there is strong internal control systems, AIDI Project performamnce is...

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very high	2	1.9	18.2	18.2
	High	5	4.8	45.5	63.6
	Poor	3	2.9	27.3	90.9
	Very poor	1	1.0	9.1	100.0

	Total	11	10.6	100.0	
Missing	System	93	89.4		
Total		104	100.0		

RFF_In AIDI, we use the following as the main budget mgt practices

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Financial planning and control	6	5.8	54.5	54.5
	Capital budgeting	3	2.9	27.3	81.8
	Working capital management	1	1.0	9.1	90.9
	Others	1	1.0	9.1	100.0
	Total	11	10.6	100.0	
Missing	System	93	89.4		
Total		104	100.0		

RFF_Where do you mainly get your financial resources

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Institutional Donors	2	1.9	18.2	18.2
	Local Governments	4	3.8	36.4	54.5
	Member contributions	2	1.9	18.2	72.7
	International NGOs	3	2.9	27.3	100.0
	Total	11	10.6	100.0	
Missing	System	93	89.4		
Total		104	100.0		

Source: Primary Data

From table 6 above, 81.8% of the three quarters of AIDI staff have experience between 1-4 years in project management. 54.5% of these indicated that educational qualifications and work experience affect AIDI's project performance. This is why 63.6% of the respondents rated AIDI's project performance excellent and very good. Implying with these attributes, AIDI projects are implemented as planned to achieve the intended results within reasonable project costs.

From infrastructural perspective as a resources-related factor, in 2013, 36.4% of the respondents confirmed that they did not have own offices, computers, motorcycle and a generator, but in 2015, AIDI owned the entire above infrastructure, except own office, as represented by 81.8% respondents. This implies a growth in infrastructural development in AIDI to effectively implement project activities. With these infrastructural improvements between the years (2013-2015) in AIDI, the AIDI staff and board rated their project

performamnce as very high and high (63.6%). Implying infrastructural development within an organization affects its project performance.

Looking at technology as a resource related factor affecting performamnce of AIDI projects, 72.7% and 63.6% indicated that AIDI always and often have access to internet and electricity 8 hours daily respectively. Despite these facilities, AIDI had ever missed opportunities (including funding opportunities) 1-4 times in the last 2 years (represented by 63.6%), implying having lost financial resources that has direct effect on AIDI's project performance. However, 63.6% (internet services) and 72.7% (electricity) of the respondents indicated that this resource (technology) very highly and highly and always and often affect AIDI's project performance respectively.

Financial resources were one of the resource-related factors considered under this study. Here the analysis focuses more on the financial management practices, e.g. internal control, budget control and financial planning. From the analysis, 63.6% showed internal control always and often affect project performance in AIDI as compared to budget control and financial planning. The study also showed that with strong internal control system, AIDI's project performs very highly and highly. This implies that internal control, as a management practice, is critical in ensuring efficient project performance in AIDI.

Padachi (2010), cited by Mwaura & Ngugi (2014) states that the internal control of petty cash and other funds determines whether an organization will succeed or fail. The result of this study found out that internal controls always and often affected AIDI's project performance.

Literature according to (Nguyen 2001; Osman 2007; Azhar et al. 2010;Agyei-Mensah 2011; Maseko and Manyani 2011), cited by Mwaura & Ngungi (2014), indentified the components of financial management practices crucial to the performance of small firms as financial

planning and control, capital budgeting and working capital management. This implies that management of budgets affects the performance of AIDI's projects as poor estimates and budget planning may cause losses.

The table 7; below generally indicated there is relationship between resource related factors and AIDI's project performance, except for infrastructure as a component of resource related factor affecting AIDI's project performance. Resource Factors (staff and technology; .r=0.570, n=11, p= 0.067 & 0.481, n= 11, p= 0.134 respectively) all showed strong relationship between these resource factors and AIDI's project performamnce. However, infrastructure as an element of resource factor showed negative correlation with AIDI Project performance (r=0.396, n=11, p= 0.227) as in the table 8; below.

The table 7; The relationship between resource related factors and AIDI's project performance.

		RFS_Do the staffing level, educational qualifications, and work experience affect your project performance	RFS_If the staffing levels, educational qualifications and work experience are rated 1-2 in a) to c) above, how will you rate your project performance
RFS_Do the staffing level, educational qualifications, and work experience affect your	Pearson Correlation	1	.570
	Sig. (2-tailed)		.067

project performance	N	11	11
RFS_If the staffing levels, educational qualifications and work experience are rated 1-2 in a) to c) above, how will you rate your project performance	Pearson Correlation	.570	1
	Sig. (2-tailed)	.067	
	N	11	11

		RFI_Did AIDI have the following in 2013	RFI_How do you rate your project performance
RFI_Did AIDI have the following in 2013	Pearson Correlation	1	-.396
	Sig. (2-tailed)		.227
	N	11	11
RFI_How do you rate your project performance	Pearson Correlation	-.396	1
	Sig. (2-tailed)	.227	
	N	11	11

Correlations

		RFT_Do you have access to internet services	RFT_ Do you have access to power/electricity at least 08 Hr daily	RFT_If 1-3 responses, did it affect your project performamnce
RFT_Do you have access to internet services	Pearson Correlation	1	.447	.481
	Sig. (2-tailed)		.168	.134
	N	11	11	11
RFT_ Do you have access to power/electricity at least 08 Hr daily	Pearson Correlation	.447	1	.000
	Sig. (2-tailed)	.168		1.000
	N	11	11	11
RFT_If 1-3 responses, did it affect your project performamnce	Pearson Correlation	.481	.000	1
	Sig. (2-tailed)	.134	1.000	

Source: Primary Data

4.4.2 The relationship between Management factors and the performance of the AIDI's projects.

The second objective of the study was to determine the relationship between Management factors and the performance of the AIDI's projects.

The respondents were asked to respond to a number of statements regarding project management practices, and effective communication during project implementation. The findings are summarized in Table 9.

Table 9: Shows results of the relationship between management factors and AIDI's project performance.

MFP_The following practices you are aware of

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Project cycle	4	3.8	36.4	36.4
	Project mgt tools & techniques	3	2.9	27.3	63.6
	Project planning techniques	3	2.9	27.3	90.9
	Project M&E	1	1.0	9.1	100.0
	Total	11	10.6	100.0	
Missing	System	93	89.4		
Total		104	100.0		

MFP_Do you consider the above project mgt practices (1-4) important

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	I highly agree	3	2.9	27.3	27.3
	Agree	4	3.8	36.4	63.6
	Not quite	3	2.9	27.3	90.9
	Not sure	1	1.0	9.1	100.0

	Total	11	10.6	100.0	
Missing	System	93	89.4		
Total		104	100.0		

MFP_Do you do profitability analysis when implementing your projects

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Always	3	2.9	27.3	27.3
	Often	4	3.8	36.4	63.6
	Some times	3	2.9	27.3	90.9
	Not at all	1	1.0	9.1	100.0
	Total	11	10.6	100.0	
Missing	System	93	89.4		
Total		104	100.0		

MFP:_How do you communicate in project implementation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Weekly project meetings	3	2.9	27.3	27.3
	Monthly project meetings	3	2.9	27.3	54.5
	Use of cell phones	3	2.9	27.3	81.8
	Informal oral communication	2	1.9	18.2	100.0

	Total	11	10.6	100.0	
Missing	System	93	89.4		
Total		104	100.0		

MFP:_Regular and effective communication within the project teams improves performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	I highly agree	4	3.8	36.4	36.4
	Agree	4	3.8	36.4	72.7
	Not quite	3	2.9	27.3	100.0
	Total	11	10.6	100.0	
Missing	System	93	89.4		
Total		104	100.0		

Data Source: Primary source.

This study sought to find out how project management practices affect AIDI's project performance. It further sought to know whether AIDI staff and board members were aware of the project cycle, use of project management tools and techniques, planning, monitoring and evaluation. From the table 9; above, majority of AIDI staff and management are aware of project management cycle (36.4%), implying AIDI can run projects from initiation to closures. However few of the staff and board members (9.1%) had little knowledge about project monitoring and evaluation. This has implications in understanding project implementation status (project process) and measuring project results by AIDI staff. Therefore measuring project performance according to DAC (2002) criteria is most likely to be a challenge for AIDI staff although they (staff and board members) indicated that these

project management practices (initiation, planning, implementation, monitoring and evaluation and closure) is highly agreeably and agreeably important (63.6%).

Effective project management practices help control the added risks that the project activity introduces to normal business practices (Mwaura & Ngugi 2014 ; pg 63_Int Journal). This finding therefore showed that projects have to be managed professionally for them to perform well.

The project also sought to find out whether AIDI considers important these project management practices and also does profitability analysis and whether this also affect the performance of AIDI's projects. The result in the Table 10; showed the results from the respondents.

Table 10; Project management practices affect AIDI's project performance.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	I highly agree	3	2.9	27.3	27.3
	Agree	4	3.8	36.4	63.6
	Not quite	3	2.9	27.3	90.9
	Not sure	1	1.0	9.1	100.0
	Total	11	10.6	100.0	
Missing	System	93	89.4		
Total		104	100.0		

MFP_Do you do profitability analysis when implementing your projects

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Always	3	2.9	27.3	27.3

	Often	4	3.8	36.4	63.6
	Some times	3	2.9	27.3	90.9
	Not at all	1	1.0	9.1	100.0
	Total	11	10.6	100.0	
Missing	System	93	89.4		
Total		104	100.0		

Data Source: Primary data.

From the table 10; above, 63.6% of the staff and board consented that doing profitability analysis is important and also highly agreed and agreed that the project management practices are important for successful project implementation. From this finding, it is clear that having good skills in project management practices by AIDI staff improves its project performance. That is why, (Karanja, 1996) observed that providing access to services is not only considered a pre-condition for poverty alleviation, but also considered as a strategy for empowering communities, as cited by Mwaura & Ngugi, 2014.

The respondents consented that for proper project performance, there is need for effective communication during project implementation.

Ronah (2015;p57. Dissertation) observed that open communication enhances employee performance. This is because frequent open communication builds increasing levels of trust between the organization and employees. As the trust grows stronger, it can result in good relations between the organization and employees which enhances cooperation, prevents or reduces labour unrest and increases individual employee responsibility and ownership for their own performance. This study finding then confirmed this in relation to AIDI's project performance.

From the Table 11; below, there was a strong significant positive relationship (r=0.275) between organizational capacity (perfect resources and management-related factors) and AIDI's project performance. This finding therefore showed that projects have to be managed professionally for them to perform well

However, communication as management element showed negative relationship with AIDI's project performance (r=-468, N =1, p=0.147) as shown in the Table below .

Table 11; Correlations for Management factors

		MFP_The following practices you are aware of	MFP_Do you consider the above project mgt practices (1-4) important	MFP_Do you do profitability analysis when implementing your projects	MFP_How do you communicate in project implementation	MFP_Regular and effective communication within the project teams improves performance
MFP_The following practices you are aware of	Pearson Correlation	1	.275	.080	-.117	-.335

	Sig. (2-tailed)		.413	.816	.733	.314
	N	11	11	11	11	11
MFP_Do you consider the above project mgt practices (1-4) important	Pearson Correlation	.275	1	.170	-.703*	-.468
	Sig. (2-tailed)	.413		.618	.016	.147
	N	11	11	11	11	11
MFP_Do you do profitability analysis when implementing your projects	Pearson Correlation	.080	.170	1	-.157	.022
	Sig. (2-tailed)	.816	.618		.645	.948
	N	11	11	11	11	11

MFP_How do you communicate in project implementation	Pearson Correlation	-.117	-.703*	-.157	1	.039
	Sig. (2-tailed)	.733	.016	.645		.909
	N	11	11	11	11	11
MFP_Regular and effective communication within the project teams improves performance	Pearson Correlation	-.335	-.468	.022	.039	1
	Sig. (2-tailed)	.314	.147	.948	.909	
	N	11	11	11	11	11

*. Correlation is significant at the 0.05 level (2-tailed).

4.4.3 How community participation affect AIDI's projects performance.

The third objective of the study was to determine out how community participation affect AIDI's project performance. The respondents were asked to respond to a number of statements regarding whether their involvement, contribution to and their views of considering their contribution during project cycle was important or their level of their

influence on AIDI's project performance. The respondents were AIDI's project beneficiaries. The findings are summarized in Table 12.

Table 12: Shows results of how community participation affects AIDI's projects performance.

CPF_Are you always involved when AIDI is designing project proposals to address your needs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Always involved during project design	3	2.9	3.1	3.1
	Often involved during project design	10	9.6	10.3	13.4
	Sometimes involved during project design	23	22.1	23.7	37.1
	Not involved at all during project design	61	58.7	62.9	100.0
	Total	97	93.3	100.0	
Missing	System	7	6.7		
Total		104	100.0		

CPF_Are you always involved during project management cycle (Initiation, Planning, implementation, M&E, Closure)

	Frequency	Percent	Valid Percent	Cumulative Percent

Valid	Always involved in project mgt cycle	8	7.7	8.2	8.2
	Often involved in Project mgt cycle	14	13.5	14.4	22.7
	Sometimes involved in Project mgt cycle	52	50.0	53.6	76.3
	Not at all involved in Project mgt cycle	23	22.1	23.7	100.0
	Total	97	93.3	100.0	
Missing	System	7	6.7		
Total		104	100.0		

CPF_Am mainly involved during...

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Initiation	12	11.5	13.8	13.8
	Planning	8	7.7	9.2	23.0
	Implementation	50	48.1	57.5	80.5
	M&E	12	11.5	13.8	94.3
	Closure	5	4.8	5.7	100.0
	Total	87	83.7	100.0	
Missing	System	17	16.3		
Total		104	100.0		

CPF_Do you consider very important to seek your contribution during project mgt cycle

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	91	87.5	93.8	93.8
	No	6	5.8	6.2	100.0
	Total	97	93.3	100.0	
Missing	System	7	6.7		
Total		104	100.0		

CPF_How do you rate the influence of your participation on the performance of AIDI projects

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very high	28	26.9	28.9	28.9
	Medium	44	42.3	45.4	74.2
	Low	25	24.0	25.8	100.0
	Total	97	93.3	100.0	
Missing	System	7	6.7		
Total		104	100.0		

CPF_If you dont contribute towards project activities, the performance of AIDI projects will be...

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very high	1	1.0	1.0	1.0
	Medium	11	10.6	11.3	12.4
	Low	85	81.7	87.6	100.0

	Total	97	93.3	100.0	
Missing	System	7	6.7		
Total		104	100.0		

Data source: Primary data.

From the Table 12 above, 62.9% of the respondents indicated they were not always involved when AIDI is designing project proposals to address their needs. This has implications on the relevance of the projects in addressing the real beneficiary needs. Only 3.1% indicated that AIDI always involved them during designing project proposal. The respondents also indicated they were mainly involved during project implementation, as beneficiaries (57.5%) as opposed to community involvement all through project cycle yet majority of the respondents (93.8%) believed it was important to seek their contribution during project management cycle. As such most beneficiaries (72.2%) believed their influence on AIDI's project performance was medium and low. Without participation of the beneficiary community, 87.6% indicated AIDI's project performance is low.

Cookie-Davis (2000), cited by Mwaura & Ngugi, observed that for projects to perform well, there is need for a close cooperation between the CBO and the community; they should work towards the same goal and share the same interests. The findings of this study support this observation by Cookie-Davies (2000).

Mwaura and Ngugi (2014: p62 Int. J.) also noted that community participation enhances social cohesion as they recognize the value of working in partnership with each other and other organizations. It also adds economic value both through the mobilization of voluntary contributions to deliver regeneration and through developing skills, which enhances the opportunities for employment and an increase in community wealth, gives residents the

opportunity to develop the skills and networks that are needed to address social exclusion (Donaldson and Preston 1995), as cited by Mwaura and Ngugi (2014: p 63).

The Table 13; below generally indicated there is positive and strong relationship between community participation and AIDI's project performance; .r=0.216, n=97, p= 0.044.

Table 13; Correlations for Community participation and AIDI's project performance.

		CPF_Are you always involved during project management cycle (Initiation, Planning, implementation, M&E, Closure)	CPF_Am mainly involved during...
CPF_Are you always involved during project management cycle (Initiation, Planning, implementation, M&E, Closure)	Pearson Correlation	1	.216*
	Sig. (2-tailed)		.044
	N	97	
CPF_Am mainly involved during...	Pearson Correlation	.216*	1
	Sig. (2-tailed)	.044	
	N		97

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This study examined the relationship between success factors and performance of Amudat Inter-religious Development Initiative (AIDI) projects in Amudat in Uganda. Success factors were measured in form of resource factors, community participation and management factors while performance was measured inform of efficiency, effectiveness and relevancy.

This chapter presented and discussed the findings of the study. The chapter also presented the analysis and interpretation of results. The presentations were done according to the specific objectives and hypotheses. The first section presented the response rates. The second section presented the background information of the respondents. The third section presented descriptive and inferential statistics in form of qualitative and quantitative measures, frequencies and percentages as per the three study objectives.

5.2 Summary of Findings

5.2.1 Resources factors affecting the performance of AIDI's projects

The study tested the first hypothesis; "Resource and management-related factors affected performance of AIDI's projects" and it was accepted. This is because there was a generally positive relationship between resources related factors and AIDI's project performance, except for infrastructure as a component of resources related factor affecting AIDI's project performance. Resource Factors (staff and technology; .r=0.570 and r= 0.481respectively) showed strong relationship between these resource factors and AIDI's project performance. However, infrastructure as an element of resource factor showed negative correlation with

AIDI Project performance (r = -0.396). The result of this study found out that internal controls always and often affected AIDI's project performance.

AIDI management and board mentioned that the human resources were adequate to achieve a good project performance. Also, the financial resources were relatively enough mainly from International NGOs. The infrastructural resources, however, was not considered as sufficient, which is especially reflected in the limited number of motorcycles, laptops, electricity and internet services. This led to AIDI sometime missing opportunities, including funding opportunities. The response from the key informants indicated that the role of the board was not always clearly understood by its members. This may impact negatively in supervising AIDI activities.

5.2.2 The relationship between Management factors and the performance of the AIDI's projects.

The study tested the second hypothesis: "AIDI's strong organizational capacity (perfect resources and management-related factors) performed effectively and efficiently and it was accepted. This is because there was a strong significant positive relationship (r=0.275) between organizational capacity (perfect resources and management-related factors) and AIDI's project performance. This finding therefore showed that projects have to be managed professionally for them to perform well. Majority of AIDI staff and management are aware of project management cycle (36.4%), implying AIDI can run projects from initiation to closures. However few of the staff and board members (9.1%) had little knowledge about project monitoring and evaluation. This has implications in understanding project implementation status (project process) and measuring project results by AIDI staff. Therefore measuring project performance according to DAC (2002) criteria is most likely to be a challenge for AIDI staff although they (staff and board members) indicated that these project management practices (initiation, planning, implementation, monitoring and

evaluation and closure) is highly agreeably and agreeably important (63.6%). From this finding, it is clear that having good skills in project management practices by AIDI staff improves its project performance. However, communication as management element showed negative relationship with AIDI's project performance (r= -0.335). This implies Communication within AIDI during project implementation needs improvement, especially between staff, management and the board.

AIDI is a member of both District level and regional NGO networks; it's a member of Amudat NGO forum, and regionally, a member Karamoja Google group, Karamoja Child protection group and Protected Areas Interest group. This increases the strategic linkage position and connections of AIDI that may lead to funding from other institutional Donors as opposed to depending on International NGOs alone.

5.2.3 How community participation affect AIDI's projects performance.

The study tested the third hypothesis: "AIDI performed poorly (Low project performance) where there was low participation by community members". and it was also accepted. This is because there was strong relationship between community participation and AIDI's project performance (r=0.216). This study confirmed an observation by Cookie-Davis (2000), as cited by Mwaura & Ngugi, that there is need for a close cooperation between CBOs and the community; they should work towards the same goal and share the same interests for their projects to perform well.

The respondents indicated they were mainly involved during project implementation, as beneficiaries (57.5%) as opposed to community involvement all through project cycle yet majority of the respondents (93.8%) believed it was important to seek their contribution during project management cycle. As such most beneficiaries (72.2%) believed their

influence on AIDI's project performance was medium and low. Without participation of the beneficiary community, 87.6% indicated AIDI's project performance is low.

5.3 Discussion of Findings

5.3.1 Resources factors affecting the performance of AIDI's projects.

The study showed that there was a generally positive relationship between resources related factors and AIDI's project performance, except for infrastructure as a component of resources related factor affecting AIDI's project performance. However, infrastructure as an element of resource factor showed negative correlation with AIDI Project performance. The result of this study found out that internal controls always and often affected AIDI's project performance.

AIDI management and board mentioned that the human resources were adequate to achieve a good project performance. Also, the financial resources were relatively enough mainly from International NGOs. The infrastructural resources, however, was not considered as sufficient, which is especially reflected in the limited number of motorcycles, laptops, electricity and internet services. This led to AIDI sometime missing opportunities, including funding opportunities. The response from the key informants indicated that the role of the board was not always clearly understood by its members. This may impact negatively in supervising AIDI activities.

Padachi (2010), as cited by Mwaura & Ngugi (2014) states that the internal control of petty cash and other funds determines whether an organization will succeed or fail. The result of this study found out that internal controls always and often affected AIDI's project performance.

Literature according to (Nguyen 2001; Osman 2007; Azhar et al. 2010;Agyei-Mensah 2011; Maseko and Manyani 2011), cited by Mwaura & Ngungi (2014), indentified the components of financial management practices crucial to the performance of small firms as financial planning and control, capital budgeting and working capital management. This implies that management of budgets affects the performance of AIDI's projects as poor estimates and budget planning may cause losses.

5.3.2 The relationship between Management factors and the performance of the AIDI's projects.

The study found a strong significant positive relationship (r=0.275) between organizational capacity (perfect resources and management-related factors) and AIDI's project performance. This finding therefore showed that projects have to be managed professionally for them to perform well. However few of the staff and board members (9.1%) had little knowledge about project monitoring and evaluation. This has implications in understanding project implementation status (project process) and measuring project results by AIDI staff. Therefore measuring project performance according to DAC (2002) criteria is most likely to be a challenge for AIDI staff. From this finding, it is clear that having good skills in project management practices by AIDI staff improves its project performance. However, communication as management element showed negative relationship with AIDI's project performance. This implies Communication within AIDI during project implementation needs improvement, especially between staff, management and the board.

AIDI being a member of both District level and regional NGO networks it increases its strategic linkage position and connections that may lead to funding from other institutional Donors as opposed to depending on International NGOs alone.

From this finding, it is clear that having good skills in project management practices by AIDI staff improves its project performance. That is why, (Karanja, 1996) observed that providing access to services is not only considered a pre-condition for poverty alleviation, but also considered as a strategy for empowering communities, as cited by Mwaura & Ngugi, 2014.

Ronah (2015; p57. Dissertation) observed that open communication enhances employee performance. This is because frequent open communication builds increasing levels of trust between the organization and employees. As the trust grows stronger, it can result in good relations between the organization and employees which enhances cooperation, prevents or reduces labour unrest and increases individual employee responsibility and ownership for their own performance. Therefore for proper AIDI's project performance, there is need for effective communication during project implementation. This study finding then confirmed this in relation to AIDI's project performance.

5.3.3 How community participation affect AIDI's projects performance.

The study found that there was strong positive relationship between community participation and AIDI's project performance. This study confirmed an observation by Cookie-Davis (2000), as cited by Mwaura & Ngugi, that there is need for a close cooperation between CBOs and the community; they should work towards the same goal and share the same interests for their projects to perform well.

They were mainly involved during project implementation as opposed to community involvement all through project cycle as they believed it was important to seek their contribution during project management cycle. As such most beneficiaries believed their influence on AIDI's project performance was medium and low. Without participation of the beneficiary community it was indicated AIDI's project performance is low.

Mwaura and Ngugi (2014: p62 Int. J.) also noted that community participation enhances social cohesion as they recognize the value of working in partnership with each other and other organizations. It also adds economic value both through the mobilization of voluntary contributions to deliver regeneration and through developing skills, which enhances the opportunities for employment and an increase in community wealth, gives residents the opportunity to develop the skills and networks that are needed to address social exclusion (Donaldson and Preston 1995), as cited by Mwaura and Ngugi (2014: p 63).

5.4 Conclusions

5.4.1 Resources factors affecting the performance of AIDI's projects.

The study showed that there was a generally positive relationship between resources related factors and AIDI's project performance, except for infrastructure as a component of resources related factor affecting AIDI's project performance. However, infrastructure as an element of resource factor showed negative correlation with AIDI Project performance. The result of this study found out that internal controls always and often affected AIDI's project performance.

AIDI management and board mentioned that the human resources were adequate to achieve a good project performance. Also, the financial resources were relatively enough mainly from International NGOs. The infrastructural resources, however, was not considered as sufficient, which is especially reflected in the limited number of motorcycles, laptops, electricity and internet services. This led to AIDI sometime missing opportunities, including funding opportunities. The response from the key informants indicated that the role of the board was not always clearly understood by its members. This may impact negatively in supervising AIDI activities. This confirms the study first hypothesis; "Resource and management-related factors affected performance of AIDI's projects".

5.4.2 The relationship between Management factors and the performance of the AIDI's projects.

The study found a strong significant positive relationship (r=0.275) between organizational capacity (perfect resources and management-related factors) and AIDI's project performance. This finding therefore showed that projects have to be managed professionally for them to perform well. However few of the staff and board members (9.1%) had little knowledge about project monitoring and evaluation. This has implications in understanding project implementation status (project process) and measuring project results by AIDI staff. Therefore measuring project performance according to DAC (2002) criteria is most likely to be a challenge for AIDI staff. From this finding, it is clear that having good skills in project management practices by AIDI staff improves its project performance. However, communication as management element showed negative relationship with AIDI's project performance. This implies Communication within AIDI during project implementation needs improvement, especially between staff, management and the board.

AIDI being a member of both District level and regional NGO networks it increases its strategic linkage position and connections that may lead to funding from other institutional Donors as opposed to depending on International NGOs alone.

From this finding, it is clear that having good skills in project management practices by AIDI staff improves its project performance. Hence confirming the second hypothesis that: "AIDI's strong organizational capacity (perfect resources and management-related factors) performed effectively and efficiently".

5.4.3 How community participation affect AIDI's projects performance.

The third study hypothesis that: "AIDI performed poorly (Low project performance) where there was low participation by community members" is accepted.

The study found that there was strong relationship between community participation and AIDI's project performance.

They were mainly involved during project implementation as opposed to community involvement all through project cycle as they believed it was important to seek their contribution during project management cycle. As such most beneficiaries believed their influence on AIDI's project performance was medium and low. Without participation of the beneficiary community it was indicated AIDI's project performance is low.

5.5 Recommendations

5.5.1 Resources factors affecting the performance of AIDI's projects.

The result of this study found out that internal controls always and often affected AIDI's project performance. This further needs strengthening to continually improve AIDI's project performance.

The infrastructural resources, however, was not considered as sufficient, which is especially reflected in the limited number of motorcycles, laptops, electricity and internet services. This led to AIDI sometime missing opportunities, including funding opportunities. The response from the key informants indicated that the role of the board was not always clearly understood by its members. This may impact negatively in supervising AIDI activities. These areas need redress by AIDI management and the board, especially building capacity of AIDI in this areas.

5.5.2 The relationship between Management factors and the performance of the AIDI's projects.

Few of the staff and board members (9.1%) had little knowledge about project monitoring and evaluation. This has implications in understanding project implementation status (project

process) and measuring project results by AIDI staff. Therefore measuring project performance according to DAC (2002) criteria is most likely to be a challenge for AIDI staff. AIDI's capacity could be strengthened in this area so that AIDI's projects reflect its worth to its donors.

Communication as management element showed negative relationship with AIDI's project performance. This implies Communication within AIDI during project implementation needs improvement, especially between staff, management and the board.

AIDI being a member of both District level and regional NGO networks it increases its strategic linkage position and connections that may lead to funding from other institutional Donors as opposed to depending on International NGOs alone. Therefore there is need for AIDI to continue building its networks nationally, especially with faith based organizations.

AIDI needs to continue building capacity in project management since it is clearly found by this study that having good skills in project management practices by AIDI staff improves its project performance.

5.5.3 How community participation affect AIDI's projects performance.

The community was mainly involved during project implementation as opposed to community involvement all through project cycle. AIDI can pay special attention to this area since without participation of the beneficiary community throughout the project cycle, AIDI's project performance will be low.

5.6 Limitations of the study

The researcher faced difficulty in finding the staff of AIDI and the board members since some of them were not in their offices.

Another challenge was that only one CBO was subject to investigation; therefore the results of this research might not be conclusive representative enough to give the picture of CBO's project performance in Amudat District. Further research is recommended to the other CBOs in Amudat District. Thirdly, since the questions involved AIDI staff and board members for objectives 1 and 2, the researcher felt that the interviews were subject to subjectivity as they may not have been fully objective about some issues they felt were sensitive. Fourthly, the small sample size might have affected the reliability of the data and the statistical interpretations. A relatively bigger sample size is recommended for further related research.

5.7 Contributions of the study

This study will provide information about success factors that affect the performance of AIDI's projects, as a CBO in Amudat District to Amudat District Local Government policy makers (The Council) and District and National NGO fora. This information will be related to resources-related factors, project management practices and the relationship between community participation and project performance of CBOs.

The research will help future researchers in the field of organizational capacity evaluation and development as a guide and also motivate other researchers to roll similar research to other CBOs within Amudat and in other parts of the country other than Karamoja.

ANNEXES

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Data collection instruments.

QUESTIONNAIRE FOR DATA COLLECTION ON SUCCESS FACTORS AND PERFORMANCE OF AMUDAT INTER-RELIGIOUS DEVELOPMENT INITIATIVE (AIDI's) PROJECTS IN AMUDAT DISTRICT IN UGANDA.

Introductory Remarks

Good morning /afternoon Sir/Madam! My name is.....I am collecting data for my academic research that will examine success factors and performance of AIDI's projects; this will lead to award of Master in Monitoring and Evaluation of Uganda Technology and Management University (UTAMU). As one of the project participants, you have been randomly selected to participate in this exercise because I feel you can offer useful information that can help me gather the necessary data. I am therefore requesting for your time for this brief interview. Participation in this evaluation is totally voluntary and the information you provide will be treated confidential.

Qn1. DEMOGRAPHIC INFORMATION

Name of respondent (*Optional*).....Date.....

Sub county	**Parish *(Please circle)***	Village ***(Please circle)***	Sex (***Please circle)***	Age	Education level of the respondent
	1.Lokales	Chepkararat B Lokales	1= Male 2= Female	.....	1= Primary level 2=Secondary level

		Napropkocha		.	3=Higher institutions of Learning 4= Adult education (FAL) 5= Never been to school
	2.Karita	Karita centre			
1. Karita	3.Losidok	Kalokotyo Abongai Namodo Cheptuis			
Amudat Town Council	Central Ward.	Senior Quarters Central 1			
	Lokrimo ward	Kalas Lokrimo			

Qn2. SPECIFIC OBJECTIVE 1: How Resource- factors affect the performance of AIDI's projects.

2.1 Staff (for Board members and AIDI management staff):

a) How do you rate your staffing level in AIDI;

1= Highly adequate 2= Adequate 3= Not adequate.

b) How do you rate your staff professional qualifications;

1= Highly qualified (Atleast ½ of the staff have atleast relevant Masters degree)

2=Qualified (Atleast ½ of the staff have atleast relevant Bachelors degree).

3=Not highly qualified (Atleast ½ of the staff have atleast relevant Diploma).

4=Not qualified (Less than ½ of the staff don't have relevant Diploma as minimum qualification).

c) ¾ of AIDI management staff has experience in Project Management:

1= 5 years and above; 2= 3-4 years; 3= 1-2 years; 4= Less than 1 year.

d) Do the staffing level, educational qualifications and work experience affect your project performance?

1= Always; 2=Often 3=Sometimes.

e) If the staffing level, educational qualifications and work experience are rated 1-2 in a) to c) above, how will you rate your project performance?

1= Excellent 2= Very good 3= Good 4= Fair

2.2 Infrastructure; *(for Board members and AIDI management staff):*

a) Does AIDI have the following in 2013? (***Multiple responses***).

1= Own offices (Not rented); 2= Computers;3= Motorcycles; 4= Generator; 5=Office furnitures.

b) Does AIDI have the following in 2015? (***Multiple responses***).

1= Own offices (Not rented); 2= Computers;3= Motorcycles; 4= Generator; 5= Office furnitures.

c) How do you rate your project performance (*implemented as planned, within the budget/cost, achieve the intended results and address the actual needs of the intended beneficiaries)* as of 2015 compared to 2013?

1= Very high 2= High 3= Low; 4= Very low

2.3 Technology; *(for Board members and AIDI management staff):*

a) Do you have access to internet services?

1= Always; 2= Often; 3= Sometimes; 4= Not at all

b) Have you ever missed opportunities (funding, meetings, crucial information, appointments etc) due to internet absence/failure in the last 2 years?

1= More than 10 times; 2= 5-10 times; 3= 1-4 times; 4= Not at all

c) If 1-3 responses, did it affect your project performance

1= Very highly; 2= Highly; 3=Not at all

d) Do you have access to power/electricity at least 08 hours daily?

1= Always; 2= Often; 3=Sometimes.

e) Does lack of power affect your project performance?

1= Always; 2= Often; 3=Sometimes.

2.4 Financial resources; *(for Board members and AIDI management staff):*

a) What financial resources management practices do you employ in AIDI?

1= Internal control (for petty cash and other funds); 2= Budget control

3= Others (Specify)…….

b) Who is responsible for internal controls in AIDI

1= Program Manager; 2= Board Chairman; 3= Finance Manager/Officer; 4= Project Officers.

c) Do internal controls affect your project performance?

1= Always; 2= Often; 3=Sometimes.

a) If there is strong internal control system, AIDI projects performance is:

1= Very high; 2= High; 3=Poor; 4= Very poor

b) In AIDI, we use the following as the main budget management practices:

1= Financial planning and control

2= Capital budgeting

3=Working capital management.

4= Others (specify)……..

c) Where do you mainly get your financial resources?

1= Institutional Donors (EU, DFID, USAID, etc)

2= Local governments

3=Member contributions

4=International NGOs.

Qn3. SPECIFIC OBJECTIVE 2: The relationship between Management factors and the performance of the AIDI's projects.

3.1 Programs & Projects; *(for Board members and AIDI management staff):*

a) Tick the following practices you are aware of:

1= Project cycle

2= Project management tools and techniques

3= Project Planning techniques

4=Project monitoring and evaluation.

b) Do you consider the above project management practices (1-4) important?

1= I highly agree; 2= Agree; 3= Not quite;

4=Not sure

c) Do you do profitability analysis when implementing your projects?

1= Always; 2= Often; 3= Some times; 4= Not at all

a) Do you complete your projects as planned

1= Always; 2= Often; 3=Sometimes; 4= Not at all.

b) How do you do communication in project implementation.

1= Weekly project meetings

2= Monthly project meetings

3= Through use of cell phones

4= Through use of internets

5= Oral communication not in formal meetings.

c) Regular and effective communication within the project teams improves project performance;

1= I highly agree; 2= Agree; 3= Not quite; 4=Not sure

SPECIFIC OBJECTIVE 3: How community participation improves AIDI's projects performance. ***(for Project beneficiaries and AIDI Project Officers):***

a) Are you always involved when AIDI is designing project proposals to address your needs?

1= Always; 2= Often; 3= Some times; 4=Not at all.

b) Are you always involved during project amanegement cycle (initiation, planning, implementation, M&E and closure)?

1= Always; 2= Often; 3= Some times; 4=Not at all.

I am mainly involved during;

1= initiation; 2= planning; 3= implementation; 4= M&E; 5= closure

c) Do you consider it is very important to seek your contribution during project management cycle

1= Yes; 2= No.

d) How do you rate the influence of your participation on the performance of AIDI Projects.

1= Very high; 2= Medium; 3= Low.

e) If I don't contribute towards project activities, the performance of AIDI Projects will be *(project beneficiaries only).*

1= Very high; 2= Medium; 3= Low.

***THANK YOU SO MUCH FOR YOUR TIME*.**

FGD QUESTIONS (Board members and Management staff)

Qn1: SPECIFIC OBJECTIVE 1: How Resource- factors affect the performance of AIDI's projects.

a) What resources do you have to run AIDI business? (List in order of importance)

b) What resources are limiting your Project performance? (List from the most important)

c) What are the qualifications of AIDI staff?

Qn2: SPECIFIC OBJECTIVE 2: The relationship between Management factors and the performance of the AIDI's projects.

a) What Linkages do you have with other associations of CBOs?

b) How do you run AIDI business?

c) Do you find it cheaper/Expensive running AIDI business and how can you do otherwise if it is expensive?

Qn3: SPECIFIC OBJECTIVE 3: How community participation improves AIDI's projects performance.

a) Who are the main AIDI beneficiaries?

b) How do AIDI beneficiaries participate in project activities?

THANK YOU SO MUCH FOR YOUR TIME.

Interview Guide for Key Informants (DCDO/Amudat, A representative of AIDI Funders, AIDI Board Chairperson and AIDI Program Manager)

Qn1: SPECIFIC OBJECTIVE 1: How Resource- factors affect the performance of AIDI's projects.

a) What resources are limiting AIDI Project performance? (List from the most important)

Qn2: SPECIFIC OBJECTIVE 2: The relationship between Management factors and the performance of the AIDI's projects.

a) What Linkages do you have with other associations of CBOs?

b) What management factors affect AIDI Project performance?

c) What Management factors do you consider important for effective management of AIDI projects?

Qn3: SPECIFIC OBJECTIVE 3: How community participation improves AIDI's projects performance.

a) How do AIDI beneficiaries participate in project activities?

***THANK YOU SO MUCH FOR YOUR TIME*.**