

**PARTICIPATORY MONITORING AND EVALUATION ON SERVICE
DELIVERY IN UGANDA: A CASE OF COMMUNITY DEVELOPMENT
BASED SERVICES IN KABALE DISTRICT**

**BY
KIRAGA BOSCO
2020/A/PPM/1108/W**

**A DISSERTATION SUBMITTED TO THE FACULTY OF ECONOMICS AND
MANAGEMENT SCIENCE IN PARTIAL FULFILMENT OF THE REQUIREMENTS
FOR THE AWARD OF MASTER'S DEGREE IN PROJECT PLANNING AND
MANAGEMENT OF KABALE UNIVERSITY**

May 2023

DECLARATION

I hereby declare that this dissertation titled “*Participatory monitoring and evaluation on service delivery in Uganda: A case of community development based services in Kabale district*” is entirely my own work and I verify that I have consistently acknowledged the source of any quotes.

Sign..... Date.....

KIRAGA BOSCO

2020/A/PPM/1108/W

APPROVAL

This dissertation titled “*Participatory monitoring and evaluation on service delivery in Uganda: a case of community development-based services in Kabale district*” has been submitted for examination with my approval as supervisor.

Signature.....

Date.....

DR. BARIGYE GODFREY

(UNIVERSITY SUPERVISOR)

Signature.....

Date.....

DR. TURYASINGURA JOHNBOSCO

(UNIVERSITY SUPERVISOR)

DEDICATION

This Dissertation is dedicated to my dear parents, Ms. Bukirwa Robinah, Mr. Nsereko Jackson, and my lovely wife Nassali Joan, who supported me with their daily prayers throughout this tough academic journey.

ACKNOWLEDGEMENTS

First of all, I express my gratitude to the Almighty God for being so faithful and merciful to me.

Thank You Almighty God.

I thank all my university lecturers, administrators such as Ms. Ronah Arinanye and Ms. Nalusiba Juliet for the encouragement they have rendered to us when we thought we could not make it; and my fellow students especially Tenywa Bashir for all sorts of help given during my study. May God bless them richly.

My sincere gratitude goes to my dear supervisors, Dr Barigye Godfrey and Dr John Bosco Turyasingura, for their parental and professional guidance right from the inception, analysis and writing of this dissertation. I am heavily indebted to them for their attention and for dedicating their time towards helping me fathom all necessary concepts in my research. I pray that they may achieve goals beyond their desires!

I am grateful to Kabale District local government for the support and guidance I have received throughout the pursuit of this programme.

May God bless them!

ABBREVIATIONS

- (a) M&E - Monitoring and Evaluation
- (b) NGOs - Non-Governmental Organizations
- (c) NGs - Governmental Organizations
- (d) PAR - Participatory Action Research
- (e) PM&E - Participatory Monitoring and Evaluation
- (f) PRA - Participatory Rural Appraisal
- (g) RRA - Rapid Rural Appraisal

LIST OF TABLES

Table 3.1: Category of respondents population, sample size, and sampling technique.	18
Table 4.1: Age of respondents	26
Table 4.2: Gender of respondents	26
Table 4.3: Level of education	27
Table 4.4: Participatory planning and service delivery	28
Table 4.5: Correlation analysis for participatory planning	30
Table 4.6: Regression model for participatory planning	31
Table 4.7: Participatory implementation	32
Table 4.9: Correlation analysis for participatory implementation	33

TABLE OF CONTENTS:

Contents

DECLARATION	2
APPROVAL	3
DEDICATION	4
ACKNOWLEDGEMENTS	5
ABBREVIATIONS	6
CHAPTER ONE	1
INTRODUCTION	1
1.1. Introduction	1
1.2. Background to the Study	1
1.2.1. Historical Perspective:	1
1.2.2. Theoretical Perspective:	3
1.2.3. Conceptual Review	4
1.2.4 Contextual Perspective:	4

1.3 Statement Problem	5
1.4 Purpose of the Study	6
1.5 Objectives of the study	6
1.6. Research Questions	6
1.7. Hypotheses	6
1.8. Conceptual Framework.	7
Figure 1. Conceptual framework	7
1.9. Significance of the study	8
1.10. Justification of the study	8
1.11. Scope of the study	8
1.11.1 Content scope	8
1.11.2 Geographical scope	9
1.11.3. Time Scope	9
1.12. Operational definitions	9
CHAPTER TWO: LITERATURE REVIEW	10
2.1. Introduction	10
2.2. Theoretical Review.	10
2.3. Participatory Planning and Service Delivery	11
2.4. Project Implementation and service delivery	14
2.5. Participatory Decision Making and Service Delivery	15
2.6. Summary of the Literature Review	16
CHAPTER THREE: METHODOLOGY	18
3.1 Introduction	18
3.2 Research Design	18
3.3 Study Population	18
3.4 Determination of Sample Size	18
3.5 Sampling Methods and Procedure	19
3.5.1 Purposive Sampling	19
3.5.2 Simple Random Sampling	19
3.6 Data Collection Methods	19
3.6.1 Questionnaire Survey Method	20
3.6.2 Interviewing Method	20
3.6.3 Document Review Method	20
3.7 Data Collection Instruments	20
3.7.1 Questionnaire	20
3.7.2 Interview Guide	21
3.7.3 Documentary Review Checklist	21
3.8 Data Quality Control	21

3.8.1 Validity of Instrument	22
3.8.2 Reliability of Instrument	22
3.8.3 Validity and Reliability of qualitative data	23
3.9 Procedure of Data Collection	23
3.10 Data Analysis	23
3.10.1 Quantitative Data Analysis	24
3.10.2 Qualitative Data Analysis	24
3.11 Measurement of Variables	24
3.12 Ethical Considerations	25
CHAPTER FOUR	26
PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS	26
4.0 Introduction	26
4.1 Socio-Demographic Characteristics of the Respondents	26
4.1.1. Age of Respondents	26
4.1.2. Gender of respondents	27
4.1.3. Level of education	28
4.2. Empirical results	28
4.2.1. Participatory planning and service delivery in the department of community development-based services at Kabale District	29
4.2.2. Participatory implementation on service delivery in the community development - based department at Kabale District	33
4.2.3. Participatory decisions made by project teams on service delivery in the community-based services in Kabale District	36
4.3. Empirical finding on service delivery at Kabale district community development-based services department	41
CHAPTER FIVE	43
SUMMARY DISCUSSIONS, CONCLUSIONS, AND RECOMMENDATIONS	43
5.0 Introduction	43
5.1.1. Participatory planning and service delivery in the department of community development-based services at Kabale District	43
5.1.2. Participatory implementation on service delivery in the community development - based department at Kabale District	43
5.1.3. Participatory decisions made by project teams on service delivery in the community-based services in Kabale District	44
5.2 Discussion of findings	44
5.2.1. Participatory planning and service delivery in the department of community development-based services at Kabale District	44
5.2.2. Participatory implementation on service delivery in the community development - based department at Kabale District	45
5.2.3. Participatory decisions made by project teams on service delivery in the	

community-based services in Kabale District	46
5.3 Conclusions	47
5.3.1. Participatory planning and service delivery in the department of community development-based services at Kabale District	47
5.3.2 Participatory implementation on service delivery in the community development - based department at Kabale District	48
5.3.3. Participatory decision making made by project teams on service delivery in the community-based services in Kabale District	48
5.4 Recommendations	49
5.4.1. Participatory planning and service delivery in the department of community development-based services at Kabale District	49
5.4.2 Participatory implementation on service delivery in the community development - based department at Kabale District	49
5.4.3. Participatory decisions made by project teams on service delivery in the community-based services in Kabale District	50
5.5. Areas for further study.	50
REFERENCES	51
Appendix 3: Questionnaire	61
SECTION A: Bio-data of respondents	61
SECTION B. Project planning	62
SECTION C: Participatory implementation	62
SECTION D: Project decision making	62
SECTION E: Service delivery	63
Appendix 4: Interview guide	63

ABSTRACT

The purpose of the study was to examine the effect of participatory monitoring and evaluation on service delivery in Uganda: a case of community development-based services in Kabale district. The study was guided by three (3) effects of participatory planning, participatory implementation and participatory decision making by team members on service delivery in Uganda, a case of community development-based services department in Kabale District. The quantitative and qualitative data from the respondents was analysed using SPSS Version 23.0 and thematic analysis respectively. The study found out that participatory planning has a positive significant relationship with trainees' employability $r = 0.762^{**}$ $P \leq 0.01$). In addition, results showed participatory implementation positively and significantly related trainees' employability ($r = 0.456$, $P \leq 0.01$). Lastly, there was also a significant positive relationship on participatory decision making by team members ($r = 0.729$ $P \leq 0.01$). The study concludes that participatory planning, implementation and decision making of team members affects service delivery at the community development-based services department in Kabale district. The study recommends that prior to project implementation, stakeholders should be involved in project planning in order to improve service delivery for community development-based services department at Kabale district local government. This will make it simpler for the local administration of Kabale District to provide the community with high-quality services. The programmes that the community development-based service department offers to the residents of Kabale district should involve community members. Once this is accomplished, the project's beneficiaries will comprehend its requirements, ensuring its sustainability even after the donor has left. Lastly, in order for beneficiaries to embrace the project wholeheartedly and make decisions collectively in Kabale District, the report recommends that all interested parties participate in the participatory project decision-making. This should be followed by the department of community development-based services ensuring the success of all central government programmes.

CHAPTER ONE

INTRODUCTION

1.1. Introduction

The study examined how participatory M&E impacts service delivery in Kabale Municipality, Kabale District in Uganda. It was conducted as a case study. Participatory M&E was used in this study as an independent variable (IV), whilst service delivery was a dependent variable. The effectiveness of participatory M&E was assessed based on the preparations, decision process, and execution processes involved, while the success of service delivery was evaluated related to its quality, sustainability, and accessibility. In this chapter, incorporated is the background of this study, the problem statement, objectives both general and specific, the research questions, hypotheses, conceptual framework, significance of the study, scope of the study and also all definitions for the basic concepts in this study.

1.2. Background to the Study

1.2.1. Historical Perspective:

The concept of providing services by the government is outdated, especially when it comes to the American Federal Government. In the past, this was mainly the responsibility of government organizations (GOs) and non-governmental organizations (NGOs), which acted as agents of change to promote progress and development. This is according to Chevalier and Buckles in their 2019 book "Compendium of Key Concepts and Methodologies for Social Innovation Research." From that time, the government and the donors administer support that handles developments in the urban areas. The issue of urban poverty has largely emanated from low levels of investments in projects pertaining to shelter, basic goods and services like installing water storage systems and those that improve sanitation and urban transportation. World Health (2016) extends their argument that service delivery in the period of the 1930s relentlessly developed throughout the public sector having the idea of sharing governance with different communities. Service delivery implies distinct things to several people, Lv (2018) debates that it is an extraordinary concept that now possesses legal tender in the entire world. Saatchi, et al, (2017) on the flip end acknowledges that for the community to develop, the concept of service delivery should also extend to monetary resources, such as project finances. He also continues to argue that support from the donors was not inexhaustible, therefore, must be utilized in such a way that also the locals can assist. By doing so, the benefits flow to the local community immensely. This is effective only if it perpetually strengthens the potential of the people or

society to enhance their quality of life. Participatory M&E has now been expanded in the entire Africa in the past 30 years for the reason of enhancing service delivery in governance, service efficiency and that the policies made must be positively sensitive to the needs of the local stakeholders, especially the destitutes and havenots (Raymond, et al, (2017). However, behind the voiced aims, it is often that the political motivations are the primary motive power. According to Arantes et al. (2018), participatory monitoring and evaluation have frequently been employed to empower stakeholders at the local level or to counteract obstacles that impede service provision. However, there has been insufficient analysis of participatory monitoring and evaluation in Africa and its effects on service delivery and neediness reduction. The existing evidence indicates that participatory monitoring and evaluation has not yet produced the expected outcomes. There is little evidence to suggest that decentralized governance has resulted in improvements in service delivery and poverty indicators.

The decentralized policy that was passed in 1997 in Uganda, through the local government Act 1997 is among the approved structures that manage rendering of services to the local people. In order to enhance the accessibility of services for impoverished local residents, this policy aimed to centralize service delivery organizations and their management. However, according to Milat and colleagues (2015), no significant improvements have been observed as a result of these efforts. The purpose of this study was to conduct an investigation of the difficulties encountered in providing services in Uganda. Numerous scholars have researched Participatory M&E (PM&E) in the past. According to Marisol Estrella's book published in 2000, PM&E was established in the last two decades and involves stakeholders in decision-making programmes and planning, using Participatory Research in development-based programmes.

Marisol Estrella mentioned that PM&E has evolved from techniques like the Participatory Action Research (PAR) approach pioneered by Mc Niff, Jack Whitehead Activity (2000) and other participatory approaches such as Participatory learning and action (PLA) which is an approach to community development and empowerment that involves actively engaging local community members in the identification of problems, planning, decision-making, and implementation of solutions to address their own needs. This approach emphasizes the importance of local knowledge, culture, and practices and seeks to build on existing community strengths to improve social, economic, and environmental conditions. PLA is often used in the context of public health interventions, such as promoting hygiene and sanitation, but can also be applied to other areas of community development, such as education and agriculture, as well as methods like Rapid Rural Appraisal (RRA) and Participatory Rural Appraisal (PRA), which build upon the work of Robert Chambers (1997) and several other scholars (Chen, 2017). The spaces must be addressed in planning, execution, and time of making fervent decisions. Because many influencers may

contribute to a very low level of service delivery, it is imperative to understand that little involvement in services is among the major reasons (Tobin, et al, 2015).

1.2.2. Theoretical Perspective:

Edward Freeman's stakeholder theory, which originated in the 1980s, guided the direction of the research. This theory emphasizes the importance of active engagement from the community in any development project, as it is essential and empathetic to the well-being of the project beneficiaries. In addition to community involvement, it is impossible to manage the challenges, constraints, and specific needs of a particular community without their input. Al-Ababneh (2020) suggests that the involvement of project beneficiaries is crucial as it enhances M&E in the project. The involvement of community members in project implementation creates a sense of project ownership among them. Project ownership among community members is critical in ensuring that projects are effective and sustainable in the long run. The fundamental principle of the stakeholder theory is that businesses can only be considered successful if they create value for a significant portion of their stakeholders. Yes, according to stakeholder theory, business success cannot be measured solely by profit. Instead, businesses need to take into account the effects of their activities on different groups of stakeholders, such as their workforce, clients, suppliers, and the wider community. The degree to which a business satisfies the requirements and demands of its stakeholders should determine its level of success, not just its ability to generate profits. Stakeholder theory has a notable advantage in that it benefits both the company and its employees by boosting productivity, enhancing employee satisfaction, fostering better mental health, and decreasing employee turnover rates. This could also simplify the process of drawing in and retaining skilled personnel for the company down the line, as they are more likely to want to work for an organization that values and prioritizes the needs and interests of its stakeholders. One weakness of stakeholder theory is that the interests of different stakeholder groups can be too broad to manage effectively, and stakeholders may prioritize their own interests over those of others. However, despite this weakness, the study used stakeholder theory as its underlying framework due to its strengths and its usefulness in guiding the research on community participation and project ownership.

1.2.3. Conceptual Review

The concept of PM&E is the method that includes more extensive cooperation, alliance between people and beneficiaries in distinct groups and at several levels of execution of a certain project (Morales, 2016). Basing on the study of Ile, and Boadu (2018), PM&E gives a chance for developmental entities to concentrate more on their real goal regarding advancing the people's

status of living through widening participation in identifying and evaluating change; a bright picture is obtained about what is surfacing in the lives of people. This enables people to enjoy achievements and get well acquainted with failures regarding the people concerned, but in PM&E conceptualization and concerning my research, participation is deeply connected to the activities and processes related to monitoring and evaluation. M&E Activities typically involve beneficiaries as a team in decision making, designing goals and coming up with M&E strategies that are essential, all training workshops, sharing of the dividends and profits, ensuring synergy, by applying all these, the rewards stream to all stakeholders that are engaged in the implementation (Mascarenhas, et al, 2015). Caprara, et al (2015) assert that service delivery is enhanced when executed using excellent administration, chargeability, as well as the potential to effectively organize and control delivery systems in urban areas, like planning, delivery of goods and services in time, sustainability, and obtainability to null down the consequences of poor allocation of resources and make sure that the intended group of people is catered for. Emanating from the Report offered by several researchers, the study acknowledges that three dimensions of service delivery are paramount: timeless, sustainability, attainability of the services (Pınarbaşı, et al, 2017).

1.2.4 Contextual Perspective:

According to the 2020 local government profile of Kabale District, the local government comprises multiple administrative units, including Buhara, Butanda, Kaharo, Kahungye, Kamuganzuzi, Katuna town council, Kibuga, Kitumba, Kyanamira, Maziba, Rubaya, Ryakarimira town council, and Kabale municipality, which is further divided into three divisions: southern, central, and northern. These divisions oversee different administrative areas, including healthcare, community services, advertising and manufacturing, management, education, and natural resources, finance, trade, commerce, and tourism. Every section or division is responsible for providing services delivery. Nevertheless, service delivery has become a concern for all stakeholders. According to Auditor general report, 2017-2018, there have been a lot of issues with quality of services, (Cost, Completeness, Acceptance Management), lack of accessibility of services in terms of (reachability, physical availability) and Sustainability of projects as well as services in terms of Social, Economic and environmental). According to the auditor general's office report 2018-2019, almost 60% of the projects in agriculture, schools, health, and community development have failed. Only 25% of projects were achieved leaving 35% nowhere which has affected service delivery in the district (Local Governments Accounting Manual, 2009); Chacha, (2019). Despite the importance of participatory M&E in strengthening service delivery, this objective has been hindered by various challenges, as noted by Charles (2017). The challenges that have affected

participatory M&E and compromised service delivery include stakeholders' lack of ownership of projects and instances of financial mismanagement. To address these challenges, there is a need for research approaches that can assist auditors and investigators in detecting and preventing possible financial misapplication in Kabale (Achua, 2019). This indicates that there could be minimal financial accountability which leads to poor service delivery in the department of community development-based services in Kabale district. One of the primary purposes of the research was concerned with examining the impact of participatory monitoring and evaluation on service delivery in the department of community development-based services in Kabale District, Uganda.

1.3 Problem Statement

Service delivery in the department of community development-based services remains a pressing issue in Kabale District. According to the Auditor general report, 2017-2018, there have been a lot of issues concerning service delivery in the department which has made every project stuck in the district. According to auditor general's office report 2018-2019, almost 60% of the of the projects in community development have failed; only 25% of projects were achieved leaving 35% nowhere which has affected service delivery in the district (Local Governments Accounting Manual, 2009); Chacha, (2019) According to the internal audit report (2020/2021) the first quarter financial year 2020/2021, page 15, indicates that all projects in health, education, community development, agriculture are not doing well. The district, through the district executive committee has been conducting evaluations but other stakeholders have not been involved which has limited project ownership and decision making. This could have been attributed to participatory planning, participatory implementation, and participatory decisions making. If the situation continues, projects will never be sustainable, hence the need to dig out the impact that participatory M&E has on service delivery in Kabale District, Uganda.

1.4 Purpose of the Study

This study aimed to investigate how participatory monitoring and evaluation impacts service delivery in the community development department of Kabale District.

1.5 Objectives of the study

- 1) To examine the effect of participatory planning on service delivery in community development-based services in Kabale District.

- 2) To analyze the effect of participatory implementation on service delivery in community development-based services in Kabale District
- 3) To assess the effect of participatory decisions made by project teams on service delivery in community development-based services in Kabale District.

1.6. Research Questions

- 1) What is the effect of participatory planning on services delivery in community development-based services in Kabale District?
- 2) What impact does participatory implementation have on service delivery in community development-based services in Kabale District?
- 3) How does involving project teams and service delivery in the decision-making process impact outcomes in Uganda?

1.7. Hypotheses

- 1) Participatory Planning has not affected service delivery in community development-based services in Kabale District.
- 2) Participatory implementation has no effect on service delivery in community development-based services in Kabale District.
- 3) The involvement of project teams in participatory decision making does not have an impact on service delivery in community development-based services in Kabale District.

1.8. Conceptual Framework.

In a properly planned experimental investigation, the dependent variable (DV) gauges how the independent variable (IV) affects the participants' reactions. The term "dependent" is used because it is anticipated to be impacted by methodical variations in the independent variable. By utilizing an appropriate experimental design, any variations seen in the DV can be credited to the consequences of transformations in the independent variable, and they are vital for confirming causation. In this particular study, the independent variables were participatory monitoring and evaluation, while the dependent variable was service delivery.

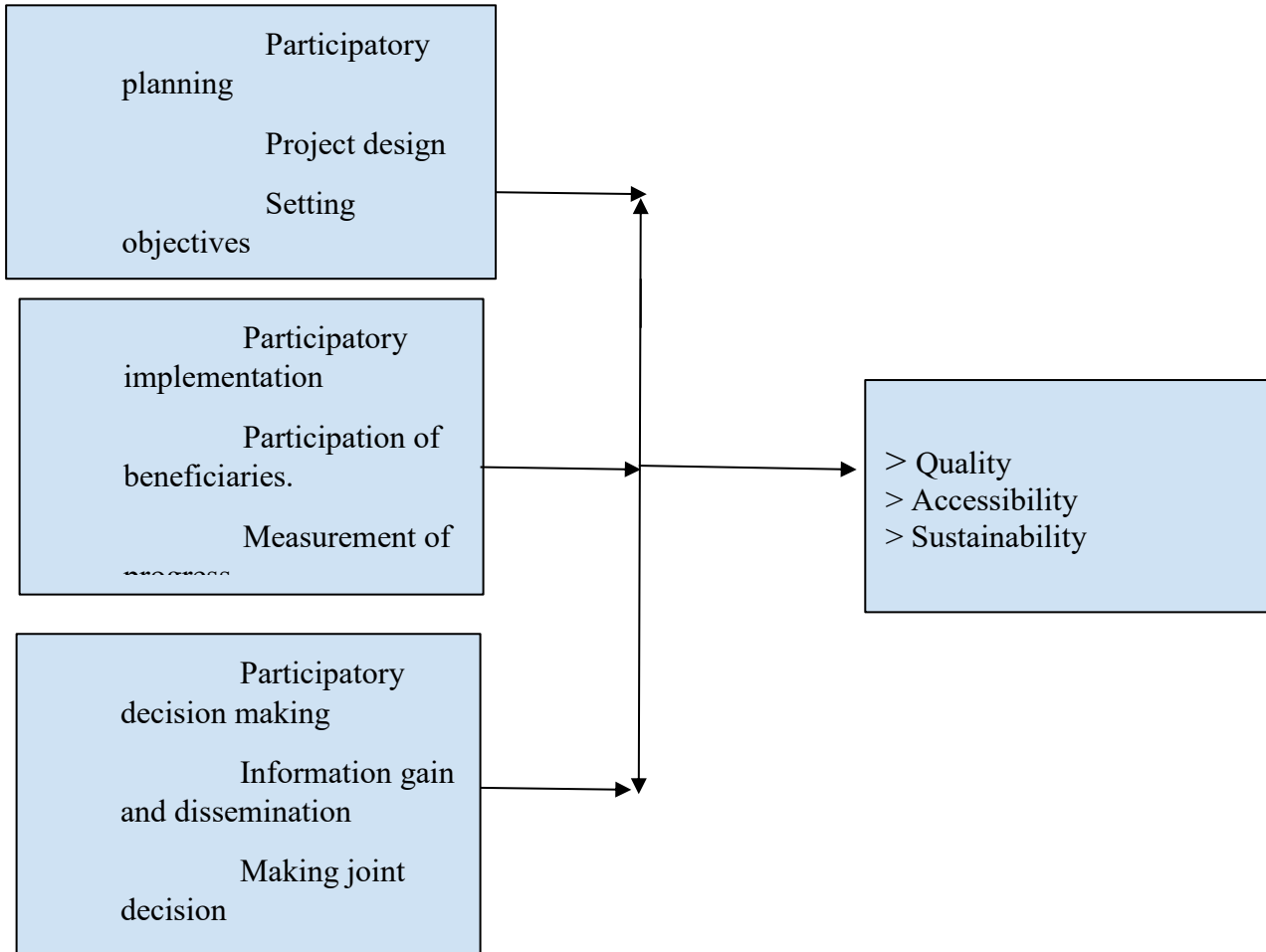
Figure 1. Conceptual framework

Independent Variable

Dependent Variable

Participatory M&E

Service delivery



Source: Obtained from the study of (Timothy & Alex, 2000) and altered by the scholar.

In the above conceptual framework, the conjunction of independent variables which are participatory monitoring and evaluation and Dependent Variables which are 'Service delivery' is illustrated. PM&E when profoundly executed, yields superb service delivery. Quality PM&E involves bringing all stakeholders on the same table of planning, making decisions pertaining to the project and execution of the programmes Ghazala Mansuri and Vijayendra Rao (2012). To clearly classify the stakeholders, we use Stakeholder's theory of Edward Freeman (1984). In this theory, there is an assumption that all the additional agents that influence service delivery can be considered to be silent.

1.9. Significance of the study

Greater understanding on the effect of participatory monitoring and evaluation and service delivery in Kabale District may emanate from this research. This may also stimulate debate on policy change by the government on participatory monitoring and evaluation and service delivery in local governments.

It may provide essential information on how participatory M&E will improve on service delivery in Kabale District.

The study may also generate information for other scholars who would wish to study issues related to participatory M&E on service delivery in the community.

1.10. Justification of the study

The need for better service delivery and greater financial transparency in Kabale district local governments' community development-based services is rising, notwithstanding a decline in local government service delivery (Kiggundu, 2017) This calls for research on community development-based services, participatory monitoring and evaluation of service delivery, and ways to enhance service delivery in the Kabale District.

1.11. Scope of the study

1.11.1 Content scope

The scope of this study was restricted to examining how service delivery is affected by participatory monitoring and evaluation, as illustrated in a case study of community development-based services in Kabale District, Uganda. The independent variables in this study were participatory monitoring and evaluation, while the dependent variable was service delivery.

1.11.2 Geographical scope

This research was conducted specifically within the local government of Kabale District, which is located in the southwestern part of Uganda. The district's geographic coordinates are between 29° 45' and 30° 15' East longitude and 1° 00' and 1° 29' South latitude. It shares borders with Rubanda to the west, Rukiga to the east, and the Republic of Rwanda to the south. The total area of Kabale District is about 575 square kilometers (222 square miles), and the distance between Kabale and Kampala is approximately 337 kilometers (209 miles).

1.11.3. Time Scope

The research had a specific time interval of four years, ranging from 2017 to 2020 because during that interval of years, there was a noteworthy decrease in water service delivery in Kabale District.

1.12. Operational definitions

PM&E refers to involving project stakeholders in the planning, implementation, and decision-making processes throughout project implementation.

Service Delivery, in the context of this study, refers to the organization's level of excellence in providing services that are of high quality, accessible, and sustainable to the intended beneficiaries as quickly and efficiently as possible.

Participatory planning refers to a community-driven approach where the community actively identifies and addresses its socio-economic challenges in order to achieve a specific goal. This involves a conscious process of diagnosing problems and developing a strategic plan to resolve them. Participatory implementation will imply the active engagement of community members in executing the activities that were formulated during the planning stage.

Participatory decision-making will involve a creative process that grants the entire group ownership of the decisions, by identifying powerful options that satisfy everyone. Consensus-building is one method of achieving this, and these pages provide more information on the topic.

CHAPTER TWO: LITERATURE REVIEW

2.1. Introduction

This chapter focuses on the contributions of scholars in the areas of PME (Planning, Monitoring, and Evaluation) and service delivery, and how the stakeholder theory has informed this study. The chapter presents ideas from different reports that were reviewed and organized based on the specific objectives of the study. The literature was analyzed, and gaps were identified. The chapter concluded with a summary of the main findings.

2.2. Theoretical Review.

The stakeholder theory, which was developed by Edward Freeman in the 1980s, served as the guiding framework for this study. According to this theory, active community engagement is crucial to the success and well-being of project beneficiaries. In addition to community

participation, it is essential to consider the difficulties, limitations, and local requirements of the specific community when implementing a project. As noted by Al-Ababneh (2020), involving project beneficiaries in the planning, monitoring and control, evaluation stages of the project is essential as it allows for a better understanding of their needs and perspectives. Involving project beneficiaries in the monitoring and evaluation of a project is crucial as it increases the likelihood of the project's success and fosters a sense of ownership among community members. This is essential for ensuring that projects are effective and sustainable. The stakeholder theory emphasizes that businesses should prioritize delivering value to their stakeholders, rather than just focusing on profits. This approach can lead to increased productivity, employee satisfaction, improved mental health, and lower turnover rates, facilitating talent attraction and retention within the organization. However, this theory's weakness is that it can be challenging to manage the diverse and broad interests of stakeholders, which may lead to certain stakeholders being prioritized over others. The study utilized stakeholder theory as its theoretical foundation due to its strengths in promoting project success and community ownership.

2.3. Participatory Planning and Service Delivery

According to Castelnovo and Misuraca (2016), what has restricted achievements of development interventions is often caused by limited involvement of stakeholders in very important stages of the programmes. Stakeholder participation involves empowering and involving communities having the same requirements and goals that are involved in the scheming of the problems which influence them negatively, as noted by Habraken (2010). However, Oteros et al. (2015) suggest that participation in planning should also involve a shift in responsibilities between users and professionals, rather than solely considering the opinions of users. Unfortunately, many interventions only consider the opinions of users, failing to fully realize the gravity of stakeholder participation in programme execution. In Action 67, Nabeel Hamdi citation brings a lofty viewpoint which challenges this assumption that societies must be well-organized and integrated to participate in development projects. He suggests that the perception of the society can be developed through some processes of the project, even if the community is not initially organized. In fact, creating a sense of community can be one of the objectives of including community participation in the planning of development projects. Rifkin (1990) of the World Health Organization identifies two elements that affect participatory planning in any given project, as explained by Nair et al. (2015) and Sterling et al. (2017). These factors incorporate planning rooted in society's profound requirements, which means defining requirements of the society based on community's perspective rather than the experts, and emphasizing self-help efforts.

Markiewicz and Patrick (2015) argue that involvement in planning should be utilized as a means of attaining substantial benefits beyond just the tangibles in the framework of enhancing possibilities for community growth. The Food and Agriculture Organization (FAO) emphasizes that it is imperative to share all interventions with shareholders, scheming collectively, therefore sharing the benefits with all people that are involved in the projects. Sterling et al. (2017) add that extensive planning efforts are necessary every time one is instituting the society intervention and highlight the importance of participatory planning in overcoming barriers to full stakeholder engagement in project interventions. They suggest that planning should be taken into account to ensure successful stakeholder participation in the project. Markiewicz and Patrick (2015) argue that involvement in programme preparations should be employed as a tool of attaining more significant benefits beyond just tangible ones in the existing framework concerning enhancing possibilities concerning community. The Food and Agriculture Organization (FAO) emphasizes some importance of exchanging ideas concerning all interventions with stakeholders, scheduling programmes together, operating jointly, and sharing the profits with the stakeholders. Sterling et al. (2017) add that extensive planning efforts are essential while instituting all community intervention and also highlighting the significance of participatory programming in overcoming barriers to full stakeholder engagement in project interventions. They suggest that planning should be taken into account to ensure successful stakeholder participation in the project.

The World Health Organization (2018) defines "organizing and planning" as a project management phase which involves developing detailed schedules, budgets, staffing plans, procurement plans. The planning stage's major goal is to obtain a comprehensive awareness of the way the project must be administered. This is also to acquire all necessary materials required for the execution of the project. Ongore and Mati (2020) further note that even though mostly the scheduling and implementation is encapsulated in the planning stage, the real execution of the project lasts as the project duration (continues up to the subsequent stages), creating opportunities for stakeholders to make adjustments to the implementation plan in response to emerging challenges and opportunities. Planning activities are a continuous process that occurs during the entire duration of the project.

To summarize, the research suggests that participatory implementation, which involves involving beneficiaries in the project design and management, may take more time to achieve its goals. However, the benefits of community empowerment and social benefits outweigh physical benefits. It is crucial for organizations responsible for implementing actions or initiatives to recognize the need to empower people to become productive citizens. Participatory implementation is widely accepted in development discourse as a way to enhance project outcomes. However, even with

this ongoing process, there is still a significant dependence on external experts to carry out essential management practices. The contribution of grassroots communities has been deemed unlucky because development technocrats and policymakers have neglected the planning and execution of development programs. Participatory technique and strategy can result in empowerment of all the stakeholders including the community members and also improvement in efficiency and effectiveness in service delivery.

Bastiani (2018) emphasized the importance of involving stakeholders in a project's quality management process in order to ensure that the deliverables meet the needs of the beneficiaries. The attainment of this goal can be accomplished by conducting meticulous quality assurance evaluations and applying quality control methods to gauge the level of both deliverables and procedural quality within the project. According to Wallerstein et al. (2017), collective implementation can take different forms, such as voluntary contributions towards developing and utilizing infrastructure that is collectively shared, showing restraint and conservation of resources through personal actions, and participating in the formulation of principles that govern how individuals engage in activities. The World Health Organization (2016) notes that the impact of a given factor is the tendency of a community or group to take collective action can fluctuate, the project's goals will vary depending on the particular form of collective action it intends to accomplish. Comprehending that the behaviour of shareholders is shaped not only by individual factors but also by the larger societal context in which the group operates, including prevalent yardsticks and the social-economic organization is crucial.

Engaging stakeholders in executing important programmes provides them with an opportunity to monitor the project, which can lead to numerous benefits. According to the World Health Organization (2016), a significant advantage of monitoring is that it enables the programme to maintain oversight of the effectiveness of the assistance that NGOs offer to communities. In Uganda, with a certain level of decentralization of power, stakeholders have a greater need to monitor all activities of NGOs within the areas under their jurisdiction, as this is crucial for ensuring accountability and revitalizing communities. Etzioni et al. (2015) emphasize that decentralization is an important principle to ensure accountability and the revitalization of communities. Backstopping by stakeholders is crucial for NGOs implementing community development projects, as it ensures that everyone has an equal opportunity to participate in the implementation processes. Additionally, it is imperative to acknowledge that beneficiaries, local governments and other community-level non-governmental organizations possess extensive experience in implementing diverse development initiatives. Hence, involving them in the M&E activities of a community project can provide valuable insights from past projects, and this

experience can be instrumental in recognizing necessary improvements and effective methods to provide lasting benefits to the community.

The World Health Organization (2018) emphasizes the significance of involving stakeholders in project execution for the prosperity of development plans in Uganda. Community development projects can explore opportunities and partnerships through the empowerment of stakeholders to participate in routine program implementation. According to Silva and Bueno (2017), stakeholders' participation is essential for effective service delivery in community development projects. The results of their research demonstrate that involving stakeholders in decision-making can lead to better service delivery. They found a strong connection between participatory decision-making and effective service delivery, suggesting that any decisions made in collaboration with stakeholders can have a positive impact.

2.4. Project Implementation and service delivery

A strategy known as participatory implementation is now widely acknowledged in the development discourse as a requirement for improving both the engagement of the project's beneficiaries and its projected results. According to Kessey (2014), despite claims of stakeholder participation and institutional ownership, there still seems to be a significant reliance on outside specialists for critical management practices. Abatena (2016) also makes the case that grassroots involvement in the design and execution of development programme has been disregarded or neglected by development technocrats and policy makers, which he considers unfortunate because community participatory implementation and management results in the process of community empowerment, and the overall goal of participatory implementation and management is to create effective and efficient service delivery.

According to the Commonwealth Foundation (2019), a project must involve stakeholders in the implementation of a strict quality management process, including quality assurance reviews and quality control techniques to evaluate the level of deliverables and process quality within the project. In addition to the aforementioned Balland and Platteau, 2002, Collective implementation in the project can take a number of different forms, such as voluntary contributions to the project's implementation of collective infrastructure, self-restraint behavior for the conservation of a resource, and involvement in the establishment of guiding principles that govern participation. Stewart (1996) suggests that the impact of a particular factor on a community or group's likelihood of participating in joint action may differ and this depends on the form of collective action that a project is seeking to encourage. Additionally, it is critical to remember that the socio-economic structure, prevailing norms, and society in which a group is embedded all have a significant impact on the behaviour of stakeholders and cannot be analysed in isolation.

One approach to offering stakeholders the chance to oversee a project is to involve them in the implementation of program activities. This can be beneficial in numerous ways, but perhaps most importantly, it allows the program to monitor the quality of interventions provided by NGOs to communities. With the ongoing decentralization in Uganda, it is crucial for stakeholders to have a strong understanding of all NGO activities taking place within their jurisdictions. According to Mohan and Stokke (2000), decentralization has grown to be a crucial guiding principle to ensure that governments fulfil their promises of reorganizing political space and revitalizing communities in terms of their accountability to them and the decisions they make. Providing stakeholder backstopping to NGOs is extremely important.

Another significant point to be made is that community-level beneficiaries, local governments, and other non-governmental organizations have a long history of carrying out different development initiatives. As a result, if a community project invites them to take part in its M&E activities, it will be able to learn from the mistakes made by other projects and implement best practices that will benefit communities in the long run. (Hadwin et al, 2017), Another significant point to be made is that community-level beneficiaries, local governments, and other non-governmental organizations have a long history of carrying out different development initiatives. As a result, if a community project invites them to take part in its M&E activities, it will be able to learn from the mistakes made by other projects and implement best practices that will benefit communities in the long run.

2.5. Participatory Decision Making and Service Delivery

To achieve success in the Supporting Access to Justice Programme, it is crucial to offer opportunities for community groups and stakeholders to participate in the decision-making process through participatory spaces. According to Guyadeen and Seasons (2018), creating such spaces is crucial. According to Hadwin et al. (2017), stakeholder involvement frequently entails establishing committees or associations that unite project beneficiaries to engage in discussions and decision-making. These groups can be formal or informal, but they are organized stakeholders who are prepared to participate in the process.

Wolff et al. (2017) suggest that the project should aim to involve as many people as possible in the decision-making process to ensure that stakeholders are fully included in designing, organizing, and implementing activities related to environmental change in specific areas. This inclusive approach should not exclude any individuals or groups. Amugsi et al. (2016) argue that effective decision-making through participation requires suitable capabilities to decide on the individuals who are eligible to take part, the manner in which they should get involved, the extent

of their involvement, and the degree of importance that should be attributed to their desires and requests as opposed to the established priorities of official entities. Langaro and Rita (2018) also observe that involvement does not imply that every perspective must be considered while determining project tasks.

Woodruffe (2015) states that stakeholders in project implementation often have connections and mechanisms for providing feedback that facilitate their participation, even if decision-making is the primary form of involvement. For example, participating in decision-making can contribute to participating in benefits. Therefore, it is crucial to consider not only whether there is participation, but also who is participating and how they are participating. Simply stating that "there was participation" does not necessarily indicate the degree to which all stakeholders gain from the service delivery. Woodruffe highlights the importance of understanding the nature and extent of stakeholder participation to assess its impact on service delivery.

It is crucial to recognize that participatory decision-making, issues of representation and legitimacy are closely linked to equity and inclusion. Howard et al. (2001) noted that when opportunities for stakeholder participation in project decision-making and implementation are provided, various community groups and civil society organizations will endeavor to secure these opportunities. Webler et al. (2001) noted that in the past few years, stakeholders have increasingly been making requests a greater role in participating in decision-making processes related to different interventions, driven by their desire to have a say in issues that affect them. This increasing demand for stakeholder participation emphasizes the importance of gaining a deeper comprehension of how to effectively facilitate and manage such processes to ensure that they are inclusive, transparent, and representative of all relevant stakeholders.

2.6. Summary of the Literature Review

In their research on stakeholder participation and programme performance, Asmelash and Kumar (2019) discovered that stakeholders possess the right to participate in matters that impact them to enhance service delivery effectiveness. They contend that stakeholders with a vested interest in the implementation should be included throughout the process. Furthermore, Vincent et al. (2018) and Jacobs et al. (2020) propose that stakeholder theory is crucial and must be taken into account to accomplish diverse objectives in project execution. On the other hand, some authors contend that certain organizations may favor non-participatory approaches due to time limitations. For instance, Jong et al. (2021) recommend restricting participation or implementing autocratic decision-making, as they believe that participatory approaches may result in an excessive amount of information and bureaucracy, thereby delaying the implementation of the program. Achieving a balance between stakeholder participation and efficient decision-making is crucial and should

take into account the specific context and objectives of the project or program. Kim et al. (2021) argue that although stakeholder participation is promoted, not all implementing partners fully embrace the concept of stakeholder participation and performance due to continued reliance on experts. While various authors have discussed the significance and objectives of participatory monitoring and evaluation (PM&E) in development, they have not provided a comprehensive contribution to PM&E and service delivery in less developed countries such as Uganda. Although PM&E has the potential to enhance project or program outcomes, inadequate or inappropriate implementation may result in wasted resources, time, and failure to identify problems, as pointed out by Andrade et al. (2021). This study aims to provide a better understanding of this aspect and examine the fundamental principles and practices of PM&E that promote effective service delivery.

CHAPTER THREE: METHODOLOGY

3.1 Introduction

This chapter outlines the research methodology employed in this study, including a description of the research design, the study population, the sample size selection process, sampling methods and procedures, data collection methods, the instruments used for data collection, data quality control measures (such as validity and reliability), the data collection procedure, the analysis of data, measurement of variables, and the factors of ethics that must be considered throughout the research.

3.2 Research Design

According to Kim, et al, (2021) a research design is a plot that the researcher uses to produce reactions to the research problem. It is a complete plan of a research study from its beginning to the conclusion (Mugenda & Mugenda, 1999). The research design serves as an organization of the data collection and analysis procedures to ensure they are relevant to the research's purpose. In this study, a cross-sectional survey research design was utilized, as it involves collecting data from a cohort of participants surveyed at a particular moment in time, as described by Kothari (2014). This design is known for being time and cost-efficient (Creswell, 2009). The research focused on community development-based services of Kabale District case study

3.3 Study Population

This study was focusing on a group of 152 individuals as its population, which included 10 administrators, 11 sub-county chiefs, 11 community development officers, 40 politicians, and 80 community leaders residing in Kabale district. The study took place in Kabale District.

3.4 Determination of Sample Size

Sampling can be defined as a method of choosing a number of persons or objectives from the people in a way that those selected can represent the entire population characteristics (Orodho, 2000). For this study, a sample of 142 participants was chosen from a population of 152 individuals using the Krejcie & Morgan table, as cited by Amin (2005). The table was guided by the selection of the appropriate sample size based on the population size, level of precision, and desired confidence level.

Table 3. 1: Category of respondents Population (N), Sample size(S) and sampling technique

Category	Total population(N)	Sample sizes(S)	Sample Selection Technique
Administrators	10	10	Purposive sampling
Sub county Chiefs	11	11	Simple random sampling
Community development officers	11	11	Simple random sampling
Politicians	40	38	Simple random sampling
Community members	80	72	Simple random sampling
TOTAL	152	142	

Source: Developed from Krejcie and Morgan (1970) and improved by the researcher 2023

3.5 Sampling Methods and Procedure

3.5.1 Purposive Sampling

The method of sampling that was employed was for the purpose of selecting the administrators, CDOs, and sub county chiefs who participated in the interviews. This technique was used on these particular categories because they contain respondents who were the most knowledgeable about what was investigated in the study. They had the knowledge needed in this area of their jurisdiction (Sekaran, 2003). This technique was used because it was easy and cheap to administer, saved time, covered a wider number of respondents and also gave greater accuracy of results (Blumberg, 2011).

3.5.2 Simple Random Sampling

Politicians and community members were selected through the use of simple random sampling. According to Amin (2005), the method was employed because it was inexpensive, user-friendly, provided a precise portrayal of a wider population, and offered an equal opportunity for all members of the population to be chosen.

3.6 Data Collection Methods

Researchers use these methods to gather the necessary data and evidence from the respondents who have been selected. There are many data collection methods; however, this study only used three methods; questionnaire survey, interviewing and document review.

3.6.1 Questionnaire Survey Method

The selected method for gathering data from administrators, sub county chiefs, CDOs, and community members was appropriate due to the large sample size of the respondents. This method, which was recommended by Amin (2005), saves time and provides responses that are easy to quantify and analyse. Additionally, this method was used because it allowed for the collection of large amounts of data at a low cost, as explained by Sekaran (2003).

3.6.2 Interviewing Method

Through in-depth and face-to-face interviews, the researcher collected data from politicians because of limited time. This particular technique is preferred as it helps the investigator to gather versatile and detailed information through probing and prompting respondents (Sekaran, 2003). According to Amin (2005), the interviewing method was advantageous since it helps the researcher get more information through probing. In addition to the above, interviews allow for explanation and catching of the expression of the face of interviewees. They also allowed comparison of responses and maintenance of the interviewer's neutrality (Neuman, 2012).

3.6.3 Document Review Method

The approach was utilized for gathering secondary data and entailed a review of the available documents that were appropriate to the study using a documentary review checklist. In this case, AHRD reports, previous files of employee exit interviews, human resource manual and code of conduct were reviewed to collect the secondary data that was relevant to this study (Amin, 2005).

3.7 Data Collection Instruments

Data collection instruments served as means and schedules that researchers used to deliberately gather the required raw data for their studies. For this specific study, the tools used were a questionnaire, an interview guide, and a checklist for reviewing documents were designed based on the research objectives and used to collect the necessary information.

3.7.1 Questionnaire

A questionnaire is a data collection instrument that usually comprises a sequence of written questions or statements. Research subjects are asked to respond to these questions or statements by providing their opinions or answers. This data collection instrument was used in collection and gathering of data from junior sales representatives who form a very big sample of the study. For this study, a closed-ended questionnaire was created to survey the respondents, following the guidelines recommended by several scholars, including Kothari (2004). According to Sekaran and Bougie (2016), this tool was crucial in gathering firsthand information from a large number of

respondents. Using a questionnaire survey guide can facilitate the collection of data, making it easier for subsequent analysis while minimizing errors (Sekaran & Bougie, 2016). This tool also was time saving, eliminated bias and maintained confidentiality since respondents were not required to indicate their names (Amin 2005). The questionnaires were designed with closed ended questions (Amin, 2005) using a five-point Likert Scale with 5 – strongly agree; 4 – agree; 3 – unsure (neither agree nor disagree); 2 – disagree; and 1 – strongly disagree. The researcher dropped the questionnaires at the respondent's work stations and picked them after one week.

3.7.2 Interview Guide

According to Namara (2009), an interview guide is a list of pre-determined questions that a researcher requests the respondent to answer amid a face-to-face meeting. The researcher opted to employ an interview guide to obtain specialized knowledge and thorough clarification (Amin, 2005) from managers and supervisors. The interview guide questions were probed by respondents to find out their opinion on the status of participatory monitoring and evaluation on service delivery in Kabale District. In this study, open-ended questions were formulated to gather information from the politicians. The study involved conducting in-depth and in-person interviews, using a verbal interview guide that aimed to gather comparable information as the questionnaire (Mouton, 2001).

3.7.3 Documentary Review Checklist

The researcher developed a document review checklist for each document that was requested and provided by the respondents so as to collect the required information. The researcher anticipated and developed templates to collect and analyze information from annual human resource reports, code of conduct, annual company reports, human resource manual, sales reports/plans and targets. These guides helped to ensure that only needed information that relates to the variables of the study is collected. Documentary review checklist was instrumental in obtaining operational and historical information from respondents without stopping them from performing their day-to-day routine activities.

3.8 Data Quality Control

According to Kombo and Tromp (2006), all researchers should test for validity and reliability of the tools to be able to discover values that are acceptable to the population under study.

3.8.1 Validity of Instrument

Validity refers to the degree to which a tool or instrument is appropriate and accurate in assessing the accuracy of the measurement in capturing the intended variables or concepts, as defined by Mugenda and Mugenda (2003). According to Saunders, et al, (2009), when validity is assessed, it

helps the researcher to examine how well a given measure relates to the criterion based on empirical observations. In order to ensure validity, the researcher will consult supervisors (Kabale University), construct instruments for collection of data and ensure that every element is linked to the objectives of the study as well as ensuring that all items cover the full range of items. Validity is concerned with the accuracy of measuring the issues or concepts that are being studied. Amin (2005) emphasizes the importance of content validity in the design and development of instruments used in research. Content validity refers to the extent to which the contents of an instrument accurately and comprehensively measure the theoretical concept it is designed to measure. In other words, an instrument has content validity if its items or questions are relevant, representative, and comprehensive in capturing the construct being measured. For example, if a questionnaire is designed to measure the construct of anxiety, it should include questions that tap into different aspects of anxiety, such as worry, fear, and physical symptoms, and the questions should be worded in a way that is clear and understandable to the target population.

It assesses whether the items or questions included in the instrument adequately cover the range of the concept being measured.

In this particular study, the student used the Content Validity Index (CVI) to establish the validity of the instrument. Through use of the CVI, the questionnaire was subjected to rating by the subject specialists/experts. These checked for ambiguity, the questions were evaluated for clarity and relevance to guarantee the construct and face validity. The Content Validity Ratio (CVR) was employed to compute the validity index.

The CVI was computed as follows; $CVI = (ne - N/2) / (N/2)$, where ne = number of subject matter panelists indicating “essential”, and N =total number of subject matter panelists. A CVI of 0.7 and above indicated that the questionnaire is valid or had measured the variables and constructs of interests in the study (Amin, 2005).

3.8.2 Reliability of Instrument

Sekaran, & Bougie, (2010) defines reliability as the level by which the instrument used for data collection measures appropriately with those from accurate conclusions. Reliability refers to the consistency of the results or data obtained from an instrument when used to measure the same traits or concepts from the same respondents, as defined by Mugenda and Mugenda (2003). To assess reliability, the internal consistency technique was used, where a fraction of respondents (15 individuals) who are not part of the study were asked to answer a pre-test questionnaire. The data obtained from the pre-test were used to calculate Cronbach's Alpha. The respective alphas were obtained using the formula below:

$$\alpha = n / (n - 1) (1 - \sum V_i / V_{test})$$

Where; α = Alpha Coefficient, n = number of items in the instrument, Σ =summation, VI =Variance of scores on each Item, V_{test} =Total variance of overall scores (not %'s) on the entire test.

3.8.3 Validity and Reliability of qualitative data

It is important to note that Validity and reliability of qualitative data cannot be established the same way as that of quantitative data was established. In this particular study, the researcher made sure that validity and reliability of the findings of the qualitative data are obtained using methods described by Lincoln and Guba (1985) and Creswell (1998). It is important to note that qualitative findings cannot be generalized, therefore the researcher ensured that credibility, transferability, dependability and conformability are fully attained through member checks, maintaining reflexivity journals during the time of data collection and analysis, peer debriefing and audit trails.

3.9 Procedure of Data Collection

After the defense of the proposal and upon receiving an introduction letter from Kabale University the researcher went to Kabale District local government. Two research assistants were recruited to assist with the dissemination of questionnaires to the participants. The researchers took measures to ensure that the participants are informed about their willful involvement, maintain the secrecy of the information they provide, and preserve their anonymity. The researcher allowed respondents enough time (One week) to complete the questionnaires after which the fully completed questionnaires were collected. Appointments and schedules were done and planned with the key informants in order to have the interviews conducted within a time that is convenient for them.

3.10 Data Analysis

Cleaning and analysis of the data collected were done using both qualitative and quantitative means. As part of the analysis process, descriptive statistics were obtained and presented prior to hypothesis testing. According to Kombo and Tromp (2006), the descriptive statistics employed frequencies and percentages, while the inferential statistics employed the Pearson correlation and the coefficient of determination. Triangulation methods of analysis were used so as to come up with appropriate conclusions and recommendations.

3.10.1 Quantitative Data Analysis

In the process of analyzing quantitative data, the researcher utilized numerical values to derive descriptive statistics such as mean and standard deviations (Kombo & Tromp, 2006). The quantitative data was collected, sorted, assigned numbers, and coded, and then entered into SPSS (Statistical Packages for Social Scientists) software, which produced tables, percentages, and frequencies to facilitate accurate variable descriptions (Sekaran & Bougie, 2016). The researcher used both descriptive and inferential statistics to analyze the data from questionnaires.

Particularly, the researcher used statistical techniques such as measures of central tendency with their corresponding measures of variability and dispersion. The researcher computed the correlation coefficient to establish the significance of the relationship between the independent and dependent variable.

Regression analysis techniques (analysis of the variance) were also adopted to help in finding out the impact of the model on employee turnover, whether management styles were significant and how much each variable was influenced in terms of percentage on the dependent variable.

3.10.2 Qualitative Data Analysis

The researcher was cleaned up qualitative data from the interview guide and then categorize the data into themes, sub themes and patterns while critically analyzing the content to evaluate the reliability, relevance, and coherence of the information, the criteria of credibility, usefulness, and consistency were utilized (Mugenda & Mugenda, 1999). The data must be examined at various stages during the data collection process, and initial patterns or themes were identified. Presentation and organization of the data were done with respect to the specific objectives of the study, as recommended by Sekaran (2003). This enabled a clear and concise presentation of the findings that addresses the research questions and objectives. Such a data organization made it easy for data interpretation systematically. Data from respondents with similar views were interpreted together while that of divergent views was interpreted differently as it came up.

3.11 Measurement of Variables

The study variables were measured using both nominal and ordinal scales. The ordinal scale focused on the factors of the independent variable (participatory monitoring and evaluation using a five-point Linkert scale. A Five Point Likert Scale is a type of psychometric response scale that allows respondents to indicate their level of agreement with a statement using a scale of five points. The scale typically ranges from "Strongly Disagree" (1) to "Disagree" (2), "Neither Agree nor Disagree" (3), "Agree" (4), and "Strongly Agree" (5). The respondent selected the responses that best describe their opinion after reading the statement or question and this particular scale can allow obtaining numeric results. On the other side, the nominal scale was used in understanding the representation of demographic characteristics of major respondents. This scale was used because it measures non-numeric data.

3.12 Ethical Considerations

To achieve confidentiality, respondents were not required to write their names while filling in the questionnaires and codes or alphabetical letters were used in identification of data from different

respondents. Furthermore, the researcher was objective and destroyed any information that would be presumed to lead to identification of the respondents.

The researcher took steps to obtain informed agreement from the study participants and clearly explained that their participation was entirely voluntary. The participants were also informed that they could refuse to answer any questions and withdraw from the study at any point without any negative consequences.

The researcher also ensured that all the data collected using the data collection instruments/tools such as questionnaires, interview guide and documentary review checklist treats respondents anonymously by excluding names and other forms of identification for the participants to provide accurate information.

The researcher acknowledged work from primary and secondary sources to avoid plagiarism. Lastly, the researcher left out the names of the study participants to achieve anonymity.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.0 Introduction

The purpose of this study was to examine the effect of participatory monitoring and evaluation on service delivery in community development-based services in Kabale District. This chapter presents the research findings in line with the study objectives, which included, to examine the effect of participatory planning on service delivery in community development-based services in Kabale District, to analyze the effect of participatory implementation on service delivery in community development-based services in Kabale District and to assess the effect of participatory decisions made by project teams on service delivery in community development-based services in Kabale District. The first part of this chapter presents the response rate of the study and the demographic characteristics of the respondents. This is followed by the analysis and presentation of findings in accordance with the study's objectives.

4.1 Socio-Demographic Characteristics of the Respondents

The results about the respondents' age, gender, level of education, and number of years in the workforce are presented in this section. working in Kabale District of respondents, all of whom were regarded as crucial to the study.

4.1.1. Age of Respondents

Age-related categories were used to group respondents. The distribution of respondents by age is shown in the frequency table (table 4.1).

Table 4. 1: Age of respondents

	Frequency	Percent
Valid 18-30	18	12.7
Valid 31-40	52	36.6
Valid 41 & above	72	50.7
Total	142	100.0

Source: Field Data 2023

The majority of respondents (50.7%) were over the age of 41, followed by those who were between the ages of 31 and 40 (36.6%) and those who were between the ages of 18 and 30 (12.7%). This demonstrates that the majority of persons who replied were adults and comprehended how team members' participatory decision-making on service delivery at Kabale district community development-based services.

4.1.2. Gender of respondents

Table 4. 2: Showing gender of respondents

	Frequency	Percent
Valid Female	62	43.7
Valid Male	80	56.3
Total	142	100.0

Source: Field data 2023

Men made up 65.3% of respondents, compared to women's 43.7% in Table 2 above. This shows that Kabale District government's department of community development -based services held both men and women accountable for providing successful services.

4.1.3. Level of education

The participants in the study were grouped based on their educational level. The frequency table (table 4.4) was used to show the distribution of the respondents by level of education.

Table 4.1.3: Level of education

	Frequency	Percent
Val id Diploma	28	19.7
Degree	81	57.4
Postgraduate	33	23.2
Total	142	100.0

Source. Data from the field 2023

A degree was reported to have been obtained by 57.4% of respondents, followed by a diploma by 23.2% and a postgraduate degree by 19.7%. This demonstrates that the participants in the study had the education necessary to fully understand the issues and make suggestions for how participatory monitoring and evaluation of service delivery at Kabale District in the department of community development-based services could be improved.

4.2. Empirical results

Examining the impact of participatory monitoring and evaluation on the provision of community development -based services in Kabale District was the main objective of this study. This section presents findings in line with the study's goals, which included examining the impact of participatory planning on the provision of services in Kabale District's community development-based services, analyzing the impact of participatory implementation on the provision of services in Kabale District's community development-based services, and evaluating the impact of participatory decisions made by project teams on the provision of services in Kabale District's

community development-based services. Based on survey results and qualitative information gleaned from the actual interviews that were performed and thematically reviewed, this part includes descriptive statistics, correlations, and regression.

4.2.1. Participatory planning and service delivery in the department of community development-based services at Kabale District

Response	Agree		Undecided		Disagree	
	F	%	F	%	F	%
<ul style="list-style-type: none"> I have been involved in monitoring and evaluation for effective service delivery in community development -based services at Kabale District 	89	62.7	22	15	31	21
I have been involved in project design for effective service delivery	86	60	19	13.4	37	26.1
I have participated in setting project objectives for service delivery	79	55.6	17	11.9	46	32.4
I have participated in designing measurable outputs for effective service delivery	89	62.7	22	15	31	21

Source: Field data 2023

In order to assess the impact of participatory planning on service delivery at Kabale district in the department of community development-based services at Kabale District, statements made to respondents were analyzed in Table 4.5 above. When asked if they had participated in monitoring and evaluation for efficient service delivery in community-based services at Kabale District, 62.7% of the respondents nodded in agreement, 21% disagreed, and 15% were unsure. Respondents were instead questioned about whether they had participated in project design for efficient service delivery. 26.1% of respondents disagreed with the statement, leaving 13.4% of respondents confused, while 60% of respondents agreed with it. In response to the question of whether they had participated in establishing project objectives for service delivery, 55.6% of respondents agreed with the statement during data collection, compared to 32.4% of respondents who disagreed with the statement, leaving 11.9% of respondents unclear. Last but not least, we asked respondents if they had taken part in creating measurable outputs for effective service

delivery. During data collection, 62.3% of respondents agreed with the statement, compared to 32.4% of respondents who disagreed, leaving 11.9% of respondents who were unsure.

The comments and descriptive statistics make it clear that the impact of participatory planning on service delivery at Kabale District's department of community development -based services is minimal. Key informant interview-generated qualitative data were subjected to qualitative analyses after the examination of the quantitative data. This is a display of the qualitative outcomes for the participatory planning.

Response from One respondent

“Effective service delivery during monitoring and evaluation would benefit from participatory planning; yet, certain stakeholders are consulted while others are not. If this keeps happening, it will have an impact on how the Kabale District local government and community development-based services deliver services”

The study found a connection between the quantitative and qualitative findings after doing a qualitative data analysis. Because the two data sets agreed, it was obvious that qualitative data supplemented quantitative data.

Hypothesis testing

To be able to generalize the results from the population samples, the study tested the potential hypotheses. This was accomplished via statistical inference. The objectives of the study were to investigate the relationship between the independent and dependent variables, assess the strength and direction of the relationship, develop a model of the relationship, and test the hypotheses, the correlation and regression studies were utilized. In order to refute the alternative hypothesis that participatory planning at Kabale district local government had no impact on service delivery, the Pearson's product moment correlation coefficient was used to determine the strength of the link, as shown in the table below.

Table 4. 6: Correlation analysis for participatory planning

		Service delivery	Participatory planning
Performance of road construction	Pearson Correlation	1	.762**
	Sig. (2-tailed)		.000
	N	142	142
		.762**	
Stakeholders planning	Pearson Correlation	.000	
	Sig. (2-tailed)	141	142
	N		

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data 2023

A correlation coefficient is presented in Table 4.6 above. Participatory planning and service delivery at the department of community development-based services are positively correlated ($r = 0.762$). As a result, a regression analysis was done to assess how strongly participatory planning and service were related. The department of community development -based services provides services.

Table 4. 7: Showing the model summary of participatory planning

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.762 ^a	.925	.924	.15216

a. Predictors: (Constant), participatory planning

The effectiveness of service delivery at the department of community development -based services may be impacted by participatory planning, according to the coefficient of determination (0.762).

According to this, service delivery at community development-based services in Kabale district is

better the more participation there is in planning. As a result, 92.5% of the department's services are delivered through stakeholders planning.

Table 4. 8: Regression output summary on, participatory planning

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.385	.134		2.882	.005
1 Participatory planning	.921	.030	.762	30.953	.000

a. Dependent Variable: Service delivery.

Source. Field data 2023

Once more, the findings showed a substantial favouring difference, with a regression coefficient of 0.762 at a significance level of 0.01. With a Beta value of 0.962 at a 95% level of confidence, the findings further imply that participatory planning has an impact on service delivery at community development -based services at Kabale district local government. The null hypothesis, according to which "participatory planning does not alter service delivery at community development -based services Kabale District local government," is thus rejected by the researcher.

4.2.2. Participatory implementation on service delivery in the community development -based department at Kabale District

The second objective was aimed at examining the effect of participatory implementation on service delivery in the community development -based department at Kabale District.

Table 4. 9: A summary participatory implementation on service delivery in the community development -based department at Kabale District.

Responses	Agree		Undecided		Disagree	
	F	%	F	%	F	%
I have fully participated in monitoring at project implement level for effective service delivery	86	60	19	13.4	37	26.1
I have been involved in execution of project activities	89	62.7	22	15	31	21
Project outputs have been achieved	79	55.6	17	11.9	46	32.4
Service delivery is effectively being implemented	89	62.7	22	15	31	21

Source: Primary data 2022

The four statements in Table 4.9 above were used to evaluate the impact of participatory implementation on service delivery at the Kabale district's community development -based services department. When asked if they had fully engaged in project implementation monitoring for effective service delivery, during data collection, 60% of respondents agreed with the statement, compared to 26.1% of respondents who disagreed, leaving 13.4% of respondents who were unsure. During data collection, 62.7% of respondents who were asked if they had participated in project execution agreed with the statement, compared to 21% who disagreed, leaving 15% of respondents unclear. When asked if the project's outcomes had been reached, respondents gave their opinions in 55.6% of cases, compared to 32.4% of those who disagreed, leaving 11.9% of respondents. Last but not least, respondents were asked if service delivery is being executed efficiently. Of those surveyed, 62.7% agreed with the statement, 21% disagreed, and 15% were unsure.

It is evident from the responses and the descriptive data that the Kabale District's community-based services department is affected by the participatory implementation. After looking at the quantitative data, the qualitative data from the key informant interviews was analyzed qualitatively. The table below shows the results of the participative implementation process.

Response from one respondent

" Participatory implementation is beneficial. Service delivery has been impacted by the Kabale district's department of community-based services' lack of participatory approach. The district is working with other departments to establish participatory projects, though, in order to offer services effectively.

The study found a connection between the quantitative and qualitative findings after doing a qualitative data analysis. Because the two data sets agreed, it was obvious that qualitative data supplemented quantitative data.

Hypothesis Testing;

In order to confirm the alternative hypothesis that there is a strong relationship between participatory implementation on service delivery from the community development-based services department of Kabale district, the size of the association was thus calculated using the Pearson's product moment correlation coefficient:

Table 4. 10: Correlation analysis participatory implementation

		Service delivery	Participatory implementation
Service delivery	Pearson Correlation	1	.456**
	Sig. (2-tailed)		.000
	N	142	142
Participatory implementation	Pearson Correlation	.456**	
	Sig. (2-tailed)	.000	
	N	142	142

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data 2023

A correlation coefficient of .456**, which is significant at the 0.01 level and indicates a very strong significant positive link, is shown in Table 4.10 above. In order to ascertain how participatory implementation would impact the provision of community-based services in the Kabale area, a regression analysis was conducted. This illustrates how the volatility of the independent variable may have an effect on the dependent variable.

Table 4. 11: Model summary participatory implementation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.456 ^a	.099	.756	.32040

a. Predictors: (Constant), participatory implementation

Source: field data 2023.

The coefficient of the determinant 0.456 shows how participatory implementation affects the community-based services department's service delivery in the Kabale area. This implies that service delivery in the department of community-based services in the Kabale District will increase by 45.6% as more participatory stakeholders implement their ideas.

Table 4. 12: Regression output summary of participatory implementation

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	2.680	.507		5.282	.000
1 participatory implementation	.362	.124	.456	2.928	.004

a. Dependent Variable: service delivery

Source: Field Data 2023

The results once again showed a significant correlation with a regression coefficient of .456 at the 0.01 level of significance. With a Beta value of 0.456 and a 95% confidence level, the results further demonstrate that adopting participatory implementation practices has an effect on the effectiveness of service delivery. The research hypothesis that "participatory implementation has no influence on service delivery in the community-based services at Kabale District" is thus rejected by the researcher.

4.2.3. Participatory decisions made by project teams on service delivery in the community-based services in Kabale District

The third objective was aimed at assessing the effect of participatory decisions made by project teams on service delivery in the community-based services in Kabale District.

Table 4. 13: A summary participatory decisions made by project teams on service delivery in the community-based services in Kabale District

Statements	Agree		Undecided		Disagree	
	F	%	F	%	F	%
M&E results in better due to good decision making by project beneficiaries	79	55.6	17	11.9	46	32.4
M&E information is well shared due to participatory decision making	89	62.7	22	15	31	21
M&E helps ensure resources are used efficiently.	86	60	19	13.4	37	26.1
M&E helps organizations learn from their mistakes.	89	62.7	22	15	31	21

Source: Field data 2023

Four statements provided to respondents are assessed in Table 4.13 above to determine how participatory decision-making among the team members affects service delivery in the community development-based services at Kabale District. When asked if project beneficiaries' wise decisions contributed to improved M&E outcomes, 55.6% of respondents agreed with the statement, compared to 32.4% who disagreed and 11.9% who were unsure. When asked if information that is well shared contributed to improved M&E outcomes, 62.7% of respondents agreed with the statement, compared to 21% who disagreed and 15% who were unsure. When asked if M&E ensures that resources are used effectively; during data collection, 60% of respondents agreed with this statement, compared to 26.1% of respondents, and 13.4% of respondents were unsure. Last but not least, respondents were asked if M&E aids firms in learning from their errors. During the data collection, 62.7% of the respondents agreed with the statement, compared to 21% who disagreed and 15% who were unsure.

After performing a quantitative data analysis, qualitative analyses were conducted on the qualitative data that had been obtained through key informant interviews. The qualitative results focused on how team members' participation in decision-making affected the provision of community-based services in Kabale District.

Response from one respondent

“Because participants are held accountable, participatory decision-making promotes sustainability and results in the sustainability of government projects. As a result, decision-making has an impact on service delivery.

There was a correlation between the quantitative and qualitative findings, according to the study's qualitative data analysis. The agreement between the two data sets made it obvious that qualitative data supplemented quantitative data.

Hypothesis Testing;

Thus, in order to confirm the alternative hypothesis that there is a strong relationship between team member participation in decision-making and service delivery in Kabale District's community-based services department, the Pearson's product moment correlation coefficient was used to assess the strength of the relationship.

Table 4.14: Correlation analysis on participatory decision making among team members and service delivery in Kabale District’ community based services department

		Correlations	
		Service delivery	Decision making
Service delivery	Pearson Correlation	1	.729**
	Sig. (2-tailed)		.000
	N	142	142
Decision making	Pearson Correlation	.729**	
	Sig. (2-tailed)	.000	.000
	N	142	142

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field Data 2022.

The correlation coefficient in Table 4.14 above is .729**, which indicates a very strong significant positive link and is significant at the 0.01 level. The Kabale district community-based services department conducted a regression analysis to ascertain the extent of the impact of participatory decision making on service delivery. The correlation coefficient in Table 4.14 above is .729**, which indicates a very strong significant positive link and is significant at the 0.01 level.

Table 4. 15: Model summary of participatory decision making

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.729 ^a	.159	.154	.14749

a. Predictors: (Constant), Participatory decision making

Source field data 2023

The Kabale District community-based services department is reportedly implementing participatory decision-making and service delivery by 72.9%, according to the coefficient of determination 0.729. a significant relationship, then.

Table 4. 16: Regression output summary on participatory decision making and service delivery

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.941	.219		13.460	.000
1 Decision making	.299	.054	.729	5.593	.000

a. Dependent Variable: **Service delivery**

Source: Field data 2022

There is a significant correlation, as shown by the regression coefficient of 0.729 at a significance level of 0.01. The outcomes provide additional evidence in favor of the theory that service delivery at community development -based services in Kabale District promotes participatory decision-making, with a Beta value of 0.729 at 95% confidence. The research hypothesis that "participatory decision-making of team members does not impact service delivery at Kabale district in the community development-based services department" is rejected by the study.

4.3. Empirical finding on service delivery at Kabale district community development-based services department

The questions used to collect data from the respondents are used to provide a summary of the research on service delivery at the Kabale district community development-based services department as the dependent variable. The information required for this was gathered using both primary sources and secondary data. The responses are summarized in the table below.

Table 4. 17: A summary of the findings on performance of roads constructed by UNRA Kabale branch

Statements on financial performance	Agree		Undecided		Disagree	
	F	%	F	%	F	%
Projects have been completed in time	89	62.7	22	15	31	21
Project scope have been considered	86	60	19	13.4	37	26.1
Budget usage has been implemented well	79	55.6	17	11.9	46	32.4
Road quality has been observed well	89	62.7	22	15	31	21

Source: Primary data 2023

The respondents were given four statements regarding the team members' participation in decision-making for the provision of community development-based services by the Kabale District Department. 62.7 of the respondents nodded in agreement when asked if they had taken part in monitoring and evaluation for effective service delivery in the Kabale District, while 21% disagreed and 15% were undecided. As an alternative, respondents were asked if they have taken part in project design for effective service delivery. While 60% of respondents agreed with the

statement, 26.1% of respondents disagreed, leaving 13.4% of respondents perplexed. A total of 55.6% of respondents agreed with the statement when asked if they had taken part in creating project objectives for service delivery during data collecting, compared to 32.4% of respondents who disagreed with the statement, leaving 11.9% of respondents confused. Last but not least, we inquired about respondents' involvement in developing quantifiable outputs for efficient service delivery. 62.3% of respondents who participated in the data collection process agreed with the statement, compared to 32.4% who disagreed, leaving 11.9% of respondents who were unclear. This shows that team members' participation in decision-making influences the quality of the services provided by the Kabale District's department of community development-based services.

CHAPTER FIVE

SUMMARY DISCUSSIONS, CONCLUSIONS, AND RECOMMENDATIONS

5.0 Introduction

This chapter comprises a summary of the study, a detailed discussion of the findings, conclusions, and recommendations made. The themes used for the discussion, conclusions, and recommendations are based on the study objectives. Additionally, the chapter proposes areas for future research.

5.1.1. Participatory planning and service delivery in the department of community development-based services at Kabale District

The department of community development-based services in Kabale District set out to examine the impact of participatory planning and service delivery in this first objective. The respondents agreed at an 87% rate—with a correlation value of $r=762^{**}$ that participatory planning contributes to service delivery through community development-based services in Kabale District for the four items related to it. The qualitative data supplied by the key informants, which demonstrated the importance of participatory planning for efficient service delivery in the Kabale district's community development-based services, further supported this claim.

5.1.2. Participatory implementation on service delivery in the community development - based department at Kabale District

The second goal was to assess the impact of participatory implementation on service delivery in Kabale District's community development-based department. The analysis looked at five questions, and it was found that the average answer was 88%, and the correlation coefficient was 456^{**} . The key informant qualitative data showed how the community development-based services department in the Kabale area benefited from participatory implementation.

5.1.3. Participatory decisions made by project teams on service delivery in the community-based services in Kabale District

The third objective was aimed at assessing the effect of participatory decisions made by project teams on service delivery in the community-based services in Kabale District. The findings of the data collection and analysis of 85% at r 729 showed that there was a significant and positive association between the two variables. Qualitative results demonstrated the impact of decision making of team members affects service delivery at the Community development-based services department at Kabale district local government.

5.2 Discussion of findings

This study set out to investigate how community development-based services in Kabale District were delivered and its impact on participatory monitoring and evaluation. This chapter presents findings in line with the study's goals, which included examining the impact of participatory planning on the provision of services based on community development in Kabale District, examining the impact of participatory implementation on the provision of services based on community development in Kabale District, and evaluating the impact of participatory decisions made by project teams on the provision of services based on community development.

The relevance of these findings to the development and assessment of general knowledge is further explored in this section. The discussions in this research align with the study's objective and pays particular attention to the important results produced during the data analysis process.

5.2.1. Participatory planning and service delivery in the department of community development-based services at Kabale District

The department of community development-based services in Kabale District set out to examine the impact of participatory planning and service delivery in this first objective. The results of the data collection and analysis revealed that the two variables had a significant and favorable connection. Qualitative findings illustrated the benefits of participatory planning and service provision at Kabale District's department of community development-based services. This is in agreement with According to Castelnovo and Misuraca (2016), what has restricted achievements of development interventions is often caused by limited involvement of stakeholders in very important stages of the programmes. Stakeholder participation involves empowering and

involving communities having the same requirements and goals that are involved in the scheming of the problems which influence them negatively, as noted by Habraken (2010). However, Oteros et al. (2015) suggest that participation in planning should also involve a shift in responsibilities between users and professionals, rather than solely considering the opinions of users. Unfortunately, many interventions only consider the opinions of users, failing to fully realize the gravity of stakeholder participation in programme execution. In Action 67, Nabeel Hamdi citation brings a lofty viewpoint which challenges this assumption that societies must be well-organized and integrated to participate in development projects. He suggests that the perception of the society can be developed through some processes of the project, even if the community is not initially organized. In fact, creating a sense of community can be one of the objectives of including community participation in the planning of development projects. Rifkin (1990) of the World Health Organization identifies two elements that affect participatory planning in any given project, as explained by Nair et al. (2015) and Sterling et al. (2017). These factors incorporate planning rooted in society's profound requirements, which means defining requirements of the society based on community's perspective rather than the experts, and emphasizing self-help efforts.

5.2.2. Participatory implementation on service delivery in the community development - based department at Kabale District

The second goal was to assess the impact of participatory implementation on service delivery in Kabale District's community development-based department. The results of the data collection and analysis revealed that the two variables had a significant and favourable connection. Qualitative findings illustrated the impact of participatory implementation on service delivery in the Kabale District department focused on community development. That is consistent with Abatena (2015) who said that a strategy known as participatory implementation is now widely acknowledged in the development discourse as a requirement for improving both the engagement of the project's beneficiaries and its projected results. According to Kessey (2014), despite claims of stakeholder participation and institutional ownership, there still seems to be significant reliance on outside specialists for critical management practices. Abatena (2015) also makes the case that grassroots involvement in the design and execution of development programs has been disregarded or neglected by development technocrats and policy makers, which he considers unfortunate because community participatory implementation and management results in the process of community empowerment, and the overall goal of participatory implementation and management is to create effective and efficient service delivery. According to the Commonwealth Foundation (2019), a project must involve stakeholders in the implementation of a strict quality management process, including quality assurance reviews and quality control techniques to evaluate the level of

deliverables and process quality within the project. In addition to the aforementioned Balland and Platteau, 2002, Collective implementation in the project can take a number of different forms, such as voluntary contributions to the project's implementation of collective infrastructure, self-restraint behavior for the conservation of a resource, and involvement in the establishment of guiding principles that govern participation. Stewart (2016) suggests that the impact of individual factors on a community's or group's inclination to participate in collective action may vary based on the particular form of collaborative endeavor that the project aims to foster. Additionally, it's critical to remember that the socio-economic structure, prevailing norms, and society in which a group is embedded all have a significant impact on the behavior of stakeholders and cannot be analyzed in isolation.

5.2.3. Participatory decisions made by project teams on service delivery in the community-based services in Kabale District

The third goal was to evaluate how project teams' participatory decisions affected the provision of community-based services in Kabale District. During the course of the study, it was also found that there was a strong correlation between qualitative findings from key informant interviews and quantitative data. Several researchers and academics have corroborated and endorsed these findings, which show that project teams' decisions about the provision of community-based services in Kabale District were made with participation. This is in agreement with Guyadeen and Seasons (2018). In order to succeed in the Supporting Access to Justice Program, it is crucial to offer opportunities for community groups and stakeholders to participate in the decision-making process through participatory spaces. According to Guyadeen and Seasons (2018), creating such spaces is crucial. According to Hadwin et al. (2017), stakeholder involvement frequently entails establishing committees or associations that unite project beneficiaries to engage in discussions and decision-making. These groups can be formal or informal, but they are organized stakeholders who are prepared to participate in the process.

Wolff et al. (2017) suggest that the project should aim to involve as many people as possible in the decision-making process to ensure that stakeholders are fully included in designing, organizing, and implementing activities related to environmental change in specific areas. This inclusive approach should not exclude any individuals or groups. Amugsi et al. (2016) argue that effective decision-making through participation requires suitable capabilities to determine who should participate, how they should participate, what the scope of participation should be, and how much weight should be given to the wishes and demands expressed compared to the priorities already set by official authorities. Langaro and Rita (2018) also note that participation does not mean that all views should be taken into account when setting project activities. Woodruffe (2015)

states that stakeholders in project implementation often have connections and mechanisms for providing feedback that facilitate their participation, even if decision-making is the primary form of involvement. For example, participating in decision-making can contribute to participating in benefits. Therefore, it is crucial to consider not only whether there is participation, but also who is participating and how they are participating. Simply stating that "there was participation" does not necessarily indicate the degree to which all stakeholders gain from the service delivery. Woodruffe highlights the importance of understanding the nature and extent of stakeholder participation to assess its impact on service delivery.

5.3 Conclusions

The conclusions of the study were drawn based on the results and connections among the variables investigated, aligned with the objectives of the research.

5.3.1. Participatory planning and service delivery in the department of community development-based services at Kabale District

It can be concluded from the findings and discussion above that participatory planning has an impact on service delivery in the Kabale District department of community development-based services. This is in agreement with the findings where the majority of respondents agreed with the findings. When asked if they have participated in monitoring and evaluation for efficient service delivery in community-based services at Kabale District, 62.7% of the respondents nodded in agreement, 21% disagreed, and 15% were unsure. Respondents were instead questioned about whether they have participated in project design for efficient service delivery. 26.1% of respondents disagreed with the statement, leaving 13.4% of respondents confused, while 60% of respondents agreed with it. In response to the question of whether they had participated in establishing project objectives for service delivery, 55.6% of respondents agreed with the statement during data collection, compared to 32.4% of respondents who disagreed with the statement, leaving 11.9% of respondents unclear. Last but not least, we asked respondents if they had taken part in creating measurable outputs for effective service delivery. During data collection,

62.3% of respondents agreed with the statement, compared to 32.4% of respondents who disagreed, leaving 11.9% of respondents who were unsure.

5.3.2 Participatory implementation on service delivery in the community development -based department at Kabale District

From the findings and discussion, it is concluded that Participatory implementation on service delivery in the community development -based department at Kabale District. This is in agreement with the researcher findings as follows; When asked if they had fully engaged in project implementation monitoring for effective service delivery, during data collection, 60% of respondents agreed with the statement, compared to 26.1% of respondents who disagreed, leaving 13.4% of respondents who were unsure. During data collection, 62.7% of respondents who were asked if they had participated in project execution agreed with the statement, compared to 21% who disagreed, leaving 15% of respondents unclear. When asked if the project's outcomes had been reached, respondents gave their opinions in 55.6% of cases, compared to 32.4% of those who disagreed, leaving 11.9% of respondents. Last but not least, respondents were asked if service delivery is being executed efficiently. Of those surveyed, 62.7% agreed with the statement, 21% disagreed, and 15% were unsure.

5.3.3. Participatory decision making made by project teams on service delivery in the community-based services in Kabale District

The results and discussion lead to the conclusion that project teams' participation in decision-making influences the provision of community-based services in Kabale District. This is in agreement with the findings as below; When asked if project beneficiaries' wise decisions contributed to improved M&E outcomes, 55.6% of respondents agreed with the statement, compared to 32.4% who disagreed and 11.9% who were unsure. When asked if project beneficiaries' wise decisions contributed to improved M&E outcomes, 55.6% of respondents agreed with the statement, compared to 32.4% who disagreed and 11.9% who were unsure. When asked if M&E ensures that resources are used effectively; during data collection, 60% of respondents agreed with this statement, compared to 26.1% of respondents, and 13.4% of respondents were unsure. Last but not least, respondents were asked if M&E aids firms in learning

from their errors. During the data collection, 62.7% of the respondents agreed with the statement, compared to 21% who disagreed and 15% who were unsure.

5.4 Recommendations

Based on the study's objectives, the following recommendations have been suggested in light of the analysis, findings, and conclusions.

5.4.1. Participatory planning and service delivery in the department of community development-based services at Kabale District

Prior to project implementation, stakeholders should be involved in project planning in order to improve service delivery for community development-based services department at Kabale district local government. This will make it simpler for the local administration of the Kabale District to provide the community with high-quality services.

5.4.2 Participatory implementation on service delivery in the community development -based department at Kabale District

The programmes that the community development-based service department offers to the residents of Kabale district should involve community members. Once this is accomplished, the project's beneficiaries will comprehend its requirements, ensuring its sustainability even after the donor has left.

5.4.3. Participatory decisions made by project teams on service delivery in the community-based services in Kabale District

In order for beneficiaries to embrace the project wholeheartedly and make decisions collectively in Kabale District, the report recommends that all interested parties participate in the participatory project decision-making by all stakeholders. This should be followed by the department of community development-based services to ensure the success of all central government programs.

5.5. Areas for further study.

The purpose of the study was to examine the effect of participatory monitoring and evaluation on service delivery in Uganda: a case of community development-based services Kabale district. Future scholars can take these into account and look into them as follows;

1. To establish the effect of time scope management on project sustainability
2. To assess the effect of quality controls and project completion.

REFERENCES

- Ablo, A.D. (2015). Local content and participation in Ghana's oil and gas industry: Can enterprise development make a difference?. *The Extractive Industries and Society*, Elsevier
- Agih, AA (2015). Effective school management and supervision: Imperative for quality education service delivery. *African Research Review*, ajol.info

Amugsi, DA, Lartey, A, & ... (2016). Women's participation in household decision-making and higher dietary diversity: findings from nationally representative data from Ghana. *Journal of Health ...*, jhpn.biomedcentral.com

Andrade, LOM de, Filho, A Pellegrini, Solar, O, Rígoli, F, & ... (2021). Social determinants of health, universal health coverage, and sustainable development: case studies from Latin American countries. *The Lancet*, Elsevier

Arantes, GM, D'Almeida, JN, Onodera, MT, & ... (2018). Improving the process of lending, monitoring and evaluating through Blockchain Technologies: an application of Blockchain in the Brazilian Development Bank

Asmelash, AG, & Kumar, S (2019). Assessing progress of tourism sustainability: Developing and validating sustainability indicators. *Tourism Management*, Elsevier

Bäckstrand, K, Kuyper, JW, Linnér, BO, & ... (2017). Non-state actors in global climate governance: from Copenhagen to Paris and beyond. *Environmental ...*, Taylor & Francis

Bainbridge, R, Tsey, K, McCalman, J, Kinchin, I, & ... (2015). No one's discussing the elephant in the room: contemplating questions of research impact and benefit in Aboriginal and Torres Strait Islander Australian *BMC Public Health*, Springer

Bastiani, J (2018). Parents as partners: genuine progress or empty rhetoric?. *Parents and schools*, taylorfrancis.com

Batalden, M, Batalden, P, Margolis, P, Seid, M, & ... (2016). Coproduction of healthcare service. *BMJ quality & ...*, qualitysafety.bmj.com

Bauer, RM, & Gegenhuber, T (2015). Crowdsourcing: Global search and the twisted roles of consumers and producers. *Organization*, journals.sagepub.com

Bennett, NJ, Whitty, TS, Finkbeiner, E, Pittman, J, & ... (2018). Environmental stewardship: a conceptual review and analytical framework. *Environmental ...*, Springer

Berrouiguet, S, Baca-García, E, Brandt, S, & ... (2016). Fundamentals for future mobile-health (mHealth): a systematic review of mobile phone and web-based text messaging in mental health. *Journal of medical ...*, jmir.org

Boaz, A, Hanney, S, Borst, R, & ... (2018). How to engage stakeholders in research: design principles to support improvement. *Health ...*, health-policy-systems.biomedcentral

Caprara, A, Lima, JW De Oliveira, & ... (2015). Entomological impact and social participation in dengue control: a cluster randomized trial in Fortaleza, Brazil. *Transactions of the ...*, academic.oup.com

Castell, N, Kobernus, M, Liu, HY, Schneider, P, Lahoz, W, & ... (2015). Mobile technologies and services for environmental monitoring: The Citi-Sense-MOB approach. *Urban climate*, Elsevier

Castelnovo, W, Misuraca, G, & ... (2016). Smart cities governance: The need for a holistic approach to assessing urban participatory policy making. *Social Science*

Chaghari, M, Saffari, M, Ebadi, A, & ... (2017). Empowering education: A new model for in-service training of nursing staff. *Journal of advances in ...*, ncbi.nlm.nih.gov

Chen, LJ, Ho, YH, Lee, HC, Wu, HC, Liu, HM, & ... (2017). An open framework for participatory PM2.5 monitoring in smart cities.

Chevalier, JM, & Buckles, DJ (2019). Participatory action research: Theory and methods for engaged inquiry.

Chou, D, Daelmans, B, Jolivet, RR, Kinney, M, & Say, L (2015). Ending preventable maternal and newborn mortality and stillbirths. *Bmj*, bmj.com

Darwin, C (2017). Building a learning organization. *Knowledge Solutions*, library.oapen.org

Disterheft, A, Caeiro, S, Azeiteiro, UM, & ... (2015). Sustainable universities—a study of critical success factors for participatory approaches. *Journal of Cleaner ...*, Elsevier

Donovan, J, Franzel, S, Cunha, M, Gyau, A, & ... (2015). Guides for value chain development: a comparative review. *Journal of Agribusiness ...*, emerald.com

Elfström, KM, Arnheim-Dahlström, L, Karsa, L von, & ... (2015). Cervical cancer screening in Europe: quality assurance and organisation of programmes. *European Journal of ...*, Elsevier

Ertiö, TP (2015). Participatory apps for urban planning—space for improvement. *Planning Practice & Research*, Taylor & Francis

Etzioni, DA, Wasif, N, Dueck, AC, Cima, RR, Hohmann, SF, & ... (2015). Association of hospital participation in a surgical outcomes monitoring program with inpatient complications and mortality. *Jama*, jamanetwork.com

Fidalgo-Blanco, Á, Sein-Echaluce, ML, & ... (2015). Using Learning Analytics to improve teamwork assessment. *Computers in Human*.

Fox, JA (2015). Social accountability: what does the evidence really say?. *World Development*, Elsevier

Fulantelli, G, Taibi, D, & Arrigo, M (2015). A framework to support educational decision making in mobile learning. *Computers in human behavior*, Elsevier

George, AS, Mehra, V, Scott, K, & Sriram, V (2015). Community participation in health systems research: a systematic review assessing the state of research, the nature of interventions involved and the features

Giulianotti, R, Hognestad, H, & Spaaij, R (2016). Sport for development and peace: Power, politics, and patronage. *Journal of Global Sport ...*, Taylor & Francis

Gonzalez, JL (2018). Development sustainability through community participation: Mixed results from the Philippine health sector., taylorfrancis.com

Guyadeen, D, & Seasons, M (2018). Evaluation theory and practice: Comparing program evaluation and evaluation in planning. *Journal of Planning Education ...*, journals.sagepub.com

Hadwin, A, Järvelä, S, & Miller, M (2017). Self-regulation, co-regulation, and shared regulation in collaborative learning environments. ... *of self-regulation of learning and ...*, taylorfrancis.com

Henly-Shepard, S, Gray, SA, & Cox, LJ (2015). The use of participatory modeling to promote social learning and facilitate community disaster planning. *Environmental Science & Policy*, Elsevier

Hooker, L, Small, R, & ... (2015). ... of a family violence screening and care model in maternal and child health nursing practice: a mixed method process evaluation of a randomized controlled, implementation science ...

Huang, GD, Bull, J, McKee, KJ, Mahon, E, Harper, B, & ... (2018). Clinical trials recruitment planning: a proposed framework from the clinical trials transformation initiative. *Contemporary clinical ...*, Elsevier

Hyder, K, Weltersbach, MS, Armstrong, M, & ... (2018). Recreational sea fishing in Europe in a global context—participation rates, fishing effort, expenditure, and implications for monitoring and assessment. *Fish and ...*, Wiley Online Library

Ile, I, & Boadu, ES (2018). The paradox of youth empowerment: Exploring youth intervention programme in Ghana. *Cogent Social Sciences*, Taylor & Francis

Jacobs, K, Lebel, L, Buizer, J, Addams, L, & ... (2020). Linking knowledge with action in the pursuit of sustainable water-resources management. *Proceedings of the ...*, National Acad Sciences

Jong, M de, Boer, AGEM de, Tamminga, SJ, & ... (2021). Quality of working life issues of employees with a chronic physical disease: a systematic review. *Journal of occupational ...*, Springer

Kim, JY, Wineinger, NE, & Steinhubl, SR (2021). The influence of wireless self-monitoring program on the relationship between patient activation and health behaviors, medication adherence, and blood *Journal of medical Internet research*, jmir.org

Kioupi, V, & Voulvoulis, N (2019). Education for sustainable development: A systemic framework for connecting the SDGs to educational outcomes. *Sustainability*, mdpi.com

Kobori, H, Dickinson, JL, Washitani, I, Sakurai, R, & ... (2016). Citizen science: a new approach to advance ecology, education, and conservation. *Ecological ...*, Springer

Langaro, D, Rita, P, & ... (2018). Do social networking sites contribute for building brands? Evaluating the impact of users' participation on brand awareness and brand attitude. *Journal of Marketing ...*, Taylor & Francis

Lee, C (2021). Factors influencing the credibility of performance measurement in nonprofits. *International Review of public Administration*, Taylor & Francis

Lukyanenko, R, Parsons, J, & Wiersma, YF (2016). Emerging problems of data quality in citizen science. *Conservation Biology*, JSTOR

Lund, JF, Sungusia, E, Mabele, MB, & Scheba, A (2017). Promising change, delivering continuity: REDD+ as conservation fad. *World Development*, Elsevier

Lv, Z, Li, X, Wang, W, Zhang, B, Hu, J, & Feng, S (2018). Government affairs service platform for smart city. *Future Generation Computer ...*, Elsevier

Markiewicz, A, & Patrick, I (2015). Developing monitoring and evaluation frameworks., Sage Publications

Mascarenhas, A, Nunes, LM, & Ramos, TB (2015). Selection of sustainability indicators for planning: combining stakeholders' participation and data reduction techniques. *Journal of Cleaner Production*, Elsevier

McCann, P, & Ortega-Argilés, R (2016). Smart specialization, entrepreneurship and SMEs: issues and challenges for a results-oriented EU regional policy. *Small Business Economics*, Springer

McKinley, DC, Miller-Rushing, AJ, Ballard, HL, & ... (2017). Citizen science can improve conservation science, natural resource management, and environmental protection. *Biological ...*, Elsevier

- Melby, MK, Loh, LC, Evert, J, Prater, C, Lin, H, & ... (2016). Beyond medical “missions” to impact-driven short-term experiences in global health (STEGHs): ethical principles to optimize community benefit and learner *Academic ...*, ingentaconnect.com
- Milat, AJ, Bauman, A, & Redman, S (2015). Narrative review of models and success factors for scaling up public health interventions.
- Moberg, J, Oxman, AD, Rosenbaum, S, & ... (2018). The GRADE Evidence to Decision (EtD) framework for health system and public health decisions. *Health research policy ...*, Springer
- Morales, MPE (2016). Participatory action research (par) cum action research (ar) in teacher professional development: A literature review.. *International Journal of Research in Education and ...*, ERIC
- Morawska, L, Thai, PK, Liu, X, Asumadu-Sakyi, A, & ... (2018). Applications of low-cost sensing technologies for air quality monitoring and exposure assessment: How far have they gone?. *Environment ...*, Elsevier
- Nabatchi, T, Sancino, A, & Sicilia, M (2017). Varieties of participation in public services: The who, when, and what of coproduction. *Public Administration Review*, Wiley Online Library
- Nair, A, Jayaram, J, & Das, A (2015). Strategic purchasing participation, supplier selection, supplier evaluation and purchasing performance. *International journal of production ...*, Taylor & Francis
- Norström, AV, Cvitanovic, C, Löf, MF, West, S, & ... (2020). Principles for knowledge co-production in sustainability research. *Nature ...*, nature.com
- Ongore, VO, & Mati, RK (2020). Factors affecting the performance of constituency development fund projects in Kenya: A case of Tharaka Constituency.

Organization, World Health (2015). Every woman, every child, every adolescent: achievements and prospects: the final report of the independent Expert Review Group on Information and, apps.who.int

Organization, World Health (2015). Measuring the age-friendliness of cities: A guide to using core indicators., apps.who.int

Organization, World Health (2015). Strategies towards ending preventable maternal mortality (EPMM).,

Organization, World Health (2015). WHO recommendations on health promotion interventions for maternal and newborn health 2015., apps.who.int

Organization, World Health (2016). Monitoring and evaluating digital health interventions: a practical guide to conducting research and assessment., apps.who.int

Organization, World Health (2017). Global accelerated action for the health of adolescents (AA-HA!): guidance to support country implementation., apps.who.int

Organization, World Health (2019). Translating community research into global policy reform for national action: a checklist for community engagement to implement the WHO consolidated, apps.who.int

Oteros-Rozas, E, Martín-López, B, Daw, TM, & ... (2015). Participatory scenario planning in place-based social-ecological research: insights and experiences from 23 case studies. *Ecology and ...*, JSTOR

Pattanayak, SK, Wunder, S, & Ferraro, PJ (2020). Show me the money: do payments supply environmental services in developing countries?., journals.uchicago.edu

Pınarbaşı, K, Galparsoro, I, Borja, Á, Stelzenmüller, V, & ... (2017). Decision support tools in marine spatial planning: present applications, gaps and future perspectives. *Marine Policy*, Elsevier

- Raymond, CM, Frantzeskaki, N, Kabisch, N, & ... (2017). A framework for assessing and implementing the co-benefits of nature-based solutions in urban areas. ... *Science & Policy*, Elsevier
- Reed, J, Vianen, J van, Barlow, J, & Sunderland, T (2017). Have integrated landscape approaches reconciled societal and environmental issues in the tropics?. *Land Use Policy*, Elsevier
- Reed, J, Vianen, J Van, Deakin, EL, Barlow, J, & ... (2016). Integrated landscape approaches to managing social and environmental issues in the tropics: learning from the past to guide the future. *Global change ...*, Wiley Online Library
- Restuccia, F, Das, SK, & Payton, J (2016). Incentive mechanisms for participatory sensing: Survey and research challenges. *ACM Transactions on Sensor Networks ...*, dl.acm.org
- Rodrigues, MW, Isotani, S, & Zarate, LE (2018). Educational Data Mining: A review of evaluation process in the e-learning. *Telematics and Informatics*, Elsevier
- Santana, MJ, Haverman, L, Absolom, K, Takeuchi, E, & ... (2015). Training clinicians in how to use patient-reported outcome measures in routine clinical practice. *Quality of Life ...*, Springer
- Shiel, C, Filho, W Leal, Paço, A do, & Brandli, L (2016). Evaluating the engagement of universities in capacity building for sustainable development in local communities. *Evaluation and program ...*, Elsevier
- Silva, AL da, & Bueno, MAF (2017). The Amazon Protected Areas Program (ARPA): participation, local development, and governance in the Brazilian Amazon. *Biodiversidade ...*, revistaeletronica.icmbio.gov.br
- Singh, K, & Shishodia, A (2016). Rural development: Principles, policies, and management., books.google.com
- Steels, S (2015). Key characteristics of age-friendly cities and communities: A review. *Cities*, Elsevier

Sterling, EJ, Filardi, C, Toomey, A, Sigouin, A, & ... (2017). Biocultural approaches to well-being and sustainability indicators across scales. *Nature ecology & ...*, nature.com

Stoian, D, Donovan, J, Fisk, J, & Muldoon, M (2016). Value-chain development for rural poverty reduction: a reality check and a warning., cgspace.cgiar.org

Syafii, A (2021). Evaluating Online Learning Implementation During Covid-19 Pandemic. *Journal of English Language Teaching ...*, e-journal.hikmahuniversity.ac.id

Tobin, M, Lietz, P, Nugroho, D, Vivekanandan, R, & ... (2015). Using large-scale assessments of students' learning to inform education policy: Insights from the Asia-Pacific region., research.acer.edu.au

Twigg, J (2015). Disaster risk reduction., bvpad.indeci.gob.pe

Vincent, K, Daly, M, Scannell, C, & Leathes, B (2018). What can climate services learn from theory and practice of co-production?. *Climate Services*, Elsevier

Wallerstein, N, Duran, B, Oetzel, JG, & Minkler, M (2017). Community-based participatory research for health: Advancing social and health equity., books.google.com

West, SE, & Pateman, RM (2016). Recruiting and retaining participants in citizen science: what can be learned from the volunteering literature?. *Citizen Science: Theory and ...*, eprints.whiterose.ac.uk

Wolff, T, Minkler, M, Wolfe, SM, Berkowitz, B, & ... (2017). Collaborating for equity and justice: Moving beyond collective impact. *Nonprofit ...*, researchgate.net

Woodruffe, S, Neubeck, L, Clark, RA, Gray, K, & ... (2015). Australian Cardiovascular Health and Rehabilitation Association (ACRA) core components of cardiovascular disease secondary prevention and cardiac rehabilitation *Heart, Lung and ...*, Elsevier

World Health (2016). Global Antimicrobial Resistance Surveillance System (GLASS): guide to completing the GLASS implementation questionnaire.

World Health (2018). What Quantitative and Qualitative Methods Have Been Developed to Measure Community Empowerment at a National Level?., books.google.com

World Health Organization, (2018). Compendium of WHO guidelines and associated standards: ensuring optimum delivery of the cascade of care for patients with tuberculosis., apps.who.int

Wright, DR, Underhill, LG, Keene, M, & ... (2015). Understanding the motivations and satisfactions of volunteers to improve the effectiveness of citizen science programs. *Society & Natural ...*, Taylor & Francis

Yeatman, A (2020). Activism and the policy process. *Activism and the policy process*, taylorfrancis.com

Appendix 3: Questionnaire

Dear respondent,

My Name is **Bosco KIRAGA, 2020/A/PPM/1108/W** a student of Kabale University doing a Masters' Degree in project planning and management. This questionnaire is designed to examine the effect of participatory monitoring and evaluation on service delivery in community-based services in Kabale District. The researcher is seeking information to gain a better understanding of how stakeholder involvement affects the performance of road construction projects in Uganda. The information provided will be used solely for academic purposes and will be kept confidential. The researcher kindly requests that information be provided openly and truthfully.

SECTION A: Bio-data of respondents

Please tick the appropriate response:

- i. **Age:**
 - a) 18-30
 - b) 31-40
 - c) 41& above

- ii. **Gender**
 - Male
 - Female

- iii. **Level of education**
 - a) Diploma level
 - b) Bachelor's degree
 - c) Postgraduate

INSTRUCTIONS

For each of the statements in sections B and C, tick the number that best indicates your opinion in the matter using the 5-points Likert scale

- 1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree

SECTION B. Project planning

		5	4	3	2	1
1	I have been involved in monitoring and evaluation for effective service delivery in community-based services at Kabale District					
2	I have been involved in project design for effective service delivery					
3	I have participated in project objectives for service delivery					
4	I have participated in designing measurable outputs for effective service delivery					

SECTION C: Participatory implementation

		5	4	3	2	1
1	I have fully participated in monitoring at project implement level for effective service delivery					
2	I have been involved in execution of project activities					
3	Project outputs have been achieved					
4	Service delivery is effectively being implemented					

SECTION D: Project decision making

		5	4	3	2	1
1	M&E results in better due to good decision making by project beneficiaries					
2	M&E information is well shared due to participatory decision making					
3	M&E helps ensure resources are used efficiently.					
4	M&E helps organizations learn from their mistakes.					

SECTION E: Service delivery

		5	4	3	2	1
1	Project sustainability is achieved as a result of participatory M&E.					
2	Quality services are being delivered in the Kabale District as a result of monitoring and assessment.					
3	Information is easily accessible as a result of high-quality M&E.					
4	The provision of community-based services is going smoothly.					

Appendix 4: Interview guide

Dear respondent,

My Name is **Bosco KIRAGA, 2020/A/PPM/1108/W** student of Kabale University doing a Masters' Degree in project planning and management. This questionnaire is designed to examine the effect of stakeholder's involvement and performance of road construction projects in Uganda: a case study of Uganda national roads authority Kabale branch. The information you give will help the researcher to understand more about the effect of stakeholder's involvement and performance of road construction projects in Uganda. The information provided will be kept confidential, and it's for academic purposes; I request you to give me information openly.

Thank you for your cooperation

SECTION A: Bio-data of respondents

Please tick the appropriate response:

- iv. **Age:**
- a) 18-30
 - b) 31-40
 - c) 41-50
 - d) 51 & above

- v. **Sex**

MALE

FEMALE

- vi. **Highest qualifications attained**

- d) Secondary
- e) Diploma level

f) Bachelor's degree

g) Postgraduate

vii. **No of years on this job/service**

a) 1-5 yrs

b) 6-10 yrs

c) 11-15 yrs

d) 20 and above

INSTRUCTIONS

For each of the statements in sections B and C, tick the number that best indicates your opinion in the matter using the 5-points Likert scale

1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree

Have you been participating in road construction design in the Kabale Area? Yes or No

If yes support your answer

Have you ever participated in the road feasibility studies? Yes or No

Do you think stakeholder participation will affect road construction in Kabale Area Yes or No

Explain your statement

Have you been participating in road project implementation? Yes or No

If yes explain your answer

Do you think UNRA leadership is clear to accomplish road construction in Kabale Yes or No

If yes explain your answer

Have you ever participated in project monitoring and evaluation? Yes or No

Support your answer

Roads constructed in Kabale have been well implemented in time

Time frame have been observed according to set targets

End