

**MONITORING AND PERFORMANCE OF CHURCH BASED PROJECTS IN
UGANDA: A CASE STUDY OF COMPASSION INTERNATIONAL**

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**A DISSERTATION SUBMITTED TO THE GRADUATE SCHOOL OF IN PARTIAL
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DECLARATION

I, Kato Godfrey, hereby declare that the work herein is original with exception of sources of information which are duly acknowledged and referenced and I declare that it has never been presented to any institution of higher learning for any award.



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APPROVAL

This is to certify that the dissertation carried out by Kato Godfrey under the title “*Monitoring and Performance of Church based Projects in Uganda: A Case Study of Compassion International*” is carried out under our supervision and is now ready for examination by the Board of Examiners as a requirement for the award of a Master Degree of Organizational Planning and Public Policy Management of Kyambogo University.

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DEDICATION

This research dissertation is dedicated to my wife winnie and daughters Karen Favor and Kara Success Bukenya for allowing me to be away from home all the times I was in lectures attending to my studies even as I worked on my research project. You stood in the gap for me. May the Lord indeed bless you for selflessly dedicating yourselves to working together in my absence to ensure that this work is brought to one piece in Jesus' name.

May God richly bless you

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LIST OF ABBREVIATIONS

CDO	-	Child Development Officer
CDSP	-	Child Development through Sponsorship Program
CI	-	Compassion International
CIU	-	Compassion International Uganda
CIV	-	Complementary Interventions
CPC	-	Church Partnership Committee
CSP	-	Child Survival Program
GMC	-	Global Ministry Centre
ICPs	-	Implementing Church Partners
LDP	-	Leadership Development Program.
PF	-	Partnership Facilitator
TPCT	-	Transformation of Core Programs through Technology
UG	-	Uganda
VCT	-	Voluntary Counseling and Testing

ABSTRACT

The purpose of the study was to establish the effects of monitoring on the Performance of church based projects funded by Compassion International Uganda. Specifically, the study assessed the effect of checking project outputs, project reports scrutiny and project reports examination on the performance of projects. Primary data was collected from a sample of 80 respondents which included 70 project employees and 10 project managers. Data from employees was collected using a structured questionnaire while an interview guide was used to collect data from project managers. Data was analyzed using descriptive, inferential and qualitative methods.

The findings revealed that checking project outputs and project records scrutiny have a significant positive effect on project performance, ($r = 0.724$, Adjusted $r^2 = 0.685$; $p\text{-value} < 0.05$). Regularly checking operations of all staff to ensure that project resources are only used to pursue project goals and ensuring that employees give reasons for all their decisions and activities and operations of all employees are clearly understood by stakeholders has increased the performance of projects. While examination of project records and giving feedback to employees on the performance of projects was found essential in the performance of projects, little emphasis was placed on it. Project managers had little time to examine project reports and employees were given little opportunities to know how they are performing and any improvements they needed to make. Therefore, aspects of projects monitoring that started in profit making organization are essential to the performance of NGOs.

On the basis of the findings, it was recommended that Compassion International maintains the good practices of checking project outputs and records to ensure that they conform to project goals and improve her feedback process so as maintain good performance of her projects.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This research assessed the effects of monitoring on the performance of church projects in Uganda. The study was in the area of Project performance management. This study was motivated by the fact that church based non- government organizations play a significant role in the social-economic development of Uganda through poverty eradication, health and financial self-sustaining initiatives for the poor and the vulnerable and yet sometimes experience challenges related to how they manage performance of their projects. Poor performance of church projects may negatively affect the welfare of the poor. Therefore, this chapter presents the background to the statement of the problem, general purpose of the study, research questions, scope and justification of the study, significance and operational definitions of key terms.

1.1 Background to the Study

Churches throughout the world have over become established organizational actors in the social economic development of poor countries such as Uganda. In many developing countries churches run development projects to empower the poor and the vulnerable. Churches started getting involved in social economic development projects during the times of the First World War. They provided emotional counseling, free and accessible social - economic services to the poor people who had lost their means of livelihood during the war. By the start of the Second World War in 1939, churches had become established as fighters for the rights of the poor in western countries (Kumar & Giri, 2009).The churches related directly to the individual, family or worked through NGOs such as the Red Cross, World Vision, Samaritans Purse and Care International. Then in the 1950's , churches through various projects started focusing on developing the capacities of local people to better meet their own needs through self-reliant local action community development strategies (Bussolo, & Medvedev, 2010). Currently, churches run Sustainable Development projects meant to be the voice of and meet the needs of the poor.

In Uganda, church projects are well established and actively support pro-poor policies and actively supplement governments' efforts in providing people's basic needs. Church based projects in Uganda are projects that are established as a union between the Church and an NGO that may be local or international. Compassion International Report (2011), indicates

that the fast and often unchecked growth of church based projects in developing countries has led to serious problems related to management expertise and limited project performance. Studies across Africa indicate that a number of church based projects in this region are grappling with project performance issues resulting from ineffective project performance management.

Project monitoring is the continuous process of assessing the status of project implementation in relation to the approved work plan and budget (Haughey, 2012). Monitoring helps to improve performance and achieve results. The overall purpose of monitoring is to ensure effectively managed project results and outputs through measurement and assessment of performance. Project monitoring is mainly done by checking project outputs through scrutinizing project records and reports against outputs (Mbajo, 2010). Monitoring is the responsibility of the project coordinator or manager and may be carried out informally through weekly meetings or formally through written reports. Regular monitoring enables the project coordinator to identify actual or potential problems as early as possible in order to facilitate timely adjustments in project implementation.

Project monitoring is based on the theory of project performance management. According to the Compassion International Kenya (2010). Assessing the performance of projects requires having performance indicators. Performance indicators are measures of project impacts, outcomes, outputs, and inputs that are monitored during project implementation to assess progress toward project objectives. They are also used later to evaluate a project's success. Indicators organize information in a way that clarifies the relationships between a project's impacts, outcomes, outputs, and inputs and help to identify problems along the way that can impede the achievement of project objectives. Performance indicators help clarify the objectives and logic of the program. They also inform resource allocation decisions, thereby promoting the most efficient use of resources. Feedback from project reports is used for planning, identifying areas needing improvement, thus increasing project performance.

A recent study done in East Africa by (Abbasi & Awan, 2012) indicates that many church projects are weak at project performance monitoring, though efforts are being made to improve this picture. A recent study done in Tanzania, by Jantana & Phaprueke, (2008). Indicates that 58 per cent of church based projects in this country have grown, as a result of effective performance monitoring. The situation is not any different in Uganda. Church

projects are prone to problems in performance management (Barr et.al 2006) and are under pressure to improve their performance through effective monitoring.

Monitoring of Compassion International Assisted projects

Compassion's holistic child development program activities take place at church-based child development Centre's or "projects". Sometimes activities take place in the church building or the church may have another facility designated for the child development Centre. Each Centre is within a 30-minute walk of the homes of the children it serves.

Program activities vary in detail according to the culture, environment, or needs of the area where the individual Centre's are located. However, there are common elements in all Compassion child development centre's which ensure that all Compassion-assisted children are given the greatest opportunity to be released from spiritual, economic, social, emotional and physical poverty (Compassion International, 2011). Each child development centre meets on a regular basis, uses the facilities of the local church partner through which the program operates, provides a programmed curriculum of activities for registered and sponsored children, has a committee which provides local accountability and support, has a director employed by the church to manage the day-to-day activities, employs staff and volunteers selected by the local church, operates under Compassion International's carefully monitored standards and guidelines and provides reasonable levels of safety for children relative to the realities of the surrounding community.

Compassion International is an advocate for children, an international NGO that aims at releasing children from poverty and equipping them to fulfill their God-given potential. This goal is achieved through three core programs: Child Survival, Child Sponsorship and Leadership Development Program. Compassion's projects reaches nearly 800,000 children in 24 countries around the world, including Uganda, (Gichira, 2009).

Compassion's projects are church-based, implemented by locally recruited individuals and volunteer church members. With the goal of reaching the community's poorest children, regardless of religion, Compassion's work equips the local church with an effective method to serve their community by caring for impoverished children. Through Child Sponsorship Programs, children aged three through early adulthood receive assistance with school fees, basic healthcare education and spiritual discipleship. Many of the children entering this

program experience needs that extend beyond the capacity of the sponsorship model to address. Through the church, compassion international funds and oversees psychosocial programs that provide care, education, health and financial support to the vulnerable children. Thus, the vulnerable children are given an opportunity to grow and develop in a nurturing environment and prepare for a better future.

In Uganda, most of the child development projects funded by Compassion International are located in the church of Uganda, Kampala diocese. In this area, Compassion International funds a number of child development projects each having up to 200 registered children for sponsorship. The projects are hosted by the church which oversees the day to day running operations of these projects in line with the great commission as an important mandate for the Church given by the Lord Jesus Christ, (Mat 28:19-20, NIV). Sponsorship in the projects is based on Christian values and principles and works by partnering with churches in order to effectively work with children in poverty. This is done through pre-school up to University through a program called Leadership Development Program. The organization provides sponsorship in form of school fees, education resources, spiritual, social and physical support (PFM-Partnership Outcomes 2013, version 1.2)

According to Gichira, (2009), Compassion's Global Ministry Center (GMC), located in Colorado, maintains responsibility for monitoring Compassion's core programs. To achieve this goal, the Global Ministry Centre (GMC) provides each country implementing projects with specific reporting guidelines and quarterly submission deadlines. The GMC monitors compliance with these guidelines through regular review of submitted reports and through an accountability process focused on, annual updates, and beneficiaries' correspondences. The GMC also requires each country to submit a Quarterly Ministry Update of the country's fulfillment of stated program objectives, goals and outcomes. In addition to monitoring the overall program, program staff also evaluates annually the success of each of their projects.

However, recent evaluation reports for projects in Uganda (PFM, 2012 and 2013), reveal misallocation of funds particularly children's gifts, school fees and start up funds. Instances of child neglect, sponsor cancellations, child departures, and reduction of project support funds and closure of the projects are on the increase. This scenario is related to weak monitoring of these projects.

1.2 Statement of the Problem

Compassion International is currently the major funder of child development projects based in the church around Uganda. The projects aim at promoting the social welfare of vulnerable school going children, by strengthening their educational attainment, physical and emotional health as well as social development. Monitoring is used as a strategy to manage the performance of these projects. Annual, Quarterly and Monthly project records and reports are used to measure project outputs against project goals. However, recent program performance reports (Kampala Cluster Program Audit Report, January 2015; PFM version 1.01-Partnership Outcomes, 2014) highlight poor performance of projects exhibited through increasing school dropout of sponsored children, delays in fees payment and distributions of emergency items and embezzlement of funds. This scenario resulted into decreased funding resulting into closure of some projects. There was therefore need to investigate a relationship between monitoring and the Performance of CI funded projects.

1.3 Purpose of the Study

The purpose of the study was to examine the effects of monitoring on the performance of child development projects funded by Compassion International, based at Churches in Uganda Kampala Cluster in particular.

1.4 Objectives of the Study

The study was guided by the following objectives:

- a) To assess the influence of checking project outputs on the performance of church based projects.
- b) To examine the effect of scrutinizing project records on the performance of church based projects
- c) To find out the contribution of examining project reports on the performance church based projects.

1.5 Research Questions

The research sought answers to the following questions;

- a) How does checking project outputs influence the performance of church based projects?
- b) In what way does scrutinizing project records affect the performance of church based projects?
- c) How does examining project reports contribute to the performance of church based

projects?

1.6 Scope of the Study

The scope of the study is divided into content, area and time scope.

1.6.1 Content Scope

The content scope focused on the effects of monitoring on the performance of church projects. Monitoring was the independent variable while and project performance was the dependent variable. Monitoring was measured using three sub variables that were; checking project outputs, scrutinizing project records and examining project reports. Project performance was measured in terms of achievement of project goals, by improvement in the quality of life of Orphaned and vulnerable children.

1.6.2. Area Scope

The study was a case that assessed a single NGO Compassion International Uganda in Kampala Cluster with 12 projects. Kampala projects were purposely selected because they have had serious challenges with appropriate use of project resources which has led to crisis in some implementation areas.

1.6.3 Time Scope

The time frame for the study was 2013 to date. The period was selected because this was when compassion started experiencing expansion of projects to four million sponsored children yet the expansion did not result in the expected project performance. Also, there were changes in the programming that led to the introduction of Transformation of core Programs through Technology (TPCT) aimed at using Compassion Connect in all projects and sectors to help boost Compassion Vision 2020.

1.7 Significance of the Study

The findings may contribute to the existing body of knowledge through an empirical investigation into the poor performance of projects based at churches supported by Compassion International. The research findings could be a useful source of information for Project staff, Church Partnership Committees, Overseers, Internal and External Auditors, Beneficiaries, Sponsors and Donors, compassion international and the entire Christian Community. The research findings may also be a useful source of information for researchers, Child Development Practitioners, Human Rights and Advocacy Organizations

and public policy formulators and analysts in Uganda and beyond for the benefit of child Development and church Growth as the mission of the church states.

The findings may also be of great value to Compassion international, Sponsors, the church, Ministry of Education and Sports, Ministry of Gender, Labour and social Development and Donor Development partners, to establish the most appropriate funds disbursement, monitoring and accountability systems throughout the projects. The findings of the study may be of great value to academicians and future researchers in literature review to enhance further research. The findings of this study are hoped to provide the Compassion assisted projects staff with key information to use in their donor- based reporting which will in turn determine future funding by the donors.

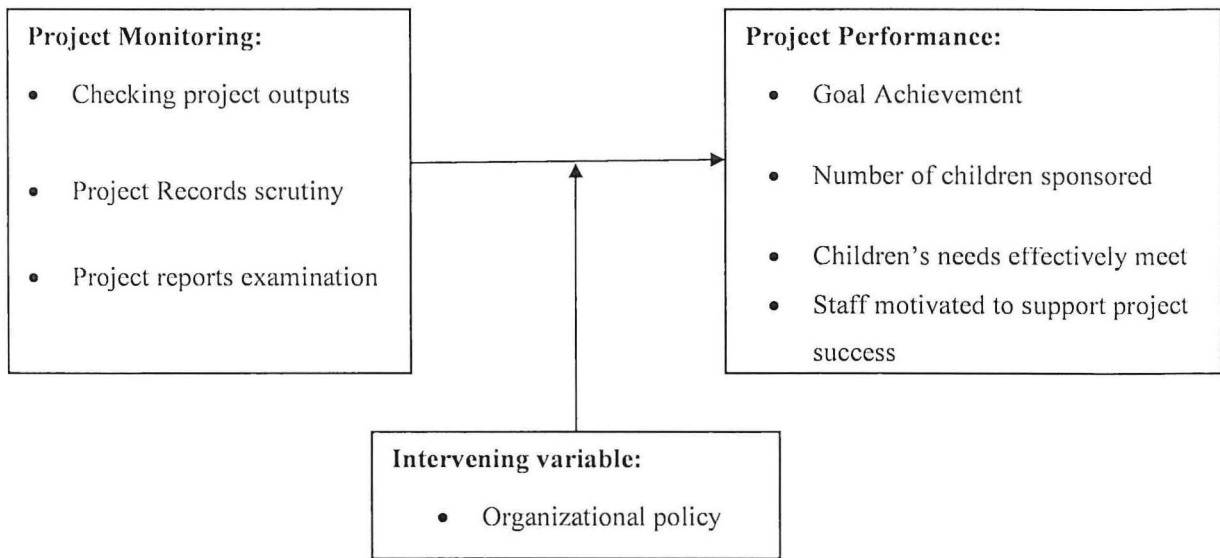
The results of this study may enlighten education and health stakeholders who include; parents, teachers, education administrators and students in that it can make them aware of forces that work for or against them in matters relating to survival of Projects and donor requirements.

There are also hopes that the Compassion International assisted projects of Kampala Cluster are charged with the responsibility of following up on the projects performance brought out as a result of monitoring these projects.

This study was expected to provide most of the answers to questions tabled regarding project performance. Finally, the findings of this study might form basis on which future Research could be built using the generated findings and literature cited.

1.8 Conceptual Framework

The figure below illustrates the interdependence of the study variables as illustrated below;
INDEPENDENT VARIABLE **DEPENDENT VARIABLE**



Source: Cook et.al., (1995), as modified by the Researcher.

Figure 1: Conceptual Framework illustrating the relationship between project monitoring and project performance.

Figure 1 above indicates that the Independent Variable which is project monitoring affects the Dependent Variables project performance. It indicates that project monitoring, in form checking project outputs against project goals, scrutinizing project records and reports impede project performance and overall achievement of church project goals , reduced number of children meeting of their needs in communities under sponsorship, curtail children's needs and as well de-motivate donors to support the success of such vital projects. However, the performance of projects may be influenced by intervening variables such as the organizational policy.

1.9 Definition of Terms

The terms that are used in the study are given operation meaning derived from the way they are used in the study.

A Project-is a set of related tasks that are coordinated to achieve a specific objective in given time limit or a Temporary endeavor undertaken to create a unique product or service

Monitoring- is an ongoing study of the behaviors, attitudes. It's the systematic and routine collection of information from projects and programs for four main purposes: Monitoring is a periodically recurring task already beginning in the planning stage of a project or programme.

Performance-comprises the actual output or results of an Organization as measured against its intended outputs or goals and objectives.

Sponsored Children– Beneficiaries of school fees, educational resources, social, physical and spiritual support from sponsors usually aged between 1-22 years of age throughout program time.

Compassion International– It is an organization that assists projects with funds so that they are able to give school fees, educational resources, spiritual, social and physical support to secondary school students.

Project Performance Management -is an ongoing review of the efficiency and importance of a given project.

1.10 Chapter Conclusion

This chapter has defined the research problem, explained its context and highlighted its relevancy. The chapter has explained the relevance of project monitoring in the management of the performance of projects. The chapter has also shown the need to study the research problem, has also indicated its significance, scope and conceptual frame work.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature related to the research problem. First it defines the key variables of the study, shows how this study relates to the existing body of knowledge with regard to the effective Monitoring of Project Outputs, Records and Reports on project performance and lastly identifies gaps existing in the current body of knowledge.

2.2 Monitoring and Project performance

2.2.1 Monitoring

Monitoring is a very important aspect of project management. Monitoring is the means thorough which the performance of a project is evaluated. Project monitoring looks for what is going well and what is not progressing in terms of progress toward the intended results. This involves regularly assessing the progress of the project by looking at the big picture and analyzing problem areas (Haughey, 2012). It also involves continuous documentation of the achievements and challenges as they occur to avoid having to try to remember the events some time later. This means that Regular analysis of reports including financial reports should be done by the project managers (Mukanga, 2011). This results into lessons learned, and adapting strategies accordingly and avoiding repeating mistakes from the past. The information gathered while monitoring is helpful in giving feedback to the respective stakeholders of the project for effective decision making. Monitoring helps to keep organizational activities on track and keeps management informed of what is going on. Monitoring is a useful tool for evaluation of projects when done according to the stated objectives and enables management to determine whether the resources available are sufficient and being well utilized properly, (Balozi, 2012).

According to Mukanga, (2011), Monitoring and Controlling a project is the process or activities whereby the project manager tracks, reviews and revises the project activities in order to ensure the project creates the deliverables in accordance with the project objectives. Because of the unique and temporary nature of projects, they require active control. Unlike a process where the same set of activities have been performed repeatedly so that habits and expectations are stable, a project is inherently unstable. The activities are unique to the project or the sequence of activities and resources are only temporarily assigned and

associated with the project and are redeployed when the project completes. Habits and patterns are not established before everything changes.

According to Karlsen et al. (2008), the primary results of the Monitoring and Controlling processes are the project performance reports and implementing project changes. The focus for project management is the analysis of project performance to determine whether a change is needed in the plan for the remaining project activities to achieve the project goals. In my experience, almost every project will require a change to the plan at some point in time. Traditional projects are the most stable projects because the requirements and the activities are clear and well understood. Adaptive and Extreme projects are the least stable. They require very close control and will require numerous changes - if for no other reason the project manager will need to refine the activities of later phases based upon the results of early activities. Tools and techniques that are used by project managers to conduct the Monitoring and Controlling of a project fall into one of four general categories. The first is the collection of project performance information. Techniques supporting this category are Pulse meetings, Variance Reports and Program Reviews.

Antony et al. (2005), observed that, the second category is the analysis of the project performance to determine whether a project change is needed. Techniques that are used in this category are Technical Reviews, Project Forecasting and Problem Solving. The third category is reporting on project performance. Techniques that support this activity include the use of a Project Management Information System, Management Reviews and Dash boards. The final category is the management of project change. The technique I commonly use in this category is the maintenance of a Change Management Log. There are two areas of project management tools and techniques that closely support the Monitoring and controlling process but are also used more broadly throughout the project lifecycle. These are important enough to justify their own page.

2.2.2 Project Performance

Compassion International is a Christian organization working mainly with individual child sponsorship. The organization has a strong sense of their Christian identity and beliefs. Its core purpose is as follows: "In response to the Great Commission, Compassion International exists as an advocate for children, to release them from their spiritual, economic, social and

physical poverty and enable them to become responsible and fulfilled Christian adults” (Compassion International, 2008).

The way in which the organization’s purpose is to be realized is defined in its core strategy: “Christian holistic development of children through sponsorship” (Ibid., p. 2). With holistic is meant that both spiritual and physical needs are to be addressed, because one can. The way in which the organization’s purpose is to be realized is defined in its core strategy: “Christian holistic development of children through sponsorship” The term holistic is also used to reflect the range of programs available for children, as summarized in Compassion’s ‘Christian Holistic Child Development Model’ (Figure 3). This model consists of four interrelated programs that are carried out in collaboration with local churches: Child Survival Programs, Child Sponsorship Programs, Leadership Development Programs, and Complementary Interventions.



Source: Compassion International (2011), Leadership Development Ministry Blueprint

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<http://www.compassion.com/about/programs/default.htm>

Figure 3: Compassion’s Christian Holistic Child Development Model.

The Child Survival Program (CSP) focuses on (expecting) mothers and children under the age of four. Through this program Compassion provides “*nutrition, medical assistance, parental education, spiritual development opportunities and social support for mothers and caregivers to help very young vulnerable children survive the first few years of life*” (Compassion International, 2008, p. 6). The Child Development through Sponsorship Program (CDSP) is the most far reaching program and the focus of the current study. Children can be enrolled in this program between the ages of 3 and 9 and are expected to complete it between the ages of 13 and 22. This long-term program “creates the opportunity

to more deeply address the holistic needs of the child”, and a “concerted effort is made to build a meaningful relationship between the child and the sponsor” (Ibid., p. 6). I will go into more detail on the CDSP further down this section. The Leadership Development Program (LDP) provides talented and service-oriented graduates of the CDSP program the opportunity of a university education, combined with intensive leadership training so that they can “develop their God-given gifts and become skilled professionals and Christian leaders who an impact on their churches, communities and societies”.

Project performance on the other hand is assessed using the financial and non-financial measures (Kessler & Bailey, 2011). The financial measure involves timing and adequacy of funds disbursed in line with budget utilization while non-financial measures is the extent to which projects spend in line with approved expenditure guidelines. In the case of NGOs like compassion international their Performance can also be viewed in terms of the success of their sponsorship projects. The Oxford Advanced Learners Dictionary (P.456) defines sponsorship as financial support from a sponsor. It defines a sponsor as a person or company that supports somebody by paying for their training or education. More than a relief program, Compassion focuses on the real life needs of children-- spiritual, physical, economic and social. Compassion's programs provide tangible benefits such as education, health monitoring and food when necessary, as well as developmental opportunities that can include formal schooling, skills training, health education, presenting of the Gospel, and motivation to acquire meaningful social skills. The world’s third-largest child sponsorship program is Compassion International, a large, faith-based, nonprofit organization whose stated goal is to “release children from spiritual, economic, social, and physical poverty.” Compassion staffs its projects locally, and foreign employees are rare.

The projects rely on volunteers from local churches and other organizations to carry out its programming. The benefits sponsored children receive vary somewhat by country and even within countries, and Compassion’s approach has evolved over time. All projects provided basic health care benefits. They included regular physical examinations administered by local nurses and doctors at Compassion schools and student centers. Also included was a form of catastrophic health insurance paid through a separate fund operated by Compassion’s headquarters in Colorado. If a Compassion child had a serious illness or needed surgery, this fund covered the full cost of the procedure and hospitalization. In the rare cases in which children needed such care, this benefit was often reported by formerly sponsored children to

be the greatest source of support offered by the program. Aside from this catastrophic insurance, however, all funds directed to children flow from their sponsors' regular monthly contributions.

Austin, Riccobono & Bailey, (2011), note that all children sponsored through Compassion write letters several times per year to their sponsor, and most receive correspondence from their sponsor (71.8 percent in our study). In addition, about once per year sponsors receive a picture of the child and updates from local Compassion staff on the child's progress in school. Most children (83.7 percent) also reported receiving birthday gifts from their sponsor. Sponsors can also travel on organized trips to visit their sponsored children and their families; while not uncommon, this was not the norm. In Compassion projects, selection of children for sponsorship is done locally. Compassion instructs its staff to work with local community members to select children using six criteria, Sponsored children are to be from low-income families within walking distance of a project.

According to Milne, (2007), The official selection criteria state, "When only a percentage of the children are sponsored from an institution, the school or parent committee should choose children among the neediest families for sponsorship, Orphans, children living with a widowed parent or other family member, and refugees are given special priority, The child cannot have been sponsored by another agency, Children from both Christian and non-Christian families may participate equally, but all families must allow their children to participate in the program's Christian religious instruction, Compassion sponsors a maximum of three children per family. Some countries set a lower limit (one or two per family), Children older than 12 years cannot be sponsored. Children in kindergarten and in first, second, or third grade receive top priority; older children (still age 12 or under) receive lower priority. In short, Compassion's programs help release children from poverty, and enable them to become fulfilled Christian adults.

2.3 Monitoring and Project performance

Project monitoring is one of the major project performance measuring tools. The information gathered while monitoring gives important feedback on project performance to stakeholders of the project for the decision making. Monitoring helps to keep work done on track and lets management informed of what is going on (Mulgan, 2012). Monitoring provides a useful tool for evaluation of projects when done according to the stated objectives and enables

management to determine whether the resources available are sufficient and being well utilized to capacity, (Balozi, 2012).

Mukanga (2011), observed that, Monitoring provides decision-makers with timely information on a program's progress, often against set goals or benchmarks. In this context, it is in the best interest of a government agency for the data on a service monitoring tool to be accurate, timely, and complete because this will enhance its ability. In a simple game theoretic model, unless there is public monitoring, impatient governments will be tempted to override or outmaneuver the procedures and create surprise inflation to boost output.

Evernest (2010), explains various modes of enforcing financial accountability using sources of control which are either internal or external and degree of control being tight or loose. Regular measuring and monitoring the achievement of results should provide information to government which enables it to improve decision making at every level, and identify actions which enhance the impact, effectiveness, efficiency and economy of public sector programs, (Darby, 2010).

Wheclan & Hunger, (2008), stresses that a number of formal monitoring strategies are linked to overseeing the actions of projects and evaluating the quality of services they deliver. Monitoring provides decision-makers with timely information on a program's progress, often against set goals or benchmarks (Mulgan, 2012). In this context, it is in the best interest of a government agency for the data on a service monitoring tool to be accurate, timely, and complete because this will enhance its ability. In a simple game theoretic model, unless there is public monitoring, impatient governments will be tempted to override or out manoeuvre the procedures and create surprise inflation to boost output, (Mukanga, 2011). Although most project managers acknowledge the links between planning and monitoring & evaluation (M & E), in reality there are a number of challenges that prevent planning and M & E from operating in a seamless cycle. For a start project planners and evaluators often work separately, each at their own ends of the project cycle. Both are similarly often constrained in their own efforts by budget and time constraints, and/or by political influences that can limit options and approaches. This is the first in a series of four postings around the topic of 'Managing for outcomes'. The range of current efforts towards results-based management in policy, management and development circles highlight the importance of more closely integrating these two functions. Planning, monitoring and evaluation are at the heart of a

results and learning-based approach. Achieving collaborative, business/environmental or personal goals requires effective planning and follow-through. The plan is effectively a “route-map” from the present to the future. To plan a suitable route you must know where you are (situation analysis) and where you want to go (establish goals and identify outcomes). Only then can appropriate action plans be developed to help achieve the desired future.

Turner, & Muller (2010), lamented that both sets of plans are best developed in conjunction with the people who will carry them out, as they are then more likely to actually do so. Monitoring plans need to account for what is being done and how it is being done. Results monitoring focuses on whether you are getting where you want to go, while process monitoring focuses on how efficiently you are getting there. Indicators in this regard may be either qualitative or quantitative, and a combination of the two is often best. An evaluation is like a good story, it needs some (qualitative) anecdotal evidence to put the lesson in context, and some (quantitative) facts and figures that reinforce the message.

World Bank (2004), reported noted that the starting point for introducing challenging programs that cut across many work groups and departments is to find ways to articulate and guide planned project activities, especially those intended to produce dissemination and utilization outcomes that provide for scaling up and out. Many managers do not have the tools to easily set out, document, and communicate complex program goals, activity strategies, and intended outcomes. Logic Models can assist here by encouraging project staff to plan for results by envisioning a ‘big picture’ view of a project’s scope of work and potential significance to various target systems. Other names for logic models include ‘outcomes models’, ‘causal chains’, or ‘Intervention Logic Models’ (ILMs). Logic models are narrative or graphical depictions of processes in real life that communicate the underlying assumptions upon which an activity is expected to lead to a specific result. They generally illustrate a sequence of cause-and-effect relationships, i.e. a systems approach to communicate the path toward a desired result. The model describes logical linkages among program resources, activities, outputs, and audiences, and highlights different orders of outcomes related to a specific problem or situation. Importantly, once a program has been described in terms of a logic model, critical measures of performance can be identified. In this way logic models can be seen to support both planning and evaluation, (Olander, 2006).

2.4 Checking Project Outputs and Project Performance

Wagenheim, & Rood, (2010) says that checking Project outputs is a form of accountability in project management. Accountability refers to the obligations of those in authority to report to stakeholders on whose behalf they exercise such authority, for the discharge of the responsibility entrusted to them, (World Bank, 2006 & Evennet, 2010). As a form of accountability, checking project outputs is a pro-active process by which project managers justify their plans of action, their behavior and results in relation to project goals(Valerie J. Shute 2007). Checking project output is a way of ensuring that project managers are held answerable in exercising their responsibilities, and if they do not, faces predetermined sanctions. Checking project outputs increases the performance of project. Valerie, (2007) says that when project employees know that there is a system for checking on whether they have achieved project goals, there the liability increases and get an obligation to perform. Checking project outputs gives the agent in the project (project employees) an obligation to answer to the principals (funders and stakeholders) the significance and value for their actions (Mukanga, 2011). Kaplan (2009) explains three different forms of accountability as physical, technical and financial accountability. The systems of accountability requires adherence to laws, regulations and codes of conduct, (Herman, 2010).

The systems of accountability requires adherence to laws, regulations and codes of conduct, (Herman, 2010).Accountability is the liability one assumes for ensuring that an obligation to perform- a responsibility is fulfilled;(Shute, 2007). Accountability is therefore a requirement to answer for what the agent has accomplished or not the principal as answers are of significance and value for decision making (Mukanga, 2011).

Shute (2007) indicates that there is a strong relationship between accountability and service delivery. This is because accountability improves service delivery- the goal of accountability is to improve performance, not to place blame and deliver punishments. Systems of budget reporting have been established with the accounting for public expenditures, and the provision of information on performance for use by implementers, managers and politicians (Darby, 2010). The mismanagement and embezzlement of funds by the officials of the local government councils has contributed to poor financial performance (Milne, P. 2007). Baker et al. 2011) argues that for accountability to be effective, action should be taken to employees, who render inadequate accountability. It's an indisputable fact that good accountability leads to better performance or service delivery. This notion has been

supported by (Milne, 2007). But it should be noted from the outset that it's not only accountability of an organization that has a bearing on the performance of an organization.

2.7 Scrutinizing Project Records and Project performance.

Project Records are very crucial in the performance of projects. Project records indicate how the project is being run and whether it is being run according the objectives. Salmi (2009) says scrutinising projects records is a way of exhibiting transparency in project management. Project records give managers of the project opportunity to give reasons for all their decisions, especially the financial ones. Clear and accurate records give stakeholders opportunity to know how the project is being run and whether its, run according to original objectives. Shute (2007) advises that all employees and stake holders should have easy access to information on all management decisions by the project managers.

Scrutinizing Project Records ensures that project information is available to all parties concerned and rules and regulations are clearly understood owing to enterprise openness (Salmi, 2009). This implies that project management should be strongly committed to respecting the right of all employees and stakeholders to know how the project is being run. All stake holders should be able to receive and openly debate on declared facts. Accurate and relevant information has to be available to all parties concerned. All performance rules and regulations should be readily accessible and clearly understood by all stake holders. Musgrave (2008) advises that all management activities including those that are financial in nature should be subjected to external scrutiny by a supreme Auditing Institution or an independent government body.

Williams (2011) shows that a strong relationship exists between scrutinizing project records and project performance. He says that scrutinizing records increases employee job commitment and subsequently work performance. It also builds stakeholders trust in the project management which attracts good support from them. Wheelan and Hunger (2008), stresses that a number of formal monitoring strategies are linked to overseeing the actions in projects and evaluating the quality of services they deliver. Worth noting is that external monitoring done on projects by external technical personnel like engineers and accountants ensure that funds are used as a meeting has been defined as a gathering of three or more people sharing common objectives where communication (verbal on written) is the primary means of achieving these objectives, Baker et al. (2011). He categorizes meetings into two:

Information Meetings which mainly advise update and sell ideas and Decision Making Meetings which play the role of goal setting and problem solving. He advises that by virtue of each classification, each is conducted differently.

2.6 Examining Project Reports and Project Performance

Examining project reports involves management analyzing project activities and sending a message to employees about their performance. This is a form of providing feedback to employees on stakeholders' view of their performance in running the project. Without appropriate feedback, none of the parties concerned with project outcomes can make appropriate, informed decisions about whether and how to adjust project design or implementation arrangements to better achieve a project's intended objectives (Cook *et al*,1995). This feedback should include employees' performance and their problems, organizational practices and policies, and what needs to be done and how to do it. Organizations and managers are increasingly encouraging employees seek for this feedback in the spirit of fostering employee intrinsic motivation, and empowerment. According to Lofgren & Bonilla, (2013), Performance feedback is a key in increasing employee performance and customer service. This is because lower cadre employees generally know what it takes to get the job done. Managers should encourage feedback via employee attitude and opinion surveys, suggestion systems, formal grievance procedures, open door communication policies and informal meetings, Lofgren & Bonilla, 2013).

Sinclair and Spalling (2010), emphasize that effective feedback can enhance institutional outcomes. Feedback can influence the perceptions and opinions about workmates, the institution, or even management .Effective and timely flow of information, regulations, policies, and procedures from top management to lower cadre employees improves their understanding of the work processes. This sharing of information especially task related with employees improves coordination of activities and reduces unnecessary managerial burdens and rules, and ultimately to improve institutional performance.

Barmao (2009), points out that effective feedback makes problem-solving easier by providing a channel for everyone's ideas and opinions. Solutions can come from unexpected directions, but only if there's the possibility that they'll be heard. Recent studies by Younis et.al (2011) done in Israel indicate that feedback creates a climate of openness within the institution. If everyone feels he has access to whatever information he needs or wants, and can talk to

anyone in the institution about anything, it encourages good relations among people, promotes trust, and forestalls jealousy and turf issues.

2.7 Summary of Literature Review

The review of literature has indicated that, checking project outputs against project objectives, having accurate records and giving employees regular and prompt feedback are significant factors in the performance of projects. These activities are significant indicators of project impacts, outcomes, outputs, and inputs. These activities assess progress toward project objectives and hence evaluate a project's success. Project monitoring organizes information in a way that clarifies the relationships between a project's impacts, outcomes, outputs, and inputs and help to identify problems along the way that can impede the achievement of project objectives. Information from monitoring informs resource allocation decisions, thereby promoting the most efficient use of resources.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methodology that was used during the study. It involves the research design, study population, Sample size and selection, sampling techniques, methods of data collection, instruments for data collection, data collection procedures, reliability and validity of instruments, analysis of data.

3.2 Research Design

A case study design was used. A case study is an empirical inquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used (Yin, 2009). A case study method was employed because of its strength in allowing the researcher to concentrate on a specific situation and to identify, the various interactive issues affecting the research problem. A case study was more appropriate because of being more holistic and specific; it enables suggestion of possible links between phenomena, a very important requirement for this particular study .Correlation analysis was used to interpret data. defines a correlation analysis as a systematic assessment of the relationship between the independent and dependent variable. This approach was used because of its strength in relation to the research problem. The researcher sought to establish the magnitude and direction of the relationship between the independent and dependent variables. The researcher also measured the influence of the independent variable on the dependent variable. The study employed both quantitative and qualitative methods. Quantitative research methods were used because they enabled a structured statistical measurement of variables (Trochim, 2006). Qualitative methods were used so as to collect in-depth information on the research variables and this enabled triangulation of the data collected so as to increase its validity (Ary & Razavieh, 2002). Data was collected using a questionnaire and a key informant interview guide. Quantitative data was analyzed using statistical methods.

3.3 Study Area

The study was carried out among Compassion international funded church Projects based in Kampala District. The projects were divided into two clusters; Kampala A and B. Projects were selected from both clusters. The rationale for selecting this area of study was that the majority of the projects totaling to 26 are located in churches around Kampala city and it was

possible to select a variety of them so as to have a representative sample. In addition, the majority of complaints about poor performance came from Kampala based projects.

3.4 Study Population

The study population included project overseers, directors and child development officers from the Kampala Cluster. Kampala cluster has 26 Compassion International Aided Projects with an estimated staff population of about 130 (Compassion International human resources records, 2014).

3.5 Sample Selection and Techniques

The Krejcie and Morgan (1970) guide was used to determine sample size. For a population of 130 Krejcie and Morgan (1970) suggest sample of 97 respondents. Therefore, sample of 97 respondents was targeted. The table below gives a summary of respondents and the nature of information they provided.

Table 3.1: Summary of Category of Respondents

Category	N	Target sample	Actual Sample	Sampling Strategy
Key informants	15	10	07	Purposive
Employees	115	75	63	Stratified random
Total	130	97	70	

Source: Primary Data, 2015

As indicated in the table above, from the population of 130 respondents, 10 respondents were purposively selected from Overseers of the churches, Projects Directors and partnership facilitators and 75 were selected from employees bringing the total sample to 85 respondents. However, among key informants, only 07 were available for interviews. With regard to employees, 63 questionnaires were fully completed and therefore usable. This brought the actual sample to 70 respondents. Both probability and non probability sampling techniques were used to select a representative sample. Simple random sampling was used to select the main respondents. Simple random sampling was used to select teachers and support staff. This method was used in order to give more respondents in the population of being part of the sample. This technique increases representatives that enable collection of a cross section of data. Purposive sampling was used to select key informants. This sampling method was preferred for this sub sample because the researcher wanted to collect in-depth responses from respondent who are well informed about the research problem.

3.6 Data Collection Methods

3.6.1 Questionnaire

The survey was done using a structured questionnaire. After briefing, respondents were given a structured questionnaire to complete. As advised by Bush and Ortinau (2000), the questionnaire had items derived from the study objectives and linked responses. Respondents ticked the response that best described the situation with regard to the research questions.

3.6.2 Key informant Interviews

In-depth key informant Interviews were used to collect data from key informants.

Using key informants in the study was relevant because there was an Opportunity to establish rapport/trust and get an insiders view of the study, provided in-depth information about causes of the problem and allowed the researcher to clarify ideas and information on continual basis without own impressions and biases. Using the interview guide, key informants selected were asked questions derived from the study objectives by the researcher. Their responses were written down by a research assistant (Mugenda and Mugenda, 2005). The real opinions of respondents on the research problem were sought. Using appropriate probing, the researcher collected detailed and relevant information to the research question (Amin, 2005).

3.7 Procedure of data Collection

The researcher first constructed the instruments and gave them to the supervisor for approval. The supervisor ascertained the face validity and clarity of the instrument. Changes were made as recommended by the supervisor. The changes recommended by the supervisor were mainly on the wording of items. The wording of 10 items was changed to make it simpler and relevant to the research question. After the approval, the researcher went to the field. Using the authority letter from the university, the researcher introduced himself to the relevant authorities at compassion and the assisted projects and churches. He explained the purpose of the research and its benefits. The researcher assured the respondents of confidentiality in relation to the information they provided. He then distributed questionnaires to the selected respondents and collected them after one week. Key informants were interviewed during lunch hours across two days within the week questionnaires were distributed.

3.8 Data Collection Instruments

The researcher used a structured and self-administered questionnaire and an interview guide to collect data.

3.8.1 Structured Questionnaire for Projects Employees

A structured questionnaire (Appendix A) was used to collect data from the main respondents. The questionnaire was used to obtain information from employees in the projects. The questionnaire had structured items. Structured questions were used because they allow collection of specific data. Using questionnaires also allowed the respondents some time to reflect on answers to avoid hasty responses (Mugenda & Mugenda, 1990).

3.8.2 Interview guide for Key informants (Project managers)

An Interview guide was used to collect in-depth information from key informants, who were the project managers. This category of respondents included, project managers, members of project committees and Top management. Interviews were used because the study targets respondents' real opinions on the research problem. The interview questions focused on the major themes of the study, (Amin, 2005).

3.9 Validity and Reliability of Instruments

3.9.1 Validity

Before the instruments were used, the researcher measured their validity to ensure that the instruments measure the study variables. Both face and content validity of the instruments was measured. Cooper & Schindler (2008) says that respondents are more likely to honestly complete and return instruments they perceive as having relevant content. The researcher ensured that all items in the questionnaire had face validity. The words that were used in both instruments were simple clear and related to the research problem. Besides, the instruments were made easy to complete and the total time needed to complete both instruments was limited to about 8 minutes.

With regard to content validity, the two supervisors evaluated the questionnaire for its content validity. As recommended by Amin (2005), items that were found to be ambiguous and those judged inappropriate were either eliminated or adjusted. In the content validity test, the validity of each item were evaluated on a scale for which 1 = relevant, 2 = somehow relevant and 3 = not relevant. The validity of the instrument was tested using the Content Validity Index (CVI). The CVI was measured using the formula:

$$\text{Content Validity Index (CVI)} = \frac{\text{Number of items declared valid}}{\text{Total number of items}}$$

The findings are shown in the table below.

Table 3.2: Content Validity Index (CVI)

Expert	Content validity index	
	Questionnaire	Interview guide
Principle supervisors	0.81	0.79
Second supervisor	0.82	0.81
Average	0.815	0.80

Source: Pilot data

As indicated in Table 3.2, all CVIs for the two instruments were 0.80 and above indicating that the items in the instruments actually measured the study variables. On average, the content validity index for the questionnaire was 0.82, while that of the interview guide was 0.80. These values were in agreement with Amin (2005), who recommended that for an instrument to be valid for research purposes, its content validity index has to be 0.8 and above.

3.9.2 Reliability of the Questionnaire

Pilot data was collected from 20 respondents and used to measure and enhance the reliability of the questionnaire. Data from employees who were selected from three (3) projects in Nakawa division entered in the Statistical Package for Social Sciences (SPSS) version 17. A Cronbach alpha coefficient test of reliability was calculated.

Table 3.3: Reliability of the Questionnaire

Variable	Alpha coefficient
Checking project outputs	0.734
Scrutinizing project records	0.816
Examining project reports	0.721
Project performance	0.752
Average	0.756

Source: Pilot data

Findings in table 3.3 above revealed that the alpha coefficients of the sub variables making the independent variable of monitoring were; checking project outputs = 0.734, scrutinising project records= 0.816 and examining project reports = 0.721. The alpha coefficient for the dependent variable, project performance was 0.752. All Cronbach alpha coefficients were above 0.70 which indicated that the questionnaire was reliable enough to be used as a research instrument Sekaran, (2008). In order to improve the accuracy of the instrument,

statements were kept simple in order to avoid any response biases by leading the respondents to agree or disagree with the statement. Respondents were also encouraged to express their true feelings against the statements and no names were asked to be noted down.

3.10 Data Analysis

3.10.1 Quantitative Data Analysis

After data was collected, it was edited, cleaned and coded. Descriptive statistics, means, standard deviation, frequency tables were used to present and analyze descriptive data inferential analysis, correlation and liner regression were done to establish the effect of the independent variables on the dependent. In order to examine the overall effect of the independent variables on the dependent variable, multivariate dependence analysis technique for predicting the dependent variable on the basis of two or more independent variables was done using Linear multiple regression. This statistic indicated the specific contribution (deterministic relationship) of the independent variable to the dependent variable. Before running descriptive and inferential statistics as recommended by Cooper & Schindler (2006) the responses given by each respondents in section B up to C were summed up to convert ordinal measurement into a continuous scale to enable multivariate analysis possible. Higher scores on each of the two scales indicated higher occurrence of the variable in the study sample.

3.10.2 Qualitative Data Analysis

Data was categorized under different themes and sub-themes using critical judgmental approach. This kind of data was interpreted by explanations and substantiated using open responses from the field, (Mugenda and Mugenda, 2003). While analyzing qualitative data, conclusions were made under different themes and inter-related to ascertain the relationship between monitoring and performance of church based projects.

3.11 Ethical Considerations

The entire research process was conducted with due respect to ethical considerations in research. The researcher also obtained consent of the respondents to participate in the study. The researcher also made sure he treated respondents' views with utmost confidentiality. In general, a high degree of openness regarding the purpose and the nature of the research was observed by the researcher.

3.12 Chapter Conclusion

This chapter has explained the techniques that were used to collect and analyse data. Correlation- survey design was used. A sample of 80 respondents selected from three categories of employees of CI child development funded projects in the church of Uganda located in the Kampala area. Survey instruments, the questionnaire and interview guide were used to collect data. Data was analyzed using descriptive, inferential and qualitative methods.

CHAPTER FOUR

DATA PRESENTATION, INTERPRETATION AND ANALYSIS OF RESULTS

4.0 Introduction

This chapter presents and analyses data on the effects of monitoring on the performance of church based projects taking Compassion international as a case study. Specially, the chapter presents data on the effect of checking project outputs, scrutinizing project records and examining project reports on the performance of church projects. The Chapter begins by presenting the response rate and the demographic characteristics of respondents. This is followed by presentation and analysis of data on the main objectives. The demographic characteristics of respondents were analyzed using descriptive statistics. Frequency tables and percentage were used to show the most frequent characteristics and percentages indicated the percentage of occurrence. Regression and frequency analysis was used to analyze data on the main study objectives.

4.1 Demographic Data of Respondents

In the study, the researcher collected demographic information on respondents that were then used to explain the findings.

4.1.1 Gender Distribution of Respondents

Respondents were asked to indicate their gender. The findings are indicated below.

Table 4. 1: Gender of Respondents

Gender	Employees		Key informants	
	Frequency	Percent	Frequency	Percent
Male	43	61.4	6	60
Female	27	38.6	4	40
Total	70	100.0	10	100.0

Source: Primary Data, 2015

According to the findings in table 4.1, majority of employees (61.4 %) were male while the rest (38.6 %) were female. With regard to the key informants, 60 % were male while 40 % were female. Therefore, both genders were well presented and the findings reflect the views of both gender.

4.1.2 Age of respondents

Respondents also indicate their age category. The findings are presented in the table below;

Table 4. 2: Age of Respondents

Age	Frequency	Percent
21-30	11	15.8
31-40	27	38.6
41-50	17	24.2
51-60	15	21.4
Total	70	100.0

Source: Primary Data, 2015

The findings in table 4.2 revealed that majority (38.6%) of the respondents were aged 31-40 years, followed by 24.2% who were aged 41- 50 years then by 21.4 % who were 51-60 years and finally by 15.8% who were aged 21-30 years. Therefore a variety of age ranges were represented projects were well represented, so the findings captured views from all age ranges.

4.1.3 Christian Denomination

The researcher established the church denomination in which respondents were based as indicated in the table below. The findings are shown below.

Table 4. 3: Denomination

Denomination	Frequency	Percent
Anglican	12	17.2
Pentecostal	23	32.8
Catholic	7	10.0
Baptist	15	21.5
Deliverance	13	18.5
Total	70	100.0

Source: Primary Data, 2015

The findings in table 4.3 reveal that majority of respondents (32.8 %) were from Pentecostal churches followed by 21.5% who were from Baptist churches, then by 18.5% who were from deliverance, then by 17.2 who were from Anglican and finally by 10% who were catholic. This finding reveals that participants were selected from a variety of Christian denominations and therefore the findings are a true representative of various Christian's views.

4.1.4 Tenure of Service

The researcher also explored the number of years respondents had worked in the organization as indicated in the table below.

Table 4. 4: Length of Service at Compassion Assisted Project

Tenure	Frequency	Percent
0-6 months	5	7.1
6 months -1 yr	7	10.0
1-2yrs	10	14.4
above 2 yrs	48	68.5
Total	70	100.0

Source: Primary Data, 2015

The table above shows that majority of the respondents (68.5 %) had served the organization for more than 2 years, followed by respondents who had served for 1-2 years (14.4 %). Other respondents had worked in the organization for 6 months to 1 year (10.0%) and 7.1 % had worked for 6 months and below. This implies that the majority of respondents had served for long enough to understand the work environment of the organization. So their responses were rich in experience.

4.2 Relationship between Monitoring and Performance of Church Based Projects

Scores for the independent and dependent variables were calculated by summing up the numbers representing the responses on each of the items measuring the variable. As advised by Saunders (2003), this turned the scale on which the variables were measured from nominal to ordinal to enable inferential analysis. Then, descriptive statistics for each variable were measured. These included Means, standard deviations, medians and mean responses. Mean scores were used to do regression analysis. Checking project outputs was measured on the scale of 8 to 40, scrutinizing project records was measured on the scale of 7 to 37, examining project reports was measured on a scale of 5 to 25 and project performance was measured on a scale of 8 to 40. The findings are presented in the table below.

Table 4. 5: Descriptive statistics

n=70

Variables	Mean	SD	max	min	Mean response
Checking project outputs	38.2	3.2	39.1	11.1	4.3
Scrutinizing project records	28.4	4.5	36.2	12.3	4.1
Examining project reports	18.1	3.8	22.7	13.2	3.2
Project performance	35.3	3.6	38.4	10.3	4.2

Source: Primary Data, 2015

The findings in the table 4.5 above show that the mean score for checking project outputs was 38.2 (SD=3.2) with a mean response of 4.3 and maximum value, 39.1; that of scrutinizing project records was 28.4(SD=4.5), with mean response 4.1 and maximum value 36.2. The mean score for examining project reports was 18.1(SD=3.8), with a mean response of 3.2 and maximum value 22.7, while that of performance was 35.3(SD=3.6) with a mean response of 4.2 and maximum value 38.4. The mean scores for scrutinizing project records and checking project outputs were high since they were closer to the highest expected values. These findings imply that the practices of checking project outputs and scrutinizing project records do exits while that of examining project reports is weak. high scores on checking project outputs and scrutinizing project records have likely led to good project performance indicated by the high mean score of 35.3(SD=3.6). The descriptive findings indicate a positive relationship between the monitoring and performance of church based projects.

4.3 Checking Project Outputs and Project Performance

The first objective of the study was to analyze the effect of checking project outputs on the performance of church projects. Checking project outputs involves project managers and stakeholders or funders getting accurate information on the way project inputs are being used to achieve project outputs. Project employees give an accountability of project performance the level at which employees discharge the responsibility entrusted them, whether Project managers justify their plans of action, their behavior and results in relation to project goals. Data on how employees discharge the responsibility entrusted them was analyzed. Project managers justify their plans of action, their behavior and results in relation to project goals. In way scores on checking project outputs were regressed on project performance. The findings are shown in the table below.

Table 4. 6: Checking Project Outputs by Project Managers

(n=70)

Examining Project Outputs by Project Managers	Minimum	Maximum	Mean	Standard deviation
We check project outputs against project goals	1	5	3.89	1.04
All project employees are accountable for the use of organization assets, finances , facilities and other resources to achieve project goals	1	5	3.91	0.67
operations of all staff in the projects are regularly monitored by top management to ensure that they promote project goals	1	5	4.07	0.77
Top management at compassion ensures that project resources are only used to pursue project goals	1	5	3.86	0.74
Projects follow a clear Process for evaluating completion of project goals.	1	5	4.31	0.84
All projects have an effective process for auditing all its activities				
All projects have a Process for risk management and dealing with Misconduct.	1	5	4.54	1.14
Project employees give a full accountability of all activities to stakeholders	1	5	4.31	1.16
Sum			8.85	2.3
Average			1.06	0.29

Source: Primary Data, 2015

Table 4.6 above shows responses on the Project Outputs by Project Managers of compassion international. Respondents agreed that they check project outputs against project goals (Mean, $\mu = 3.89$; SD, $\delta=1.04$), respondents further agree that all project employees are accountable for the use of organization assets, finances, facilities and other resources to achieve project goals ($\mu = 3.91$; $\delta=0.67$).

Respondents further agreed with the statement that operations of all staff in the projects are regularly monitored by top management to ensure that they promote project goals ($\mu = 4.07$; $\delta=0.77$). It further shows that top management at compassion ensures that project resources are only used to pursue project goals ($\mu= 3.86$; $\delta = 0.74$).

Respondents generally agreed that all projects have an effective process for auditing all its activities ($\mu =4.54$; $\delta=1.14$), the study shows that, All projects have a Process for risk management and dealing with Misconduct. It was further found out that Project employees give a full accountability of all activities to stakeholders ($\mu = 4.31$; $\delta=1.16$).

Simple Linear regression was done to establish the effect of checking on project outputs on project performance. Scores on checking project outputs were regressed on scores on project performance. The mean score for checking project outputs was 38.2 ($SD=3.2$) and that of project performance was 35.3($SD=3.6$). The findings are shown in the table below.

Table 4. 7: Regression Results of Checking project outputs and Project performance

R	R square	Adjusted R square	B	Beta	Sig.
0.62*	.384	.382	1.96	.62	.02*

Source: Primary Data, 2015

***Values significant at 0.05 level (2-tailed)**

Predictor: Checking project outputs, Dependent variable: Project performance

From the regression model summary in Table 4.7, the correlation between project performance (dependent variable) and the practice of checking project outputs is indicated by $r = 0.62$. The relationship was significant at $p\text{-value} < 0.05$. This implies that, checking project outputs is positively related to the performance of church projects. When project employees give accountability of their use of project resources to achieve projects goals leads to better project performance. This is because employees strive to give a good account of themselves and ensure that project resources are used in line with the original project goals. The results of the regression model indicated an R-square of 38.4 percent. This implies that on average, checking project outputs could lead to an improvement in project performance of 38.4%.

Interviews with key informants were also used to explore this effect. The findings revealed satisfactory procedures for checking project outputs in the church projects. A project manager at St. Pauls Mulago said that *“all monetary purchases have to be approved and signed using a voucher system”*. He added that *“Voucher approvers scrutinize them to ensure that purchases are in line with projects goals”*. This implies there is a standard auditing procedure for all project activities Cheques for any payments are carefully examined by signatories against the intended purchases. A pastor from St. Peters Naguru also revealed that *“all projects are overseen and regularly monitored by a Church partnership Committee and an overseer who is normally a senior pastor”*. These people ensure that resources are only used to pursue organizational objectives. In this way employees are made accountable to stake holders. Project Directors from Church of the

Resurrection Bugolobi and Agape Baptist Church Ntinda mentioned one anomaly in checking project outputs. They said that “*management which is the Church Partnership Committee (CPC) does not verify the goods that have been purchased, which leads to poor usage and distributions, because employees are aware that these goods are not clearly recorded*”. Another added that “*This also leads to inaccurate monitoring of project programs*”.

The aspects of checking project outputs that are more likely to influence project performance were explored using frequency analysis. The findings are shown in Table 4.7

Table 4. 8: Checking Project Outputs by Project Managers

(n=70)

Aspects of checking project outputs influencing project performance	Minimum	Maximum	Mean	Standard deviation
We check project outputs against project goals	1	5	3.98	1.21
All project employees are accountable for the use of organization assets, finances, facilities and other resources to achieve project goals	2	4	4.26	0.66
operations of all staff in the projects are regularly monitored by top management to ensure that they promote project goals	1	5	4.83	1.01
Top management at compassion ensures that project resources are only used to pursue project goals	1	5	3.89	1.04
Projects follow a clear Process for evaluating completion of project goals.	2	5	3.91	0.66
All projects have an effective process for auditing all its activities	2	4	4.07	0.77
All projects have a Process for risk management and dealing with Misconduct.	2	5	3.86	0.74
Project employees give a full accountability of all activities to stakeholders	2	5	4.31	0.84
SUM			33.1	6.94
AVERAGE			4.14	0.87

Source: Primary Data, 2015

Table 4.8 above shows responses on the **Aspects of checking project outputs influencing project performance** of compassion international. Respondents agreed that We check project outputs against project goals (Mean, $\mu = 3.98$; SD, $\delta = 1.21$), respondents further agree that all project employees are accountable for the use of

organization assets, finances , facilities and other resources to achieve project goals ($\mu = 4.26$; $\delta = 0.661$).

Respondents further agreed with the statement that operations of all staff in the projects are regularly monitored by top management to ensure that they promote project goals ($\mu = 4.83$; $\delta = 1.01$). It further shows that Top management at compassion ensures that project resources are only used to pursue project goals ($\mu = 3.89$; $\delta = 1.04$).

Respondents generally agreed that Projects follow a clear Process for evaluating completion of project goals. ($\mu = 3.91$; $\delta = 0.67$), the study shows that, All projects have an effective process for auditing all its activities. It was further found out that all projects have a Process for risk management and dealing with Misconduct. ($\mu = 4.31$; $\delta = 0.867$). Project employees give a full accountability of all activities to stakeholders.

Simple Liner regression was done to establish the effect of checking on project outputs on project performance. Scores on checking project outputs were regressed on scores on project performance. The mean score for checking project outputs was 38.2 (SD=3.2) and that of project performance was 35.3(SD=3.6). The findings are shown in the table below.

Table 4. 9: Regression Results of Checking project outputs and Project performance

R	R square	Adjusted R square	B	Beta	Sig.
0.62*	.384	.382	1.96	.62	.02*

Source: Primary Data, 2015

*Values significant at 0.05 level (2-tailed)

Predictor: Checking project outputs, Dependent variable: Project performance

From the regression model summary in Table 4.9, the correlation between project performance (dependent variable) and the practice of checking project outputs is indicated by $r = 0.62$. The relationship was significant at $p\text{-value} < 0.05$. This implies that, checking project outputs is positively related to the performance of church projects. When project employees give accountability of their use of project resources to achieve projects goals leads to better project performance. This is because employees strive to give a good account of themselves and ensure that project resources are used in line with the original project goals. The results of the regression model indicated an R-square of 38.4 percent.

This implies that on average, checking project outputs could lead to an improvement in project performance of 38.4%.

4.4 The Influence of Scrutinizing Records on Project Performance

The second objective of the study was to assess the influence of scrutinizing records on the performance of church projects. Descriptive statistics were first used to explore the extent project managers and stakeholders ensure that employees make accurate project records, make records available for all stakeholders who may need them, extent to which, managers give reasons for all their decisions, especially the financial ones, whether stakeholders check these records to know how the project is being run. The findings are shown in Table.

Table 4. 10: Project records Scrutiny by Project Managers

(n=70)

Aspects examining project reports that influence organizational performance	Minimum	Maximum	Mean	Standard deviation
All project employees give reasons for all their decisions	1	5	4.2	0.86
Activities and operations of all employees are readily accessible and clearly understood by all stakeholders	1	5	3.88	0.99
Operations at all Compassion projects follow a clear reporting mechanism	1	5	4.14	1.02
Project records give a true and fair picture of the current state of affairs of projects	1	5	3.87	0.66
Relevant projects operations details are distributed to all stakeholders who need them	1	5	4.21	0.87
Activities and operations of all project staff are readily accessible and clearly understood by all stakeholders	1	5	3.89	1.04
Information on operations of projects is not restricted unless it may be harmful to the projects	1	5	3.91	0.67
Sum			28.11	6.11
Average			3.51	0.76

Source: Primary Data, 2015

From the 5-point Likert scale which was used in the study, the finding in the table 4.10 above shows that most respondents agreed with the Aspects examining project reports that influence organizational performance as most of the means are \geq (greater or equal) to 3.7.

Results showed that all project employees give reasons for all their decisions (Mean =4.21, $\delta=0.86$), respondents also agreed that Activities and operations of all employees are readily accessible and clearly understood by all stakeholders (Mean =3.88, $\mu=0.99$) and further agreed that Operations at all Compassion projects follow a clear reporting mechanism (Mean =4.14, $\delta =1.02$). The study also found out that Project records give a true and fair picture of the current state of affairs of projects, (Mean =3.87, $\mu =0.66$), respondents also agreed that Relevant projects operations details are distributed to all stakeholders who need them, (Mean = 4.31, $\delta = 0.87$). It was revealed that Activities and operations of all project staff are readily accessible and clearly understood by all stakeholders (Mean = 3.89, $\mu=1.04$), respondents also agreed that Information on operations of projects is not restricted unless it may be harmful to the projects (Mean =3.91, $\delta =0.67$).

Simple Linear regression was done to establish the influence of scrutinizing project records on project performance. Scores on project records scrutiny were regressed on scores on project performance. The mean score for project records scrutiny was 28.4($SD=4.5$) and that of project performance was 35.3($SD=3.6$).

The key informants also agreed that in all activities and operations in compassion Assisted Project employees give reasons for their actions. A child Development Officer from Makerere Kivulu Child Development Centre, St. Johns Kamwokya Child Development Centre, said that “*there is free information flow among employees and for stakeholders*”. The project manager of Kampala Baptist church project also intimated that “*all stakeholders have liberty to visit projects and assess their progress*”. A Child Development Officer at St. Paul’s Kiwuliriza said that “*Monthly and quarterly reports are published about the projects*” and every employee and the general public have access to them. “*He added that this has increased the level of transparency in the running of projects by employees*”. Employees ensure that project resources are used as planned.

4.5 Examining Project Reports and Project Performance

The final objective of the study was to examine the influence of examining project reports on performance of church projects. Examining project reports involves stakeholders assessing employees' performance, their problems, project management practices and policies and giving this feedback to employees. The feedback shows employees what needs to be done to improve project. Scores of examining project reports were regressed on organizational performance. The findings are presented in the table below;

Table 4. 11: Examining Project Reports

(n=70)

Aspects of Examining project reports that influence organizational performance	Minimum	Maximum	Mean	Standard deviation
As employees we have adequate opportunity to know about anything that concerns their performance	1	5	3.98	1.21
Top management communicates to all employees on work standards and expectations	2	4	4.26	0.66
Top management gives regular and clear reports on the performance of each employee	1	5	4.83	1.01
Top management has communicated to all employees on project output expectations	2	5	3.91	0.67
We have regular meeting with our bosses to solve pertinent issues about projects	2	4	4.07	0.77
Sum			21.05	4.32
Average			4.21	0.86

Source: Primary Data, 2015

Table 4.11 above shows responses on the Aspects of examining project reports that influence organizational performance. Results showed that Respondents agreed that As employees we have adequate opportunity to know about anything that concerns their performance (Mean =3.98; δ =1.2), respondents further agree that Top management communicates to all employees on work standards and expectations (Mean = 4.26; δ =0.66).

Respondents further agreed with the statement that Top management gives regular and clear reports on the performance of each employee (Mean =4.83; δ =1.01). It further shows that Top management has communicated to all employees on project output

expectations (Mean = 3.91; δ =0.69), furthermore the item that a We have regular meeting with our bosses to solve pertinent issues about projects (Mean =4.07; δ =0.77).

Simple Liner regression was done to establish the influence of examining project reports on project performance. Scores on project reports examination were regressed on scores on project performance. The mean score for project reports examination was 18.1(SD =3.8), and that of project performance was 35.3(SD =3.6). The findings are presented in the table below;

Table 4. 12: Regression Results of Examining project reports Vs performance

R	R square	Adjusted R square	B	Beta	Sig.
0.312*	.097	.093	0.720	0.312	.01

Source: Primary Data, 2015

Values significant at 0.05 level (2-tailed)

Predictor: Examining project reports, Dependent variable: project performance

From the regression model summary in Table 4.11, the correlation (linear relationship) between project performance (dependent variable) and examining project reports is indicated by $R = .312$. This implies that examining project reports increases performance of projects. The relationship was significant at p -value < 0.05 . This means that examining project reports increases performance in the projects. The results of the regression model indicated an R-square of 9.7 percent. The low correlation coefficients correspond with the lower R-square value of 9.7%. This is likely due to lack of examining project reports and giving feedback to employees.

The above findings were also confirmed by key informants. A CDO at Kasanga Deliverance Church Project intimated that “*top management rarely gets time to communicate to employees about good work performance*”. Another CDO from St. Luke’s Church Ntinda said that top management only talks to employees when “*there is a serious problem or to give them instructions on new work procedures*”. Project managers from Omuntu w’omunda Child Development Centre and Mackay Child Development Centre, Natete in Kampala complained that “*our work schedules were too tight and we rarely get an opportunity to discuss our work with top management or supervisors*”. They further intimated that top management did not “*have any meetings to discuss work related*

issues". They only interfaced with employees once or twice a year. This implies that supervisors who are the project directors were also not able to give useful feedback to employees about their performance. This is because they are in most cases not aware of the proceedings in the other departments thus creating a loophole in the monitoring of these projects. The project manager from Mackay mentioned a challenge that affects the quality of reports. He said that "*programs in church projects suddenly change which causes changes in the policies before actual implementation*". This makes using reports to give feedback to employees difficult.

4.6 The Effect of organizational Policy on Project performance

The researcher explored the influence of the moderating variable organizational policy on the performance of projects in compassion international. It had been anticipated that if the organization has policies that promote checking project outputs, scrutinizing project records and examining project reports to employees, then this could increase the effectiveness of monitoring in the performance of projects in compassion international. Scores of organizational policy were regressed on project performance. The findings are presented in the table below.

Table 4. 13: Showing Regression Results of organizational Policy and Project Performance

R	R square	Adjusted R square	B	Beta	Sig.
0.69*	.476	.472	3.020	.69	.02

Source: Primary Data, 2015

Values significant at 0.05 level (2-tailed)

Predictor: Organizational Policy, Dependent variable: Project Performance

The regression model summary in Table 4.12 shows that was a high and positive relationship ($r= 0.69$) between organizational policy on monitoring and performance of projects. The relationship was significant at $p\text{-value} < 0.05$. This means that if the organization has and implements policies to promote effective project monitoring, this will result into good project performance. The results of the regression model indicated an adjusted R-square of 47.2 percent. This implies that organizational policies contribute to about 47.2 % to project performance.

The researcher finally investigated the combined (overall effect) of monitoring on organizational performance, a multiple regression test was run. The three sub variables

making up the monitoring; checking project outputs, scrutinizing project records and examining project reports were regressed with organizational performance. The table below shows this effect.

Table 4. 14: Multiple Regression results of Monitoring (Checking project outputs, scrutinizing project records, and examining project reports) Vs Organizational performance

Model	R	R square	Adjusted R square	Std. Error	B	Beta	Sig.
1	.724 ^a	.688	.685	2.48	1.20	.724	.01 ^a

Source: Primary Data, 2015

a. Predictors: (Constant) Checking project outputs, Scrutinizing project records, Examining project reports

b. Dependent variable: performance

The multiple regression summary in Table 4.13 shows that overall correlation (linear relationship) between performance (dependent variable) and monitoring is $r=0.724$. This implies that, generally, monitoring is positively related to performance of projects. The relationship was significant at $p\text{-value} < 0.05$. This means that relevant checking project outputs and scrutinizing project records coupled with appropriate examining project reports and supportive organizational policies on monitoring can significantly increase performance of church projects. The results of the regression model indicated an R-square of per cent. This implies that on average, the monitoring can explain 68.8 per cent of the variation project performance. The contribution (approx. 70%) of project monitoring to project performance was quite high indicating the value of monitoring in the performance of Projects funded by NGOs. This implies that for NGO projects to succeed, top management has to put in place and implement effective monitoring practices.

CHAPTER FIVE

DISCUSSIONS, SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents a discussion, conclusion and recommendations of the study that examined the effect of checking project outputs, scrutinizing project records and examining project reports on the performance of Compassion international. A discussion of the findings is presented first, objective by objective.

5.1 Discussion of the major findings

5.1.1 Checking Project Outputs and the Performance of Church Projects

The first objective of the study was to assess the effect of checking project outputs on the performance Church projects. The findings have indicated that checking project outputs can positively affect ($r = .62$, $r^2 = 38.4$) performance. The high correlation and R-square values shows the significance of checking project outputs in the performance of projects funded by non-government organizations. Checking project outputs was done by making all employees accountable to the stakeholders and project goals. Project managers ensured that activities of project staff are regularly monitored and all projects following an effective process of matching all project activities to project goals. For example, all monetary purchases for projects were first approved by top management and signed using a voucher system by project overseers. Before vouchers are approved, they are scrutinized to ensure that purchases are in line with projects goals. Top management also ensures that resources are only used to pursue project goals and there were clear procedures for checking project outputs against project goals. All projects were overseen and regularly monitored by a Church partnership Committee and an overseer who is normally a senior pastor. The overseeing committee ensured that resources are only used to pursue project goals. In this way employees were made accountable to stake holders. These practices as indicated by (Kolstad & Wiig, 2009) improve resources utilization and prevent embezzlement and misuse of project funds. Having an auditing system also enables top management to put checks and balances on the activities of employees. This makes employees more accountable (Kaplan, 2010). When employees are more accountable to stake holders, they are likely to be more productive. This improves the performance of projects. It was evident that compassion funded projects have regulations and codes of conduct that are followed by all employees. The results also agree with Azzone & Palermo

(2011). This makes employees liable to good performance and they are then motivated to perform their responsibilities well (Compassion International, 2011).

The study also indicated that Checking Project Outputs on the Performance of Church Projects enabled church systems to Budget reporting to properly enhance accounting for donor money. Hence provision of expenditures and information on performance for use by implementers, managers and politicians is a proper checkup that permits operational efficiency. Through check project output, mismanagement and embezzlement of funds by the project implementers normally contribute to poor financial performance this finding is supported by Baker et al. (2011), who argues that for accountability to be effective, action should be taken to employees, who render inadequate accountability. It's an indisputable fact that good accountability leads to better performance or service delivery.

5.1.2 Scrutinizing project records and the performance of Church Projects

The second objective of the study was to examine the influence of scrutinizing project records on the performance of church projects. The findings have revealed that scrutinizing project records has a positive and strong effect ($r=.67$; $r^2=44.8$) on project performance. This meant that scrutinizing church project records through following a clear reporting mechanism was done and this made activities and operations of all staff managing projects to readily be accessed by all stakeholders, which significantly improved performance of projects. This practice reduces corruption and promotes good management of projects. The finding is synonymous to Kerrin (2002), who indicated that scrutinizing projects records by top management and stakeholders motivates employees to be more transparent. This implies that whatever they do follows original project guidelines. This subsequently promotes employee effectiveness and achievement of project goals. Therefore, scrutinizing project records is a very important factor in the performance of projects in NGOs.

Basing on the study results, scrutinizing church project's records enhanced employee commitment to the job activities which subsequently influenced high performance. This helped to build trust among church goers/ beneficiaries (Christians) in the project management and hence attracts necessary and relevant support. Scrutinizing church project's tasks was found a formal monitoring strategy aimed at linking the overseers actions in projects and evaluating the quality of services deliver by the implementers.

Worth noting is that external monitoring done on projects by external technical personnel like engineers and accountants ensure that funds are used as a meeting has been defined as a gathering of three or more people sharing common objectives where communication (verbal or written) is the primary means of achieving the set objectives. The finding is supported by Baker et al. (2011), who categorizes meetings into two: Information Meetings which mainly advise update and sell ideas and Decision Making Meetings which play the role of goal setting and problem solving. He advises that by virtue of each classification, each is conducted differently.

Similarly, Cook *et al.*,(1995), adds that without appropriate feedback, none of the parties concerned with project outcomes can make appropriate, informed decisions about whether and how to adjust project design or implementation arrangements to better achieve a project's intended objectives. This feedback should include employees' performance and their problems, organizational practices and policies, and what needs to be done and how to do it. Organizations and managers are increasingly encouraging employees seek for this feedback in the spirit of fostering employee intrinsic motivation, and empowerment. The finding is further synonymous to Lofgren & Bonilla, (2013) who established that Performance feedback is a key in increasing employee performance and customer service. This is because lower cadre employees generally know what it takes to get the job done. Managers should encourage feedback via employee attitude and opinion surveys, suggestion systems, formal grievance procedures, open door communication policies and informal meetings.

5.1.2 Project Reports and the Performance of Compassion International

The third objective of the study was to explore the influence of examining project reports on the performance of compassion international. The findings have revealed that there is a low but positive effect of examining project reports on performance of projects. This was indicated by a low correlation coefficient and R-square ($r=0.314$; $r^2=9.7$). These values being low, points to a low rate of examining project reports and giving employees feedback on their performance. It is likely that top management rarely gets time to communicate to employees about good work performance. This finding agrees with Kerrin & Oliver (2002), who said that it is common for top management and supervisors to only communicate to employees when they are giving them instructions on new work

procedures. The work schedules are normally too tight for them to get an opportunity to discuss their work related issues with employees. They further intimated that top management did not have any meetings to discuss work related issues. Yet according to Azzone & Palermo (2011) having regular meeting with employees is the only way top management can increase employees' awareness of their work roles and performance expectations.

Project performance reports published annually helped management to analyze project activities and were evaluated to examine implementation strategies and determine what employees should do to improve their performance. Project Reports is a form of providing feedback to employees on stakeholders' view of their performance in running and management of the project. Without appropriate feedback, none of the parties concerned with project outcomes can make appropriate, informed decisions about whether and how to adjust project design or implementation arrangements to better achieve a project's intended objectives. The result is supported by Cook *et al*, (1995), who noted that this feedback should include employees' performance and their problems, organizational practices and policies, and what needs to be done and how to do it.

The study also revealed that Organizations and managers of church based projects were increasingly encouraging employees seek for this feedback in the spirit of fostering employee intrinsic motivation, and empowerment. Performance feedback is a key in increasing employee performance and customer service. This is because lower cadre employees generally know what it takes to get the job done. The finding is in agreement with Lofgren & Bonilla, (2013), who noted that, Managers should encourage feedback via employee attitude and opinion surveys, suggestion systems, formal grievance procedures, open door communication policies and informal meetings.

Compassion international church project reports were significantly drafted to enhance effective feedback and institutional outcomes. Feedback helped to influence the perceptions and opinions about workmates, the institution and even management. It is through providing adequate performance reports that effective and timely flow of information, regulations, policies, and procedures from top management to lower employees, community members and external users who include funders. This facilitates understanding of the works processes. This sharing of information especially task related

with employees improves coordination of activities and reduces unnecessary managerial burdens and rules, and ultimately to improve institutional performance.

The finding is in agreement with Barmao (2009), who pointed out that effective feedback makes problem-solving easier by providing a channel for everyone's ideas and opinions. Solutions can come from unexpected directions, but only if there's the possibility that they'll be heard. Similarly, Younis et.al (2011) study indicated that feedback creates a climate of openness within the institution. If everyone feels he has access to whatever information he needs or wants, and can talk to anyone in the institution about anything, it encourages good relations among people, promotes trust, and forestalls jealousy and turf issues.

In regard to the effect of organizational policy on project performance, results using regression model indicated organizational policies contributed to about 47.2 % to project performance. Church based projects had systems and processes in place to meet the policy requirement to gain expertise in project planning, monitoring and evaluation of projects. In developing and managing institutional Monitoring & Evaluation systems should be adopted to support the goals of environment and development. Project monitoring policy aids Performance in terms of effectiveness (mission fulfillment), efficiency, ongoing relevance (the extent to which the organization adapts to changing conditions in its environment), and financial viability. The framework implies that certain contextual forces drive performance: the capacities of an organization, forces in its external environment, and the internal motivation of the organization. Hence monitoring must be effectively followed using the existing organizational monitoring policy to enhance the optimal use of resources to obtain the results desired.

5.2 Conclusion

With regard to checking project outputs and performance of projects in Church projects, the findings have indicated that checking project outputs has a strong and positive effect on project performance. Therefore, checking project outputs is very significant in the performance of non-government organizations. Standard and modern procedures for checking project outputs such as ensuring that all employees are accountable to the stakeholders and projects, making sure that activities of staff are regularly monitored, promotes employee performance and subsequently the effectiveness of projects.

With regard to scrutinizing project records the findings have revealed that purposefully scrutinizing project records leads to good project performance. Employees become more transparent and ensure that all their actions promote project performance. Employees strive to do their best so that they are not blamed for failing projects. This implies that NGOs need to create and maintain good practices for scrutinizing project records so as to be more effective in their projects implementation.

Regular and relevant feed to employees on the performance of projects is essential in the performance of projects in NGOs. It gives employees opportunity to know how they are performing and any improvements they need to make. However it is normally neglected by top management and supervisors in the guise that they are too busy on other projects.

5.3 Recommendations

In view of the findings, the following recommends are made;
NGOs need to be sensitized about the contribution of examining project reports on the performance of projects. This may awaken those who do not have one to initiate it.

There is need to create a framework which can help improve on examining project reports mechanisms as to have point of reference for better project performance . Having a well laid out stricture for examining project reports should be made a performance indicator in NGOs.

NGO personnel both top management and other employees may need training on how to start and maintain effective structures for examining project reports that support successful monitoring.

NGOs should periodically conduct surveys on what constitutes effective monitoring as a benchmark. Examining feedback of these surveys should be the basis to improve on the overall monitoring strategy in NGOs.

5.4 Contributions of the Study

The study has revealed that checking project outputs ,scrutinizing project records and regular examining project reports monitoring practices that originated from business organizations are so important determinants of success of projects in the not profit organizations. These practices improve responsibility among employees, their seriousness and work performance, which eventually increases organizational effectiveness.

5.5 Recommendations for Further Research

The researcher recommends that further research should be carried out in the following areas;

To establish the impact of Compassion International policies on the performance of Compassion International assisted projects.

To examine the effects of donor funding on strategic management practices in Non Governmental Organisations.

Research should also be carried out on modern organizational wide examining project reports strategies that could be relevant to Ugandan NGOs.

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APPENDIX I: QUESTIONNAIRE FOR PROJECT EMPLOYEES

Dear Sir/Madam

I am Kato Godfrey, a student of Kyambogo University conducting a research study on Effects of monitoring on performance of church based projects funded by CI. The information given will be treated as confidential and the results of the study will be used for academic purposes only. I kindly request you to participate in responding to questions below honestly.

Section A: Background of the Respondent

Please tick your personal information in gaps below:

- 1) Gender: Male Female
 Age: 21-30 41-50
 31-40 51-60
- 2) What Christian denomination do you belong to:
 Anglican Pentecostal Catholic Baptist Deliverance
- 3) For how long have you worked with projects?
 0-6 months 6month-1 yr 1-2yrs above 2 yrs

SECTION B: CHECKING PROJECT OUTPUTS

- 4) Please indicate level of Agreement or disagreement on the practices of Checking project outputs in the project where you work by ticking(√) in the appropriate box. Please indicate the extent to which you strongly disagree (1), disagree (2), Not sure (3), agree (4), strongly agree (5)

Items	1	2	3	4	5
1 We have clear structures to check project outputs					
2 All project employees use projects assets, finances , facilities and other resources to ensure project goals					
3 operations of all project staff are regularly monitored to ensure output of project services					
4 Top management at compassion ensures that resources are only used to pursue project objectives					
5 Our projects have a clear Process for evaluating completion of project goals.					
6 We have an effective process for auditing all project activities					
7 Compassion has a Process for risk management and dealing with Misconduct.					
8 All employees are fully accountable to stakeholders					

5) Mention the personnel's that monitor sponsorship programs at the projects?

6) Identify the means of monitoring sponsorship funds in the project?

An audit meeting Rebanks Approval and verification
 others.....

SECTION C: SCRUTINIZING PROJECT RECORDS IN COMPASSION PROJECTS.

7) Indicate how often project audits are carried out?

Once a year 2 years 3 years years
 Others.....

8) Indicate by ticking people who monitor the financial activities of the projects for proper checking project outputs and scrutinizing project records?

Project staff Partnership facilitator Overseer
 Compassion international Office

11) Please indicate the extent to which project records are scrutinized by top management in the project where you work by ticking(√) in the appropriate box. Please indicate the extent to which you strongly disagree (1), disagree (2), Not sure (3), agree (4), strongly agree (5)

Variable	1	2	3	4	5
All employees provide Accurate records of project operations					
Records of Activities and operations of all employees are readily accessible and clearly understood by all stake holders					
Accuracy of all recorded Operations in the projects is ensured					
All project records give a true and fair picture of the current state of affairs of the projects					
Activities and operations of all staff are readily accessible and clearly understood by all stake holders					
Information on operations of all projects is not restricted unless it may be harmful to the project					

SECTION D: EXAMINING PROJECT REPORTS IN COMPASSION PROJECTS

12) Please indicate the extent to which project reports are examined in your organisation by ticking (√) in the appropriate box. Please indicate the extent to which you strongly disagree (1), disagree (2), Not sure (3), agree (4), strongly agree (5)

Item	1	2	3	4	5
As employees we have adequate opportunity to know about anything that concerns their performance					
Top management has communicated to all employees on work standards and expectations					
Top management gives regular and clear reports on the performance of each employee					
Top management has communicated to all employees on expectations					
We have regular meeting with our bosses to solve pertinent issues about our work					

SECTION E: PERFORMANCE OF PROJECTS

13) Please rate the performance of the project where you work by ticking (√) in the appropriate box. Please indicate the extent to which you strongly disagree (1), disagree (2), Not sure (3), agree (4), strongly

Item	1	2	3	4	5
Reports on project outputs show that all projects funded by CI deliver excellent results					
Scrutinizing project records has increased children enrollment in compassion funded projects					
The effective monitoring practices have boosted employee work performance in the projects .					
Effective examination of project reports has led to delivery of excellent services to the relevant stakeholders					

in					
Scrutinizing project records has reduced embezzlement of funds which has improved levels of Education standards for children					
Good monitoring policies and practices have led to More effective use of recourses for children's benefit in the projects					
innovative and committed workforce at compassion due to checking project outputs has increased access to children's necessities					

SECTION F: ORGANIZATIONAL POLICY AND PROJECT PERFORMANCE

Please rate the extent to which CI policies support monitoring as a project performance management practice by ticking (√) in the appropriate box.

Organizational policy	1	2	3	4	5
Compassion has policies that promote checking project outputs					
Compassion policies advocate for scrutinizing project records among all employees					
The clear monitoring policy has contributed to good performance of projects					
Good examining project reports policies and practices of compassion enhance performance of projects					

Thanks a lot God Bless You

APPENDIX II: INTERVIEW GUIDE FOR KEY INFORMANTS (PROJECT MANAGERS, MEMBERS OF PROJECT COMMITTEES, TOP MANAGEMENT)

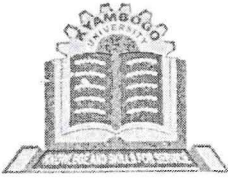
1. What strategy of monitoring projects do you have in your organization?
2. How have they affected the performance of projects?
3. What opportunities are available for checking project outputs in your organization?
4. How has it affected the performance of projects?
5. What opportunities are available for scrutinizing project records in your organization?
6. How is examination of project reports done in your
7. How do employees receive feedback from the reports?
8. How has this affected the performance of projects?
9. What challenges have you met in maintaining effective monitoring in your organization?
10. What suggestions do you give to improve monitoring in your organization?

Thanks a lot God Bless You

APPENDIX III: TABLE FOR SAMPLE DETERMINATION

Population size	Sample size	Population size	Sample size	Population size	Sample size	Population size	Sample size	Population size	Sample size
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

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Website: www.kyu.ac.ug

Office of the Dean, Graduate School

Your ref:.....
Our ref: KYU/GSch/01/14

07th October, 2014

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: LETTER OF INTRODUCTION

This is to introduce to you **KATO GODFREY** Registration Number **12/U/367/GMOPP/PE** who is a student of Kyambogo University pursuing a Master of Science in Organization and Public Policy Management of Kyambogo University.

He is carrying out a research on “***The Effects of Monitoring on the Performance of Church Based Projects***”. A Case Study of Compassion International Assisted Projects in Kampala in partial fulfillment of the requirements for the award of the Master’s degree of Science in Organization and Public Policy Management of Kyambogo University.

This is to kindly request you to grant him permission to carry out this study in your establishment.

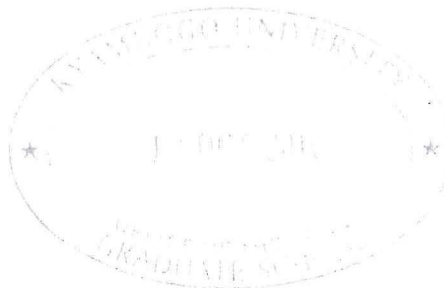
Any assistance rendered to him will be highly appreciated.

Yours faithfully,



Dr. M. A. Byaruhanga Kadoodooba
Dean-Graduate School

Bk/nmb



LIST OF COMPASSION CHURCH BASED PROJECTS IN KAMPALA

- 1) **UG 400** St Luke's Church Ntinda, Ntinda Child Development Centre
- 2) **UG 133** Agape Baptist Church, Agape child Development Centre
- 3) **UG 413** Church of Resurrection Bugolobi, Bugolobi Child Development Centre
- 4) **UG 127** Nakulabye Baptist Church, Nakulabye Students Centre
- 5) **UG 508** Makerere Deliverance Church, Makerere Kivulu Child Development centre
- 6) **UG 448** Katuuso CDC, Katuuso Child Development Centre
- 7) **UG 545** Bukoto Evangelical Church, Bukoto child development Centre
- 8) **UG 440** St Peters' Naguru COU, Naguru Child development Centre
- 9) **UG 422** Makerere COU, Makere child Development Centre
- 10) **UG 531** Lugogo Baptist Church, Lugogo Baptist Church Development centre
- 11) **UG 544** Omuntu Womunda Church, Child Development Centre
- 12) **UG 596** Nsambya Deliverance Church, Nsambya Deliverance child development Centre
- 13) **UG 402** St Kakumba Chapel, Kyambogo Students Centre
- 14) **UG 539** Kasanga Deliverance Church, Kasanga Child Development centre
- 15) **UG 561** Full Gospel Church Nsambya, Full Gospel Nsambya Child Development Centre
- 16) **UG 417** St John's Kamwokya COU, Kamokya child Development Centre
- 17) **UG 423** St Paul Kiwuliriza COU, Kiwuliriza Child Development Centre
- 18) **UG 411** Mackay COU, Mackay Child Development Centre
- 19) **UG 445** St Paul Mulago COU, Mulago Child Development Centre