

**BUDGET ALIGNMENT POLICY AND REALISATION OF ORGANISATIONAL  
STRATEGIC GOALS: A CASE STUDY OF AMNESTY COMMISSION-UGANDA**

**BY**

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AND PUBLIC POLICY MANAGEMENT OF  
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## DECLARATION

I, Ashadu Maseembe, hereby declare that, this dissertation entitled "*Budget Alignment policy and Realisation of Organisational Strategic Goals; A Case Study of Amnesty Commission-Uganda*", is my own original work towards the award of a Masters in Organisational Planning and Public Policy Management and that, to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for award of any other degree of any university, except where due acknowledgments have been made in the text.

Signature:.....

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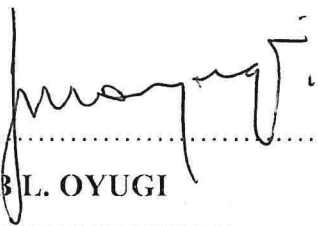
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## APPROVAL

This is to certify that the dissertation carried out by Masembe Ashadu under the title "*Budget Alignment policy and Realisation of Organisational Strategic Goals; A Case Study of Amnesty Commission-Uganda*" was carried out under our supervision and is now ready for examination by the Board of Examiners as a requirement for the award of a Masters Degree of Organisational Planning and Public Policy Management of Kyambogo University.

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## **DEDICATION**

I dedicate this research to the Almighty God who always blesses me in all my endeavours and to my mother who has always encouraged me.

## ACKNOWLEDGMENT

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## TABLE OF CONTENTS

DECLARATION .....	ii
APPROVAL .....	iii
DEDICATION .....	iv
ACKNOWLEDGMENT .....	v
TABLE OF CONTENTS .....	vi
LIST OF TABLES .....	viii
LIST OF FIGURES .....	ix
ABSTRACT .....	xi
<b>CHAPTER ONE</b> .....	<b>1</b>
<b>INTRODUCTION</b> .....	<b>1</b>
1.0 Introduction .....	1
1.1 Background to the Study .....	1
1.2 Statement of the Problem .....	6
1.3 Purpose of the Study .....	6
1.4 Specific Objectives .....	6
1.5 Research Questions .....	7
1.6 Scope of the Study .....	7
1.7 Significance of the Study .....	7
1.8 Conceptual Framework .....	9
<b>CHAPTER TWO</b> .....	<b>10</b>
<b>LITERATURE REVIEW</b> .....	<b>10</b>
2.0 Introduction .....	10
2.1 Theoretical Review .....	10
2.2 The extent to which Cost estimations based on plans influence achievement of Organisational strategic goals. ....	18
2.3 Translating plans into operational objectives affect achievement of Organisational goals. ....	25
2.4 Whether allying plans to financial targets affect achievement of Organisational goals .....	32
2.5 Summary on Literature gaps .....	36
<b>CHAPTER THREE</b> .....	<b>37</b>
<b>METHODOLOGY</b> .....	<b>37</b>
3.0 Introduction .....	37
3.1 Research Design .....	37
3.2 Study Population .....	37
3.3 Sample Size and sampling Technique. ....	37
3.4 Sources of Data .....	38
3.5 Data Collection Instruments .....	39

3.6	Validity and Reliability Tests .....	40
3.7	Data Presentation and Analysis .....	41
3.8	Procedure for Data Collection .....	42
3.9	Ethical Considerations .....	42
3.10	Limitations of the study .....	42
<b>CHAPTER FOUR.....</b>		<b>44</b>
<b>PRESENTATION, INTERPRETATION AND ANALYSIS OF RESULTS.....</b>		<b>44</b>
4.0	Introduction.....	44
4.1	Response Rate.....	44
4.2	Demographic Characteristics of Respondents .....	44
4.3	The extent to which Cost estimations based on plans influence achievement of Organisational goals.....	47
4.4	How Translating plans into Operational Objectives affect Achievement of Organisational Goals .....	50
<b>CHAPTER FIVE .....</b>		<b>54</b>
<b>DISCUSSIONS, SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.....</b>		<b>54</b>
5.0	Introduction.....	54
5.1	Discussion of the major Results.....	54
5.2	Summary of the Research Findings .....	59
5.2	Conclusions.....	60
5.3	Recommendations.....	60
5.4	Areas for further Research.....	62
REFERENCES .....		63
APPENDIX A: QUESTIONNAIRE FOR ACU STAFF .....		67
APPENDIX II: INTERVIEW GUIDE FOR MANAGEMENT.....		70
APPENDIX III: TABLE FOR SAMPLE DETERMINATION .....		71

## LIST OF TABLES

Table 4.1: Showing the age distribution of the respondents.....	45
Table 4.2: Positions of responsibility held by the Respondents .....	46
Table 4. 3: showing duration of the respondents at ACU.....	46
Table 4. 4: The Response on Budgeting Preparation Procedures in ACU .....	48
Table 4. 5: The Response on Types of Budget Prepared by ACU .....	50
Table 4. 6: Illustrating how the planned activates are translated into realistic strategic objectives	50
Table 4.7: Limitations to aligning financial targets to goals at ACU .....	51
Table 4.8: Key Performance Indicators (Results Framework), matching cost alignment, translation of plans into strategic objectives and aligning financial targets to achieved desire goals.....	53

## LIST OF FIGURES

Figure 1: Conceptual Framework Model Analysing Budget Alignment Policy and Achievement of Organisational Strategic Goals. ....	9
Figure 2: Stages of an Annual Budget .....	12
Figure 3: The Relationship between Strategy Positioning and Execution Capabilities.....	19
Figure 4: A Sense-making Model of Strategic Alignment Process .....	23
Figure 5: Illustrates The Dimension of Strategic Alignment.....	25
Figure 6: illustrates the Moore’s Public Value Strategic Triangle model. ....	27
Figure 7: Public value framework link to accountability and performance.....	28
Figure 8: Illustrating the Gender of the Respondents .....	44

## LIST OF ABBREVIATIONS/ACRONYMS

<b>ACCA</b>	:	Association of Chartered Certified Accountants
ACU	:	Amnesty Commission Uganda
ADF	:	Allied Democratic Forces
CE	:	Capital Expenditure
CIMA	:	Chartered Institute of Marketing Association
CPA	:	Certified Public Accountants
DDR	:	Disarmament, Demobilisation, and Re-Insertion
FAC	:	Formerly Abducted Children
ICAEW	:	The <i>Institute of Chartered Accountants in England and Wales</i>
IFMS	:	Integrated Financial Management System
LDC's	:	Less Developed Countries
LRA	:	Lords Resistance Army
MAB	:	Ministerial Advisory Board
MTEF	:	Medium-Term Expenditure Framework
NGOs	:	Non-Governmental Organizations
NPM	:	New Public Management
PBB	:	Performance Based Budget
PPDA	:	Public Procurement and Disposal of Public Assets Authority
PPM	:	Public Sector Performance Management
<b>RE</b>	:	Recurrent Expenditure

## ABSTRACT

The study assessed the relationship between *“Budget Alignment Policy and Realisation of Organisational Strategic Goals; A Case Study of Amnesty Commission-Uganda”*. This was guided by the following specific objectives to; establish the extent to which Cost estimations based on plans influence achievement of Organizational strategic goals, assess how Translating plans into operational objectives affect achievement of Organizational strategic goals and examine whether aligning plans to financial targets affect achievement of Organizational strategic goals.

The methodology adopted a case study research design to carry out the study. This involved the use of qualitative and quantitative techniques for data collection. The target population was 85 respondents from the a sample size of 70 respondents were selected using Morgan and Krejcie(1970), sample size table. The research also used both primary and secondary data. The study tools used were questionnaire forms and interview guides to collect information from different respondents. The analysis was done using Special Package for Social Scientists (SPSS).

Findings from the test revealed that budget alignment positively influenced realization of strategic organisational goals at Amnesty Commission-Uganda. The results revealed that budget enables mobilization of resources and maximizes proper utilization of resources in the adequate and correct ways and that Amnesty Commission-Uganda was facing the problem of poor resource allocation mechanism characterized by both misappropriation and limited funding. According to the findings it is recommended that Amnesty Commission-Uganda should be careful in setting the goals for the financial year by making sure that those goals must be achievable in order to avoid wastage of resources. Also an effective management system should deal with all relevant aspects while an efficient financial management system does this with little use of resources by being integrated and focused on identified aspects including both risks and opportunities. A flexible management system should easily adapt to new requirements without losing effectiveness or efficiency.

The study recommended that, there is need for more enlightenment of community members about the benefits and importance of budget alignment in the public sector through carrying out seminars, workshops and effective sensitization. Thus, there is a need to integrate strategic management and budgeting. The study suggests that further research should be conducted to examine the impact of budgeting systems on financial management in financial institutions. Amnesty Commission-Uganda highlights the importance of taking both the planning procedures and the budgeting framework of the country into consideration in the earliest stages of the budgetary planning process.

# CHAPTER ONE

## INTRODUCTION

### 1.0 Introduction

Budget is among the major tools for achievement of the objectives and policies of organisations using the available financial resource in achieving organisational strategic objectives and goals. However, in order to achieve the objectives, a budget has to be prepared effectively, aligned to the goals and adhered to. A budget may be described, as a quantitative expression of plans and the process of converting plans into budget is known as budgeting. A budget provides the basis for decision making in the organisation. Budgeting plays importance not only to organisations but also to individuals on how to spend in relation to the income available. Furthermore, budgets play other managerial roles such as planning, controlling, communication and motivation. A well formulated budgeted system enables the organisation to reach its goals more successful (Drury, 2004).

### 1.1 Background to the Study

#### 1.1.1 Historical Background

The word 'budget' originated from a French word bougette meaning little bag. In Britain, the word was used to describe the leather bag in which the chancellor of the ex-changer used to carry to the parliament the statement of government needs and sources as described by Asensio, (2011). After several thoughts of consensus, the budget represents plans of government expressed in money and submitted to legislatives for approval.

Budgets were first introduced in the 1920s as a tool to manage costs and cash flows in large industrial organisations. Johnson (1996) states that it was during the 1960s that companies began to use budgets to dictate what people needed to do. In the 1970s performance improvement was based on meeting financial targets rather than effectiveness. Companies then faced problems in the 1980s and 1990s when they were not willing to spend money on innovations in order to stay with the rigid budgets, they were no longer concerned about how customers were being treated, only meeting sales targets became essential, (Benito & Bastida, 2009).

According to Thomas (2008), there are two steps that should be followed for budgetary control to be successful. These are; Organization for budgeting and making of Budget manual.

The budget manual is a written document or booklet that specifies the objectives of budgeting organization and procedures. Thomas (2008) notes that, there is need for organizations to integrate strategic management and budgeting. What seems rather unfortunate according to him is the fact that most organizations still treat budgeting and management processes separately and also a significant portion of institutions do not engage in strategic planning.

To enhance the fiscal discipline necessary for smooth operation of the budget, in 1992/93 government began formulating its annual budget within a three-year rolling budgetary plan known as the Medium-term Expenditure Framework (MTEF). Initially, the MTEF was a fiscal policy tool, but in 1998 it was formally anchored as a tool integrating budgeting and planning. The objectives of the MTEF are to; match expenditures with available resources, guide sectoral allocation of expenditure, facilitate strategic sector planning and improve efficiency and effectiveness in resource use.

In addition, Uganda has become one of the few countries in Africa with well serviced government, with the best human resource (World Bank, 2004). In addition to planning framework, the country has well elaborated laws that guide the budget planning policy process. These include Amnesty Commission-Uganda Act 2002, PPDA Act 2003, with further with amendments and regulations of 2014, and Public Finance Management Act (2015), among others.

The Ministry of Finance Planning and Economic Development requires all public entities with no exception of ACU to follow the budgetary framework to align entity goals to the national goals and National Vision 2040 that aid improved service delivery through Integrated Financial Management System (IFMS) with the adoption of Public Sector Performance Management (PPM) System. Accountant General charged with a mandate of overseeing government operations to ensure accountability. Moreover, service delivery is decentralized to ease service delivery to the grassroots. Beyond that, public entities are empowered with strong coordination, monitoring and evaluation systems to ensure achievement of national strategic goals.

### **1.1.2 Theoretical Background**

The study was guided by the control theory. Horngren et al. (2008), view management control system as a logical integration technique for gathering and using information to make planning and control decisions, for motivating employee behavior, and for evaluating performance, According to Omolehinwa, (2005); Glautier & Underdown, (2001), it is however important to note that, for the purpose of this study the definitions that perceive control as a feedback mechanism, that monitors, evaluates and compares actual results with standards for corrective action so as to achieve set objectives are considered. This is because the purpose of this study is to find out the effectiveness of budgetary alignment in helping organisations achieve strategic objectives.

### **1.1.3 Conceptual Background**

Horngren et al. (2008), define budget as a quantitative expression of a plan of action. Atkinson et al. (1997), also define budget as a quantitative expression of the money inflows and outflows to determine whether a financial plan will meet organisational goals. The definitions above do not mention the object of time to which a budget relates. A budget should always be in respect of a period of time, it could be half yearly, yearly, quarterly, monthly, weekly, daily, or other time periods (Frederick, 2001). A budget is also not just a quantitative expression of a plan of action but a quantitative economic plan. For a plan of action to be referred to as a budget it must be in economic term. The literature also posits that a budget is a quantitative expression of a plan of action prepared in advance of the budget period, (Lucey, 2000). Lucey identifies that budgets may be prepared for the business as a whole, for departments or functions with a link to the overall objectives of an organisation. The valuable use of budgets for translating organisational objectives to feasible plan of action is a major breakthrough against the ordinary use of budgets for cutting cost, restricting spending and allocating scarce resources, (Lucey, 2000).

In extant literatures, most people associate the word budget primarily with limitation on spending (Horngren et al., 2008). For example, government often approves a spending budget and then maintains expenditure within the limit prescribed by the budgets, (Ehrhart et al., 2006). In other word, budget was viewed as just a statement that shows the estimate of expenditure and possible revenue for future period. It is believed that as soon as budget proposals are approved or signed into law, a contract exists and nothing more.

It becomes an authorisation for spending and raising revenue. The justification for this perception of budget may be entrenched in the history of budgeting (Wickramasinghe & Alawattage, 2007). In some other literatures, budgets are usually perceived as statements having no link with the strategic and operational objectives of organisations. Ajibolade, (2008) for example, emphasise that in too many cases, budgets for allocation and spending money have little connection with business or operational strategies (Brumby & Robinson, 2005). This in essence, may limit the usefulness of budgeting to restriction on expenditure only (Holloway & Rueck, 2002). More so, the role of performance measurements in budgeting cannot be ignored as its exclusion may greatly reduce its control potentials (Robinson & Brumby, 2005). On the other hand, some literatures reveal that budgets are strategically focused and that performance measures in it are used in benchmarking (Anand et al., 2005 & Jacobs, 2004). For the purpose of this study however, budgeting is perceived to be linked with organisational objectives. That is, the usefulness of budgeting goes beyond restriction on spending.

Furthermore, other writers reveal that through budgeting, management can perform its numerous tasks, (Schwartz, 2008 & Lucey, 2000). Some of the principal roles of budgeting in management are for planning, control, coordinating, evaluating, directing, performance improvement, communication and decision making (Zahirul & Peter, 2007). In this study, the role of budgeting for planning and control are in focus.

According to World Bank, (2006), globally, government institutions use budgets as a guiding tool for planning and control of its resources, be it financial or otherwise. In developing countries, Budgets do not only serve as an instrument of revenue/expenditure estimation but also as a catalyst for mitigating corruption in the use of public resources for the good of the state. In the public sector, the process of preparing budget requires a call circular to the various departments, establishments, ministry or representatives, agencies, local governments who are expected to participate in the budget discussion as well as serve as budget committees. The budget director heads the budget committee and receives departmental or organisational submissions for onward transmission to the chairman for authentication and verification.

ACCA (2006), reports that Budget alignment and planning in the context of government means creating a strategy that gives direction and guidance in the achievement of the set goals.

The strategy informs how the government organisation will get from where it is to where it wants to be or is supposed to be. Budgeting is the process for a unit of government wherein public resources (primarily income, property taxes, and fees for services) are assessed, collected, and appropriated based on an adopted financial plan for a specified period of time (Smith & Lynch, 2004). It is also defined as “a plan of financial operation for a given period of time, including the funds of a local unit and the proposed means of financing the expenditures”, (Sharma and Gupta 2003).

Yeung, (2006), states that, an organisation’s budget and planning precludes complexity, formalisation, and centralisation. The level of formalisation dictates the degree to which rules and procedures guide organisational behavior. Centralisation determines where the decision-making authority in the organisation lies. Highly centralised decision-making leads the senior executive(s) to make judgments. Jermias & Setiawan (2008) argues that, the rapid changes in today’s business environment render a rigid approach to budgetary control obsolete. He argues that amongst the requirements of a more appropriate system, would be the building in of accountability to explain the differences between actual and planned performance. This demands a more immediate time frame of information reporting. to be effective, budgets must be aligned with the Organisation’s strategies, appropriate strategic planning, and performance management processes introduced, and must involve processes that are value based, consequential and Continuous.

#### **1.1.4 Contextual Background**

Amnesty Commission Uganda (ACU) was established in the year 2000 for the purpose of implementing the Amnesty Act, (2000). ACU seeks to pardon and monitor programs for demobilisation, reintegration and resettlement of ex-combatants (reporters). Given the adverse effects of civil wars on the social and economic development of Uganda, the overall aim of the ACU contributing to the attainment of the broader goal of peace, security, tranquility and prosperity for all Ugandans through budget alignment to realisation of these noble strategic goals remains unrealistic. According to the ACU strategic Plan, 2013/15, Only 7,129 out of the 26,390 Victims reintegrated into the community (27%) have attained psychosocial support through training and counseling and the reporters remain depressed with no capacity to fit within the community and as well live amicably.

Providing resettlement items such as cash allowance of 263,000/=, home items namely; 1 mattress, 1 blanket, 1 basin, 1 jerrycan, 2 plates and a cup, garden items such as 3 hoes, 5kgs of beans and 5kgs of maize seeds requires aligning the budget to the noble course of the goals, (ACU strategic Plan, 2013/15). This leaves a question as to whether there is any relationship between the actual and the budget prepared for ACU. Thus this study sought to examine the effect of Budget Alignment Policy on Realisation of Organisational Strategic Goals; taking a Case Study of Amnesty Commission-Uganda.

## **1.2 Statement of the Problem**

Budgets play an effective role in achieving organisational strategic goals. Nevertheless, budgets undertaken by Amnesty Commission-Uganda (ACU) have not helped to attain strategic goals, (ACU Strategic Plan, 2013/15). According to Amnesty Commission-Uganda Mid-Term Review, (2016), there is limited alignment of budget to plans. The different goals of ACU that include; Disarmament, Demobilisation, and Re-insertion (Resettlement), DDR into the community and later Reintegration of former war combatants, Sensitisation of the public about Amnesty Law and Promotion of Peace and Reconciliation in war affected areas requires employment of resources so as to enhance its achievement. Statistics indicate that 7,129 out of the 26,390 Victims reintegrated into the community (27%) were not trained yet a budgeted cost of Ugx. 9,400,000/= was allocated to the activity but not adequately aligned, (ACU Strategic Plan, 2013/15). Now, the question raised in this study was; is there any relationship between the actual budget and activity level? Hence this study sought to examine the effect of Budget Alignment Policy on Realisation of Organisational Strategic Goals; taking a Case Study of Amnesty Commission-Uganda.

## **1.3 Purpose of the Study**

The purpose of the study was to analyse the effect of budget alignment policy and realisation of organisational strategic goals at Amnesty Commission-Uganda.

## **1.4 Specific Objectives**

- i) To establish the extent to which Cost estimations based on plans affect realisation of ACU strategic goals.

- ii) To assess how Translating plans into operational objectives affect achievement of ACU strategic goals.
- iii) To examine whether aligning plans to financial targets affect attainment of ACU strategic goals.

## **1.5 Research Questions**

- i) To what extent does cost estimations based on plans affect realisation of ACU strategic goals?
- ii) How does translating plans into operational objectives affect achievement of ACU strategic goals?
- iii) How does aligning plans to financial targets affect attainment of ACU strategic goals?

## **1.6 Scope of the Study**

### **1.6.1 Content scope**

The study focused on examining the effect of budget alignment on realisation of organisational strategic goals, taking Amnesty Commission-Uganda, as a case study.

### **1.6.2 Geographical scope**

The study was undertaken at Amnesty Commission-Uganda (ACU). It was established by the Amnesty Act of 2000 as a body charged with the task of implementing the Act. ACU is located at Plot 97 Buganda Road, P.O. Box 33956, Kampala (Uganda).

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ACU was chosen because the public entity has only attained 27% of the strategic goals embedded in its strategic plan 2013/2015, yet budgets have been approved every financial year.

### **1.6.3 Time Scope**

The study problem was examined for the past 3years (2014-2016), literature was reviewed for the past 15years while the study was conducted within 1year (November 2015-October, 2016)

## **1.7 Significance of the Study**

The results of the study will be useful for policy makers in improving alignment of budget with planning by putting in place measures to enhance their cooperation in planning and implementing public sector interventions. The study will also help in the strengthening of alignment of budgets

with planning of government institutions in planning, coordination and the modalities of accessing such funds by public sector interventions at large.

Public sector interventions deliver essential services to the people and these are done by institutions that have specific mandates to implement only those services relevant to their mandate. However, it is noted that there exists an interrelationship in the provision of services hence the need to explore the role of institutional linkages in delivering public sector interventions.

The study is important in bringing to light about the influence of alignment of budget policies, procedures and plans on attainment of institutional strategic goals. ACU practitioners will gain understanding of the vertical or horizontal linkages and formal and informal linkages in alignment of budgetary policies towards influencing achievement of institutional strategic goals.

The study will basically contribute knowledge towards improvement of performance of organisations in the future by critically analyzing how effective the budgeting process can be used in achieving organization strategic goals. However, the findings from the study are expected to be useful to the organisation by enhancing the attainment of the organisation goal through the timely budget processed by the organisation as this will enable the forward movement of the organisation and its growth.

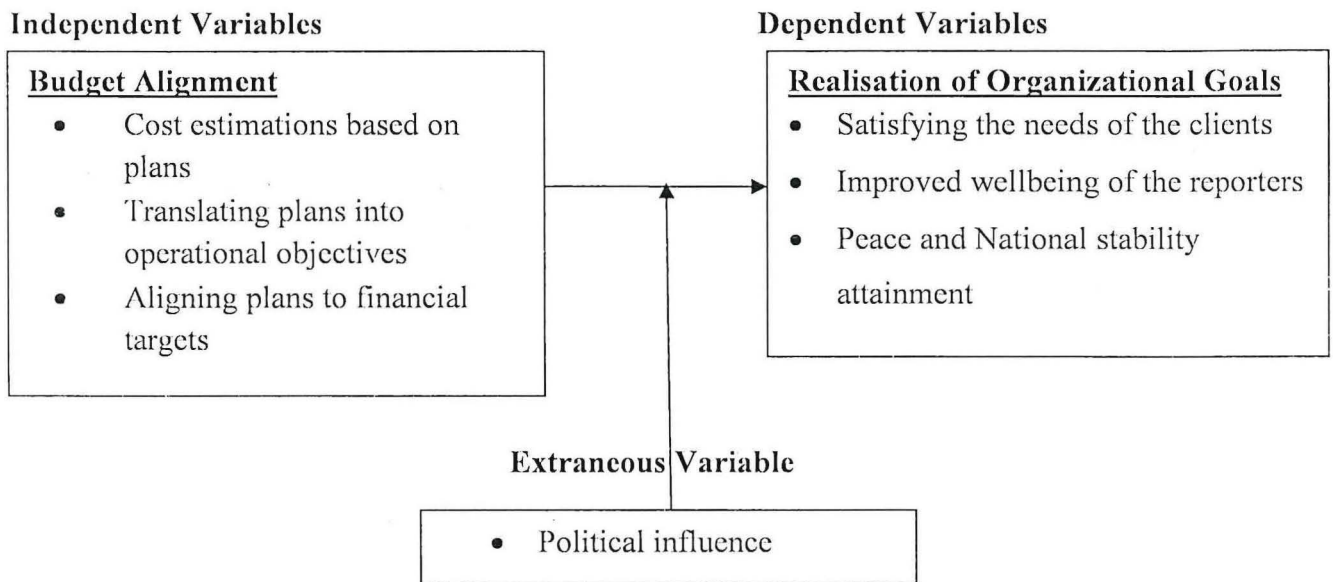
With regard to managerial contribution the study findings will be important to the management as it portrays the major challenges facing budgetary systems. Also the organisation could improve their effectiveness and efficiency by implementing best practices and improving the relationship with their subordinates in organisation daily activities towards attaining strategic goals. The management could also use the study findings to help detecting weaknesses that may arise in budgeting process. Based on that, firms might emulate the best practice.

The reason for the research study was to establish the effect of alignment of budget and plans on achievement of organisational goals in the public sector in Uganda and why it has still remained a serious problem to the stakeholders in government institutions despite all attempts to enhance coordination of budget and plans in attainment of national priorities.

The study results will also be useful to future academicians and scholars. The study will be a catalyst for further research that will use the research findings as point of reference and literature, and also identify the gaps that the study may not address as specified in the areas for further study.

### 1.8 Conceptual Framework

Managers use the budgeting process throughout the management cycle to help: plan, execute, review and report on the entities financing, investing and operational activities.



**Figure 1: Conceptual Framework Model Analysing Budget Alignment Policy and Achievement of Organisational Strategic Goals.**

*Source: Adapted from Kavanagh et al. (2010) and Jacobs J. F (2003); and modified by the researcher.*

The conceptual framework explains that effectiveness of budget alignment leads to the realisation of organisational goals. The constituents of budget alignment covered include; Cost estimations based on plans, Translating plans into operational objectives and aligning plans to targeted activities. On the other hand attainment of organisational strategic goals entails; satisfying the needs of the needy, improved wellbeing of the reporters, attainment of Peace and National stability attainment. Extrinsic variables such as political influence in budgeting process may influence both budget alignment and strategic goals attainment.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

This chapter presents the literature reviewed in relation to the research objectives. The information is a combination of extracts, paraphrased statements from textbooks, pamphlets, journals, magazines, websites, publications and other official reports related to the budgetary practices and service delivery in public organisations.

#### 2.1 Theoretical Review

##### 2.1.1 Control Theory

Hornigren et al. (2008), view management control system as a logical integration of technique for gathering and using information to make planning and control decisions, for motivating employee behavior, and for evaluating performance, (Omolehinwa, 2005). It is however important to note that, for the purpose of this study the definitions that perceive control as a feedback mechanism, that monitors, evaluates and compares actual results with standards for corrective action so as to achieve set objectives. This is because the purpose of this study was to find out the effectiveness of budgetary process achieving set objectives. Using a control model (organisational control) in management control through budgeting is explained. It is evident that budgeting is the core of both planning and control function of management, (Glautier & Underdown, 2001).

Furthermore, Pilkington & Crowther (2007), explain that another use of budget for control purpose is in evaluating performance. They argue that organisational plans are carried out by people hence it is people who control the operations, revenue, costs, but over the persons responsible for those operations and the related revenue and expenses. Relying on financial measures alone is insufficient to ensure that strategy will be executed successfully. The solution to this is to measure and evaluate business unit managers using multiple measures, non financial as well as financial, (Amalokwu & Lawrence, 2008).

More so, it is important to note that, business environments are ever changing and highly competitive, therefore fixed budget is not desirable. Instead, flexible budgeting technique and forecasting should be adopted (Hornigren et al., 2008; Wickramasinghe & Alawattage 2007).

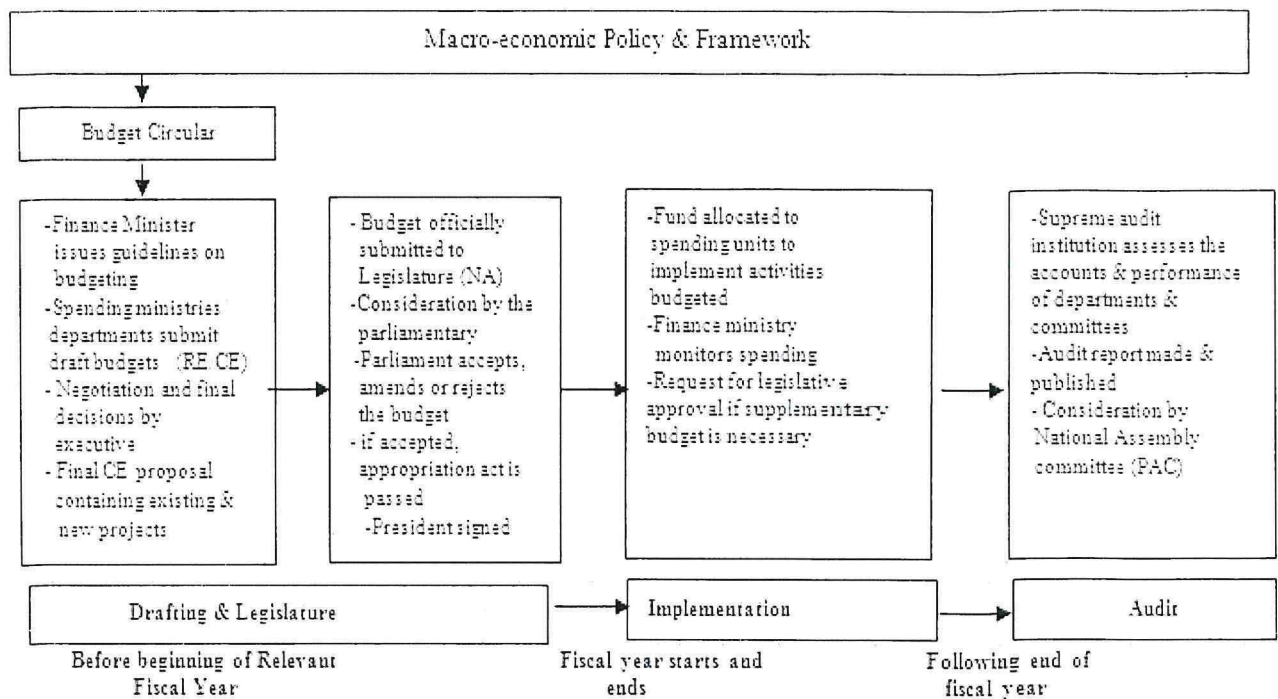
Wickramasinghe & Alawatage, (2007), note that, at the control phase, strategic, operational objectives and budgetary planning can be revised if necessary. In other word, control system can be feedback or feed forward system; the former is based on past data and the latter on planned data. This is to reflect the changes in the environment, (Hansen et al., 2003; Frederick 2001).

More importantly, for budgets to serve as effective control tools, the following prerequisites are essential: organisational goals and objectives, well defined organisational structure, sound accounting information system, well defined responsibility centres, proper cost classification and coding, performance measures, prompt access to external information and efficient information technology method (Jermias & Setiawan, 2008; Callahan & Waymire, 2007; Zahirul & Peter, 2007; Hansen et al., 2003; Anand et al., 2005).

### **2.1.2 Review of Public Sector Budgeting**

A focused government carries out her responsibilities, plans and prioritises, her programmes which include the consideration of all necessary quantitative and qualitative factors as inputs, in accordance to the budget, (Omopariola, 2003). Wildavsky & Caiden (1997) noted that all government responsibilities are costs oriented (expenditures) and since resources are not always adequate to fund these activities that address various socio-economic and political needs of a country, a formal statement of revenue and expenditure at a future date must be made as a matter of constitution thereby paying attention to critical areas of developmental need and maximizes limiting factors, (Okpala, 2012).

According to Omopariola (2003) Government budget is the process of defining direction, and making decisions on how to allocate public resources to pursue the chosen strategies. A budget system consists of planning, achievement and control. Planning is a tactical process of preparing detailed short term plans (usually one year) for functions, activities, departments, ministries and agencies thereby converting the long term development plan into measurable actions. When budget is approved, it becomes Appropriation Account, a government target to be pursued in the period to which it relates and a basis for management of national resources. This is illustrated as below;



**Figure 2: Stages of an Annual Budget**

Source: Author's Conceptualisation, (2012)

Note: RE = Recurrent Expenditure, CE = Capital Expenditure

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### 2.1.3 Traditional Government Budget

A traditional government budget is a legal document prepared annually by the executive, passed by the legislature, and approved by the president. All over the world, government budget is used for the purpose of proper planning to mitigate waste in the system, identify critical economic, political needs and viable projects to be executive in the year under consideration. It also enables appropriate review by the legislature which will give birth to Appropriation Acts and avoid unapproved disbursements, fiscal accountability and aids post mortem examination by Public Accounts Committees. Government budget assist in programmes prioritization and proper allocation of resources to overcoming financial failure, (World Bank, 2006).

According to Benito and Bastida (2009), strategic alignment occurs when all parts of the institution work together, naturally and harmoniously, to accomplish a common end. This requires a shared a sense of purpose whereby processes, systems and structures are compatible in supporting a common vision and common goals. Webster's Dictionary defines alignment as the act of adjusting the parts of a device in relation to each other.

Bluman, (2004) assert that the above terms all presume to refer to the same phenomenon although their actual use does not contribute to the clarification of the concept of alignment. Instead, these terms are a clear indication of the extent of confusion and misunderstanding regarding the very concept of alignment and its goal. Generally, alignment is defined in an indefinite and vague way, if defined at all. Many publications tend to avoid being explicit in defining the concept, but fall back into tautological definitions. For instance, Brumby & Robinson (2005), define alignment as the extent to which the Information Systems strategy supports and is supported by the business strategy. Similarly, Ehrhart, Jurgenvon, Roy, & Claudia, (2006), explain alignment as the degree to which the information technology mission, objectives and plans support and are supported by the business mission, objectives and plans.

Apart from or due to its vague definition, alignment is also interpreted in contradictory ways. A striking example is whether it should be interpreted as an *outcome* (temporary or final) or a *process* leading to this outcome. Ehrhart, Jurgenvon, (2006), argue in favour of alignment as an outcome, while Schatzberg, (2008) views alignment as a process. This underlines the fact that alignment is not a one-time activity but a constant balancing act between a lead or lag strategy. Similar contradictions can be found regarding the focus of alignment. Ehrhart, Jurgenvon, Roy, & Claudia (2006), acknowledge that, "*Alignment means much more than the linking of information technology and business strategy. Fitting the technology structures, processes and skills to match this integration is also critical for success.*"

One other challenge of defining alignment is that many publications are rather vague on how alignment should be practiced, apart from some general rules of thumb. Furthermore, Jacobs, (2004) questions the measurability of the degree of alignment. The point these authors make is

understanding of the managerial actions that influence the alignment process remains limited, (Pandey, 2002).

Benito and Bastida (2009), state that no precise definition of strategic alignment has gained general acceptance in the literature, although many authors adopt a similar impression of the term. The common thread in descriptions of the term is that the current and future strategic decisions in the lower business domain take into account those made in the higher business domain and vice versa. Taken from the Information Systems perspective, where the concept of alignment originates, strategic alignment confronts managers with a dual imperative that they must; deduce that the Information Systems applications (lower-order) that will best support the execution of the business strategy (higher-order); Proceed inductively to formulate new uses of information technology that may alter the business strategy and create potential sources of competitive advantage. Strategic alignment research can be divided into two streams, according to Yeung (2006), whether the study concentrates on: The *content* of the strategic decisions being aligned and the *process* by which alignment unfolds.

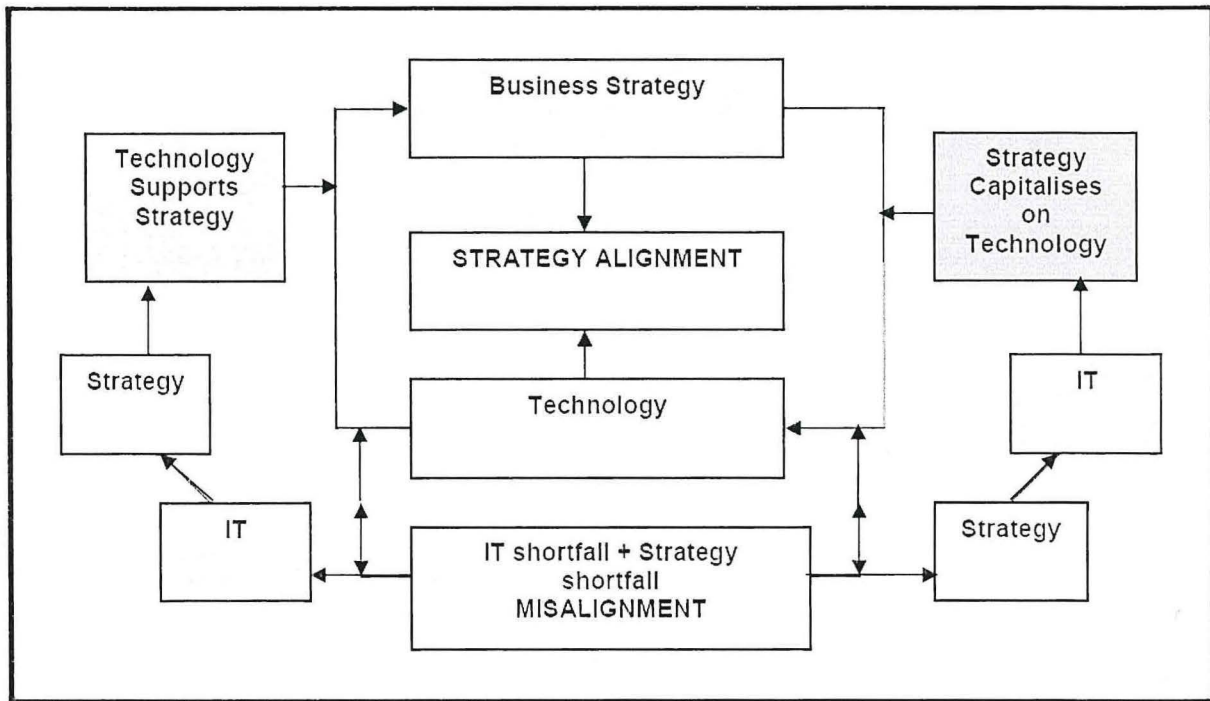
According to Thomas, (2008), Content studies tend to conceptualise strategic alignment as the association between holistic indicators of overarching organisational strategies and objectives and those at the more operational levels. Studies of the process of strategic alignment, on the other hand, investigate how alignment decisions are made or should be made. Much of the work in the latter research is normative, and proposes methodologies for integrating strategic and operational planning at various levels of the organisation.

Ajibolade, (2008), says that if one begins with the assumption that strategy is an unfolding pattern in the stream of decisions, both planned and unplanned, then, the conceptualisation of the strategic alignment task changes. Instead of being the formulation of matched sets of decisions at periodical intervals, strategic alignment becomes a process in which decisions are continually integrated into a mutually reinforcing pattern.

Amalokwu & Lawrence (2008), asserts that Strategic alignment, therefore, becomes a process in which managers strive to maintain parallel streams of decisions over time, through a continual series of realignments. Such a conceptualisation of strategic alignment demands that an account

According to Ehrhart, Jurgenvon & Claudia, (2006), strategic alignment is comprised of: Strategic sufficiency: meaning that an organisation has consciously planned to exploit its internal strengths, compensate for existing weaknesses and achieve a goodness-of-fit among its efforts and those of other role players. Strategic comprehensiveness: meaning that the organization's plan covers all the necessary planning bases. Strategic comprehensibility: meaning that the plan of an organisation makes sufficient sense to employees who can implement the strategy without a lot of guesswork. Solid strategic joints mean that coordination steps have been identified and agreed-upon across all organisational units, including external entities whose contributions are necessary for the effective achievement of the organisation's plan. Strategic traceability: meaning that goals, objectives and strategies can be attached to actual offices, units or individuals, who eventually understand their contributory roles relative to the plan's multiple objectives and strategies. Traceability connotes the future measurability of the plan and the tracking of progress, performance feedback and corrective or re-planning cycle that will need to follow in the interest of accountability, (Horngren & Schatzberg, 2008).

According to Jermias & Setiawan, (2008), the term strategic alignment presupposes that there is a strategic line, a clear overall strategic direction, intent and a set of desired outcomes, that business units, divisions and eventually every individual can align their actions to. A second implicit assumption of strategic alignment is that everyone is aware of this strategic line and that it is sufficiently "visible" for alignment to take place. Thus, the key question is, how is strategy formulated and how can organisations ensure that their people align their decisions and actions to the strategy. This is illustrated in figure 5 below;



**Figure 5: Illustrates The Dimension of Strategic Alignment**

*Source: Adapted from Tallon and Kraemer, (1999:13)*

Kasden, Cattell & Convey, (2013), A sociological perspective of strategic alignment suggests that it is not so much their respective strategies that differentiate organisations from each other but rather their ability to implement their strategies and to align the workplace thinking and behaviour of individual employees to the strategic intent and direction of the organisation. Omolehinwa (2005), defines strategic alignment as the extent to which the Information Systems strategy supports and is supported by the business strategy. This definition serves to focus research efforts on activities central to the achievement of strategies. This perspective facilitates a more dynamic assessment of strategic alignment than if focus were to be, just, on strategic objectives as has been the case with much of the existing literature in this area.

### **2.3 Translating plans into operational objectives affect achievement of Organisational goals.**

Warren (2014), states that Translating plans into operational objectives allows for a longer-term and requires relating Performance-Based Budgeting (PBB) to organisational process, community engagement, and defining public values. Wampler, (2007), study evaluated PBB on behalf of the City of Oakland, California’s Budget Advisory Committee as a possible model for its budget

process. Key stakeholders from five cities were interviewed as part of the study: Performance-Based Budgeting (PBB) was compared with the budgeting models of budgeting for outcomes, performance based budgeting, and participatory budgeting. Wampler further identified that PBB, which is also referred to as priority driven budgeting, emphasizes: prioritizing services, doing the important things well, questioning the past patterns of spending, spending within the financial means of the organisation, acknowledging and respecting the true cost of doing business, and providing transparency in identifying community priorities and their impact. Civic engagement was recognized as a major component of the PBB model.

### **Public Values**

Johnson & Fabian (2013a) reveals that an important element of performance base budgeting is to seek an understanding of *values* as it pertains to citizens' or community priorities and societal values. This segment of the literature review was focused on existing scholarly research and definitions for a citizen-based, community or societal value system. A search of scholarly journals discovered a relatively new concept and term – public values – that seemed promising translation of plans into operational objectives in bid to achieve Organisational strategic goals.

According to Peterson, (2013), the literature reveals that public values within the sphere of public administration fall primarily into three broad categories: creating public value, preventing public values failure, and reconciling public values conflicts. With the exception of research by Kasden, Cattell and Convey, (2013), the public values research has been within the context of organisations and networks, with little emphasis on the actual contribution of citizens that is Leadership and management controls systems.

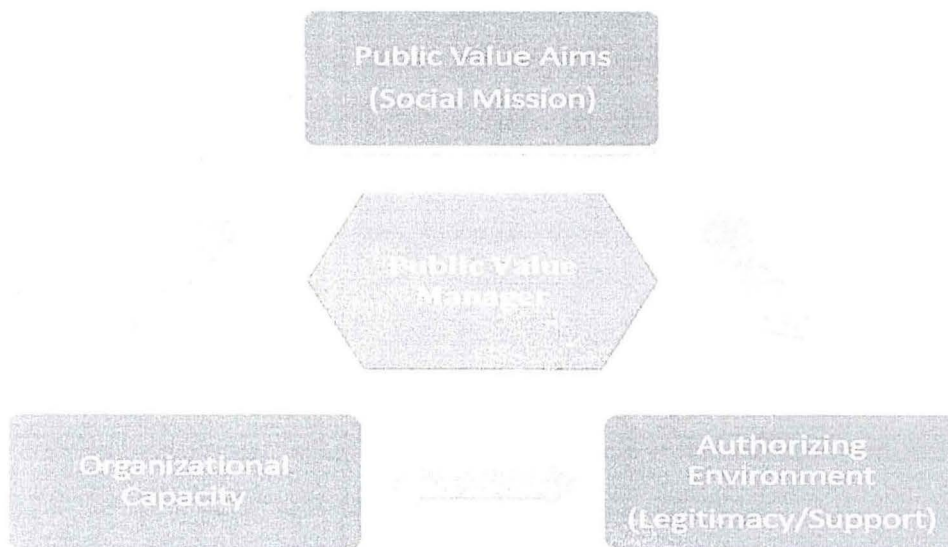
Spano, (2009) are important in understanding the organisational elements to public values but would seem insufficient in articulating the core values of the citizens. The concept of *public values* is based on the seminal work of Professor Moore, (2000), in 1994, from Harvard University's Kennedy School of Government. Moore articulates that the task of the public sector manager is to create public value.

Willoughby, (2008) In his article, "Public Value as the Focus of Strategy", he identifies the four ideas that have guided public sector managerial work and establish the baseline for defining and

measuring the concept of *public value*: Managers should achieve their mandated functions with optimal efficiency and effectiveness Professional standards can establish the baseline benchmarks for production standards in the public sector. Public value can be gathered through existing analytical methods, such as program evaluation and the analysis of cost-effectiveness/benefit. Public value is the achievement of political objectives, (Moore, 1994,p. 297)

Moore asserted that the use of existing analytical methods for the evaluation of government performance is difficult to implement because these methods are costly and the results occur too late to be considered in the decision-making process. Therefore, according to Moore, public values are defined in the political arena by elected leaders. The literature indicates that a more appropriate use of terminology would indicate that these reflect *political values*. Nonetheless, the reality remains that the public elects their government representatives, and this is the foundation for this *public value* concept.

According to Moore (2005), value in the public arena focuses efforts on the achieving a social purpose rather than in generating revenues” and an alternative strategic model for government leaders should focus on three key issues: how the public value is to be created, the sources of legitimacy and support, and the operational capacity of the organisation. Moore’s Strategic Triangle model informs the Values Based Budgeting Framework relative to the accountability and performance management. This is illustrated in figure 6 on the next page

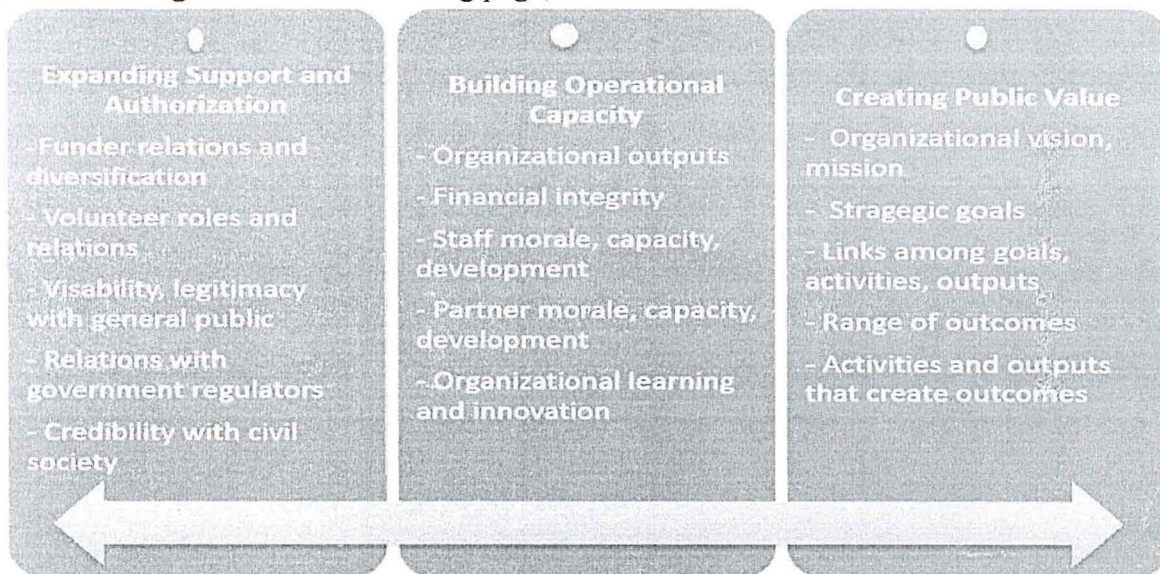


**Figure 6: illustrates the Moore’s Public Value Strategic Triangle model.**

**Source:** *Public Value Strategic Triangle Model. From Moore (1995). Creating Public Value: Strategic management in Government. Harvard University Press.*

Moore (2005) and Harvard’s Kennedy School of Government developed the *Strategic Triangle Model* for government managers based on three factors: value, legitimacy and support, and operational capacity. The *value* concept drives the focus of the organisation. *Legitimacy and support* revolves around who provides financial support and authorization. *Organisational capacity* is an acknowledgement that the governmental entity may not have sufficient internal resources to achieve the desired results. In order to build capacity, partnerships need to be developed with organisations external to the governmental entity, (Moore, 2005).

The links between public value, the organisations vision/mission, and the goals/outcomes is presented in figure 7 on the following page;



**Figure 7:** *Public value framework link to accountability and performance.*

**Source:** Moore, (2005). *The public value scorecard: A rejoinder and an alternative to “Strategic performance measurement and management in non-profit organisations” by Robert Kaplan.*

The triangle relates to the substantive aims of government programs and the public value outcomes, which Moore posits impact performance and should be measured. The public managers seek to align the three components of the triangle to achieve public value cited Gilroy & Williams, (2011). Moore’s public value framework contributes to this research in identifying that the

identification of the public value derives from the government organisation's vision, mission, and strategic goals. Also, that an expansion of organisation capacity through external partnerships supports achieving the desired results. This initial definition of public values highlights the challenge encountered in conducting this research -- the question on if there is a clear definition of public values.

Jorgensen and Bozeman (2007) note that although it is widely acknowledged that public values are relative to governance and public service is an area of increasing importance. Moore's prescribed process of measuring the value of government programs is to aggregate the value provided to individuals directly impacted by the program. The obvious challenge is how to accurately measure and evaluate individual impact (Kavanagh, Johnson & Fabian, 2010). What is overlooked is the probability that the impact on society as a whole may be greater than the accumulated totals of directly impacted individuals. Using inoculations as an example, the individual receiving the injection is directly impacted. Additionally, those who may not receive an inoculation, although not receiving direct benefit, are also receiving derived benefit because of the diminished likelihood of contracting the communicable disease.

Moore recognized that the effort to place individual and aggregate valuations on government programs was not practical. Moore determined that what was more promising was to use the enabling legislative goals and objects as a determination of the value of government programs. Stakeholder or consumer satisfaction was identified as the gauge that public administrators could utilize to assess the value of government programs. In delineating his definition of *stakeholder*, According to Middleton, (2013). Moore indicated that the practical utility of the concept of 'stakeholders' is that it is a general concept focusing managerial attention on anyone who has a stake in how their enterprise operates. This includes clients of the program, the staff, political representatives and advocates who take an interest in the program also taxpayers and citizens who must pay for it.

Furthermore, levels of importance are attributed to different stakeholders. *Citizens* and *elected officials* have higher status than *employees* or *clients*. This is because only the goals of citizens and their representatives justify the expenditure of public resources for government programs Kavanagh, Johnson & Fabian, (2010). This method of attributing different levels of importance to

various stakeholders falls short in several regards. The importance of citizens and their elected representatives taking precedence is shortsighted. The definition does not address corporate citizens, which often contribute enormous amounts towards government coffers through property taxes, personal property taxes, fees, licenses, and permits. Would citizens who have large estates have more importance than those who rent or live in public housing? Would elected representatives who narrowly won their (re)election have lesser importance than those who won by a landslide? Or, would the pecking order of the importance of elected representatives be based on their ability to raise campaign funds? Moore's strategic triangle model also fails to acknowledge that the roles of citizens, elected officials, employees, and clients are not mutually exclusive and that an individual may in fact be appropriately characterized as holding multiple stakeholder positions, (Middleton, 2013).

Willoughby, (2008). Reveals that when looking at the use of the term *values* in the public sector, is it most often defined in terms of something that can be measured or that can have its *worth* determined. What this research has not found in the literature is a consistent definition of *public values* applied from the perspective of community identified needs. Based on the literature public values are created in a political environment by elected representatives and public officials. These public values become the basis for budget.

Spano (2009) points out the underlying importance: 'The number and depth of needs are never-ending. As a consequence, creating public value requires a political choice about what needs should have priority. When there is a problem of limited resources, deciding what needs should be satisfied first and what services should be provided first becomes essential. The determination of which needs are addressed first, the objectives, goals, and strategies to determine the level of services and the amount of resources dedicated to address these needs falls almost exclusively to the elected representatives.'

Spano (2009) concludes that there are three elements important in understanding the creation of public value, namely the choice of the needs to be satisfied, the choice of the strategies to satisfy the selected needs and the production processes to create and deliver public services'. There are unresolved issues as it relates to *public values* in the literature (Alford & Hughes, 2008) as the use of the phrase is capable of meaning many different things to different people (Bennington, 2009).

Some research contends that in discussing public values, one must be *pragmatic* and recognize that definition may depend on which value is being discussed and if the context is at the level of programs, organisations, or whole public sectors; notably, who most appropriately should be engaged in the process of promulgating the public values. Another issue relates to the identification of a method for choosing public values that engages internal and external stakeholders, (International and Transparency Initiative, 2010).

Bourgon (2007) noted that, “The consensualist school of thought views the public interest as a policy debate to achieve a public value consensus. However, the issue remains: what if there is not a consensus in defining the public values, what would be an appropriate and acceptable method for resolving the conflict. Benington (2009) purports that public value is a necessarily contested concept, and that, like cultural or artistic value, it is often established through a continuing process of dialogue”. This research agenda and the effort to define *public values* for the purpose of government budget prioritisation gains supportive insight from Benington (2009): Public value can therefore be used not only as a conceptual tool for strategic planning, but also as a heuristic device to stimulate debate between competing interests and perspectives, and to generate dialogue about how to improve services, about who gains and who loses, and about relative benefits and cost.

Axson, (2010), reveals that, *public values* concept fails to recognize that government entities serve numerous constituencies other than citizens and elected representatives. These constituencies may include: nonprofit organisations, community agencies, other units of government, private enterprises, foundations, and non-citizens, undocumented workers among others. This concept of *public values* is not aligned with this research agenda, which has a focus on being inclusive through strategic citizen engagement. Moore’s *public values* is focused on exclusion and developing a caste system.

In his later works, Moore (2000) moves towards an alternative strategy model for the government sector that focuses on three key issues: public value to be created, sources of legitimacy and support, and operational capacity to deliver the value. Moore also recognized that this alternative strategy model could be applied to nonprofit organisations. This strategy in which the entire society is mobilized to achieve shared public purposes contributes to this research agenda relative

to shared public purposes (community values) and entire society mobilization (whole system engagement). The achievement of value in the public sector is through defining and achieving social objectives based on its mission and goals, as opposed to financial performance. He draws a distinction between the private sector and the public sector in noting that “social value is not necessarily aligned with either financial performance or organisational survival within the public sector. Relative to this research agenda, the seminal work by Moore in the *Strategic Triangle Model* does not provide a definition of *public values* that encompasses the concept of *values* or *public values* in ascertaining a community’s core values, choices and priorities. Spano (2009) noted that public value has been defined as the capability to satisfy citizen’s needs, this satisfaction is a direct consequence of public policy.

Jorgensen and Bozeman (2007) in their article on public values, which noted that Moore (1995) has the term ‘public value’ in its title, but the book is really more about quality public management and presents no stable concept of public value. The work by Nabatchi (2012) leads to the understanding of public values as providing guidance in the field of public administration by accounting for public preferences and promoting the common good. Nabatchi (2012) conducted a study on the relationship between deliberative democracy, public decisions by citizens and internal/external political efficacy. The findings suggested eight prepositions to help administration identify and understand all of the relevant public values and value sets for public values-based policy: Be interest-based, Use deliberative communication modes, have moderate to high levels of shared decision authority.

Nabatchi, (2012), reveals that the current literature provides limited research relative to guiding government administrators with difficult public policy decisions, particularly when the deliberations involve complex or even disparate public values. It may become incumbent upon administrators to rank or select from competing public values. Nabatchi suggests that “more theoretical than empirical work is needed to explore how public participation might assist administrators with these tasks.

#### **2.4 Whether allying plans to financial targets affect achievement of Organisational goals**

Performance Based Budget (PBB) articles are primarily in practitioner publications, such as *Government Finance Officers Association* and the *International City/County Management*

*Association*. Notable PBB case studies are also found on the website of Center for Priority Based Budgeting (n.d.) To date there has been little scholarly research on PBB as a model for evaluating and prioritizing the allocation of resources. PBB articles are primarily local publications of case studies (Gilroy & Williams, 2011; Laffer, Moore & Williams, 2011; Overstreet, 2011; Williams, 2011) or in practitioner publications, such as *Government Finance Review* (Kavanagh et al., 2010) and the *International City/County Management Association* (Fabian, Johnson, & Collins, 2008).

The Center for Priority Based Budgeting had indicated that over 30 communities have already incorporated PBB into their budgeting process as a means of establishing strategic priorities utilizing various degrees and approaches to citizen engagement. Critical to the PBB process is for the government entity to identify its purpose. The ability to invoke shared values and participatory strategy planning into a PBB process are essential tools to ensure that the services and programs provided are those that are most essential to meeting the needs of the community.

The philosophy of PBB is described as:

Resources should be allocated according to how effectively a program or service achieves goals and objectives that are of greatest value to the community. In a priority-driven approach, a government identifies its most important strategic priorities, and then, through a collaborative, evidence-based process, ranks programs or services according to how well they align with the priorities. The government then allocates funding in accordance with the ranking, (Kavanagh et al, 2010, p. 1)

The required participants in a PBB process are the elected officials and senior staff of the governmental body. PBB operates best in an environment with open and transparent communications with employees, citizens and other key stakeholders (Kavanagh et al, 2010). This diminishes the possibility that the allocation of resources will be rejected and promotes a climate of “democratic legitimacy, where the will of the people are reflected in the process and the decisions that are made.

The PBB process involves eight major steps: (1) identify available resources (2) identify priorities; (3) define priority results more precisely; (4) prepare decision units for evaluation and score against priority results; (5) score decision units/programs against priority results; (6) compare scores between programs; (7) allocate resources; and (8) create accountability for results (Kavanagh, 2007; Kavanagh et al, 2010).

Armstrong , M. (2009), provides that PBB is built on identifying the strategic priorities for the governmental unit and allocating resources that are best able to attain the outcomes that are most valued by the public. Generally, these priorities are initially identified in the mission statement, vision statement, or strategic plan – if one exists. If the organisation does not have in place a strategic plan, it is recommended that one is developed to provide a “stronger grounding for the priorities” (Kavanagh et al, 2010).

Kavanagh, Johnson, & Fabian, (2010), note approaches to planning were more strategic and thus enabling communities to prioritize expenditures, the Center for Priority Based Budgeting. The findings indicated that after one budget cycle, better information, enhanced communication, and more strategic approaches to planning were implemented with the PBB process, the community engagement effort, and the role of PBB in defining core values and aligning spending to the strategic organizational goals.

Other process research studies such as Middleton, (2013) have focused on describing patterns of integration in the alignment activities of organisations to strategic goals. Despite the growing interest in strategic alignment, its general understanding is limited because prior research has not adequately addressed important complexities of the alignment process. Implicit in most conceptualisations of Information Systems’ strategic alignment, for instance, is the view that strategy is deliberate and reflects conscious intentions of executives or top managers. However, strategy has an unplanned emergent character, in that managers throughout an organisation continue to respond to local problems and opportunities and make many strategic decisions outside of the formal planning systems, (Fiegener & Coakley, 2002).

## 2.5 Achievement of Organisational Strategic Goals

Johnson, J., & Fabian, C. (2013a) observed that, Organizational strategic goals are the planned objectives that an organization strives to achieve. Most senior managers will take the time to develop and articulate appropriate strategic goals for their business in order to demonstrate to subordinate employees what their plans and vision for the company are.

According to Kavanagh, Johnson & Fabian, (2010) Strategic Objective (Strategic Goal) is a term denoting the highest goals of the organization or an individual. Strategic objectives are used in strategic management. Properly set strategic goals are not focused only on one metric of operation of the organization (for example, just to gain profit, but they are configured as balanced - (Balanced Scorecard). The strategic objectives of the organization are linked to its mission and formulated vision. Strategic objectives may not necessarily meet the conditions and principles of SMART (specific, measurable, achievable, realistic and time availability), if they are further disintegrated into the specific objectives.

Moore and Moore (2005) revealed that the use of Strategic Objectives in the Organization are crucial to clarify its vision, which they concretize and specify. The strategic goals of the organization are generally defined by the owner or top management, who is also responsible for achieving them. Strategic objectives concretize the vision and help managers to manage and motivate staff at the organization. Strategic goals should: reflect the general themes of your vision, role and mission; reflect the business realities outside of your company (as identified in your environmental scan); reflect the business and capabilities internal to your company (also as identified in your environmental/internal scan) and reflect your strengths, weaknesses, and opportunities and strengths you've identified if you've used a SWOT analysis

Hence this study sought to examine how ACU as an entire organization aligned, or aimed at the achievement of its strategic goals that include: Satisfying the needs of the clients, improved wellbeing of the reporters, attainment of Peace and National stability attainment, and for this to happen ACU strategic goals needed to be aligned with (or consistent with and supporting of all the other parts of your strategic plan.

## **2.6 Summary on Literature gaps**

In summary, the existing literature for government based budgeting demonstrates an earnest intention towards being accountable to citizens, providing a framework for the evaluation of expenditures, performance or outcomes, and engaging a broader base in the budgetary decision-making process. Even though each of the fore-cited authors was able to recast data about budgeting, budgetary participation, budgetary alignment, priority based budget, budgetary achievement and review. All these have financial implications on service delivery and attainment of organizational strategic goals. Government entities can only budget effectively if they have the autonomy to determine expenditures and revenues (taxes, social contributions, grants, and other revenues) and discretion for the use of funds, which depends on the degree of political, administrative and fiscal decentralization. On the expenditure side, budgets mostly cover operating costs which has hampered service delivery. Further still, inadequate financial resources, limited managerial and institutional capabilities, and biased and unfavourable policy provisions that affect the delivery of effective urban services and others. This research agenda will build upon Spano's (2009) identified elements in defining public values as the capability to satisfy citizen's needs. The choice of needs to be satisfied, however, is proposed to be through an engagement process, in which all stakeholders have an equal voice. Although, additional study is required, the review of the literature thus far does inform this research agenda relative to realisation of the organizational strategic goals. There was need to conduct further research on the budgetary alignment in realization of organisational strategic goals as identified fundamental gaps that influence the level of achievement of strategic goals of public agencies like ACU.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

This chapter provides details about the research methods and techniques that were used in data collection and data analysis for the study. Kothari, (2004) defines research methodology as a scientific and objective understanding of how research is conducted. Through it; various steps are employed in studying a research problem along with the logic behind. This chapter is organized into; research design, study population, sample size, sampling methods, source of data, data collection methods, validity and reliability, data presentation and analysis, ethical consideration and limitations of the study.

#### **3.1 Research Design**

Research design is the arrangement of conditions for collection and analysis of data in a manner that aims at combining relevance to the research purpose with economy in procedure (Kothari, 2004). A case study design was employed because this study undertook an intensive investigation on how budgets alignment contributes to the organisational strategic goals achievement. Qualitative and quantitative research approaches were used to collect primary data about the problem under investigation. In addition, quantitative research method was used to complement the qualitative one.

#### **3.2 Study Population**

The respondents for this study were mainly staffs, budget committee members and commissioners from Amnesty Commission-Uganda (ACU). The population targeted depended on the number of employees working in specific departments where the study was conducted. The study population of eighty five (85) respondents comprising of; 10 members of Budget committee, 05 members of commissioners committee, 10 Administrative and technical staff, 50 members of the Field support team and 10 DRTs members.

#### **3.3 Sample Size and sampling Technique.**

##### **3.3.1 Sample Size**

In this study the number of individuals in the targeted population is known in advance as staff lists indicating members for each category are readily available at the office of principle human

resource officer. The ultimate sample size of 70 respondents from a target population of 85 was derived using sample table developed by Krejcie & Morgan (1970) cited in Amin (2005).

**Table 1: Sample selection and Sampling Size of the respondents**

Category of respondents	Population	Sample size	Sampling strategy
Budget committee members	10	05	Purposive
Commissioners	05	05	Purposive
Field support team	50	44	Simple random sampling
Administrative and technical staff	10	10	Simple random sampling
DRTs	10	06	Simple random sampling
Total	85	70	

*Source: Amnesty Commission Organogram (2015)*

### 3.3.2 Sampling Technique

Sampling technique refers to a systematic way of choosing a group that is small enough for convenience of data collection, but large enough to be a true representative of the population from which it has been drawn (Barbie, 2010). In this study purposive and random sampling techniques were used.

The purposive selection was based on the assumption that these people had broad knowledge of understanding the whole concept of budget and its importance in an organisation. Simple random sampling method is a probability sampling whereby all members in the population have equal chance of being selected to form a sample Kothari (1997). It was used because it became possible to select unit randomly without bias from the sample frame without replacement. This enabled the study to acquire appropriate and unbiased information since every member had an equal chance of being selected. It enables the researcher to acquire data from a large pool.

## 3.4 Sources of Data

### 3.4.1 Primary data

Primary data refers to those collected by an investigator for the first time of conducting the research (Kothari, 2004). Primary data collection allows for interaction between the researcher and the respondents, hence it facilitates explanation and description of the subject under study.

The research findings were obtained data from primary data sources by using the field data and questionnaire (Kathori, 2005).

### **3.4.2 Secondary Data**

Secondary data are usually collected by someone other than the user (Kothari, 2004). Common sources of secondary data in social sciences research include censuses, organisational records and data collected through qualitative methodologies or research. Literature review included reading of published and unpublished materials such as books, journal, government reports, articles and the research reports.

## **3.5 Data Collection Instruments**

Data collection took the form of primary data and some secondary data. Data was collected from primary sources and secondary sources as well.

### **3.5.1 Questionnaire Forms**

Questionnaires are self administered questions that come in form of structured or close ended questionnaires or unstructured or open ended questions. A questionnaire was used to obtain primary data from sampled respondents. These were more convenient and easier to collect data sought from respondents with busy schedule as they were able to answer at their leisure time and consult documents, ensured high response rate and elicited the required information on a wide range of issues under study. Questionnaire design was essential to ensure that one obtains valid responses to the questions. When designing the survey instrument for this study, two objectives were considered namely (1) to maximize the proportion of subjects answering the questionnaire that is, the response rate and (2) to obtain accurate relevant information for the study.

### **3.5.2 Interview Guide**

Primary data was gathered using interview guide, face to face with commissioners and budget committee members. The key informants were able to provide detailed and in-depth information.

### **3.5.3 Documentary Sources**

These were used to supplement the primary data. Secondary data sources such as peer reviewed sources of journals, internet, magazines, and newspapers, published and unpublished books were

used to guide the researcher to capture the existing data on organisational structure focusing on its role in planning and developing public sector interventions in Uganda.

### 3.6 Validity and Reliability Tests

#### 3.6.1 Validity

Validity refers to the extent to which research results can be accurately interpreted & Generated to other populations. Research tools were first prepared, presented to the supervisors who checked on their correctiveness. The supervisors' comments were used to improve the questionnaire by eliminating all errors. Pretesting of questionnaires also was done by administering questionnaires to 10 respondents within the target population but outside the sample this helped to identify the gaps and made modifications accordingly. The researcher ensured that questions are relevant in order to have meaningful and reliable results represented by variables in the study, (Mugenda and Mugenda 2005).

The researcher used the formula below to establish validity of the research tool;

$$\begin{aligned} \text{Content validity index (CVI)} &= \frac{\text{agreed items by all judges as suitable}}{\text{Total number of the items judged}} \\ &= \frac{11}{15} \\ &= 0.73 \end{aligned}$$

The overall content validity Index of the instrument was 0.73 above the average acceptable index of 0.7 for the instrument to be accepted as valid (Amin, 2005).

#### 3.6.2 Reliability

Reliability is the measure of the degree to which a research instrument yields consistent results after repeat. Cronbach's Alpha coefficient was used to measure reliability of the instrument. According to Amin (2005) an alpha of 0.5 or higher is sufficient to show reliability the closer it is to 1 the higher the internal consistency in reliability, (Sekaran, 2003).The questionnaire were pretested using respondents within ACU and reliability was computed using statistical Package for Social Scientists (SPSS)and scores were evaluated.

**Table 3.1: Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of Items
.80	.80	15

Source: SPSS output

To ensure reliability of quantitative data, the Cronbach's Alpha Reliability Coefficient for Likert-Type Scales test was performed. In statistics, Cronbach's alpha is a coefficient of reliability. It is commonly used as a measure of the internal consistency or reliability of a psychometric test score for a sample of examinees. According to Sekaran (2003) some professionals as a rule of thumb, require a reliability of 0.70 or higher (obtained on a substantial sample) before they use an instrument. Upon performing the test, the results that were above 0.7 were considered reliable.

### **3.7 Data Presentation and Analysis**

The compilation and processing of the quantitative and the qualitative data which were collected started immediately after the field work. According to Kothari (2005) data analysis and processing involves editing the schedules and interview responses, coding and classification and entering data into the computer. After the stage of data collection, descriptive statistics, outputs from SPSS and results such as percentages of responses, frequencies were used for constructing table, figures, illustration and charts.

#### **3.7.1 Quantitative Data Analysis**

The quantitative data collected was sorted, edited, coded and then processed with help of the computer using the Statistical Package for Social Sciences (SPSS). This technology was used to processing data and running the statistical test and various outputs (listings, chart, graphs, and tables) were sorted and printed. Tables and graphs were also employed to analyze.

In this study, inferential statistical procedures were used. The Spearman's Rank Correlation was considered appropriate because the required data were available in numerical form for doing correlation analysis but the information was sufficient to rank the data as first, second, third and so forth (Kothari, 2004 and Bluman, 2004).

#### **3.7.2 Qualitative Data Analysis**

Qualitative data gathered was analysed using content analysis technique. This enables a more objective evaluation than comparing content based on the impressions of a listener. The content analysis technique examines the intensity with which certain words have been used. This

instrument systematically analyses or describes all forms of content written and spoken. The information which was also collected from the public and other organisations was analyzed through content analysis technique.

### **3.8 Procedure for Data Collection**

Using a letter of introduction obtained from Kyambogo University, the researcher introduced himself to the Human Resource Office in ACU. The researcher introduced himself to the relevant authorities seeking authorization to allow him to conduct the research with the organisation. After receiving their approval, the researcher proceeded to conduct the study.

### **3.9 Ethical Considerations**

Consent was sought from the respondents to freely allow participating in the study. Giving opinions was solely depending on their own discretion.

Respondents' identities were treated with utmost confidentiality. Individual privacy of all participants was fully observed.

### **3.10 Limitations of the study**

The following are factors that hindered the researcher to get some important information to accomplish the study;

Limited time since the researcher had multiple tasks that include; meeting employment demands, studying, managing the family. Hence it was difficult to allocate time appropriately to satisfy or fulfill all the duties.

Financial constraints; since the researcher financed himself in carrying out this study, he faced financial constraints. Providing an understanding of resettlement experiences for FAC required high transport costs in moving to camps and communities. However to overcome this constraint, the researcher borrowed money from parents and friends.

In the process of collecting the data used in the study, three main problems were raised. These included lack of co-operation from some respondents, limited time for interviews.

In view of this, most respondents were not willing to spare time from their busy schedules to respond to the research questions during working hours. To address this problem, most interviews were held in the evening after working hours.

## CHAPTER FOUR

### PRESENTATION, INTERPRETATION AND ANALYSIS OF RESULTS

#### 4.0 Introduction

This chapter focused on data presentation, interpretation and analysis of the study from both primary and secondary data in bid to answer the research objectives in chapter one. For each research question, data is descriptively, qualitatively and quantitatively presented; finally, interpretation of results followed.

#### 4.1 Response Rate

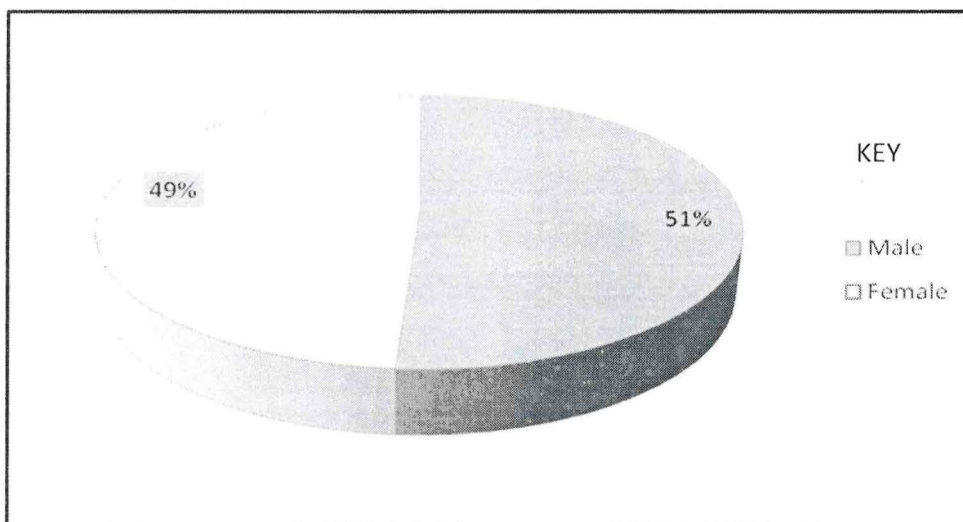
The researcher distributed 90 questionnaire forms of which 70 were fully answered and returned. Unstructured interviews were also administered among 10 respondents and all were representative. The sample size of 80 respondents was attained out of 90. This gives an overall response rate was 88.8%. According to Mugenda & Mugenda (2003), a response rate above 70% is very good for the study.

#### 4.2 Demographic Characteristics of Respondents

The characteristics of the respondents are analyzed on the basis of sex, age, level of qualification position held at the institution for the staff members and time worked with the institution.

##### 4.2.1 Gender of the Respondents

The classification of respondents according to their sex is illustrated in the pie chart below;



*Figure 8: Illustrating the Gender of the Respondents*

*Source:* Primary Data

From figure 8 above, it can be analysed that majority of the respondents were male with 51% while the female were 49%. This is an indicator of gender balance which the researcher tried to achieve as it has a bearing on the responses given as most of the women were in administration so had a clear knowledge about budget policy alignment and realization of organisational strategic goals.

#### 4.2.2 Age Distribution of the Respondents

**Table 4.1: Showing the age distribution of the respondents**

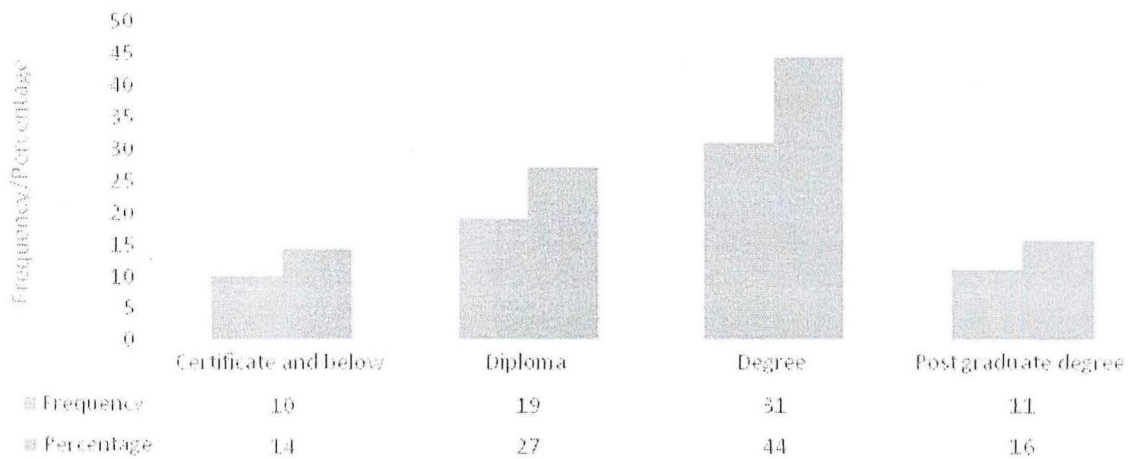
Age	Frequency	Percent	Valid Percent	Cumulative Percent
18-30 years	16	22.9	22.9	22.9
31-40 years	29	41.4	41.4	64.3
41-50 years	17	24.3	24.3	88.6
Over 50 years	08	11.4	11.4	100
<b>Total</b>	<b>70</b>	<b>100</b>	<b>100</b>	

**Source:** Primary Data

Table 4.1 above, indicates that, majority of the respondents, 41.4% were aged between 31-40 years and 24.3% were 41-50 years of age, 22.9% were 18-30 years and were 11.4% over 50 years. This composition indicates that majority of the respondents were able to properly comprehend the question, give a mature opinion (resourceful information) about Budgetary alignment and achievement of organisational goals.

#### 4.2.3 Education level of the Respondents

The respondents education level was established whose findings were presented in the bar graph below;



**Figure 8: Illustrating the Qualification of the Respondents**

**Source:** Primary Data

Figure 8 above, indicates that 44% of the respondents were degree holders, 27% were diploma holders 16% were post graduate degree holders and 14% were certificate holders. This means that at least majority of the respondents were educated enough to fully understand the study subject which in turn helped to save time taken on administering questionnaires and conducting the interviews to elicit data about the influence of Budgetary alignment policy on realization of organisational strategic objectives in Public Organisations.

#### 4.2.4 Positions of responsibility held by the Respondents

**Table 4.2: Positions of responsibility held by the Respondents**

Category of respondents	Frequency	Percentage	Valid Percent	Cumulative Percent
Budget committee members	05	7.1	7.1	7.1
Commissioners	05	7.1	7.1	14.2
Field support team	44	62.9	62.9	77.1
Administrative and technical staff	10	14.3	14.3	91.4
Demobilization and Resettlement Team (DRTs)	06	8.6	8.6	100
<b>Total</b>	<b>70</b>	<b>100</b>	<b>100</b>	

**Source:** Primary Data

From table 4.2 above, It was found that at ACU, 62.9% were Field Support Teams staff, 14.3% were Administrative and technical staff, 8.6% were Demobilization and Resettlement Team (DRTs), budget committee members and commissioners were 7.1% each as targeted by the researcher. This composition implies that the researcher was able to gather reliable information as all the respondents with technical and knowledgeable which was highly be influenced by the positions they held at ACU.

#### 4.2.5 Years of service at the ACU

Research tools were administered to elicit data about this parameter as presented below;

**Table 4. 3: showing duration of the respondents at ACU**

Valid Response	Frequency	Percentage	Valid Percent	Cumulative Percent
1-3 years	22	31	31	31
4-6 years	28	40	40	71
7 and over	20	29	29	100
Total	70	100	100	

**Source:** Primary Data

Table 4.3 above, indicates that 40% had worked for a period of 4-6 years, 31% had worked for 1-3 years while 29% had worked for more than 7 years. This implies that the respondents had relatively spent enough time to possess the required information and have expert opinions on the operationalisation of ACU.

### **4.3 The extent to which Cost estimations based on plans influence achievement of Organisational goals**

In bid to establish the findings of the first objective, which was to analyse the extent to which Cost estimations based on plans influence achievement of Organisational strategic goals at ACU, respondents provided their views in relation to this as follows:

Interviews held on 19<sup>th</sup>-09-2016 with one of the budgetary committee member argued that;

*The preparation of ACU budget was based on Medium Term Expenditure where by each department at ACU is required to prepare its own budget and these budget there after form the Agency budget which is submitted to the Ministry of Internal affairs to be compiled together with the Ministry's budget and finally submitted to the Ministry of Finance to form the national budget. The national budget is then submitted to Economic and Finance Committee of the Parliament of the Republic of Uganda which gives prior approval to the estimates before they are submitted for debate, discussion and approval.*

#### **4.3.1 The Budgeting Preparation Procedures showing how activity costs were derived at ACU**

Interviews held on 20<sup>th</sup>-09-2016 with Secretary Amnesty Commission argued that

*According to government operation manual, Government declared its intention by introducing performance budgeting in rolling plan and forward budget guidelines. In ACU the performance of budget operation check list is through progress report evaluation which helps in the comparison of expected performance with the actual reported performance. This is done through evaluation of quarterly reports submitted from these four departments of the ACU.*

In order to enable your business to function smoothly and do better, it is not only important that your budget mirrors its strategic goals, but you also need to have specific guidelines with regard to the steps to achieving those goals.

A disconnect between the budget and business strategy can result in lackluster budgeting and poor strategy implementation, which could spell doom for a business. It is only when the budget is brought in line with the business strategy that you know their impact on each other, and where to most effectively allocate spending and investments.

**Table 4. 4: The Response on Budgeting Preparation Procedures in ACU**

Procedure in budget preparation	Agree		Disagree		Total	
	f	Percent	f	Percent	f	Percent
Each subsection or department prepare its budget	48	68.0	22	32.0	70	100
Budget review process by budgeting team	50	72.0	20	28.0	70	100
Management team for further review	50	72.0	20	28.0	70	100
Permanent secretary for further approval	48	68.0	22	32.0	70	100
Budget achievement	48	68.0	22	32.0	70	100
Other specify	42	60.0	28	40.0	70	100

Source: Primary Data

Table 4.4 above shows the percentage distributions on the procedures followed by ACU in budget preparation, where by 48(68.0%) of respondents, responded “yes” that budget preparation is normally starting from each subsection, while 22(32.0%) of respondents responded “no”, then is followed by budget review process by budgeting team and management team for further review whereby 50(72.0%) of respondents agreed by responding “yes” while 20(28.0%) of respondents disagreed by responding “no” respectively, finally 48(68.0%) of respondent said “yes” and 22(32.0%) of respondents said no for the categories of permanent secretary for further approval and budget achievement respectively, while 42(60.0%) of respondent said there is additional procedure apart from the above mentioned, that procedure is done by first calculating the saving and asses the debts while 28(40.0%) of respondent they said they don’t know.

From the findings in the above table, majority of respondents knew the procedures of budget preparation and it is true that budget preparation starts from the users of the budget who initiate the inputs which are necessary for budget, then they submit the inputs to the headquarters for

initial review. There after the inputs are submitted to the Budgeting Team for consolidation to form one budget of the ACU and then submitted to the Management team for further review.

Management team (Stake Holders) contain of head of departments, Regional managers and Head of Stations of ACU. The budget is then submitted to the Agency Workers together with Stake holders for initial Approval, after that it is submitted to the Permanent Secretary of the Ministry of internal affairs for further Approval and finally submitted to the Ministerial Advisory Board (MAB) for final Approval, then Achievement of the budget is the final stage.

Interviews held on 21<sup>st</sup>-09-2016 with one of the administrative and technical staff revealed that;

*“ACU goes through several stages during the whole participatory process. The stages were grouped into four different parts that is to say; the preliminary stage, intervention stage, approval stage and achievement stage. These were explained in details as; Preliminary Stages: These preliminary stages are the first stages of participatory budgeting. They form the basis and foundation of the whole participatory process. These include; the Technical Planning Committee who align the budget with needs of organisation following the priority needs.”*

During computation, the projects that were raised during the budget conference have to also be put into consideration. For instance the Demobilization and Resettlement Team (DRT) said,

*“The projects that were raised during the budget conference are then added in and also prioritized.”*

In addition to cost formulation, the projects are ranked in order of precedence before presentation to the executive committee. They should be linked to national development goals and objectives. For example an interviewee cited that,

*“The Technical Staff formulates and cost development projects. Projects are ranked in order of priority and presented to the executive committee. The Technical Staff harmonizes programs and projects and identifies sectoral linkages. The plan is laid in a way that should be fully integrated with national development goals and objectives. After, the draft is reviewed by the standing committee and executive committee before presentation to the Board Committee of ACU.”*

### 4.3.2 Types of Budget Prepared by ACU

**Table 4. 5: The Response on Types of Budget Prepared by ACU**

Types of budget	Respondents	Percent
Operation budget	14	20.0
Capital budget	11	16.0
Both	45	64.0
Total	70	100.0

*Source: Primary Data*

Table 4.5 shows the types of budget being prepared by ACU, where 70 respondents 45(64%) agreed that both two types of budget is being prepared by ACU, while 14(20%) said, only operational budget is being prepared by ACU and 11(16%) agreed that only capital budget is mostly prepared by ACU. The implication of the above percentage distributions gave us the truth that both types of budgets are being prepared by the departments i.e. Operational Budgets and Capital Budgets; however it is not the case that all departments should prepare both the types of the budgets in every fiscal year. The budgets are prepared under the Zero Based Budgeting system, that is to say every year you have to start afresh preparing your budget.

### 4.4 How Translating plans into Operational Objectives affect Achievement of Organisational Goals

The second objective of the study was to examine how Translating plans into Operational Objectives affect Achievement of Organisational Goals. The results were presented and analyzed as follows;

**Table 4. 6: Illustrating how the planned activates are translated into realistic strategic objectives**

Budget contribution to ACU programs	Agree		Disagree		Total	Percentage
	F	%	f	%		
Demobilization and grant of Amnesty	56	80	14	20	70	100
Resettlement of reporters	35	50	35	50	70	100
Reintegration of reporters	32	45.7	38	54.3	70	100
Promotion of dialogue and reconciliation	36	51.4	34	48.6	70	100
Promotion of Amnesty Act , 2000	35	50	35	50	70	100

**Source:** Primary Data

Table 4.6 shows the percentage distributions on how budgeting process has been playing a vital role towards the success of ACU and its goals achievement. Where the results revealed that 56(80%) of respondents agreed that budget enables Demobilization and grant of amnesty and maximizes proper utilization of resources in the adequate and correct ways while 14(20%) of respondents said that, they don't know, 35(50%) of respondents said the budget has been helping in Resettlement of reporters measuring the actual performance of the Agency through the set of targets (Actual against targeted) while 35 (50%) said that, they don't know, 32(45.7%) of respondents agreed that, budget contributed the Reintegration of reporters while 38(54.3%) don't know, and finally 36(51.4%) and 35(50%) of respondents agreed that, budget has been helping in Promotion of dialogue and Promotion of Amnesty Act , 2000 respectively, while 34(48.6%) and 35(50%) of respondents disagreed.

The implication of the above results shows that, it is statistically significant to say that budget preparation has been helping ACU in achieving its goals since majority of respondents agreed on that budget alignment contributed averagely to the success of ACU goals achievement.

#### 4.5.1 Whether aligning plans to financial targets affect achievement of Organisational Goals

**Table 4.7: Limitations to aligning financial targets to goals at ACU**

Response	Agree		Disagree		F	Percent
	F	%	F	%		
Limitations to aligning financial targets to goals at ACU					70	100
Inadequate financial resources to implement amnesty act,2000	50	72	20	28	70	100
Database for generation revenue collection	59	84	11	16	70	100
Inadequate human resources	53	76	17	24	70	100
Demobilization of the remaining ADF and LRA	36	52	34	48	70	100
Inadequate resources to implement social economic reintegration of reporters and victims	67	96	03	4.0	70	100
Short period of reinstated amnesty mandate	42	60	28	40	70	100
Lack of skilled manpower	55	78.6	15	21.4	70	100

Source: Primary Data

Table 4.7 shows the challenges to aligning financial targets to goals at ACU; where the researcher results revealed that majority of respondents agreed that Inadequate financial resources to implement amnesty act,2000 in which their view were uncouncted by 50(72%) while 20(28%) of respondents had no views on this, 59(84%) and 56(76%) respondents had their view that Database for generation revenue collection and Inadequate human resources also facing ACU in budget preparation respectively while 11(16%) and 17(24%) of respondents had no view, 36(52%) respondents said that, Demobilization of the remaining ADF and LRA (i.e. operating with inadequate working capital), while 34(48%) respondents had no view, finally Inadequate resources to implement social economic reintegration of reporters and victims and Short period of reinstated amnesty mandate were 67(96%) of respondents out of 70 respondents. Another problem facing ACU is manpower i.e. knowledge and exposure which were uncouncted 55(78.6%) of respondents out of 70 respondents.

Failure to align financial targets to goals at ACU hindered the realization of strategic goals.

Interview with administrators indicated that, it was difficult to control budget due to various hindrance issues such as unexpected expenditures incurred to organize un programmed workshops done outside the agency workshop, especially on the authorized private garage to repair and - maintenance of Government owned vehicles, uncompleted projects in consultancy and technical advice department within the financial year and unpredictable price fluctuations were among the challenges facing ACU in budget achievement.

**Table 4.8: Key Performance Indicators (Results Framework), matching cost alignment, translation of plans into strategic objectives and aligning financial targets to achieved desire goals**

Goal: The Amnesty Commission effectively contributes to promote peace and reconciliation in Uganda through the return and reintegration of Reporters into normal civilian life.	Outcome Indicator: Amnesty Act provides incentive and framework for dialogue-based end to insurgencies.
Component	Key Performance Indicators
1: Sensitization. Carrying out of information dissemination activities aimed at explaining the Amnesty Act of 2000 including the procedures for claiming amnesty and the benefits of the Act, through the provision of the technical advisory services and carrying out of workshops.	Communities, rebels, state and non-state actors understand and appreciate the Amnesty Act and the role of the Amnesty Commission. Up to 9,567 additional Reporters apply for amnesty.
2: Demobilization. Demobilization of and provision of support to Reporters including issuance of amnesty certificates, provision of medical assistance and psychosocial counseling.	All persons seeking amnesty are received and processed in accordance with agreed standards, procedures and timeframes.
3: Resettlement. Provision of support to assist in the resettlement of Reporters into their communities including provision of basic needs items such as clothing, mattresses, and blankets; and provision of reinsertion payments to Reporters.	Backlog of 5,743 Reporters processed within 6 months of project start, and up to 9,567 new Reporters provided with standard reinsertion package.
4: Social and Economic Reintegration. Provision of social and economic support to Reporters, including: (i) carrying out of sensitization and reconciliation of communities to facilitate reintegration of Reporters, (ii) provision of material support of Reporters in carrying out income generating activities, and (iii) facilitation of access to vocational training, non-formal education and formal education to Reporters and their communities.	50 per cent of Reporters engaged in gender and generational appropriate community based programs.
5: Institutional Strengthening. Strengthening of the Amnesty Commission capacity in, among other areas, project and financial management, monitoring and evaluation and procurement, through provision of technical advisory services.	Amnesty Commission has adequate human, institutional and financial capacity.

*Source: Adopted from: Multi-country Demobilization and Reintegration Program Evaluation report. (2010).*

## CHAPTER FIVE

### DISCUSSIONS, SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.0 Introduction

This chapter explores discussion of the major findings, summary, conclusions, recommendations drawn based on the study results in chapter four and answering the research questions spelt out in chapter one.

#### 5.1 Discussion of the major Results

##### 5.1.1 The extent to which Cost estimations based on plans influence achievement of Organisational strategic goals

Basing on the results presented in chapter four, majority of respondents knew the procedures of budget preparation and it is true that budget preparation starts from the users of the budget who initiate the inputs which are necessary for budget, then they submit the inputs to the headquarters for initial review. There after the inputs are submitted to the Budgeting Team for consolidation to form one budget of the ACU and then submitted to the Management team for further review.

the amount of money budgeted and allocated to an activity like; Carrying out of information dissemination activities aimed at explaining the Amnesty Act of to 2000 including the procedures for claiming amnesty and the benefits of the Act, through the provision of the technical advisory services and carrying out of workshops was not actually spent for the reporters to realise value addition.

This finding is similar to Jermias & Setiawan, (2008), who found out that for budgets to serve as effective control tools, the following prerequisites are essential; organisational goals and objectives, well defined organisational structure, sound accounting information system, well defined responsibility centres, proper cost classification and coding, performance measures, prompt access to external information and efficient information technology method.

Results indicated that the Management team who included the head of departments, commissioners and administrators of ACU participated in budgeting preparation. Thereafter the budget is then submitted to the Agency Workers together with Stake holders for initial Approval,

after that it is submitted to the Permanent Secretary of the Ministry of internal affairs for further Approval and finally submitted to the Ministerial Advisory Board (MAB) for final Approval. Then Achievement of the budget is the final stage. This agrees with World Bank, (2006), which noted that the budgeting is a process that goes through stages to assist in programmes prioritisation and proper allocation of resources.

In addition to cost formulation, the projects are ranked in order of precedence before presentation to the executive committee. They should be linked to entity strategic goals. For example the Technical Staff formulates and costs development projects of ACU which are ranked in order of priority and presented to the executive committee. The Technical Staff harmonises programs and projects and identifies sectorial linkages. The plan is laid in a way that should be fully integrated with organisational strategic goals to be attained. After, the draft is reviewed by the standing committee and executive committee before presentation to the Board Committee of ACU.

Results in table 4.5 indicated that both types of budgets were being prepared by the departments that is Operational Budgets and Capital Budgets; however it is not the case that all departments should prepare both the types of the budgets in every fiscal year. The budgets are prepared under the Zero Based Budgeting system, that is to say every year you have to start afresh preparing your budget. The results agree with Fiegenger & Coakely, (2002), who established that strategic alignment is one of the most important issues facing organisations , alignment problems emerge due managers failing to address misalignment. As a result, the understanding of the managerial actions that influence the alignment process remains limited.

The study established that Reporters were found experiencing a variety of feelings, ranging from happiness to confusion and sadness on their return home. This meant that the cost estimates incorporated within the budget were insufficient to fulfill the strategic goal of reunification. Therefore, less support was provided to incorporate Formerly Abducted Children (FAC) to return to civilian life as valuable and productive members of society. This was because the Cost estimations for reintegration were not based on plan hence affecting the achievement of Organisational strategic goals. This finding is in agreement with Omeiza (2009), who established that the phenomenon of budget low achievement (failures) and return of unspent monies signify a slack in the provision of welfare for the citizens. Similarly, Okpala, (2012) found out that budget

deficits are almost inevitable in the long run but only reasonable if they are used to finance the economic empowerment of the reporters. However, cost estimates at ACU were manipulated giving room to unrealistic and unbalanced interests and lack of effective coordination across entire organizational set short-term, medium term, long term and above all the strategic objectives failing to be attained.

### **5.1.2 Extent to which Translating plans into Operational Objectives affects Achievement of Organisational strategic goals.**

Results in Table 4.6 indicated how budgeting process played a vital role towards the success of ACU and its goals achievement. Table 4.7 showed that Translating plans into Operational Objectives were the challenge that hindered ACU to align financial targets to strategic goals. Inadequate financial resources to implement Amnesty Act, 2000 affected translation of plans to objectives such as demobilization of the remaining ADF and Lord's Resistance Army (LRA) that is operating with inadequate resources to implement social economic reintegration of reporters and victims and a short period of reinstated amnesty mandate.

ACU failed to translate plans for; i) provision of material support of Reporters in carrying out income generating activities, and (ii) facilitation of access to vocational training, non-formal education and formal education to Reporters and their communities into Operational Objectives thus affecting Achievement of Organisational strategic goals.

Findings further revealed that, the reporters felt bad on their return and cited a variety of reasons, such as not finding their parents, lack of food and other support, sickness, psychological disturbances, lack of school fees and children being charged with the responsibility of taking care of younger siblings in the absence of their parents. Reporters found it extremely difficult to cope with the situation and conditions to which they returned. Some even reached to the extent that they considered the option of rejoining the LRA. The result is similar to Carlin, (2006), who established that, there existed a gap between performance indicators and output disclosed in the budgets. A high rate of novelty of measures used could worsen any comparison between the results achieved over time and undermine any attempts to inform budgetary decisions. Hence failure to translate plans into strategic goals impeded ACU's efficiency, effectiveness, and accountability, or on the basis of the different perceptions across executive and legislative branches, (Melkers, & Willoughby, 2001).

Translating plans into strategic goals many times was difficult because the stakeholders failed to formulate clear strategic procedures, policies as well as guidelines to align the strategic goals to ACU vision, mission and strategies. However, when it comes to achieving ACU goals, both need to understand that working in tandem is crucial to the successful achievement of the strategy to realize goals. Budget alignment policies were not treated as a mechanism to earmark resources that help achieve strategic results. The poor linkage between operational activities and strategic decisions, and the lack of alignment of budgets and resources with strategic initiatives are fundamental reasons why well thought out strategies failed to transform plans into operational activities to realize strategic goals.

ACU stakeholders failed to translate plans into Operational Objectives which affected Achievement of Organisational strategic goals. This was realized through failure to build flexibility and co-ordination at the process level to enable their clients to deploy and redirect resources more quickly in the face of ever evolving strategies. ACU did not adopt the steps of Budget planning to become the backbone and catalyze a strategic, operational excellence, or visionary business transformation plans. This hindered budget planning in alignment with the overall work plan and with all the other resources required to successfully execute ACU strategic goals. This finding is contrary to Moore, (1994) who prescribed that process of measuring the value of government programs is to aggregate the value provided to individuals directly impacted by the program. The obvious challenge is how to accurately measure and evaluate individual impact. Prioritization of reporters' needs was not interpreted in the public's needs but rather based on the selfish interests of the project implementers. The top-down approach to decision-making and allocation of resources to address the needs of a community is diametrically opposed to the public sector organisational charts, which reflect citizens at the top or highest position.

The finding also contravenes Spano (2009) findings who pointed out that the depth of needs are never-ending. As a consequence, creating public value requires a political choice about what needs should have priority. When there is a problem of limited resources, deciding what needs should be satisfied first and what services should be provided first becomes essential. The determination of which needs are addressed first, the objectives, goals, and strategies to determine the level of

services and the amount of resources dedicated to address these needs falls almost exclusively to the elected representatives.

Failure to translate plans into Operational Objectives retarded the need for supporting successful re-integration of FAC to live a normal life in their communities as providing Skills and vocational training components to help address the needs of these returnees with a need to earn their own living, reunite and reconcile formally abducted children and enhancing sustenance, happiness, love rebuilding social solidarity, equitable distribution of resources. Community acceptance is vital to the psychosocial well-being of all children, collaborative effort from international donor agencies, government, local and international non-governmental organisations, religious bodies, private organisations, community based organisations, community leaders and other relevant stakeholders, Traditional healing rituals cleansing /ceremony Poverty alleviation as an overarching issue of reintegration, Offer treatment for Physical and health-related challenges. The finding is in agreement with Budding, et al., (2014) who criticized for lacking a strategic focus, pursuing short-term interests, being bureaucratic and not efficient neither responsive to citizens' needs and expectations. The performance was measured by focusing on the inputs, and expressed in monetary terms, without analysing the results achieved with those inputs.

### **5.1.3 Whether aligning plans to financial targets affected achievement of Organisational goals.**

ACU ought to have worked in collaboration with security agencies where financial resources were aligned to assist in the Demobilization of and provision of support to Reporters including issuance of amnesty certificates, provision of medical assistance and psychosocial counseling but in many instances these resources were diverted, misallocated and also misappropriated leading to failure to achieve the set goals.

However it is important to note that the findings of this study on the effectiveness of budgeting for control is on one hand, consistent with the findings of Callahan and Waymire (2007), who stated that their study informs the debate about the appropriate use of budgeting by offering evidence that the effective level of budgeting control is positively associated with performance. On the other hand, the findings show that the connection between budgets and actual performance is a weak one which indicates weak budget effectiveness. This is not consistent with the evidence from

the developed countries that budget is strongly associated performance (Callahan & Waymire, 2007).

While ACU strategic goal of mobilization was achieved, parents were able to welcome their children home but accomplishment of the strategic goal of reintegration into the community was a slow and difficult process for the majority of children due to low funding and poor alignment of ACU budget towards this noble course. Most encountered a great deal of hostility from community members, which took the form of isolation, stigmatization and the use of unfriendly and abusive language. Those who returned with scars and wounds or physical disabilities were particularly prone to being insulted, the visible signs of their abduction serving as a direct target for abuse.

## **5.2 Summary of the Research Findings**

Basing on the discussion of the major findings above, it was revealed that ACU mobilized the reporters very well but did not achieve the strategic goal of Strengthening and providing comfort through effective reintegration /unification of the reporters into the community. Re-settlement and living a normal life within community, enabling social interaction as better re-settled approach, acquisition of useful skills and need for psychosocial support were not properly aligned to ACU budget and hence unrealized strategic goals.

In summary, budgeting at ACU did not demonstrate is an earnest intention towards being accountable to citizens, providing a framework for the evaluation of expenditures, performance or outcomes, and engaging a broader base in the budgetary decision-making process. The existing approaches have not matured to a level of achievement that offers an in-depth and ongoing relationship with stakeholders. They do not provide an adequate mechanism for involving the stakeholders (reporters) in determining the parameters under which it is advantageous to engage in strategic partnerships. And, most budget processes are relatively short term in nature, in part, because they are tied to political leaders' terms of office.

The study established that ACU lacked financial empowerment. This is the key to aligning the budget with the company strategic goals. The robust financial health can go a long way in contributing to the development of the organisational strategy and can become a major force in its implementation.

### **5.3 Conclusions**

From the study; it can be concluded that budget alignment has a very big bearing on the achievement of organisational strategic goals in governments entities in that if a budget of a particular programme is not properly coordinated, there resulted into diverse effects on both the services delivered and the accountability for the expenditure of the funds. Achievement of organisational goals through budget alignment is a discipline was not prominently effected in public entities. ACU steadily recognized its importance as a management tool through which the leaders could be held accountable to the citizens and reliably delivers the required services.

ACU did not effectively nor actively support budgeting process from top management, clear stated budgeting and forecasting the need of the reporters. Hence setting achievable and realistic strategic goals for the financial year did not help to reduce resource misappropriation and fulfilling the needs of the reporters.

ACU had a good system of budgeting preparation system, involving persons at different levels but promoting common understanding and concern for realization of strategic objectives acceptable was difficult. The reporters were not involved in budgeting which made them not to feel part of the team and became more highly demotivated.

Without adequate budget alignment of ACU's strategic goals of implementing effective Amnesty Act, (2000), mainstreaming on attainment of peace, security and tranquility throughout the country remains a dream. Putting in place support mechanisms for local intra/inter communal conflict management by providing resettlement items such as cash allowance of 263,000/=, home items namely; 1 mattress, 1 blanket, 1 basin, 1 jerrycan, 2 plates and a cup, garden items such as 3 hoes, 5kgs of beans and 5kgs of maize seeds requires aligning the budget to the noble course of the goals. This cannot grant the country to realize desirable national peace and security.

### **5.4 Recommendations**

Basing on the conclusions of the study findings, the study recommends that:

There is need to reunite the teams formulating the vision, mission and the company strategies, and the ones creating the budget. This can help to when it comes to achieving organisational strategic goals; both need to understand that working in tandem is crucial to the successful implementation of the strategy.

Budget alignment should be treated as a mechanism to earmark resources that help achieve strategic results/goals. Gone are the days when budgeting was regarded as just another mandatory activity of strategy-creation.

Annual budgets are meant for a period of 12 months. However, several business initiatives take more time to break-even and start performing. In such cases, the annual plan could essentially prove to be ineffective. Working out a place for the budget in the long-term plan, rather than just the annual plan, ensures that the budgetary aspects align with the organizational goals. It also gives the annual budget the much-needed impetus to be a significant part of the overall growth strategy.

There is need for budget and finance committee members to continuously measure the success or failure of the budget using key performance indicators (KPI) as an important effective/ineffective way to achieve strategic goals. Both, financial and non-financial parameters need to be well-defined, clearly measurable and frequently circulated to key stakeholders.

The government should support ACU to adopt use of integrated financial Management system such as standardization for effective support of process, using resources optimally reducing sub-optimization and minimizing problems with communication between different areas.

ACU should promote reintegration and resettlement as a collaborative effort between the commission and its partners through workshops and seminars in order to boost its funding

Organisations should use adopt Forecasting as an essential part of the budgeting preparation process. Regardless of the techniques employed, it is very difficult to make accurate forecasts. I recommend that it has to be used in the budgeting process.

Commissioners/Executives should ensure that they bring diverse insights to the table. They should be well aware of how strategy and financial forecasting are related to business policies and how their role in the company affects its success.

### **5.5 Areas for further Research**

Further research should be conducted in the following areas;

The effect of partnering with community based NGOs, civic and religious leaders influences the realization of organisational goals.

To examine the effect of competitive environment on realistic goals

To assess the effect of resource mobilization on effective utilization of resources among none profit organisations.

To identify the determinants of planning that influence achievement of organisational goals

To examine the effect of budget management on service delivery in municipal councils in Uganda.

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**APPENDIX I: QUESTIONNAIRE FOR ACU STAFF**

Dear Respondent,

I am Masembe Ashadu, a student of Kyambogo University pursuing a study on; “Budget alignment Policy and Realisation of Organisational Strategic Goals: A Case Study of Amnesty Commission-Uganda”. You are among the chosen ones to participate in the study by providing information. This study is a requirement for partial fulfillment for the award of the degree of Masters in Organisational Planning and Public Policy Management of Kyambogo University and is purely for academic purposes. Therefore the information given will be treated with utmost confidentiality. I therefore request you to spare some time and help me to fill in these questionnaires.

Thank you,I appreciate your coordinial cooperation.

**Section A: Respondent’s Bio-Data**

Instruction: Please tick the most appropriate option that applies to the topic of study in relation to your organisation.

- i). Gender: Male  Female
- ii). Age Bracket: 18-30 years  31-40 years   
41-50 years  over 50 years
- iii) Qualification  
Certificate and below  Diploma   
Degree  Post graduate degree

iv) How many years have you been working with ACU?

v) Human resources [ ] Supplies office [ ] Administration [ ] Economic [ ]

Others(Specify).....

**Section B: The extent to which Cost estimations based on plans influence achievement of Organisational goals.**

- 1. Are you normally involved in the preparation of budget?  
(a) Yes ( ) (b) No ( )  
i) If Yes, what is your responsibility?.....  
ii) If No, who prepares it?.....
- 2. Do you know anything concerning budget process?  
.....



**Section D: whether allying plans to financial targets affect realisation of Organisational goals**

10. What are the measures taken to ensure that the budget prepared is adhered to by the organisation?.....  
.....
11. How do you measure organisation performance against budget?  
.....
12. From your experience how does a budget facilitate organisation planning and control?  
.....  
.....
13. What may be the factors that affect budget preparation and its effective use in attaining organisational goals?  
.....  
.....
14. Do you think there is any impact on the development of information technology in budgeting process in your organisation?  
(a)Yes ( ) (b)No ( )  
a) If positive.....  
b) If negative.....
15. For your opinion what actions if put into practice may lead to effective use of budget in reaching organisational goals?  
.....  
.....

*“Thanks very much for your cooperation”*

## APPENDIX II: INTERVIEW GUIDE FOR MANAGEMENT

Dear Respondent,

I am Masembe Ashadu, a student of Kyambogo University pursuing a study on; “*Budget alignment Policy and Realisation of Organisational Strategic Goals: A Case Study of Amnesty Commission-Uganda*” You are among the chosen ones to participate in the study by providing information. This study is a requirement for partial fulfillment for the award of the degree of Masters in Organisational Planning and Public Policy Management of Kyambogo University and is purely for academic purposes. Therefore the information given will be treated with utmost confidentiality

1. What are procedures followed by ACU in preparing a budget?
2. To what extent are you involved in implementing the budget of ACU?
3. What specific role does a budget play in achieving organisational goals?
4. To what extent does cost estimations based on plans influence achievement of Organisational goals?
5. Does aligning plans to financial targets affects achievement of Organisational goals?
6. How does translating plans into operational objectives affect achievement of Organisational goals?
7. How should participatory budgeting processes be successfully initiated at ACU?
8. What are the measures taken to ensure that the budget prepared is adhered to by the organisation?
9. How do you measure organisation performance against budget?

*“Thanks very much for your cooperation”*

**APPENDIX III: TABLE FOR SAMPLE DETERMINATION**

Populati on size	Sampl e size	Populati on size	Sampl e size	Populati on size	Sampl e size	Populati on size	Sampl e size	Populati on size	Sampl e 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

*Krejcie, Robert V., Morgan, Daryle W., "Determining Sample Size for Research Activities", Educational and Psychological*