BOARD ROLES AND FINANCIAL EFFICIENCY OF GOVERNMENT AGENCIES IN UGANDA

BY

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DECLARATION

I, **Nyakasahaiaja Kenneth** hereby declare that this dissertation is my original work and it has never been submitted to this or any other institution of higher learning for any award. Any material used that is not my original work, the Author(s) has been fully acknowledged.

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APPROVAL

This is to certify that this research dissertation titled *"Board roles and financial efficiency of government agencies in Uganda"* by (Nyakashaiaja Kenneth – 22/U/GMOP/575/PE) has been done under our supervision and we approve it for submission to Directorate of Research and Graduate Training for examination.

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DEDICATION

I dedicate this research dissertation to my Great Family of the Late Kakuba Matayo and the Family of Late Kakuba Andrew Best, Mrs. Nakamulu Gertrude and Mrs. Ngonzi Magdalen for the financial support they offered to me throughout my education career. May the Good Lord Bless You.

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TABLE OF CONTENTS

DECLARATION i
APPROVAL ii
DEDICATION iii
ACKNOWLEDGEMENT iv
LIST OF ACRONYMS/ABBREVIATIONS x
ABSTRACT xi
CHAPTER ONE 1
INTRODUCTION 1
1.1 Introduction 1
1.2 Background to the Study 1
1.2.1 Historical Perspective 1
1.2.2 Theoretical Perspective 3
1.2.3 Conceptual Perspective 4
1.2.4. Contextual Perspective 5
1.3 Statement of the Problem 6
1.4 Purpose of the study 7
1.5 Specific Objectives 7
1.6 Study Hypotheses 8
1.7 Conceptual Framework 8
1.9 Justification of the Study 9
1.10 Significance of the Study 9
1.11 Scope of the Study 10
1.11.1 Content Scope 10
1.11.2 Geographical Scope 10
1.11.3 Time Scope 10
1.12 Operational Definitions of Key Terms 11
CHAPTER TWO 12
LITERATURE REVIEW 12
2.1 Introduction 12
2.2 Theoretical Review 12

2.3 Conceptual Review 13
2.3.1 Service Roles 13
2.3.2 Monitoring Roles 13
2.3.3 Strategic Roles 14
2.3.4 Financial efficiency of Government Agencies 14
2.4 Empirical Review 14
2.4.1 Service Roles and Financial Efficiency of Government Agencies 14
2.4.2 Monitoring Roles and Financial Efficiency of Government Agencies 16
2.4.3 Strategic Roles and Financial Efficiency of Government Agencies 17
2.5 Literature Gap 19
CHAPTER THREE 20
METHODOLOGY 20
3.1 Introduction 20
3.2 Research Design 20
3.3 Study Population 20
3.4 Sample Size Determination 20
3.5 Inclusion and exclusion Criteria 21
3.6 Sampling Techniques 21
3.7 Data Sources 22
3.8 Data Collection Method 22
3.9 Data Collection Instrument 22
3.10 Data Collection Procedure 23
3.11 Measurement of Variables 23
3.12 Data Quality Control 24
3.12.1 Validity 24
3.12.2 Reliability 25
3.13 Data Analysis and Presentation 25
3.14 Ethical Considerations 26
CHAPTER FOUR 27
PRESENTATION, ANALYSIS, INTERPRETATION AND DISCUSSION OF STUDY FINDINGS 27

4.1 Introduction 27
4.2 Response Rate 27
4.3 Findings on the demographic characteristics of the respondents 28
4.4 Descriptive Statistics basing on the study objectives 29
4.4.1 Service Roles 29
4.4.2 Monitoring Roles 33
4.4.3 Strategic Roles 37
4.4.4 Response on the financial efficiency of Government Agencies 41
4.5 Inferential Statistics 45
4.5.1 Correlation analysis 46
4.5.2 Linear Regression Analysis 46
4.5.3 Multiple Regression Analysis 48
4.6 Discussion of the study findings 50
4.6.1 Service Roles and Financial Efficiency 50
4.6.2 Monitoring Roles and Financial Efficiency 51
4.6.3 Strategic Roles and Financial Efficiency 52
CHAPTER FIVE 54
SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS 54
5.1 Introduction 54
5.2 Summary of the study findings 54
5.3 Conclusions 55
5.4 Recommendations 56
5.5 Study Limitation 56
5.6 Areas for further research 57
REFERENCES 58
APPENDICES 63
Appendix I: Consent form for participants 63
Appendix II: Questionnaire for Data Collection 64
Appendix III: List of Government Agencies/Authorities 69

LIST OF TABLES

Table 3.1: Validity Test 25
Table 3.2: Reliability Test 25
Table 4.1: Demographic characteristics of respondents 28
Table 4.2: Responses for Service Roles of Board Members 30
Table 4.3: Responses for Monitoring Roles of Board Members 34
Table 4.4: Responses for Strategic Roles of Board Members 38
Table 4.5: Responses for financial efficiency of Government Agencies 42
Table 4.6: Correlation results on relationship between variables (n = 58) 46
Table 4.7: The Regression Results on the effect of Service Roles on Financial efficiency of Government Agencies 47
Table 4.8: The Regression Results on the effect of Monitoring Roles on Financial efficiency of Government Agencies 47
Table 4.9: The Regression Results on the effect of Strategic Roles on Financial efficiency of Government Agencies 48
Table 4.10: Multiple Regression Results on the effect of Service Roles, Monitoring Roles and Strategic Roles on Financial Efficiency of Government Agencies 49

LIST OF FIGURES

Figure 1.1: Conceptual Framework. 8
Figure 4.1: Showing the response rate 27

LIST OF ACRONYMS/ABBREVIATIONS

AfDB:	African Development Bank
BOD:	Board of Directors
CEO:	Chief Executive Officer
CVI:	Content Validity Index
ICGU:	International Center for Government and Urban Affairs
IGG:	Inspector General's Office
NRA:	National Resistance Army
NRM:	National Resistance Movement
NSSF:	National Social Security Fund
SPSS:	Statistical Package for Social Sciences
UIA:	Uganda Investment Authority
URA:	Uganda Revenue Authority
USA:	United States of America

ABSTRACT

This study examined the relationship between board roles and financial efficiency of government agencies in Uganda. The study focused on three objectives which included; establishing the relationship between service roles and financial efficiency, the relationship between monitoring roles and financial efficiency and the relationship between strategic roles and financial efficiency. The employed a cross-sectional survey research design and quantitative research approach. The study targeted 79 participants but 58 managed to respond back registering a 73.4% response rate. The study findings revealed that service roles have a significant and positive relationship with the financial efficiency ($r = .589^{**}$, $P < 0.01$), monitoring roles were found to have a significant and positive correlation with the financial efficiency ($r = .336^{**}$, $P < 0.01$) and strategic roles also showed a significant and positive relationship with the financial efficiency ($r = .508^{**}$, $P < 0.01$). From the linear regression, the study findings revealed that service roles had a positive and significant contribution of 33.5% to the total variance in financial efficiency. Then monitoring roles made a positive and significant contribution of 9.7% to the total variance in financial efficiency. It was also revealed that strategic roles made a positive and significant contribution of 24.5% to the total variance in financial efficiency. In the multiple regression analysis, the combination of service roles, monitoring roles, and strategic roles, along with demographic factors, significantly explained 44.8% of the variance in financial efficiency. The study recommended that the board members of the institution undergo a strategic reorientation to enhance their roles in driving business growth and fostering stakeholder engagement. The board must prioritize the interests of key stakeholders, including employees and suppliers, ensuring that their concerns and contributions are integrated into decision-making processes. It was also imperative for the board to enhance its oversight capabilities by adopting a more proactive approach to monitoring the CEOs' behavior and performance. It is crucial for the board to adopt a more strategic approach to governance by actively adapting measures that effectively monitor the implementation of corporate policies and board must take a proactive role in enforcing corporate policies, fostering a culture of compliance and accountability throughout the institutions.

CHAPTER ONE
INTRODUCTION

1.1 Introduction

Globally, it has been demonstrated that successful organizations are characterized by robust boards of directors (Al-Absy & Hasan, 2023). These boards serve as a mechanism of oversight, bridging the interests of stakeholders and the organization, with the objective of enhancing managerial control, reducing agency costs, and safeguarding and maximizing the economic value of the organization to bolster its financial efficiency (Björklund & Dahlström, 2016). Nonetheless, many government agencies continue to grapple with subpar financial efficiency despite these measures (Anyoli, 2024). Therefore, the study examined the relationship between board roles and financial efficiency of government agencies in Uganda. In this study boards roles were independent variables while financial efficiency was the dependent variable. This chapter presents the background of the study, problem statement, purpose of the study, objectives of the study, hypothesis, and conceptual framework, justification of the study, significance of the study, scope of the study and operationalized definitions of key terms.

1.2 Background to the Study

The background of the study was looked at in form of historical perspective, theoretical perspective, conceptual perspective and contextual perspective.

1.2.1 Historical Perspective

The origin of evaluating financial efficiency can be traced back to the advent of trade and commerce in ancient civilizations. Early records from Mesopotamia and Egypt indicate a focus on profitability and liquidity in financial transactions (Islam & Deegan, 2008). During the Islamic Golden Age, accountability and profitability were emphasized in business practices. The introduction of double-entry bookkeeping during the Italian Renaissance laid the groundwork for assessing financial efficiency. With the rise of industrialization and the establishment of corporations during the Industrial Revolution, evaluating financial efficiency became essential for shareholders and investors. This trend was further reinforced by the establishment of stock exchanges and securities regulations in the 18^{th} and 19^{th} centuries, highlighting the importance of profitability and liquidity for attracting investment (Ferris & Wallace, 2012; Islam & Deegan, 2008). However, with continued poor financial efficiency of organizations lead to birth of

corporate governance between the mid-1970s and the end of the 1990s, where boards of directors were appointed to be the summit management of the organization (Bainbridge, & Henderson, 2018).

It should be noted that boards are more pronounced in the developed world, it does not imply that African organizations are left behind (Kunle, 2013). However, it was not until November 2003 when a code of Corporate Governance in Nigeria was developed to spell out a set of recommendations on how to promote Board efficiency, independence and Corporate Governance in government agencies. Even after efforts had been made to advance board of directors, it was observed that there was still poor financial efficiency in most government agencies in Nigeria (Kunle, 2013). Presently, in South Africa, the King Report III and the code apply to all incorporated entities regardless of whether they are public, private or nonprofit to place vast emphasis on the structure, role and effectiveness of a Board in governance of an organization (Institute of Directors Southern Africa, 2019). It further describes the Board as the focal point of Corporate Governance systems which is ultimately responsible for; appointment of the Chief Executive Officer (CEO), implementation of company strategies, delegation of authority to Board committees or management, ensuring compliance with all relevant laws to ensure that the organizations performance better both financially and non-financially (Institute of Directors Southern Africa, 2019).

In Uganda, following the 1986 takeover of the National Resistance Army (NRA) that later changed to National Resistance Movement (NRM), the government instituted boards for different government agencies (ICGU, 2008). All boards profit making and non-profit making State-Owned Entities/Agencies were requested to ensure that they remain financially stable by promoting financial efficiency (ICGU, 2008). However, the financial efficiency of government agencies in Uganda has remained poor. The poor financial efficiency of government agencies in Uganda is characterized by persistent challenges such as high levels of debt, inefficiencies in resource allocation, limited revenue utilization and poor accountability (Muzaale & Auriacombe, 2019). Therefore, this forms a strong background for examining the relationship between board roles and financial efficiency of government agencies in Uganda.

1.2.2 Theoretical Perspective

The study was guided by the stewardship theory that was advanced by Donaldson and Davis (1989). The theory posits that managers, acting as stewards, are inherently motivated to act in the best interests of the organization and its stakeholders. This theory suggests that, rather than being driven solely by self-interest as proposed by agency theory, the Board exhibit a sense of responsibility and commitment to effectively manage the resources entrusted to them (Chrisman, 2019). In the context of government agencies, stewardship theory implies that the Boards are stewards of public resources, entrusted with the responsibility of managing these resources efficiently and ethically to serve the public interest.

One of the key assumptions of stewardship theory is that managers possess intrinsic motivations to act in the best interests of the organization and its stakeholders (Chrisman, 2019). This assumption implies that the Boards prioritize organizational goals over personal interests and are committed to maximizing long-term value rather than short-term gains. Additionally, stewardship theory assumes that there is a high degree of trust between Board and stakeholders, fostering collaboration and cooperation in pursuit of shared objectives (Hernandez, 2012).

However, stewardship theory also has its limitations. One limitation is that it may overlook the potential for conflicts of interest or agency problems that can arise between managers and stakeholders, including shareholders or, in the case of government agencies, taxpayers and citizens (Schillemans & Bjurstrøm, 2019). Moreover, stewardship theory may not adequately address situations where managers face conflicting demands or pressures from various stakeholders with competing interests. Additionally, the effectiveness of stewardship can be influenced by external factors such as regulatory constraints, political dynamics, and institutional frameworks, which may limit managers' autonomy and discretion (Schillemans & Bjurstrøm, 2019). In studying the relationship between board roles on financial efficiency of government agencies, stewardship theory can provide valuable insights. By emphasizing the importance of the Board acting as responsible stewards of public resources, stewardship theory highlights the significance of effective corporate governance mechanisms, including the role of boards, in promoting accountability, transparency, and ethical behavior within government agencies.

1.2.3 Conceptual Perspective

Within the context of this research, the focal point revolved board roles as the independent variable and financial efficiency as the dependent variable. A board, in organizational context, refers to a group of individuals typically elected or appointed to oversee the management and strategic direction of an entity, whether it be a corporation, nonprofit organization, or governmental agency (Al-Absy & Hasan, 2023). The board acts as a collective decision-making body responsible for setting policies, providing guidance, and ensuring accountability to stakeholders. Then Board roles encompass a range of responsibilities assigned to board members to fulfill their governance duties effectively (Tela et al., 2018). These roles include service roles, monitoring and strategic roles. Board members are expected to exercise their fiduciary duties by acting in the best interests of the organization and its stakeholders.

According to board service roles encompass a set of responsibilities aimed at providing guidance, support, and oversight to the organization's management team (Tela et al., 2018). Board members are expected to contribute their expertise and experience to help the organization achieve its objectives effectively and these roles in the context of this study include facilitate access to external resources, advice Management and balance stakeholder interests. Then, Goo et al., (2021) and Kim et al., (2020) revealed that board monitoring roles involve overseeing the organization's activities and financial efficiency to ensure alignment with established goals, policies, and ethical standards. The board acts as a watchdog, holding management accountable and safeguarding the interests of stakeholders. Monitoring roles in this study it is looked at inform of oversee management financial efficiency, monitor organization financial efficiency and review financial efficiency. Furthermore, Filatotchev et al., (2021) revealed that board strategic roles pertain to the board's responsibility for setting the organization's direction, vision, and long-term goals. Strategic roles involve formulating and approving strategic plans, assessing market opportunities and risks, and ensuring that organizational resources are allocated effectively to achieve strategic objectives. In this study strategic roles have been looked at in form executive recruitment, corporate policies and strategic partnership.

Accordingly, different scholars have defined financial efficiency, however, Brigham and Ehrhardt (2019) looked at financial efficiency government agencies in form of the ability of an

organization to maximize output or value while minimizing costs and effectively utilizing its financial resources. The financial efficiency looks at well-being and success of a government agency in utilizing the public funds. In the context of this study, financial efficiency of government agencies was looked at in form expenditure efficiency, budget utilization and accountability.

1.2.4. Contextual Perspective

The research was conducted at in government agencies in Uganda. The legal formation of government agencies is primarily governed by statutes and regulations enacted by the government to delineate their roles, functions, and responsibilities (Constitution of Uganda [Amendment], 2005). These laws provide the legal framework for establishing and operating government agencies, outlining their mandate, organizational structure, governance mechanisms, and operational procedures. Government agencies in Uganda are typically formed to address specific societal needs, promote economic development, enhance service delivery, and facilitate effective governance (Government Citizen Interaction Centre, n.d.). For instance, agencies like the Uganda Investment Authority (UIA) was established under the Investment Code Act, 2019, to promote and facilitate investment in Uganda, thereby driving economic growth, job creation, and industrialization. Similarly, the Uganda Revenue Authority (URA) was created pursuant to the Uganda Revenue Authority Act, 1991, to mobilize revenue for government expenditure, fund public services, and support national development initiatives (Ministry of Local Government, 2022; Republic of Uganda, 2019). By legally establishing government agencies, Uganda aims to institutionalize mechanisms for addressing various societal challenges, fostering sustainable development, and improving the overall welfare of its citizens.

As per government directives, every government agency must have a board that sit at the summit of the agencies' management and governance. The boards are mandated to provide guidance and oversight to ensure the agency fulfills its mission effectively, monitoring and evaluating financial efficiency and compliance with policies and regulations and setting long-term goals and direction to adapt to changing environments and achieve financial efficiency and sustainable growth (Mugisa, 2016). However majority of the government agencies face challenges of poor financial efficiency of government agencies in Uganda is evident in various aspects such as accountability,

liquidity, and return on investment. According to a report by the Auditor General of Uganda, accountability remains a significant challenge, with numerous instances of financial mismanagement and irregularities reported across government agencies (Office of the Auditor General Uganda, 2021). Additionally, liquidity issues persist, with many agencies struggling to meet their financial obligations due to inadequate budget allocations and inefficient revenue generation (Uganda Ministry of Finance, Planning and Economic Development, 2021). Moreover, the return on investment for government agencies remains low, reflecting suboptimal utilization of resources and a lack of effective financial management strategies (World Bank, 2021). Additionally, poor fund accountability is evident, with kickbacks in procurement processes and collusive behaviors among government officers contributing to significant financial losses of millions and billions for the government agencies (Office of the Auditor General Uganda, 2021, Parliament of Uganda, 2023). Therefore, the question that remained was what is the role of the board of directors that was instituted? Therefore, this prompts the research to examine the relationship between board roles on financial efficiency of government agencies in Uganda.

1.3 Statement of the Problem

The issue of financial efficiency of government agencies is a universal challenge. According World Bank (2019) revealed that government agencies often struggle with financial accountability and efficiency, leading to wastage of resources and limited service delivery. In USA the Department of Education could not adequately account for improper payments totaling $247 billion reported across several federal agencies and programs (U.S. Government Accountability Office, 2023). In Africa, the African Development Bank (AfDB, 2020) highlighted the prevalence of corruption, mismanagement, and weak institutional capacity as key factors contributing to poor financial efficiency among government agencies. In Nigeria 41.5% of the finances extended to government agencies are embezzled and misused by government official (Abdulrashid & Ogidan, 2018). In Kenya, 239 out of 510 State corporations, semi-autonomous government agencies and public funds were in red for making financial losses to the government (Government of Kenya, 2024). The Kenya Railways was the leading loss-maker of the State-run agencies with Sh33.56 billion followed by the Roads Annuity Fund at Sh12.8bn (Government of Kenya, 2024). In Tanzania, averagely the poor financial efficiency of

government entities is 39.43% much contributed by poor financial efficiency rather than nonfinancial efficiency (Ngomuo & Wang 2022). In Uganda, averagely the government agencies loss 2 trillion Ugx every year to illicit financial flows by government officials and average 20% of the funds cannot be traced (IGG, 2023, DPP, 2023). For specific agencies like National Social Security Fund (NSSF) faced scrutiny over irregularities in investment decisions, including non-compliance with investment guidelines, leading to potential losses of over 6 billion (Parliament of Uganda, 2023). Similarly, the Uganda Railway Authority (URA) faced allegations of misappropriation of funds over 3 billion with reports indicating discrepancies in financial statements and questionable procurement practices that caused over 60 billion financial loss to the Uganda (Office of the Auditor General, 2022/23; Parliament of Uganda, 2023). However, much attention on the cause of poor financial efficiency in government agencies has been largely linked to the systems used in running these government agencies and management practices putting little attention on the board roles in shaping the financial efficiency of the government agencies. There is little information show how board roles contribute to the financial efficiency of government agencies and if not studied, the government agencies continued performing poorly in terms of accountability, liquidity and return on investment Therefore, this prompted the researcher to examine the relationship between board roles and financial efficiency of government agencies in Uganda.

1.4 Purpose of the study

The purpose of the study was to examine the relationship between board roles and financial efficiency of government agencies in Uganda.

1.5 Specific Objectives

i) To establish the relationship between service roles and financial efficiency of government agencies in Uganda
ii) To examine the relationship between monitoring roles and financial efficiency of government agencies in Uganda
iii) To investigate the relationship between strategic roles and financial efficiency of government agencies in Uganda

1.6 Study Hypotheses

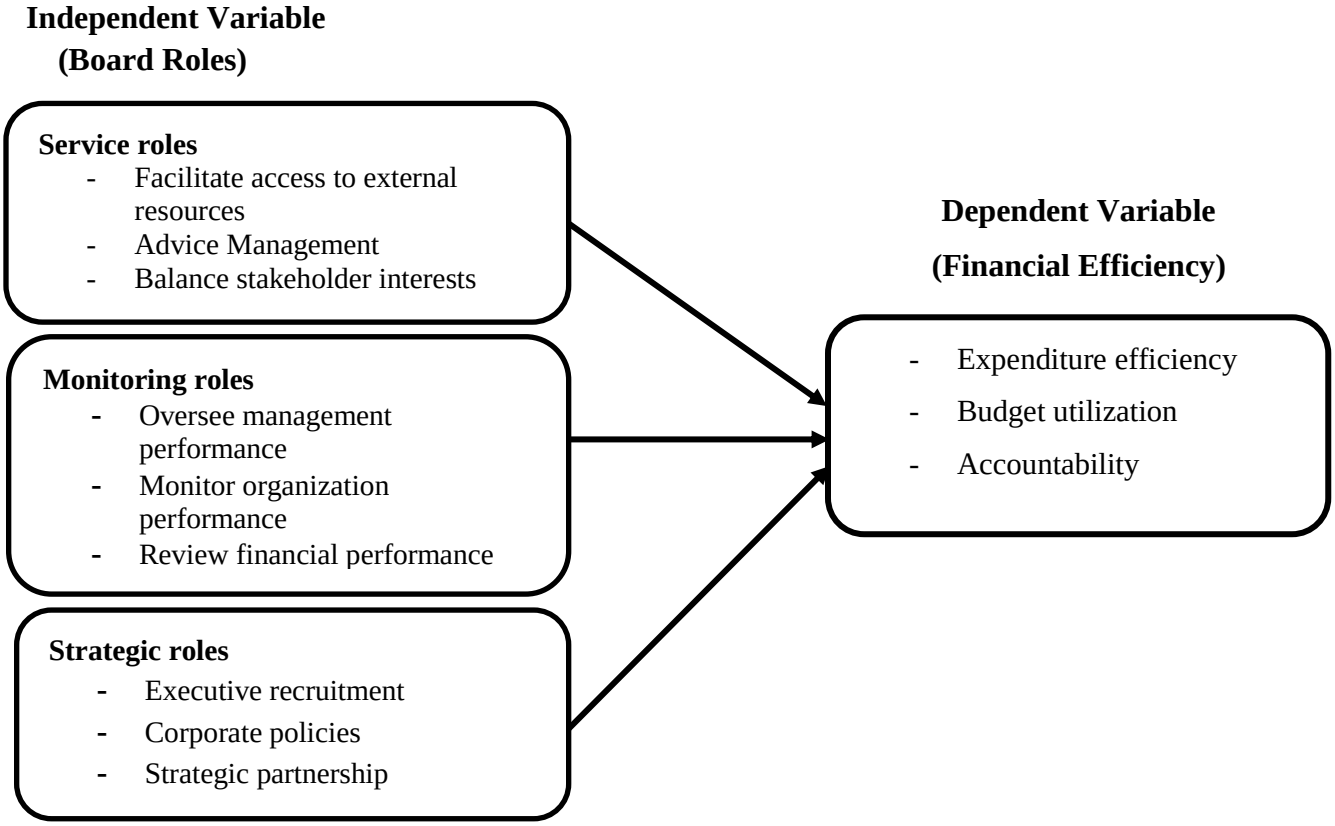
H_{o1}: There is no significant relationship between service roles and financial efficiency of government agencies in Uganda

H_{o2}: There is no significant relationship between monitoring roles and financial efficiency of government agencies in Uganda

H_{o3}: There is no significant relationship between strategic roles and financial efficiency of government agencies in Uganda

1.7 Conceptual Framework

This study followed a conceptual framework developed by the researcher regarding the concepts of board roles as independent and financial efficiency as the dependent.



***Source**: Adapted with modification from Van Horne, (2008), Babić, Nikolić & Eric (2011), Arouri (2011), Mugobya (2016) and Obbo (2017).*

Figure 1.1: Conceptual Framework.

The conceptual framework captures the independent variable is the board roles with its three constructs of service roles, monitoring roles and strategic roles and it is hypothesized that these

constructs influence the dependent variable which is government agencies' financial efficiency (Arouri,2011; Van Horne, 2008). It hypothesized that when board members effectively implement their roles, it leads to expenditure efficiency, good budget utilization and proper accountability of the funds. Therefore, the researcher seeks to confirm this hypothesis by carrying out this study in different government agencies in Uganda.

1.9 Justification of the Study

The role of a boards and its influence on organization's financial efficiency is a topic of increasing interest to the general community. Despite this increased interest, the understanding of how Boards contribute to financial efficiency is underdeveloped mostly in developing countries like Uganda. Most of the studies such as Porath (2023), Blanc, Chenaux & Philippin (2023), Schaedler et al., (2022), Wanyama & Aila (2022), Donohue (2022), Rutungana (2021), Dreier et al., (2019), Bossu and Rossi (2019), Lipton et al., (2018), Isiaka (2018) and Judge & Talaulicar (2017) among others that have looked at how board roles relate to financial efficiency in different foreign countries such as Italy, Nigeria, Kenya among others. The few that have been carried out in Uganda didn't focus on specifically government agencies. Therefore, there was limited information regarding board roles and financial efficiency in Uganda's government agencies. Therefore, this necessitated this study examining the relationship between board roles and financial efficiency of government agencies in Uganda.

1.10 Significance of the Study

The study maybe significant in the following ways:

Policymakers can benefit from the insights of this study to formulate or revise regulations and guidelines concerning the composition and functions of boards in government agencies. Understanding how board roles influence financial efficiency can inform policy decisions aimed at enhancing governance practices and improving the effectiveness of government institutions.

Government agencies themselves can utilize the findings of this study to optimize the structure and functions of their board of directors. By understanding the relationship between board roles and financial efficiency, government agencies can tailor their governance practices to better align with their strategic objectives and improve overall organizational financial efficiency.

This study can serve as a benchmark for other private institutions in Uganda and beyond, providing valuable insights into best practices for board governance and its impact on financial outcomes. By learning from the experiences of government agencies, other private institutions can implement strategies to strengthen their own governance frameworks and enhance financial efficiency.

Academics and researchers in the field of corporate governance, finance, and public administration can benefit from the empirical evidence and insights generated by this study. It can contribute to the existing body of knowledge by providing new perspectives and evidence-based findings on the effect board roles on financial efficiency in government entities. This can stimulate further research and discourse in the academic community, ultimately leading to a deeper understanding of governance dynamics in the public sector.

1.11Scope of the Study

1.11.1 Content Scope

The study generally focused on the relationship between board roles and financial efficiency of government agencies in Uganda. However, more emphasis was put on establishing the relationship between service roles and financial efficiency of government agencies, the relationship between monitoring roles and financial efficiency of government agencies and the relationship between strategic roles and financial efficiency of government agencies in Uganda

1.11.2 Geographical Scope

The study was conducted in Kampala Capital City located in central region of Uganda. The city of Kampala is located in southern part of Uganda, very close to the shores of famous Victoria Lake in the north. Kampala is divided in 5 divisions of central division, Nakawa division, Makindye division, Lubaga Division and Kawempe division and has the total area of about 70 square miles. Kampala was considered in this study because it where approximately 80% of the government agencies are located.

1.11.3 Time Scope

The study covered literature from 2017 to 2023. This period was used because it provided a detailed and up-to-date scope of information about board roles and financial efficiency. Besides

that, it was when most government agencies in Uganda have been experiencing issues with their financial efficiency (Office of the Auditor General, 2022/23; Parliament of Uganda, 2023).

1.12 Operational Definitions of Key Terms

Board roles: This refers to the responsibilities, duties, and functions assigned to members of a governing body, typically a board of directors or trustees, within an organization. These roles encompass a range of them including service roles, monitoring roles and strategic roles.

Service roles: This refers to the responsibilities undertaken by board members within an organization's governance framework and these roles include facilitate access to external resources, advice management and balance stakeholder interests.

Monitoring roles: These refer to the responsibilities of board members to oversee and evaluate the performance of management and the organization as a whole including oversee management performance, monitor organization financial efficiency and review financial efficiency.

Strategic roles: These refer to the duties and responsibilities of board members in shaping the long-term direction and vision of the organization including the executive recruitment, corporate policies and strategic partnership.

Financial efficiency of government agencies: It refers to the assessment of how government agencies utilize public funds and account for public finance. It encompasses various expects of expenditure efficiency, budget utilization and accountability of the funds.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature on the relationship between board roles and financial efficiency of government agencies with the motive of identifying research gaps for the current study. The chapter begins with a theoretical review, conceptual review; empirical studies guided by research objectives and then the literature gap. The sources of the literature reviewed include journal articles, textbooks, working papers, and dissertations that have been conducted both locally and internationally.

2.2 Theoretical Review

The study was guided by the stewardship theory advanced by Donaldson and Davis (1989), which posits that boards of directors acts as stewards and are inherently motivated to act in the best interests of the organization and its stakeholders (Chrisman, 2019). This theory suggests that, unlike the self-interest-driven approach proposed by agency theory, the Board exhibit a sense of responsibility and commitment to effectively manage the resources entrusted to them. In the context of government agencies, stewardship theory implies that the Boards are stewards of public resources, entrusted with the responsibility of managing these resources efficiently and ethically to serve the public interest.

One of the key assumptions of stewardship theory is that managers possess intrinsic motivations to act in the best interests of the organization and its stakeholders (Chrisman, 2019). This assumption implies that the Boards prioritize organizational goals over personal interests and are committed to maximizing long-term value rather than short-term gains. Additionally, stewardship theory assumes that there is a high degree of trust between the Board and stakeholders, fostering collaboration and cooperation in pursuit of shared objectives (Hernandez, 2012).

However, stewardship theory also has its limitations. One limitation is that it may overlook the potential for conflicts of interest or agency problems that can arise between managers and stakeholders, including shareholders or, in the case of government entities, taxpayers and citizens

(Schillemans & Bjurstrøm, 2019). Moreover, stewardship theory may not adequately address situations where managers face conflicting demands or pressures from various stakeholders with competing interests. Additionally, the effectiveness of stewardship can be influenced by external factors such as regulatory constraints, political dynamics, and institutional frameworks, which may limit managers' autonomy and discretion (Schillemans & Bjurstrøm, 2019).

None the less, the stewardship theory remains relevant in this study on the relationship between the board roles and financial efficiency of government agencies in Uganda. This is so because by emphasizing the importance of the Board acting as responsible stewards of public resources, stewardship theory emphasizes the significance of effective corporate governance mechanisms, including the role of boards, in promoting accountability, transparency, and ethical behavior within government organizations which eventually leads to accountability, liquidity and increased return on investment.

2.3 Conceptual Review

2.3.1 Service Roles

Board service roles are essential for effective governance and strategic direction within organizations. Tela et al., (2018) emphasized the significance of board composition, particularly the presence of independent directors, in shaping board dynamics and financial efficiency. Additionally, Ogbechie (2016) emphasizes the service role of the Board of Directors in providing expert counsel and facilitating access to information and resources for the CEO and senior management team. This role is crucial for guiding strategic decision-making and ensuring alignment with organizational objectives.

2.3.2 Monitoring Roles

Board monitoring roles are critical for overseeing corporate activities and ensuring compliance with laws and regulations (Goo et al., 2021). The effective board monitoring contributes to improved firm financial efficiency and reduces agency costs. Furthermore, research by Kim et al., (2020) highlights the importance of board monitoring in mitigating agency problems and enhancing shareholder value through increased transparency and accountability.

2.3.3 Strategic Roles

Board strategic roles are pivotal in setting the direction and vision of an organization. According to Filatotchev et al., (2021), boards play a critical role in overseeing strategic decisions and ensuring alignment with long-term objectives. Furthermore, research by Daily and Dalton (2017) emphasizes the importance of boards in providing strategic guidance and evaluating strategic plans to drive sustainable growth and profitability.

2.3.4 Financial efficiency of Government Agencies

This entails an assessment of an agency's utilization of public funds and its success in attaining its goals. It involves diverse measures and criteria that gauge the efficiency, and general efficacy of agency's operations (Brigham & Ehrhardt, 2019).

2.4 Empirical Review

The study empirical review has been presented following the order of research objectives.

2.4.1 Service Roles and Financial Efficiency of Government Agencies

Porath (2023) revealed that in today's interconnected business landscape, boards serve as vital conduits for accessing external resources essential for organizational growth and success. Boards leverage their extensive networks, industry connections, and seasoned expertise to unlock valuable opportunities, including securing crucial capital injections, forging strategic partnerships, and tapping into expansive networks (Porath, 2023). By capitalizing on their established credibility and relationships, boards can navigate intricate financing landscapes, negotiate favorable terms, and cultivate mutually beneficial alliances with key stakeholders. Furthermore Samans and Nelson (2022) opined that a well-connected board may strategically align the organization with influential investors, secure investment capital for expansion initiatives, or establish strategic alliances with industry leaders, thereby bolstering the organization's financial robustness and competitive edge in the market.

According to Olalere (2019), the central to effective governance is the board's responsibility to harmonize the often divergent interests of diverse stakeholders, ensuring equitable consideration and alignment with the organization's overarching objectives. Boards meticulously weigh the needs and expectations of shareholders, employees, customers, suppliers, and the wider

community, orchestrating a delicate equilibrium that nurtures trust, fosters loyalty, and engenders enduring relationships. By championing initiatives that prioritize employee well-being, enhance customer satisfaction, and promote environmental sustainability, boards cultivate a positive corporate culture, fortify brand reputation, and mitigate potential risks ultimately fostering an environment conducive to long-term value creation and financial resilience (Mrabure & Abhulimhen-Iyoha, 2020; Olalere, 2019). Therefore, through their adept stewardship and unwavering commitment to stakeholder engagement, boards lay the foundation for sustained financial efficiency and enduring organizational success.

The advisory role of boards is pivotal in guiding executive management through the complex terrain of business strategy and decision-making (Judge & Talaulicar, 2017). Drawing upon their collective wisdom, industry acumen, and diverse perspectives, boards offer invaluable counsel and strategic direction to senior management teams (Judge & Talaulicar, 2017). By providing astute insights, informed recommendations, and visionary leadership, boards empower management to navigate multifaceted challenges, capitalize on emerging opportunities, and formulate sound business strategies that drive financial prosperity. Relatedly, Dreier et al., (2019) revealed that the symbiotic relationship between boards and management fosters a culture of collaboration, innovation, and continuous improvement, culminating in enhanced strategic planning, operational efficiency, and risk management practices all of which are indispensable elements in achieving sustained financial success.

In another study conducted to examine Board roles, independence and their impacts on firms' financial efficiency in Nigeria, it was determined that a Board comprising a significant proportion of independent directors is advantageous and more inclined to fulfill its service obligations. This is attributed to the independent directors' substantial access to external information and resources, a facet not readily available to internal directors (Tela et al., 2018). Furthermore, complementing this perspective, Ogbechie (2016) asserts that the Board of Directors' service function is recognized as one of its primary duties, entailing the provision of expert guidance and facilitating access to information and resources for the CEO and senior management team. To effectively discharge this service responsibility, he advocates for Boards

to be well-informed about the firm's operations and to have consistent access to comprehensive, timely, and high-quality information concerning its activities.

2.4.2 Monitoring Roles and Financial Efficiency of Government Agencies

Schaedler et al., (2022) revealed that boards play a key role in evaluating the financial efficiency of executive management and key personnel. This evaluation serves as a mechanism for holding management accountable for financial results and operational outcomes. Relatedly, Samans and Nelson (2022) revealed that establishing transparent financial efficiency evaluation processes, the board incentivizes responsible decision-making and encourages continuous improvement among management teams. Therefore, from these studies, through candid financial efficiency assessments, the board can identify areas for growth and development, providing valuable feedback that contributes to overall financial efficiency and organizational effectiveness.

Furthermore, Rutungana (2021) revealed that boards are central to financial oversight, encompassing crucial functions such as budget approval, financial reporting review, and capital allocation decisions. By meticulously scrutinizing financial statements and financial efficiency metrics, the board ensures the efficient utilization of resources and alignment with strategic objectives. This diligent monitoring helps prevent financial mismanagement, fraud, or misuse of funds, thereby bolstering the organization's financial stability and sustainability (Rutungana, 2021; United Nations, 2022). By exercising vigilant oversight in these areas, the board reinforces confidence among stakeholders and upholds the organization's reputation for sound financial management.

According to Bossu and Rossi (2019), boards are entrusted with the critical responsibility of overseeing compliance with laws, regulations, and internal policies. This oversight is essential for ensuring that the organization conducts its operations within legal and ethical boundaries, thereby mitigating the risk of facing fines, penalties, or reputational damage (Bossu & Rossi, 2019). Through effective monitoring mechanisms, the board can identify and address potential risks, such as regulatory non-compliance or operational inefficiencies, before they escalate (Lipton et al., 2018). By proactively managing these risks, the board plays a pivotal role in

safeguarding the financial health of the company, fostering a culture of compliance and integrity throughout the organization.

Tumusiime (2018) contends that addressing weak Corporate Governance in Uganda hinges on a clear understanding by Boards of their oversight and monitoring roles. Similarly, the ICGU has consistently emphasized the importance of Boards monitoring the performance of the company's executive management to bolster organizational effectiveness (ICGU, 2018). Additionally, Mugobya (2016) highlights the significance of credible monitoring and evaluation mechanisms in driving financial efficiency improvement, citing the example of NWSC in Uganda. He asserts that an effective monitoring and evaluation framework places pressure on the operating utility to enhance its financial efficiency, as it becomes aware of being scrutinized and expects consequences for non-compliance or rewards for achieving targets. Mugobya's study underscores that financial efficiency improvement initiatives at NWSC underscore the potential for public organizations to achieve satisfactory financial efficiency when subject to effective management and monitoring. Notably, Mugobya (2016) acknowledges the Board's active involvement in initiatives aimed at enhancing NWSC's financial efficiency.

2.4.3 Strategic Roles and Financial Efficiency of Government Agencies

In a study conducted in Italy, Blanc et al., (2023) strategic planning is a fundamental aspect of corporate governance, and boards of directors play a crucial role in the review and approval of strategic plans put forth by the management team. These plans serve as roadmaps for achieving the company's objectives, outlining key priorities, resource allocation strategies, and financial efficiency targets (Blanc et al., 2023). By engaging in rigorous analysis and deliberation, the board ensures that proposed strategic plans are robust, feasible, and aligned with the organization's mission and values. Furthermore, Blanc et al., (2023) revealed that the board's endorsement of strategic plans instills confidence among stakeholders and enhances the company's credibility in the eyes of investors, partners, and other stakeholders which serves as a catalyst for driving financial efficiency.

In any organization, good governance is fundamentally rooted in effective leadership (Donohue, 2022). Leadership, in essence, entails the proactive facilitation of outcomes that might not

organically materialize, operating at the boundaries of acceptability, and maintaining a balance between vision and present circumstances, as well as accurately discerning genuine strengths and weaknesses while avoiding reliance on misleading perceptions (Donohue, 2022). Therefore, within State-Owned Enterprises (SOEs), both boards and management must embody effective leadership principles by actively engaging in strategic decision-making processes, including the appointment of the CEO, to steer the organization toward its objectives (Donohue, 2022). Moreover, they are tasked with establishing robust succession plans for all directors and key executives, ensuring continuity and stability, all while upholding full accountability to stakeholders, thus fostering transparency and trust in the governance structure.

In a study conducted in Kenya by Wanyama and Aila (2022), it was revealed that one factor contributing to parastatal failures was the lack of autonomy granted to the Board in making strategic decisions for the organization. Essentially, the Board was not perceived as the ultimate authority within the parastatal. Isiaka (2018) conducted a study in Nigeria aiming to investigate management challenges within parastatal organizations and their under financial efficiency. He contended that parastatals are ultimately answerable to the government and the public through their Board of Directors. For instance, once the Board deemed a proposal worthy of funding, it still had to seek government approval, thereby constraining its ability to fulfill its strategic role in enhancing financial efficiency (Wanyama & Aila, 2022; Isiaka, 2018). Consequently, to address management challenges in parastatals and improve financial efficiency, it is imperative for the government to adhere to regulations and statutes by granting full authority to the board to execute its strategic functions.

Mashingaidze and Chinakidzw, (2021) revealed that boards have a critical responsibility of greenlighting significant capital allocation decisions, encompassing ventures into investments, acquisitions, and divestitures. Through the exercise of prudent judgment and meticulous deliberation, the board meticulously weighs the potential long-term ramifications of each decision (Mashingaidze & Chinakidzw, 2021). This meticulous approach ensures that financial resources are allocated optimally, aligning with the overarching objective of maximizing shareholder value. By meticulously scrutinizing the risks and opportunities associated with each investment or divestiture, the board strives to strike a delicate balance between potential returns

and exposure to risk. Relatedly Mugobya (2016) revealed that by considering the organization's strategic goals and market dynamics, the board can ascertain the most opportune avenues for deploying financial resources, thereby fortifying the organization's competitive position and enhancing its long-term sustainability.

2.5 Literature Gap

The literature reviewed revealed that different scholars and academicians have written about board roles and financial efficiency of organizations. However, a number of gaps have been found from the above literature reviewed. For instance, most of the studies reviewed such as Porath (2023), Blanc et al., (2023), Schaedler et al., (2022), Wanyama & Aila (2022), Donohue (2022), Rutungana (2021), Dreier et al., (2019), Bossu and Rossi (2019), Lipton et al, (2018), Isiaka (2018) and Judge & Talaulicar (2017) among others were done in foreign countries in Italy, Nigeria, Kenya among others hence creating a literature gap in the Uganda perspective. The few studies that were done in Uganda such as Mugobya (2016), Tumusiime (2018) and Rutungana (2021) didn't clearly bring out the relationship between board roles and financial efficiency in government agencies. Besides that, most of the studies were mostly qualitative in nature hence leaving out the aspect of the quantitative nature hence making this important for this study to use the quantitative approaches. Therefore, there was a need for this study to be centered on Uganda in order to bridge that literature gap and also bring more information in regard to government agencies. Therefore, that necessitates this current study to examine the relationship between board roles and financial efficiency of government agencies in Uganda.

CHAPTER THREE
METHODOLOGY

3.1 Introduction

This chapter details the proposed methods to conduct the study. The chapter presents the research design, population, sample size, data collection method, data collection instrument, data collection procedures, measurement of variables, data quality control, data analysis & presentation and ethical consideration.

3.2 Research Design

According to Kothari (2014), the research design serves as a well-structured blueprint that outlines the methodology for addressing the research inquiries at hand. In this study, a cross-sectional survey design was used. This survey design allows for data collection from a diverse group of individuals at a single defined point in time (Croswell & Croswell, 2018). The selection of the cross-sectional survey design is based on its efficiency in rapidly and cost-effectiveness in data collection. The researcher used the quantitative research approach. Quantitative approach was used to obtain unbiased insights that could be extrapolated to a broader population. This approach helped in dealing with numerical data that is necessary for testing relationships and regressions.

3.3 Study Population

Kombo and Tromp (2016) define a population as a group of individuals, objects, or items from which samples are taken for measurement. The researcher targets 99 government agencies (*List attached on Appendix V*). The unit of analysis was government agencies while the unit of inquiry was the selected staff of government agencies.

3.4 Sample Size Determination

The sample size refers to the number of participants chosen to participate in the study (Mbabazi, 2011). The number of government agencies to be considered in the quantitative study was determined using the Yamane's formula, which was developed in 1967. Yamane’s formula was used because it provides a simple and statistically reliable method for determining an appropriate

sample size from a known population while ensuring representativeness and minimizing sampling error.

n= $\frac{N}{1+N\,(e^2)}$**, Where**

N– Population = 99

e - Standard error = 5%

n- Sample size =?

$$n= \frac{99}{1+99\,(0.05^2)}$$

$$n= \frac{99}{1+0.2475}$$

$$n= \frac{99}{1.2475}$$

79 Government Agencies

From each government agency, 01 respondent who was the Head of the Department of Finance and Accounts was selected to respond on before of the government agency.

3.5 Inclusion and exclusion Criteria

The study included respondents who were Heads of the Department of Finance and Accounts from the selected 79 government agencies. These respondents were required to be currently serving in their respective positions and possess adequate knowledge of their agency's financial management activities. Only those who were willing and able to provide informed responses to the questionnaire were considered for participation.

The study excluded individuals who were not Heads of Finance and Accounts within the selected agencies. Staff from government agencies that were not part of the sampled 79 agencies were also excluded. Additionally, Heads of Finance and Accounts who were on leave, transferred, or unavailable at the time of data collection, as well as those who declined to participate, were not included in the study.

3.6 Sampling Techniques

The research utilized a simple random sampling technique to selection government agencies to be considered in the quantitative study. This ensured that each agency has an equal opportunity

to be included in the study (Kombo & Tromp, 2016). The researcher used raffle draw method to select the agencies that took part in this study. The researcher assigned numbers of agencies and the papers labeled with numbers of agencies were folded. The researcher picked the folded papers without replacement until the required simple size of 79 agencies in reached. Those that were not picked were not considered in the study. By employing this technique, sampling bias was minimized.

3.7 Data Sources

The study considered primary data sources. This data sources refer to information collected firsthand by researchers for a specific purpose or study (Amin, 2005). This data is original and neither analyzed or interpreted. The primary data in this study was collected using the questionnaire and interviews and it was collected from government agencies.

3.8 Data Collection Method

A survey was used in this study. The survey method is renowned for its notable response rates and is extensively employed in social science research to gather data from participants (Groves et al., 2009; Creswell & Creswell, 2018). Groves et al. (2009) emphasize that surveys offer a cost-effective means to reach a wide audience, making them ideal for large-scale data collection, while Creswell and Creswell (2018) note that surveys remain a dominant method in quantitative research due to their ability to collect standardized data efficiently across diverse populations. This method provides the benefit of allowing busy staff to conveniently answer questions at a time that suits their schedules (Iwaniec, 2019). Additionally, the questionnaire survey method was used because of its cost-effectiveness and efficiency, while also ensuring the privacy and confidentiality of the respondents.

3.9 Data Collection Instrument

Structured questionnaire was used in this study. To gather quantitative data from the targeted participants, this research utilized self-administered questionnaires since all targeted members have the capacity to read and write. These structured questions were methodically designed to align with the research objectives and were crafted in a user-friendly format and wording to ensure ease of completion for the respondents. The questionnaire employed a 5-point Likert

scale, to assess participants' responses regarding the study variables. This instrument was used because it allows collection of quantitative data from a large number of participants in the shortest time (Kothari, 2014). Furthermore, the questionnaire was closed-ended to limit the respondents from giving irrelevant information. The instrument was employed on the Head of Accounts and Finance Departments/Directorates of the selected government agencies. This was because these members have got more information regarding financial efficiency of the agency and board since they sit on the board as Non-Executive Members.

3.10 Data Collection Procedure

Once both the research proposal and data collection tool was finalized and approved by the supervisor and the researcher had finished defending the proposal, the researcher sought for an introductory letter from Directorate of Research and Graduate Training. Using this letter of introduction, the researcher approached relevant authorities to secure the necessary permissions for conducting the study in the Government Agencies. After gaining official consent from authorities and the participants, the research tool was administered both online and in hard copy. Questionnaires distributed to the selected respondents and the data collection process took a period of one month

3.11 Measurement of Variables

Service Roles

The service roles of the board in this study was measured basing on constructs of facilitate access to external resources, advice management and balancing stakeholder interests as put forward by (Mugobya, 2016; Babić, Nikolić &Eric, 2011). The items was measured on a rank of five-point Likert scale, where “5-strongly agree, 4-agree, 3-neutral, 2-disagree and 1-strongly disagree”.

Monitoring Roles

For this study, monitoring roles was measured basing on item such as oversee management performance, monitor organization performance and review financial efficiency as recommended by (Babić, Nikolić &Eric, 2011). The tool collected responses basing on a five 5-point Likert scale anchored: “5-strongly agree, 4-agree, 3-neutral, 2-disagree and 1-strongly disagree”.

Strategic Roles

The strategic roles in this study were measured using dimensions of executive recruitment, corporate policies and strategic partnership as used by (Mugobya, 2016). The responses of items were ranked on a five-point scale, where "5-strongly agree, 4-agree, 3-neutral, 2-disagree and 1-strongly disagree".

Financial efficiency of Government Agencies

The financial efficiency of government agencies in study was measured using the items of expenditure efficiency, budget utilization and accountability of the funds as adapted from (Obbo, 2017; Arouri, 2011; Van Horne, 2008). Responses for these items was ranked on a five-point scale, where "5-strongly agree, 4-agree, 3-neutral, 2-disagree and 1-strongly disagree".

3.12 Data Quality Control

Ensuring the study's integrity remains paramount in any research undertaking. This encompasses placing a high emphasis on both the validity and reliability of the research instruments employed (Yin, 2018).

3.12.1 Validity

Validity describes the ability of the tool to measure the variables (Creswell, 2018). The researcher intends to undertake a quantitative and qualitative check for the validity of the tools. In this study, quantitative validity was ascertained by a face and content validity index. Tool was reviewed by the supervisors for face validity. Face validity is the detail of the questions, or items on the scale, which on face, reads what it's supposed to measure (Sekaran & Bourgie, 2016). Relatedly, content validity is the ability of item in the questionnaire to be relevant by meaning and content, so as to measure what it's supposed to measure (Yin, 2016). To establish content validity, two research experts, holding the position of research supervisors at Kyambogo University were requested to evaluate the instruments. They were asked to categorize each item as either Relevant (R) or Irrelevant (IR). Subsequently, the Content Validity Index (CVI) was calculated using the formula: CVI = R / (R + IR). To achieve the criterion of validity, all CVIs exceeded 0.7 as recommended by (Bhandari, 2022; Mugenda & Mugenda, 2013). For items that was rated as irrelevant, appropriate adjustments were made to those items to enhance the overall validity of the instruments.

Table 3.1: Validity Test

Construct	Total Items	Relevant Items	Irrelevant	CVI
Service Roles	14	11	03	**.79**
Monitoring Roles	15	12	03	**.80**
Strategic Roles	16	13	03	**.81**
Financial efficiency	13	11	02	**.86**

3.12.2 Reliability

Reliability of the tool is its ability to provide consistent answers in diverse occasions and circumstances (Creswell, 2018). Reliability of the tools was obtained after a pilot test at 15 people from government agencies who were not part of the main study. Pilot test results were entered into Statistical Package for Social Sciences (SPSS) Ver. 23 analyzed their Cronbach reliability alpha test to measure the internal consistence (homogeneity) of test items. The tool was reliable because all Cronbach alpha were above 0.7 as recommended (Mugenda & Mugenda, 2013).

Table 3.2: Reliability Test

Construct	Item tested	Alpha values
Service Roles	14	.827
Monitoring Roles	15	.895
Strategic Roles	16	.831
Financial efficiency	13	.852

3.13 Data Analysis and Presentation

After data collection, the next phase involved the processing and analysis of the gathered information. Quantitative data analysis was conducted using the Statistical Package for Social Scientists Ver. 23. This software was used to calculate percentages, frequencies, means and standard deviations. Furthermore, the correlations and regressions were run to determine the relationships between the components and the predictability of the board roles on financial efficiency respectively. To assess the linear relationship between these variables, Pearson

correlations were applied due to their efficiency and straightforward analytical approach. Additionally, a linear and multiple regression analysis were carried out to evaluate the predictive potential of board roles on financial efficiency. This analysis provided insights into how each element predicts the financial efficiency in government agencies. The results of these analyses were presented in tables, accompanied by explanatory statements to facilitate a better understanding of the findings.

3.14 Ethical Considerations

The study upheld recommendable research ethical considerations as put forward by (Creswell, 2018).

Informed consent: Prior to involving any participants, the researcher diligently sought informed consent. The purpose, objectives, and mode of participation were clearly explained to participants before they complete a consent form. Only those who willingly provided consent were included in the study.

Privacy: Participants' privacy was strictly maintained, and the completion of questionnaires was not permitted in group settings.

Confidentiality: To further safeguard the confidentiality of respondents' views and opinions, the researcher ensured that responses provided in questionnaires are exclusively used for academic purposes. No details, such as names or particulars that might disclose the identity of respondents was not collected.

Reducing plagiarism: The researcher recognizes plagiarism as a serious academic offense. The researcher used rephrasing and paraphrasing techniques and tools to minimize plagiarism levels. Proper acknowledgment and cross-referencing of literation and information sources were implemented for all reviewed literature.

Research Rigor: The rigor was a crucial ethical consideration in research, encompassing the careful design, implementation, analysis, and reporting of the study. To uphold rigor, the researcher ensured the use of an appropriate research design specifically, a cross-sectional survey research design and quantitative research approach was used.

CHAPTER FOUR

PRESENTATION, ANALYSIS, INTERPRETATION AND DISCUSSION OF STUDY FINDINGS

4.1 Introduction

This chapter captures the presentation, analysis, interpretation and discussion of the study findings. The chapter includes the presentation of the descriptive statistics of the study, specifically on the demographic factors of the respondents and followed by findings on critical variables in the study objectives which included establishing the relationship between service roles and financial efficiency of government agencies in Uganda, the relationship between monitoring roles and financial efficiency of government agencies in Uganda and the relationship between strategic roles and financial efficiency of government agencies in Uganda.

4.2 Response Rate

The figure 4.1 below presents the number of respondents who successful responded and those who did not manage to respond.

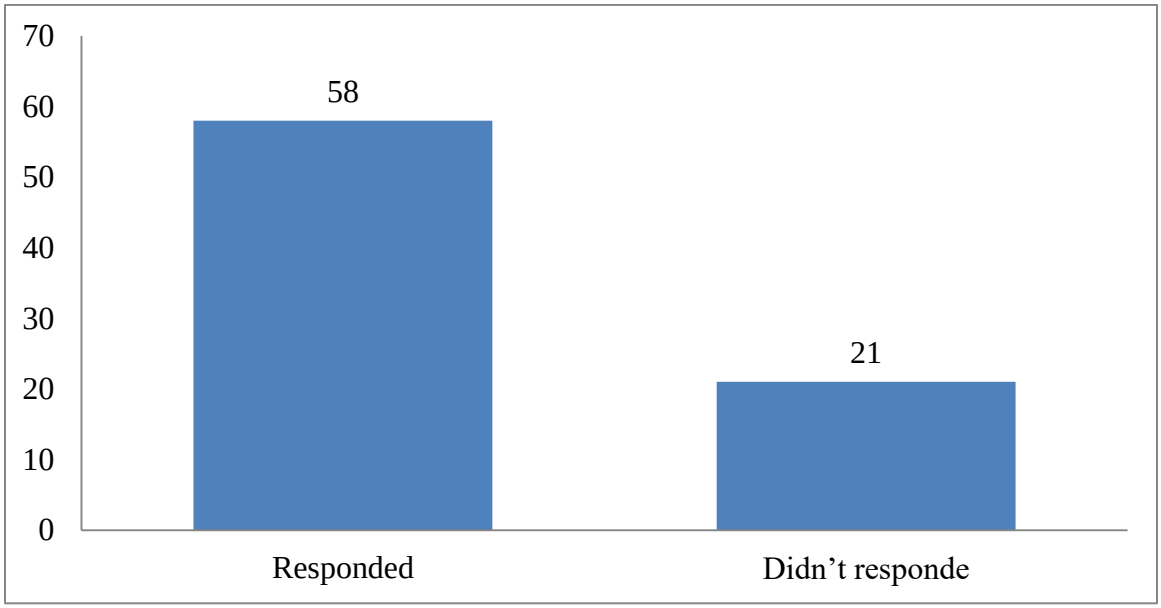


Figure 4.1: Showing the response rate

Source: Field data, 2024

Based on the data presented in the bar chart, it is important to note that out of the total 79 targeted participants, 58 (73.4%) responded, while 21 (26.6%) did not. This indicates that the

response rate comfortably exceeds the 70% threshold, as suggested by the Guttmacher Institute (2006), thus affirming that the response rate achieved in this study is satisfactory.

4.3 Findings on the demographic characteristics of the respondents

The study gathered respondents' demographic characteristics to assess different factors, such as gender, educational background, age, and length taken working with the government agency. The demographic characteristics were presented in frequency and percentage in the table below.

Table 4.1: Demographic characteristics of respondents

Sex	**Frequency**	**Percent**
Male	36	62.1
Female	22	37.9
Total	**58**	**100.0**
Education	**Frequency**	**Percent**
Degree	42	72.4
Masters	16	27.6
Total	**58**	**100.0**
Age	**Frequency**	**Percent**
28-37	6	10.3
38-47	20	34.5
48-57	25	43.1
58 and above	7	12.1
Total	**58**	**100.0**
Period spent working	**Frequency**	**Percent**
Less than 1 year	2	3.4
1-3 years	9	15.5
4-6 years	23	39.7
7-9 years	17	29.3
10 years and above	7	12.1
Total	**58**	**100.0**

Source: Field data, 2024

The Table 4.1 above showed that 62.1% of the participants were male, while 37.9% were female, indicating a higher representation of males in the study. This trend could potentially be linked to certain gender dynamics within the government agencies.

Still from Table 4.1 above, 72.4% of the respondents held bachelor's degrees, while 27.6% possessed master's degrees. This shows that all participants had achieved formal higher education, which provided them with the necessary knowledge and competence to understand the survey questions and provide reliable responses.

Furthermore, it was revealed that 43.1% of the participants were between the ages of 48 and 57, 34.5% were aged 38 to 47, 12.1% were 58 and above, and 10.3% were in the 28 to 37 age range. Still from Table 4.1 above, the largest portion of respondents, accounting for 39.7%, had work experience ranging from 4 to 6 years with the agency. This was followed by 29.3% who had worked for 7 to 9 years, while 12.1% had accumulated 10 years or more of experience. Additionally, 15.5% had worked for 1 to 3 years, and 3.4% were relatively new employees with less than a year of experience. This information highlights that the majority of participants had been working with the agency for an extended period for more one year. As a result, they had acquired substantial knowledge of the agency's operations, making them well-suited to provide reliable insights related to the study's objectives.

4.4 Descriptive Statistics basing on the study objectives

The descriptive statistics captured the results regarding the all study variables.

4.4.1 Service Roles

All participants were directed to rank their responses, and the findings were subsequently analyzed using means, and standard deviations for interpretation. The extracted descriptive statistics (mean) were also compared to the grand mean to ascertain the level of agreement or disagreement towards the statement.

Table 4.2: Responses for Service Roles of Board Members

Statement	*Min*	*Max*	*Mean*	*S.D*
The Board often take advantage of the board members' networks to gather information for the institution	1	5	3.72	1.039
Board members provide advice and expertise that help the institution manage external Links	1	5	4.05	.811
Board members help to generate business for the institution	1	5	3.53	.959
Board members help to raise funds or other resources for the institution	1	5	3.45	1.172
Board members contribute with advice on general management issues	3	5	4.36	.641
Board members contribute with advice on legal issues.	2	5	3.60	1.091
Board members contribute with advice on financial issues (internal Financing and investment).	2	5	4.05	.742
Board members contribute with advice on technical issues	1	5	3.57	.939
Board members contribute with advice on institution development issues	1	5	4.45	.705
The Board feels a moral responsibility to look after the interests of the Shareholders.	1	5	3.91	.823
The Board pays serious attention to funders' interests	2	5	3.98	.783
The Board pays serious attention to employee interests	2	5	3.50	.922
The Board pays serious attention to suppliers' interests	1	5	3.57	1.011
The Board pays serious attention to Corporate Social Responsibility (CSR) practices	2	5	3.59	.992
GRAND MEAN			**3.81**	

Source: Field data, 2024

From Table 4.2, it was revealed that the Board often takes advantage of its members' networks to gather information for the institution. This is supported by a mean value of (3.72), which is slightly below the grand mean of (3.81), with a standard deviation of (1.039). This indicates that there is some variance in responses, suggesting that not all board members may actively leverage their networks to benefit the institution. The relatively high standard deviation points to a lack of uniformity in how often members use their networks for institutional gain, which implies room for improvement in utilizing board members' connections consistently.

Regarding the statement that board members provide advice and expertise that help the institution manage external links, the majority of respondents agreed, as reflected by a high mean value of (4.05), above the grand mean of (3.81). The low standard deviation of (.811) indicates consistency in responses. These suggests that board members play a significant role in helping

the institution navigates and manage external relationships effectively, contributing to the institution's external operations and partnerships.

The finding that board members help generates business for the institution scored a mean value of (3.53), which is lower than the grand mean of (3.81). The standard deviation of (.959) reveals some variability in responses. This implies that while some board members are actively involved in business generation efforts, others may not be as engaged. This gap indicates an opportunity for the board to focus more on business development activities to enhance the institution's financial growth.

On the issue of raising funds or other resources, board members scored a low mean value of (3.45), which is also below the grand mean of (3.81), with a high standard deviation of (1.172). This suggests that board members are not consistently contributing to fundraising efforts, and the high variance in responses highlights a significant difference in individual contributions to resource generation. This finding points to a need for more structured or formalized fundraising efforts within the board.

In terms of providing advice on general management issues, the board members scored a high mean value of (4.36), well above the grand mean of (3.81), with a low standard deviation of (.641). This indicates that board members regularly and effectively contribute to the institution's general management, providing valuable advice that helps shape overall organizational strategy and operations. The consistency in responses shows that this is a common strength among the board members.

On legal issues, the mean value was (3.60), slightly below the grand mean of (3.81), with a standard deviation of (1.091). This implies that while some board members are actively contributing to legal advice, others may not be as involved. The high standard deviation suggests that there is room to improve the board’s overall engagement in legal matters, potentially by leveraging more expertise in this area.

For financial issues, such as internal financing and investment, the board members scored a mean value of (4.05), above the grand mean of (3.81), with a low standard deviation of (.742). This suggests that most board members are highly engaged in providing advice on financial matters, ensuring the institution's financial stability and investment strategies are well-managed. The low variance in responses indicates that this is a strong area of contribution across the board.

In terms of technical advice, board members scored a mean value of (3.57), slightly below the grand mean (3.81), with a standard deviation of (.939.) This suggests that while some board members are actively involved in technical decision-making, others may not be as engaged, which could indicate a need for more specialized expertise on the board to support technical innovation and decisions.

The contribution of board members to institutional development issues scored a high mean of (4.45), well above the grand mean of (3.81), with a low standard deviation of (.705). This indicates that board members are significantly involved in shaping the institution's development strategies, with a high level of consistency in their contributions. Their advice on development issues appears to be a key strength for the institution.

On the moral responsibility of the board towards shareholders, the mean score was (3.91), slightly above the grand mean of (3.81), with a standard deviation of (.823). This suggests that board members generally feel a sense of duty towards the shareholders, but there may be some differences in how strongly this responsibility is felt among members. The relatively low variance indicates that most members share a common sense of accountability towards shareholder interests.

Regarding the attention paid to funders' interests, the mean value was (3.98), higher than the grand mean of (3.81), with a standard deviation of (.783). This indicates that board members generally prioritize funders' interests, ensuring that their expectations and requirements are met. The consistency in responses shows that the board is fairly uniform in its approach to funder relations.

On the issue of employee interests, board members scored a mean value of (3.50), below the grand mean of (3.81), with a standard deviation of (.922). This implies that while some board members prioritize employee concerns, others may not focus as much on this aspect. The variance in responses suggests that there may be a need for the board to pay more consistent attention to the well-being and interests of employees to improve overall institutional performance.

For supplier interests, the mean score was (3.57), slightly below the grand mean of (3.81), with a standard deviation of (1.011). This indicates that while some board members consider the interests of suppliers, there is significant variability, meaning that not all members may prioritize supplier relationships equally. The high variance suggests an opportunity for the board to adopt a more uniform approach to supplier management.

Lastly, on Corporate Social Responsibility practices, it scored a mean value of (3.59), slightly below the grand mean (3.81), with a standard deviation of (.992). This suggests that while some members consider CSR practices important, there is variability in how much attention is paid to these issues. The relatively high standard deviation indicates that CSR may not be a consistent priority for the board members, suggesting an opportunity to enhance the board's focus on CSR initiatives.

4.4.2 Monitoring Roles

The respondents were instructed to rank their responses and means, and standard deviations were used to interpret the results. The computed descriptive statistics (mean values) were compared with the grand mean to determine the degree of agreement or disagreement with the statement.

Table 4.3: Responses for Monitoring Roles of Board Members

Statement	*Min*	*Max*	*Mean*	*S.D*
Board members closely evaluate management actions.	2	5	4.19	.805
The Board monitors CEO behavior	1	5	3.67	.944
The Board reviews management performance against delegated duties	2	5	3.62	.988
Board members evaluate top management decision-making process	2	5	4.14	.847
Board members review managements integrity in business dealings	2	5	3.86	.826
The Board has an internal mechanism to evaluate firm performance	2	5	3.66	.890
The Board regularly reviews company performance against set policies	2	5	3.88	.880
The Board reviews corporation's performance against set objectives	2	5	3.98	.761
The Board reviews corporate performance against set values	2	5	3.70	.886
Board members review corporate performance against the strategic plan	2	5	4.02	.848
Board members monitor the integrity of financial reports	2	5	3.93	.934
The Board ascertains whether appropriate systems for financial planning are in place	2	5	3.84	.774
The Board regularly reviews major changes in financial policies/plans	2	5	3.95	.887
The Board regularly reviews the accounting records of the corporation	1	5	3.78	1.125
Board members analyze the corporation annual budget allocation.	1	5	4.14	.990
GRAND MEAN			**3.89**	

Source: Field data, 2024

From Table 4.3, it is evident that board members closely evaluate management actions, as indicated by a high mean value of (4.19) above grand mean of (3.89) and a relatively low standard deviation of (.805). This suggests that board members consistently engage in monitoring management activities, providing a strong oversight function. The low variability in responses implies that there is a shared understanding and commitment among board members to scrutinize management's decisions and actions, ensuring that institutional goals are met effectively.

Regarding the monitoring of CEO behavior, the mean value of (3.67) is slightly below the grand mean of (3.89), with a standard deviation of (.944). This indicates that while some board members actively monitor the CEO's behavior, others may not be as involved. The relatively higher standard deviation suggests variability in how frequently or rigorously board members

assess the CEO's actions, pointing to an opportunity to standardize the approach towards CEO oversight for more consistent governance.

When it comes to reviewing management performance against delegated duties, the mean value of (3.62) falls below the grand mean of (3.89), with a standard deviation of (.988). This suggests that while some board members take this responsibility seriously, there is a notable portion who may not be as actively involved in this aspect. The high variability indicates that the board could improve its overall engagement in reviewing delegated tasks, potentially through more structured performance review processes.

Board members' evaluation of top management decision-making processes is reflected by a high mean of (4.14) which is above the grand mean of (3.91) and a low standard deviation of (.847). This demonstrates that board members are regularly involved in assessing how decisions are made at the highest levels, ensuring that these processes align with the institution’s strategic goals. The low standard deviation suggests consistency in the level of engagement across the board, making this strength in the monitoring role of the board.

The review of management's integrity in business dealings shows a mean value of (3.86), slightly below the grand mean of (3.91), with a standard deviation of (.826). This indicates that while board members generally monitor management's ethical conduct, there is some variation in how consistently this is done. The relatively low variance suggests that most members are aligned on the importance of integrity, but there may be room for more uniform practices in monitoring ethical behavior.

For the internal mechanism to evaluate firm performance, the board scored a mean of (3.66), below the grand mean of (3.91), with a standard deviation of (.890). This suggests that while the board has processes in place to assess overall performance, not all members may be equally involved or satisfied with these mechanisms. The moderate variability points to an opportunity for the board to strengthen and standardize its internal evaluation procedures to ensure more comprehensive performance reviews.

The board's regular review of company performance against set policies is reflected by a mean value of (3.88) which is below the grand mean of (3.91) and a standard deviation of (.880). This shows that the board takes this responsibility seriously, but there is some inconsistency in how often or rigorously these reviews are conducted. The relatively low variability suggests that most board members are aligned on this task, but there may be opportunities for further improvements in the frequency or depth of reviews.

In terms of reviewing corporate performance against set objectives, the mean score of (3.98) is above the grand mean of (3.91), with a low standard deviation of (.761). This indicates that board members consistently monitor the institution's progress toward its goals, contributing to strategic oversight. The low variance in responses implies that this is a well-established practice across the board, ensuring alignment with organizational objectives.

The board's review of corporate performance against set values scored a mean of (3.70), slightly below the grand mean of (3.91), with a standard deviation of (.886). This suggests that while some members actively monitor adherence to organizational values, others may not prioritize this aspect as much. The moderate variability points consistent engagement with the institution's core values, ensuring that all members contribute equally to upholding the organizational ethos.

Board members' monitoring of performance against the strategic plan is reflected by a mean value of (4.02), above the grand mean of (3.91), with a low standard deviation of (.848). This demonstrates that the board is highly involved in ensuring that the institution stays on track with its strategic initiatives, contributing to long-term success. The consistency in responses shows that this is a strong area of focus for the board.

The monitoring of the integrity of financial reports shows a mean score of (3.93), slightly above the grand mean of (3.91), with a standard deviation of (.934). This suggests that most board members are actively engaged in ensuring the accuracy and reliability of financial reporting, though there is some variability in how rigorously this is done. The moderate standard deviation highlights that while this is generally a priority, there may be differences in individual engagement levels.

On the issue of financial planning systems, the board scored a mean of (3.84), slightly below the grand mean of (3.91), with a standard deviation of (.774). This indicates that most board members are satisfied with the financial planning systems in place, but some may feel that improvements are needed. The relatively low variability suggests that this is generally a well-handled area, though there may be opportunities for further refinement in planning processes.

The board's regular review of major financial policies and plans is reflected by a mean value of (3.95), slightly above the grand mean of (3.91), with a standard deviation of (.887). This shows that board members are actively involved in reviewing financial strategies, ensuring that policies are aligned with institutional goals. The low variance indicates consistency in this responsibility across the board, contributing to sound financial governance.

For the review of accounting records, the mean score was (3.78), slightly below the grand mean of (3.91), with a higher standard deviation of (1.125). This suggests that while most board members review the institution's accounting records, there is significant variability in how often or thoroughly this is done. The high variance points to an opportunity for the board to adopt more uniform practices in financial oversight.

Lastly, regarding the analysis of the corporation's annual budget allocation, the board scored a high mean of (4.14) above the grand mean (3.91), with a standard deviation of (.990). This demonstrates that board members are highly engaged in reviewing budget allocations, ensuring that financial resources are distributed appropriately. The relatively low variability shows that this is a shared priority, contributing to sound financial management across the institution.

4.4.3 Strategic Roles

The respondents were also instructed to rank their responses and in the same way means and standard deviations were used to interpret the results. The mean values obtained from the data were compared with the grand mean to assess the extent of agreement or disagreement concerning the statement.

Table 4.4: Responses for Strategic Roles of Board Members

Statement	*Min*	*Max*	*Mean*	*S.D*
Board members engage in succession planning for the CEO	1	5	3.47	1.273
The Board ensures proper succession for all directors and key executives	1	5	3.71	1.092
Board members engage in succession planning for top managers besides the CEO	2	5	3.71	.918
Board members select appropriate participants to fill up the top management positions	1	5	3.39	1.048
Board members have procedures to follow for recruiting new directors	2	5	3.91	.942
The Board determines corporate policies	2	5	3.88	.818
The Board reviews the implementation of policies	2	5	3.95	.759
The Board enforces corporate policies	1	5	3.43	1.156
The Board scans the environment before determining major policies	2	5	3.83	.729
The Board adapts performance measures to monitor the implementation of policies	1	5	3.04	1.068
The Board is involved in making proposals on the institution's long term Strategies and main goals.	1	5	4.07	.856
The Board is involved in making proposals on the institution's long term Strategies and main goals.	1	5	4.12	.727
The Board is involved in putting decisions on the institution's long term strategies into action	1	5	3.88	1.156
The Board is involved in controlling the follow up of decisions on the institution's long-term strategies.	2	5	3.97	.858
The Board determines plans designed to implement the corporate strategies	2	5	3.58	.944
The Board ensures that the institution's structure is appropriate for implementing the chosen strategies	2	5	3.93	.792
GRAND MEAN			**3.74**	

Source: Field data, 2024

From Table 4.4, the statement regarding board members engaging in succession planning for the CEO scored a mean of (3.47), which is slightly below the grand mean of (3.74). With a high standard deviation of (1.273), this suggests considerable variability in responses. This implies that while some board members are actively involved in CEO succession planning, others may not be as engaged, indicating a need for more consistent involvement across the board. The high variability points to an opportunity for the institution to formalize and strengthen its CEO succession planning process to ensure that all members are equally contributing.

The statement on ensuring proper succession for all directors and key executives received a mean score of (3.71), below the grand mean of (3.74), with a standard deviation of (1.092). This

reflects that most board members are involved in succession planning for key executives, although there is still some variance in engagement levels. The relatively high standard deviation suggests that while succession planning is generally taken seriously, there is room to improve consistency in how succession efforts are carried out across different board members.

Board members engaging in succession planning for top managers, besides the CEO, scored a mean of (3.71), below the grand mean of (3.74), with a lower standard deviation of (.918). This lower variability suggests a more uniform approach to succession planning for senior management positions. However, the mean value, being slightly below the grand mean, indicates that this is an area that could benefit from further emphasis to ensure all top management positions are systematically addressed in succession plans.

The statement about selecting appropriate participants to fill top management positions scored a lower mean of (3.39), below the grand mean (3.74), with a standard deviation of (1.048). This suggests that while some board members are actively involved in identifying suitable candidates for top positions, others are less engaged. The moderate variability implies that not all board members are involved in selecting top management.

On the issue of having procedures for recruiting new directors, the board scored a mean of (3.91), above the grand mean (3.74), with a standard deviation of (.942). This suggests that the board has established and follows clear procedures for recruiting new directors. The relatively low variability in responses indicates consistency in these practices, highlighting it as a strong area for the board.

The board's role in determining corporate policies received a mean of (3.88), close to the grand mean (3.74), with a low standard deviation of (.818). This indicates that the board is generally effective in setting corporate policies, and the low variance shows consistency among members. However, being slightly below the grand mean suggests there is still potential for improvement, perhaps in refining or enhancing the policy determination process.

For reviewing the implementation of policies, the board scored a mean of (3.95), slightly above the grand mean (3.74), with a standard deviation of (.759). This indicates that board members regularly review how policies are being implemented and that they do so with a high degree of consistency. The low variability suggests that most members are engaged in this task, making it strength for the institution.

On the enforcement of corporate policies, the board scored a mean of (3.43), below the grand mean of (3.74), with a standard deviation of (1.156). This relatively low mean, combined with high variability, suggests that some board members may not be as involved in enforcing policies, indicating a need for greater focus on ensuring compliance with policies across all members.

The board's involvement in scanning the environment before determining major policies scored a mean of (3.83), slightly above the grand mean of (3.74), with a standard deviation of (.729). This shows that the board actively engages in environmental scanning to inform policy decisions, with a high level of consistency in this practice. The relatively low variance in responses indicates that environmental scanning is a well-integrated process within the board's operations.

On the adaptation of performance measures to monitor policy implementation, the board scored a mean of (3.04), well below the grand mean of (3.74), with a standard deviation of (1.068). This low mean suggests that the board could improve in adapting performance measures to track policy implementation effectively. The moderate variability indicates that some members may be more engaged in this task than others, pointing to an opportunity to enhance the board's monitoring mechanisms.

Regarding involvement in long-term strategies, the board scored highly with a mean of (4.07) above the grand mean of (3.74) and a low standard deviation of (.856), suggesting that most board members play an active and consistent role in shaping the institution's long-term goals. This is a key strength, as reflected by the low variability in responses, indicating that strategic planning is a well-established practice among board members.

Similarly, for putting decisions on long-term strategies into action, the board scored a high mean of (4.12) above the grand mean of (3.74) with a low standard deviation of (.727), suggesting strong involvement in executing long-term strategies with minimal variability among members. This points to a well-coordinated approach to strategy implementation, which is crucial for the institution's success.

The board’s involvement in controlling the follow-up of long-term decisions scored a mean of (3.97), above the grand mean of (3.74), with a standard deviation of (.858). This suggests that board members are actively involved in ensuring that long-term strategies are followed up, although there may be some room for improvement given the moderate variability in responses.

For determining plans designed to implement corporate strategies, the board scored a mean of (3.58), slightly below the grand mean of (3.74), with a standard deviation of (.944). This indicates that most members are involved in planning for corporate strategy implementation. The institution could benefit from more consistent involvement from all board members in this area.

Lastly, the board's role in ensuring that the institution’s structure aligns with its strategies scored a mean of (3.93), slightly above the grand mean of (3.74), with a low standard deviation of (.792). This suggests that the board is generally effective in ensuring structural alignment with strategic goals, and the low variability indicates consistency in this effort across members.

4.4.4 Response on the financial efficiency of Government Agencies

The respondents in the study were asked to provide their feedback on financial efficiency and were guided to rank their responses. In order to analyze the findings, the study results were interpreted using the mean and standard deviation. The descriptive statistics, specifically the mean values, were compared with the grand mean to gauge the extent of agreement or disagreement regarding the statement.

Table 4.5: Responses for financial efficiency of Government Agencies

Statement	*Min*	*Max*	*Mean*	*S.D*
The institution disclose information about their activities, decisions, and use of resources to the public	1	5	3.37	1.304
Audits are to regularly conducted to monitor and evaluate the use funds	1	5	4.10	.872
The institution follows all financial regulations in place	1	5	3.83	1.011
The institution has system that detects any financial fraud by any person	1	5	3.70	.981
Every member in the institutions is accountable for his/her actions	2	5	4.00	.973
The institutions meets its annual budget utilization targets	1	5	3.57	1.286
The institution spend funds and per the budget activities	1	5	3.09	1.174
The institution always keeps enough funds to run its operations	1	5	2.69	1.273
The institution has the ability to pay all its obligations whenever they fall due	1	5	2.59	1.298
The institution has cash reserves to cater for unforeseen costs	1	5	2.66	1.332
The institution ensure that outcome of public expenditures is effective and that there is minimum waste and expense	1	5	3.52	.941
There is no waste of funds and effort in non-profitable ventures	1	5	3.47	1.112
The institution ensures that all its operations obtain value for money	1	5	3.74	1.117
GRAND MEAN			**3.41**	

Source: Field data, 2024

From Table 4.8 above, regarding the statement that the institution discloses information about their activities, decisions, and use of resources to the public, received a mean score of (3.37) which was below the grand mean of (3.41) with a standard deviation of (1.304)**.** This indicates that respondents perceive the level of transparency in institutional communication as moderately satisfactory. However, the relatively high standard deviation suggests significant variability in responses, implying that some members believe disclosure practices are lacking. This could indicate a need for the institution to enhance its communication strategies to foster greater public trust and ensure accountability regarding its operations and resource utilization.

Reading the issues that audits are regularly conducted to monitor and evaluate the use of funds, it scored a mean value of (4.10) which was above the grand mean of (3.41) and a standard deviation of (0.872) was recorded. This reflects a strong consensus among respondents that auditing practices are effectively in place. The low standard deviation signifies a high level of

agreement, suggesting that the institution takes its financial oversight seriously. This finding implies that maintaining rigorous auditing processes is essential for ensuring the proper use of funds and could enhance the institution's credibility and operational efficiency.

Then on whether the institution follows all financial regulations in place, scored a mean value of (3.83) which as below the grand mean of (3.41) with a standard deviation of (1.011). This score indicates a positive perception of compliance with financial regulations. The standard deviation, while indicating some variability, is not excessively high, suggesting that most respondents feel reasonably confident about regulatory adherence. The implication here is that the institution should continue to prioritize regulatory compliance, as it enhances its operational integrity and minimizes the risk of legal issues.

When it came to whether the institution has a system that detects any financial fraud by any person, the mean value was (3.70), slightly above the grand mean of (3.41) and a standard deviation of (0.981) was registered. This result suggests a moderate confidence in the institution's fraud detection systems, although the variability indicates that some respondents may not fully trust these measures. To address this concern, the institutions could invest in more robust fraud detection technologies and training for staff to ensure that all members are aware of and can utilize these systems effectively.

On the statement that every member in the institution is accountable for his/her actions, yielded a mean score of (4.00), which was above the grand mean of (3.41), with a standard deviation of (0.973). This finding indicates a strong consensus on the importance of accountability within the institution. The relatively low standard deviation reflects agreement among respondents, which implies that fostering a culture of accountability can enhance operational effectiveness and promote ethical behavior among employees.

Regarding the institution's ability to meet its annual budget utilization targets, a mean score of (3.57) was recorded, which is above the grand mean of (3.41), with a standard deviation of (1.286). This indicates a moderate level of confidence in the institution's ability to utilize its budget as planned annually. However, the relatively high standard deviation suggests

considerable variation in respondents' views, implying that while some stakeholders perceive the institution as effective in meeting budget targets, others may view it as inconsistent.

On the institution's spending in accordance with budgeted activities, the mean score was (3.09), which falls below the grand mean of (3.41), with a standard deviation of (1.174). This suggests a slightly below-average perception of how well the institution aligns expenditures with approved budget activities. The variability in responses indicates that while some processes may be followed, others may deviate from the budget plan.

Regarding whether the institution has enough funds to run its operations, it scored a mean value of (2.69), which is notably lower than the grand mean (3.41), accompanied by a standard deviation of (1.273). This indicates that respondents generally believe the institution struggles with financial adequacy. The high standard deviation further emphasizes the disparity in views, suggesting that a substantial portion of members may feel financial resources are insufficient. This finding points to an urgent need for the institutions to evaluate its funding strategies and explore alternative revenue sources to ensure operational sustainability.

On the ability to pay all its obligations whenever they fall due, it scored a mean value of (2.59) below the grand mean of (3.41) and a standard deviation of (1.298). This low score indicates a concerning level of doubt among respondents regarding the institution's financial health and liquidity. The high variance suggests significant concerns about cash flow management. The institution must prioritize improving its cash flow strategies and ensure that obligations are met on time to maintain stakeholder confidence and operational continuity.

When evaluating the statement that the institution has cash reserves to cater for unforeseen costs, a mean score of (2.66) was obtained which was below the grand mean of (3.41), alongside a standard deviation of (1.332). This reflects a critical view of the institution's financial resilience. The high standard deviation indicates that perceptions of financial preparedness are widely varied. The institution should develop robust financial contingency plans and increase its reserves to effectively manage unexpected expenses.

Regarding the statement that the institution ensures that the outcome of investments is effective and that there is minimum waste and expense yielded a mean score of (3.52) which was above the grand mean of (3.41) and a standard deviation of (0.941). This indicates a moderate level of agreement regarding the effectiveness of the institutions' investment management. The lower standard deviation suggests a consensus on the need for diligent management of resources, which underscores the importance of ongoing monitoring and evaluation of investment outcomes to maximize returns.

On whether there is no waste of funds and effort in non-profitable ventures, the mean score was (3.47), which was below the grand mean of (3.41) with a standard deviation of (1.112). This indicates a somewhat positive perception of the institution's resource allocation, though the variability indicates some members may still perceive inefficiencies. This finding suggests that there may be opportunities for the institution to refine its project selection and resource allocation processes to minimize waste and enhance overall effectiveness.

Lastly, regarding the statement that institution ensures that all its operations obtain value for money, it registered a mean value of (3.74) which was above the grand mean of (3.41) with a standard deviation of (1.117). This result indicates a generally favorable view of operational efficiency and cost-effectiveness. The relatively low standard deviation suggests a shared belief in the institution's commitment to delivering value. This implies that the institutions should continue to focus on optimizing its operations to ensure maximum benefit from its expenditures.

4.5 Inferential Statistics

The inferential statistics were crucial in determining the relationship between the study objectives and the predictive power of the independent variables on the dependent variables. To achieve this, the study employed correlation analysis, linear regression analysis, and multiple regression analysis.

4.5.1 Correlation analysis

Pearson correlation was run using SPSS Var. 23 and was used to investigate the relationship between the different board and financial efficiency in government agencies and results are presented in the Table 4.9 below.

Table 4.6: Correlation results on relationship between variables (n = 58)

Items	Mean	S.Dev	1	2	3	4
1. Service Roles	3.81	.50513	**1**			
2. Monitoring Roles	3.89	.56827	.573**	**1**		
3. Strategic Roles	3.74	.53931	.689**	.405**	**1**	
4.Financial efficiency	3.41	.68412	.589**	.336**	.508**	**1**

** Correlation is significant at the .01 level (2-tailed).

From in Table 4.6, it was revealed that service roles have a significant and positive relationship with the financial efficiency of government agencies (r = .589**, P < 0.01). This indicates that as the service roles of the board increase or improve, there is a corresponding positive improvement on the financial efficiency of government agencies. Similarly, monitoring roles were found to have a significant and positive correlation with the financial efficiency of government agencies (r = .336**, P < 0.01). While this relationship is low, it still suggests that effective monitoring by the board through oversight and evaluation of institutional activities are positively and significantly related to financial efficiency government agencies. Lastly, strategic roles also showed a significant and positive relationship with the financial efficiency of government agencies (r = .508**, P < 0.01). This demonstrates that the board's involvement in shaping the institution's strategic direction is associated with better financial efficiency.

4.5.2 Linear Regression Analysis

This study employed a regression analysis to evaluate the degree to which the constructs of service roles, monitoring roles and strategic roles served as a predictor for financial efficiency of government agencies.

Table 4.7: The Regression Results on the effect of Service Roles on Financial efficiency of Government Agencies

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.371	.562		.660	.512
Service Roles	**.798**	.146	.589	5.455	**.000**
Model Summary					
R Square	.347				
Adjusted R Square	**.335**				
F	**29.760, P = 0.000< 0.05**				
Dependent Variable: Financial efficiency of Government Agencies					

From Table 4.7, it was revealed that service roles made a positive significant contribution of 33.5% to the total variance in financial efficiency of government agencies (Adjusted R square = 0.335). The model also showed a good fit (F = 29.760, p < 0.05), indicating that service roles have a statistically significant impact on financial efficiency. The unstandardized coefficient (B = 0.798) indicates that a unit change in service roles is associated with a 0.798 change in financial efficiency.

Table 4.8: The Regression Results on the effect of Monitoring Roles on Financial efficiency of Government Agencies

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.837	.596		3.083	.003
Monitoring Roles	**.404**	.152	.336	2.668	**.010**
Model Summary					
R Square	.113				
Adjusted R Square	**.097**				
F	**7.117, P = 0.010< 0.05**				
Dependent Variable: Financial efficiency of Government Agencies					

From Table 4.8, it was revealed that monitoring roles made a positive and significant contribution of 9.7% to the total variance in financial efficiency of government agencies (Adjusted R square = 0.097). The model also demonstrated a good fit (F = 7.117, < 0.05), suggesting that monitoring roles have a statistically significant link with financial efficiency. The B = 0.404 indicates that a unit change in monitoring roles is associated with a 0.404 change in financial efficiency.

Table 4.9: The Regression Results on the effect of Strategic Roles on Financial efficiency of Government Agencies

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.998	.552		1.809	.076
Strategic Roles	**.644**	.146	.508	4.413	**.000**
Model Summary					
R Square	.258				
Adjusted R Square	**.245**				
F	**19.479, P = 0.000< 0.05**				
Dependent Variable: Financial efficiency of Government Agencies					

From Table 4.9, it was revealed that strategic roles had a positive and significant contribution of 24.5% to the total variance in financial efficiency of government agencies (Adjusted R square = 0.245). The model also showed a good fit (F = 19.479, < 0.05), indicating that strategic roles have a statistically significant influence on financial efficiency. The B = 0.644 indicates that a unit change in strategic roles is associated with a 0.644 change in financial efficiency.

4.5.3 Multiple Regression Analysis

To determine the combined contribution of constructs of board roles (service roles, monitoring roles and strategic roles) and demographic factors to financial efficiency of government agencies, the study performed a multiple regression.

Table 4.10: Multiple Regression Results on the effect of Service Roles, Monitoring Roles and Strategic Roles on Financial Efficiency of Government Agencies

Variables	Model 1			Model 2		
	B	Std. Err	Beta	B	Std. Err	Beta
Gender	.409*	.173	.293*	.116	.147	-.126
Age of respondent	.320**	.104	.393**	.138	.090	-.192
Highest level of education	.116	.189	.076	.127	.161	.084
Number of years in that position	.068	.090	.100	.045	.076	.065
Service roles				.578	.207	.427**
Monitoring roles				.067	.148	.055
Strategic roles				.193	.174	.152*
R^2	.265			.515		
▲R^2	**.210**			**.448**		
F-Statistics	**F =4.787, P = 0.002< 0.05**			**F =**7.599**, P = 0.000< 0.05**		

Note:

a) *** P<.01, * P< .05*

b) *Std. Err – Standard Error*

c) *Model 1- Demographic Factors, Model 2 – Demographic Independent Variables Constructs (Service Roles, Monitoring Roles & Strategic Roles)*

From Table 4.10, Model 1 involved regressing demographic factors, including gender, age, education, and the number of years in the current position, on financial efficiency of government agencies. The results showed that gender (B = 0.409*, p < 0.05) and age of respondent (B = 0.320**, p < 0.01) were significant predictors of financial efficiency, as their B-coefficients were positive and significant. However, education (B = 0.116, p > 0.05) and number of years in that position (B = 0.068, p > 0.05) were not significant predictors. Collectively, these demographic factors contributed to 21.0% of the variance in financial efficiency (Adjusted R^2 = 0.210). The model also showed a goodness of fit (F = 4.787, p = 0.002 < 0.05), demonstrating that the demographic factors were significant in predicting financial efficiency.

Model 2 added the independent variable constructs which included service roles, monitoring roles, and strategic roles alongside the demographic factors. The model made a significant

contribution to financial efficiency, explaining 44.8% of the total variance (Adjusted $R^2 = 0.448$), indicating a substantial improvement in prediction compared to Model 1. The F-statistic ($F = 7.599$, < 0.05) showed a good fit, confirming the significant contribution of the combined factors.

For individual constructs in Model 2, service roles significantly and positively predicted financial efficiency ($B = 0.578$, $p < 0.01$), indicating that a one-unit change in service roles leads to a 0.578 change in financial efficiency. Monitoring roles were not significant ($B = 0.067$, $p > 0.05$), suggesting a minimal contribution to financial efficiency. Strategic roles also made a significant positive contribution ($B = 0.193^*$, $p < 0.05$), meaning a one-unit change in strategic roles results in a 0.193 change in financial efficiency.

4.6 Discussion of the study findings

4.6.1 Service Roles and Financial Efficiency

The findings of this study affirm the critical role that the service roles of boards play in enhancing the financial efficiency of government agencies. The results indicated that when board members actively engage in supporting their agencies' strategic objectives and nurturing relationships with stakeholders, they substantially improve financial outcomes. These findings aligns with Porath (2023), who emphasizes that boards serve as crucial conduits for accessing external resources necessary for organizational growth. By leveraging their networks and expertise, boards can secure vital resources, forge partnerships, and capitalize on opportunities that ultimately contribute to the financial robustness of their agencies. Therefore, the current findings emphasize the importance of board members fully embracing their service roles, as this engagement not only benefits the financial standing of government agencies but also enhances their reputation and effectiveness in serving the public.

Additionally, the study's results resonate with the insights of Samans and Nelson (2022), who highlight that a well-connected board can strategically align organizations with influential investors and secure capital for expansion. This synergy between board service roles and financial efficiency suggests that boards can leverage their relationships to facilitate growth initiatives, thereby reinforcing the importance of active involvement in the decision-making process. Moreover, the advisory role of boards, as noted by Judge and Talaulicar (2017), is

paramount in guiding management through complex strategic decisions. By providing informed recommendations and insights, boards empower executives to navigate challenges effectively, further reinforcing the positive relationship between board engagement and financial efficiency.
The findings of this study also corroborate earlier research indicating that effective governance requires boards to harmonize diverse stakeholder to foster trust and loyalty (Olalere, 2019). By prioritizing stakeholder well-being and aligning their initiatives with organizational goals, boards can cultivate a corporate culture that enhances brand reputation and mitigates risks. This broader perspective on stakeholder engagement aligns with the findings of Tela et al., (2018), who advocate for boards with a significant proportion of independent directors to fulfill their service obligations effectively. Independent directors, with their access to external information, can enrich the board's service function, ultimately contributing to improved financial efficiency. Collectively, these findings affirm the necessity for board members to actively engage in their service roles to foster sustained financial success and organizational resilience.

4.6.2 Monitoring Roles and Financial Efficiency

The study findings revealed a positive relationship between the monitoring roles of boards and the financial efficiency of government agencies, highlighting the importance of active oversight in enhancing accountability and governance. This suggests that effective monitoring not only facilitates transparency but also fosters a performance-driven culture, leading to improved financial results. The findings emphasize the necessity for boards to allocate sufficient resources and attention to their monitoring responsibilities, thereby enhancing the effectiveness of their oversight functions. This aligns with previous research, such as that by Bossu and Rossi (2019), who emphasized the board's critical role in overseeing compliance with laws and regulations, which is vital for protecting the organization from potential risks such as legal penalties and reputational damage. By ensuring that operations are conducted within legal and ethical boundaries, boards can mitigate risks and safeguard financial health, further supporting the current study's assertions about the significance of monitoring roles.

Additionally, Schaedler et al., (2022) highlighted the board's role in evaluating executive management's financial efficiency, which serves as a mechanism for accountability. This evaluation process is critical, as established by Samans and Nelson (2022), in promoting

responsible decision-making and continuous improvement among management teams. These findings resonate with the current study, reinforcing the notion that effective monitoring roles contribute significantly to financial efficiency by holding management accountable for operational outcomes. By implementing transparent performance assessment processes, boards can identify areas for improvement and drive financial success, corroborating the study's conclusions regarding the positive link between monitoring and financial outcomes.

Furthermore, Rutungana (2021) reinforced the idea that boards are central to financial oversight, encompassing essential functions such as budget approval and financial reporting review. This meticulous scrutiny of financial statements ensures efficient resource utilization and alignment with strategic objectives, preventing financial mismanagement and enhancing stability. The emphasis on robust monitoring mechanisms aligns with Tumusiime (2018) and Mugobya (2016), who noted that effective governance and credible evaluation frameworks are essential for driving financial efficiency improvements in Uganda. By actively engaging in monitoring and evaluation, boards can apply pressure on management to enhance performance, demonstrating that diligent oversight is crucial for achieving satisfactory financial outcomes.

4.6.3 Strategic Roles and Financial Efficiency

The study findings indicate that strategic roles were significantly and positively related to the financial efficiency of government agencies. This highlights the critical importance of boards in shaping long-term strategies that guide agencies toward financial sustainability. The results suggest that boards play a proactive role in strategic planning and decision-making, which aligns with the findings of Donohue (2022). In emphasizing effective leadership, Donohue argues that boards must engage actively in strategic decision-making processes to facilitate organizational outcomes and maintain a balance between vision and current realities. This alignment of board activities with strategic planning highlights the necessity for boards to ensure that their agencies effectively meet community needs while enhancing their financial efficiency.

Additionally, the current findings resonate with the research of Blanc, Chenaux, and Philippin (2023), who assert that boards of directors are pivotal in the review and approval of strategic plans that serve as blueprints for achieving organizational objectives. Their study points out that

robust strategic planning fosters transparency and enhances stakeholder confidence, which is crucial for financial efficiency. The current findings support this view, as they suggest that the boards' strategic engagement not only improves financial outcomes but also contributes to the overall effectiveness of government agencies.

Lastly, the findings reflect the importance of granting autonomy to boards in making strategic decisions. Isiaka (2018) and Wanyama and Aila (2022) emphasize that parastatal organizations often suffer from management challenges due to limited board authority in decision-making processes. Their studies highlight that boards must be empowered to exercise their strategic roles fully to improve financial efficiency. The current study findings show that strategic roles significantly influence financial efficiency reinforces the notion that effective governance requires not only active board engagement but also the necessary authority to implement strategic initiatives successfully. By ensuring that boards can fulfill their strategic roles without unnecessary constraints, government agencies can optimize their financial efficiency and enhance their overall effectiveness.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter provides a comprehensive summary of the study's findings, along with presenting the conclusion and recommendations. The results were organized in line with the study objective which included establishing the relationship between service roles and financial efficiency of government agencies in Uganda, the relationship between monitoring roles and financial efficiency of government agencies in Uganda and the relationship between strategic roles and financial efficiency of government agencies in Uganda.

5.2 Summary of the study findings

The findings revealed that service roles have a significant and positive relationship with the financial efficiency of government agencies ($r = .589^{**}$, $P < 0.01$). Given that the relationship was significant, the study rejected the study hypothesis H_{o1}: There is no significant relationship between service roles and financial efficiency of government agencies in Uganda Similarly, monitoring roles were found to have a significant and positive correlation with the financial efficiency of government agencies ($r = .336^{**}$, $P < 0.01$). Additionally, given that the relationship was significant, the study rejected the study hypothesis H_{o2}: There is no significant relationship between monitoring roles and financial efficiency of government agencies in Uganda. Furthermore, strategic roles also showed a significant and positive relationship with the financial efficiency of government agencies ($r = .508^{**}$, $P < 0.01$). In additional, given that the relationship was significant, the study rejected the study hypothesis H_{o3}**:** There is no significant relationship between strategic roles and financial efficiency of government agencies in Uganda.

From the linear regression, the study findings revealed that service roles had a positive and significant contribution of 33.5% to the total variance in financial efficiency of government agencies (Adjusted $R^2 = 0.335$). Then monitoring roles made a positive and significant contribution of 9.7% to the total variance in financial efficiency of government agencies (Adjusted $R^2 = 0.097$). It was also revealed that strategic roles made a positive and significant contribution of 24.5% to the total variance in financial efficiency of government agencies (Adjusted $R^2 = 0.245$). In the multiple regression analysis, the combination of service roles,

monitoring roles, and strategic roles, along with demographic factors, significantly explained 44.8% of the variance in financial efficiency (Adjusted $R^2 = 0.448$). Specifically, service roles and strategic roles made significant positive contributions to financial efficiency, while monitoring roles did not significantly contribute.

5.3 Conclusions

The study concluded that the various service roles of boards in government agencies significantly contribute to enhancing financial efficiency. Specifically, the strong positive correlation between service roles and financial efficiency ($r = .589$) indicates that when boards actively support the strategic objectives of their agencies and nurture positive stakeholder relationships, they foster improved financial efficiency. This emphasizes the importance for board members to fully embrace their service roles, as their engagement not only strengthens the financial efficiency of the agencies but also enhances their reputation and effectiveness in delivering public services.

In addition, it was concluded that monitoring roles are positively associated with financial efficiency ($r = .336$). This affirms the crucial role of boards in overseeing managerial activities and ensuring institutional accountability. Through effective monitoring, boards can promote transparency and instill a culture of performance-based governance, which ultimately drives financial efficiency in government agencies. Therefore, it is essential that boards allocate sufficient attention and resources to their monitoring duties to reinforce their oversight capacity.

Lastly, the study concluded that strategic roles have a significant and positive relationship with the financial efficiency of government agencies ($r = .508$). This shows the essential function of boards in formulating long-term strategies and steering their agencies toward financial sustainability. Active involvement in strategic planning and informed decision-making enables board members to align agency priorities with community needs and institutional goals. Such strategic contributions not only improve financial efficiency but also enhance the broader effectiveness and resilience of public agencies in achieving their missions.

5.4 Recommendations

The following recommendations were put forward;

The study recommended that the board members of the institution undergo a strategic reorientation to enhance their roles in driving business growth and fostering stakeholder engagement. The board should actively leverage the networks and expertise of its members to generate business opportunities and gather critical market intelligence. Additionally, the board must prioritize the interests of key stakeholders, including employees and suppliers, ensuring that their concerns and contributions are integrated into decision-making processes.

It was also imperative for the board to enhance its oversight capabilities by adopting a more proactive approach to monitoring the CEOs' behavior and performance. The board should implement a robust performance management framework that includes regular evaluations of management against their delegated responsibilities, ensuring accountability and alignment with organizational goals. Additionally, the board must establish clear metrics to assess corporate performance against the organizations' set values, promoting a culture of transparency and integrity.

Lastly, it is crucial for the board to adopt a more strategic approach to governance by actively adapting performance measures that effectively monitor the implementation of corporate policies. The board should prioritize the development and enforcement of clear plans aligned with corporate strategies, ensuring that all initiatives are rigorously evaluated for effectiveness. Additionally, the board must take a proactive role in enforcing corporate policies, fostering a culture of compliance and accountability throughout the institutions. Moreover, the involvement of board members in the selection process for top management positions need to be considered which is essential to ensure that the right leaders are appointed to drive the institutions' vision.

5.5 Study Limitation

The study utilized self-reporting measures, which was influenced by response bias. Response bias refers to the tendency of participants to provide inaccurate or socially desirable responses, potentially leading to biased results. To mitigate this bias, the researcher employed survey methods that ensure participant anonymity or confidentiality. By guaranteeing anonymity or

confidentiality, the study aimed to reduce social desirability bias and encourage participants to provide more honest and genuine responses.

Some of the participants alter their behavior or responses due to ethical constraints or their awareness of being observed which is commonly known as the Hawthorne effect. To address this potential limitation, the researcher strictly adhered to ethical guidelines and ensures that informed consent was obtained from all participants. Additionally, strategies such as debriefing were employed to minimize participant biases and enhance the validity of the findings.

5.6 Areas for further research

The following suggestions for future research were made;

First, future studies could explore the effect of board composition on the performance of government agencies. This would help determine how the mix of skills, experience, gender, and independence among board members contributes to agency efficiency and goal attainment.

Secondly, there is a need to investigate the role of board accountability in enhancing the financial efficiency of government agencies. Understanding how mechanisms for monitoring, transparency, and responsibility affect financial outcomes could offer valuable insights for public sector reforms.

Lastly, research could examine the effect of board development programs on strategic decision-making by board members. This would provide evidence on whether continuous training and capacity-building initiatives empower boards to make more informed and strategic decisions in alignment with organizational goals.

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APPENDICES

Appendix I: Consent form for participants

Dear respondent

I'm Kenneth Nyakashaiaja, a student at Kyambogo University as part of the requirements for the award of a Master's in Science in Organization and Public Sector Management. I am undertaking a study on the topic, "***The relationship between board roles and financial efficiency of government agencies in Uganda.***" As one of the key stakeholders in this study, you are hereby requested to participate in the study. Please feel free to participate, its only for academic study. Your views will be used for this purpose, considered confidential and with utmost privacy.

Aspect of concern	**Description**
Type of study	This is an academic and non-profit or funded
Objectives	The study will explore: i) To establish the relationship between service roles and financial efficiency of government agencies in Uganda ii) To examine the relationship between monitoring roles and financial efficiency of government agencies in Uganda iii) To investigate the relationship between strategic roles and financial efficiency of government agencies in Uganda
Your roles and expectations	As a participant, you will be expected to provide truthful information. You will not be asked to pay or be paid for providing information
Your privacy, confidentiality	Your identity, personal details and information will be held private and confidential and will not be used anywhere against you.
Limitations in handling and providing data	Your participation will only remain in the field. You are under no other obligation for data management thereafter.
Withdrawal terms	You are free to withdraw your participation at any time of the study as long as you feel the study is not providing conducive atmosphere of your stay or under any other circumstance.

If you agree with above, please append your names, signature and day-time contact telephone for which you shall be contacted further to participate in the study.

Participants' Name……..……. Signature…….……

Mobile Telephone:.....

Researcher's Name: ……Signature.....

Mobile Telephone:.....

Appendix II: Questionnaire for Data Collection

Dear Respondent,

I'm Nyakashaiaja Kenneth, a student at Kyambogo University as part of the requirements for the award of a Master's in Science in Organization and Public Sector Management. I am undertaking a study on the topic, "***The relationship between board roles and financial efficiency of government agencies in Uganda.***" As one of the key stakeholders in this study, you are hereby requested to participate in the study. Please fill or respond with in this questionnaire for the appropriate answers you consider right. Your responses will be treated with lot of confidentiality and used only for academic purposes.

Section A: Bio-data

Please put a tick mark (√) in the option boxes provided or fill in the spaces provided.

1. Name of the Agency:……

2. Sex

   i) Male ☐ ii) Female ☐

3. Age of respondent

   i) 18-27 ☐ ii) 28-37 ☐ iii) 38-47 ☐ iv) 48-57 ☐ v) 58 and Above ☐

4. Respondent's highest level of education

   i) Certificate ☐ ii) Diploma ☐ iii) Bachelor's Degree ☐

   iv) Master's Degree ☐ v) Others (please specify): .....

5. For how many years have you been working with this agency?

   i) Less than 1 ☐ ii) 1-3 ☐ iii) 4-6 ☐ iv) 7-9 ☐ iv) 10 and above ☐

For questions in Section B, please respond to the statements given below basing on the ranking scale.

1: Strongly Disagree (SD), 2: Disagree (D), 3: Neutral (N), 4: Agree (A) 5: Strongly Agree (SA).

SECTION B: <u>Service Roles</u>

Code	Item	Scale				
		SD	D	N	A	SA
	Facilitate access to resources					
B1	The Board often take advantage of the board members' networks to gather information for the institution					
B2	Board members provide advice and expertise that help the institution manage external Links					
B3	Board members help to generate business for the institution					
B4	Board members help to raise funds or other resources for the institution					
	Advise management					
B5	Board members contribute with advice on general management issues					
B6	Board members contribute with advice on legal issues.					
B7	Board members contribute with advice on financial issues (internal Financing and investment).					
B8	Board members contribute with advice on technical issues					
B9	Board members contribute with advice on institution development issues					
	Balance Stakeholder interests					
B10	The Board feels a moral responsibility to look after the interests of the Shareholders.					
B11	The Board pays serious attention to funders' interests					
B12	The Board pays serious attention to employee interests					
B13	The Board pays serious attention to suppliers' interests					
B14	The Board pays serious attention to Corporate Social Responsibility (CSR) practices					

For questions in Section C, please respond to the statements given below basing on the ranking scale.

1: Strongly Disagree (SD), 2: Disagree (D), 3: Neutral (N), 4: Agree (A) 5: Strongly Agree (SA).

SECTION C: <u>Monitoring Roles</u>

Code	Item	Scale				
		SD	D	N	A	SA
	Oversee management performance					
C1	Board members closely evaluate management actions.					
C2	The Board monitors CEO behavior					
C3	The Board reviews management performance against delegated duties					
C4	Board members evaluate top management decision-making process					
C5	Board members review managements integrity in business dealings					
	Monitor of performance					
C6	The Board has an internal mechanism to evaluate firm performance					
C7	The Board regularly reviews company performance against set policies					
C8	The Board reviews corporation's performance against set objectives					
C9	The Board reviews corporate performance against set values					
C10	Board members review corporate performance against the strategic plan					
	Review financial efficiency					
C11	Board members monitor the integrity of financial reports					
C12	The Board ascertains whether appropriate systems for financial planning are in place					
C13	The Board regularly reviews major changes in financial policies/plans					
C14	The Board regularly reviews the accounting records of the corporation					
C15	Board members analyze the corporation annual budget allocation.					

For questions in Section D, please respond to the statements given below basing on the ranking scale.

1: Strongly Disagree (SD), 2: Disagree (D), 3: Neutral (N), 4: Agree (A) 5: Strongly Agree (SA).

SECTION D: <u>Strategic Roles</u>

Code	Item	Scale				
		S	D	N	A	S
	Executive recruitment					
D1	Board members engage in succession planning for the CEO					
D2	The Board ensures proper succession for all directors and key executives					
D3	Board members engage in succession planning for top managers besides the CEO					
C4	Board members select appropriate participants to fill up the top management positions					
C5	Board members have procedures to follow for recruiting new directors					
	Corporate policies					
D6	The Board determines corporate policies					
D7	The Board reviews the implementation of policies					
D8	The Board enforces corporate policies					
D9	The Board scans the environment before determining major policies					
D10	The Board adapts performance measures to monitor the implementation of policies					
	Participate in strategy development					
D11	The Board is involved in making proposals on the institution's long term Strategies and main goals.					
D12	The Board is involved in making proposals on the institution's long term Strategies and main goals.					
D13	The Board is involved in putting decisions on the institution's long term strategies into action					
D14	The Board is involved in controlling the follow up of decisions on the institution's long-term strategies.					
D15	The Board determines plans designed to implement the corporate strategies					
D16	The Board ensures that the institution's structure is appropriate for implementing the chosen strategies.					

For questions in Section E, please respond to the statements given below basing on the ranking scale.

1: Strongly Disagree (SD), 2: Disagree (D), 3: Neutral (N), 4: Agree (A) 5: Strongly Agree (SA).

SECTION E: <u>Financial efficiency of Government Agencies</u>

Code	Item	Scale				
		SD	D	N	A	SA
E1	The institution disclose information about their activities, decisions, and use of resources to the public					
E2	Audits are to regularly conducted to monitor and evaluate the use funds					
E3	The institution follows all financial regulations in place					
E4	The institution has system that detects any financial fraud by any person					
E5	Every member in the institutions is accountable for his/her actions					
E6	The institutions meets its annual budget utilization targets					
E7	The institution spend funds and per the budget activities					
E8	The institution always keeps enough funds to run its operations					
E9	The institution has the ability to pay all its obligations whenever they fall due					
E10	The institution has cash reserves to cater for unforeseen costs					
E11	The institution ensure that outcome of public expenditures is effective and that there is minimum waste and expense					
E12	There is no waste of funds and effort in non-profitable ventures					
E13	The institution ensures that all its operations obtain value for money					

END

THANK YOU

Appendix III: List of Government Agencies/Authorities

1) Allied Health Professional Council
2) Amnesty Commission
3) Capital Markets Authority – Uganda
4) Centre for Alternative Disputes
5) Civil Aviation Authority (CAA)
6) Dairy Development Authority (DDA)
7) Departed Asians' Property Custodian Board
8) Education Service Commission
9) Electricity Disputes Tribunal
10) Electricity Regulatory Authority (ERA)
11) Enterprise Uganda Foundation Limited,
12) Equal Opportunities Commission
13) Financial Intelligence Authority
14) Health Service Commission,
15) Inspectorate of Government (IGG)
16) Institute of Certified Public Accountants of Uganda (ICPAU)
17) Judicial Service Commission (JSC)
18) Kampala Capital City Authority
19) Kyambogo Teacher Curriculum centre.
20) Law Reform Commission
21) Medical and Dental Practitioners Council
22) Metropolitan Physical Planning Authority,
23) National Agricultural Advisory Services (NAADS)
24) National Agricultural Research Organisation (NARO)
25) National Animal Genetic Resources Centre & Data Bank
26) National Citizenship and Immigration Control
27) National Council for Children,
28) National Council for Disability
29) National Council for Older Persons
30) National Council of Higher Education
31) National Council of Sports(NCS)
32) National Curriculum Development Centre
33) National Drug Authority (NDA)
34) National Forestry Authority
35) National Identification Registration Authority,
36) National Information Technology Authority (NITA)
37) National Library of Uganda
38) National Lotteries Board
39) National Medical Stores (NMS)
40) National Physical Planning Board
41) National Planning Authority (NPA)
42) National Records and Archives Agency
43) National Roads Safety Board,
44) National Social Security Fund (NSSF)
45) National Water & Sewage Corporation
46) National Women's Council,
47) Non-Performing Assets Recovery Tribunal;
48) Non-Performing Assets Recovery Trust;
49) Petroleum Authority of Uganda
50) Population Secretariat

51) Private Sector Foundation Uganda
52) Public Procurement And Disposal of Public Assets Authority (PPDA)
53) Public Service Commission (PSC)
54) Rural Electrification Agency
55) Students Financing Board,
56) The National Agricultural Advisory Services,
57) The National Youth Council,
58) The Office of the Auditor General
59) The Uganda Warehouse Receipt System Authority
60) Town and Country Planning Board,
61) Transport Licensing Board
62) Uganda AIDS Commission
63) Uganda Allied Health Examinations Board
64) Uganda Atomic Energy Council
65) Uganda Blood Transfusion Services
66) Uganda Coffee Development Authority
67) Uganda Commodities Exchange
68) Uganda Communications Commission (UCC)
69) Uganda Cotton Development Organization
70) Uganda Development Bank
71) Uganda Electoral Commission
72) Uganda Electricity Distribution Company Limited
73) Uganda Electricity Generation Company Limited,
74) Uganda Electricity Transmission Company Limited
75) Uganda Energy Credit and Capitalization Company Limited
76) Uganda Exports Promotions Board,
77) Uganda Free Zones Authority,
78) Uganda Human Rights Commission (UHRC)
79) Uganda Insurance Commission (UIC)
80) Uganda Investment Authority
81) Uganda Land Commission
82) Uganda Livestock Industries Limited
83) Uganda Manufacturers Association (UMA)
84) Uganda National Bureau of Standards (UNBS)
85) Uganda National Chamber of Commerce & Industry (UNCCI)
86) Uganda National Council for Science & Technology (UNCST)
87) Uganda National Examinations Board (UNEB)
88) Uganda National Meteorological Authority
89) Uganda National Roads Authority
90) Uganda Non-governmental Registration Board
91) Uganda Nurses and Midwifery Examinations Board
92) Uganda Nurses and Midwifes Council
93) Uganda Registration Services Bureau (URSB)
94) Uganda Revenue Authority
95) Uganda Road Fund
96) Uganda Seeds Limited
97) Uganda Trypanosomiasis Control Council,
98) Uganda Wildlife Authority.
99) Uganda Wildlife Education Centre