



**PROJECT LEADERSHIP, BENEFICIARY INVOLVEMENT AND SUCCESS OF NON
GOVERNMENT ORGANIZATION PROJECTS IN MUKONO DISTRICT**

By

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PLAN A

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DECLARATION

I **Jane Scovia Nanono**, declare this to be my work and a result of my own efforts and investigation. It is original and has not been submitted for an academic award in any other Institution or University.

Signed: _____

Date: _____

Jane Scovia Nanono

APPROVAL

This dissertation report is submitted for examination and approval under my guidance as the supervisor.

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Dr. Rogers Mwesigwa

DEDICATION

I dedicate this work to my loving family. My husband Erick Evans Kigai Bigala and our children: Uzziel Victor Alinda, Kayla Shalom Ayeta and Asher Tylac Akana. You are such a special part of my life and wonderful gifts from God. I dedicate this work to you with genuine gratefulness and warmest regards.

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ACRONYMS

AfDB	African Development Bank
BMG	Bostock Marketing Group
CEEDR	Centre for Enterprise and Economic Development Research
CVI	Content Validity Index
KAGIS	Keep A Girl in School
KWDT	Katosi Women Development Trust
MUDINFO	Mukono District Non-Governmental Organization Forum
NAADS	National Agriculture Advisory Services
NAWEC	Nama Wellness Community Centre
NGO	Non-Governmental Organization
PMBOK	Project Management Body of Knowledge
PMI	Project Management Institute
SPSS	Statistical Package for Social Sciences
UBoS	Uganda Bureau of Statistics
UNNR	Updated National NGO Register
WEDAR	Women Empowerment Domestic Abuse Rescue

ABSTRACT

NGO Projects remain a mainstay of the economies of many countries even when most of them perform dismally. Several independent studies have been done on project leadership and beneficiary involvement in relation to project success, but little has been done on the combined effect of project leadership and beneficiary involvement on project success. This study aimed at establishing the relationship between project leadership, beneficiary involvement and project success among NGO projects in Mukono District. The objectives of this study were to examine: the relationship between project leadership and project success; beneficiary involvement and project success; the combined effect of project leadership and beneficiary involvement on project success. A conceptual framework rooted in the administrative management theory was used. The administrative management theory attempts to find a rational way to design an organization as a whole. The theory generally calls for a formalized administrative structure, a clear division of labor, and delegation of power and authority to administrators relevant to their areas of responsibilities. A cross-sectional survey design with a quantitative approach in generating the required information was used. In this study, there were seven NGOs and 45 NGO projects being implemented in Mukono district from which 240 stakeholders were drawn as respondents. This number was determined using a sample determination table. The non-probability sampling procedure was adopted since the population size of active NGO projects was not well defined due to the covid-19 pandemic lockdown. The purposive sampling technique was used to select the NGO projects appropriate for this study based on their accessibility. Data collection was done using survey questionnaires and the SPSS software package was used for data analysis. Project leadership had a positive linear relationship with project success ($r=0.377$, $p<0.01$) as was the case with beneficiary involvement ($r=0.312$, $P<0.01$). This was a clear indicator that project leadership and beneficiary involvement as separate independent variables have a positive effect on project success a dependent variable. The combined effect of project leadership ($B=0.318$, $P<0.05$) and beneficiary involvement ($B=0.232$, $P<0.05$) gave statistically significant results, a clear indicator that project leadership and beneficiary involvement significantly affect project success. These findings show that positively altering the independent variables has a direct effect on the dependent variable accordingly. Project leadership ought to be given more attention by management because of the higher standardized beta coefficient value. Improving project leadership increases project success. Correct implementation of designed projects improves project performance and leads to project success. Beneficiary involvement fosters a participatory approach to project implementation which draws community support and increases the sense of ownership leading to beneficiary satisfaction that translates to project success. This is good ground for policy advocacy in support of programs that promote good leadership and beneficiary involvement and integrated approaches to project running that guarantee success.

CHAPTER ONE

INTRODUCTION

This chapter covers the background of this study clearly defining NGO projects, gives a concise problem statement, the purpose of the study and its objectives with specific research questions. It also gives the content of the study and a conceptual framework.

1.1 Background of the Study

The success of an NGO project is important to its beneficiaries. It is through this success that their expectations and needs are met. Project success is when all required deliverables are made within budget and schedule (PMBOK, 2017). Assessing the success of an NGO at achieving its goals and objectives is becoming a common practice especially by donors. A record of past project successes in an NGO puts it at a better advantage of securing funding because donors trust that their requirements and expectations will be met (Adera, 2014). Many factors contribute to project success, but effective project leadership and beneficiary involvement are particularly critical.

McMahon (2021) posited that NGO projects can range from environmental interventions to literacy programs. The goal of such projects is usually to improve standards of living and quality of life in a region. This can include promoting economic participation, addressing social inequality, improving infrastructure, and empowering residents to take charge. Such projects can vary considerably in size and mission. Some NGO projects focus specifically on improving conditions on the ground. Some groups take an empowering stance where instead of providing services and maintenance, they encourage residents of a region to participate in service development. Social welfare can also be a subject of interest with NGO projects.

Organizations may promote education and could work on independence for marginalized members of society. This may include women, or those who have historically experienced discrimination due to religion, race, or political belief. Social equality can improve quality of life for all residents, while programs to enhance financial independence can create changes in the level of economic participation.

A good leader is arguably one of the most precious resources an NGO project can have. Quality of leadership is thus to be considered as one of the resources of an NGO, at par with equipment and finance since it yields better results in terms of project success (Barr *et al.*, 2003). Good project leadership is essential for order and equity, efficient delivery of goods and services and ensuring success in a project (Rotich *et al.*, 2014). Leadership is about guiding others towards the attainment of project objectives, “motivating and guiding people to realize their potential and achieve tougher and challenging organizational goals.” Successful leadership convinces people of the need to change, stimulates new ways of thinking and problem solving, and then encourages them to work together in order to accomplish project objectives in difficult work environments. Leadership also guides people to grow together as professionals while simultaneously completing their project responsibilities (Anantatmula, 2010).

Beneficiary involvement is arguably the most important ingredient for a successful project delivery, and yet it is often regarded as a fringe activity. It is the involvement of a significant number of persons in situations or actions which enhance their wellbeing, for example their income, security or self-esteem (Chambers, 2009). Successful NGO projects have been discovered to serve the needs of beneficiaries by ensuring that their expectations and needs are attended to.

Early beneficiary involvement can help increase the chances of success in projects because project managers depend on people to respond to the outputs and benefits that they deliver (Discenza and Forman, 2007) and participatory project implementation has a strong relationship with the success of a project (Kyarimpa, 2010). People will only respond if they are engaged. A project is more likely to be successful, if it takes into consideration the expectations of the beneficiaries and endeavors to meet their needs and this is because beneficiaries may be actively involved in the project or have interests that may positively affect the performance or completion of the project (PMI, 2013).

According to Boston (2007), beneficiary involvement should be from concept to delivery on the project. It helps them get better visibility of the development process and its problems. In a situation where beneficiaries are not involved and there is poor leadership, a project will not meet its objectives. A case in point is the Keep A Girl in School (KAGIS) project by Kisoga Child Development Centre, a Compassion assisted project. This project was set up with the objective of keeping the girl child in school after finding out that 30% of the girls would miss school during their menstrual periods due to lack of sanitary towels. These girls always feared embarrassment from the boys and often gave up going to school for that period. The project staff decided to procure and distribute sanitary pads to all girls aged 13 years and above in the community schools but unfortunately, the distribution would be done during the school assembly where both girls and boys would be in attendance. Because of inadequate sensitization, these girls were often embarrassed by this public distribution of sanitary pads and as a result only few would pick them. Had the staff involved these schools and students right from the project's onset, an acceptable distribution time and approach would have been used (Compassion Project staff, pers. comm, 2018).

Whether NGO projects in Uganda could achieve their intended objectives within a given budget and timeline remains a question to be answered.

Against this background it is interesting to note that as of 2019, there were 14,027 NGOs in Uganda but only 2,119 of the registered total were authorized to operate projects after a validation exercise was done (Okello, 2019). This number has risen to 2,235 as per the national register but which according to the discretion of the NGO bureau shall keep varying (UNNR, 2021). NGOs and associated projects in Uganda face many challenges that are both inter-NGO (Mukasa, 2002) and intra-NGO (Omona and Mukuye, 2012) and these have a direct consequence of high attrition rates. Mukono district which has over 60 registered NGOs that are both indigenous and international in nature (UNNR, 2021) was chosen as the area of study.

High attrition rates of projects in Mukono district point to factors that work in sync to affect project success, a dependent variable in project work and the ultimate goal of any project. One of the most difficult tasks is predicting the success of a given project. Most goal-oriented managers look only at the time, cost and performance parameters, and if an out of tolerance condition exists, then additional analysis is required to identify immediate contribution to profits but will not identify whether or not the project itself was managed correctly. A project can't be successful unless it is recognized and supported by top-level management. There must be willingness to commit resources and provide the necessary administrative support so that the project easily adapts to the organization's day-to-day routine of doing business.

To increase project success potentials, NGO's need to improve not only the budget and human capacity base but also aspects of networking and information sharing, organizational structure involving organizational vision, mission and strategy, and beneficiary involvement (Kerzner, 2017).

A number of independent studies on project leadership (Hailey and James, 2010; Nixon *et al.*, 2011; Hassan *et al.*, 2017; Smith, 2020) and beneficiary involvement (Mutulili, 2005; Kyarimpa, 2010; Mercelis *et al.*, 2016; Yalegama *et al.*, 2016) in relation to project success have been done but not much has been done on the combined effect of project leadership and beneficiary involvement on project success. Premised on the above, this study, rooted in the management theory which is detailed in planning, execution and control was carried out. It assessed the relationship between project leadership, beneficiary involvement and success of NGO projects in Mukono district. It is hoped that lessons drawn from this study will inform the various components of project leadership and beneficiary involvement and serve to create synergies that are critical to project success.

1.2 Statement of the Problem

When projects have the proper structures in place and beneficiaries are involved, their chances of success are greatly magnified (Koops *et al.*, 2016). Against the background of many local and international projects with a streamlined structure that brings them under one umbrella, NGO projects in Mukono district continue to experience low success rates. MUDINFO (2018) asserted that NGO project failure rate has been registered as high as 81%.

Some of the major reasons behind these failures could relate to the lack of strategic alignment leading to premature projects abandonment, resource allocation, risk mitigation, performance monitoring and beneficiary related factors such as involvement among others. If these factors are not checked, this trend is likely to continue leading to more financial and other losses to donors. The study is therefore intended to examine the relationship between project leadership, beneficiary involvement and success of NGO projects in Mukono district.

1.3 Purpose of the study

The main purpose of the study was to establish the relationship between project leadership, beneficiary involvement and project success among NGO projects in Mukono District.

1.4 Specific Objectives

The study was guided by the following specific objectives:

1. To examine the relationship between project leadership and project success.
2. To examine the relationship between beneficiary involvement and project success.
3. To examine the effect of project leadership and beneficiary involvement on project success.

1.5 Research questions

1. What is the relationship between project leadership and project success?
2. What is the relationship between beneficiary involvement and project success?
3. What effect do project leadership and beneficiary involvement have on project success?

1.6 Scope of the Study

1.6.1 Geographical scope of the study

The study was conducted in the NGO projects operating in Mukono District that have streamlined collaborative arrangements and belong to a network called Mukono District Non-Governmental Organization Forum (MUDINFO).

1.6.2 Content scope

The study focused on aspects of leadership, beneficiary involvement and project success. When beneficiaries and project proponents find common ground and achieve individual goals by communicating in an effective way, projects are more likely to proceed smoothly.

1.7 Significance of the study

With the scarcity of empirical evidence on the relationship between project leadership, and beneficiary involvement which lead to project success and with the low success rates of NGO projects, this study is meant to have an empirical analysis of the aforementioned relationship and therefore create a baseline that will stimulate further research in this area. This it is hoped will enhance our understanding of project leadership, lead to innovations meant to improve project leadership and enhance capacity but also have beneficiaries involved more to attain success in NGO projects. It is also hoped that the findings of this study will encourage transformational leadership in NGO projects to mitigate losses and enhance success.

1.8 Conceptual Framework

The study adopted a conceptual framework showing the relationship between project leadership, beneficiary involvement and project success (Fig. 1). The conceptual framework presents relationships between project leadership, beneficiary involvement and project success. Project leadership is conceptualized as strategic alignment, resource allocation, risk mitigation and performance monitoring (De Souza *et al.*, 2015). Beneficiary involvement involves vigor, dedication and absorption of the stakeholders (Schaufeli *et al.*, 2006). Project leadership and beneficiary involvement are independent variables. The dependent variable which is project success is conceptualized as project schedule, cost effectiveness and the quality of product or service delivery according to Zwikael and Smyrk (2012).

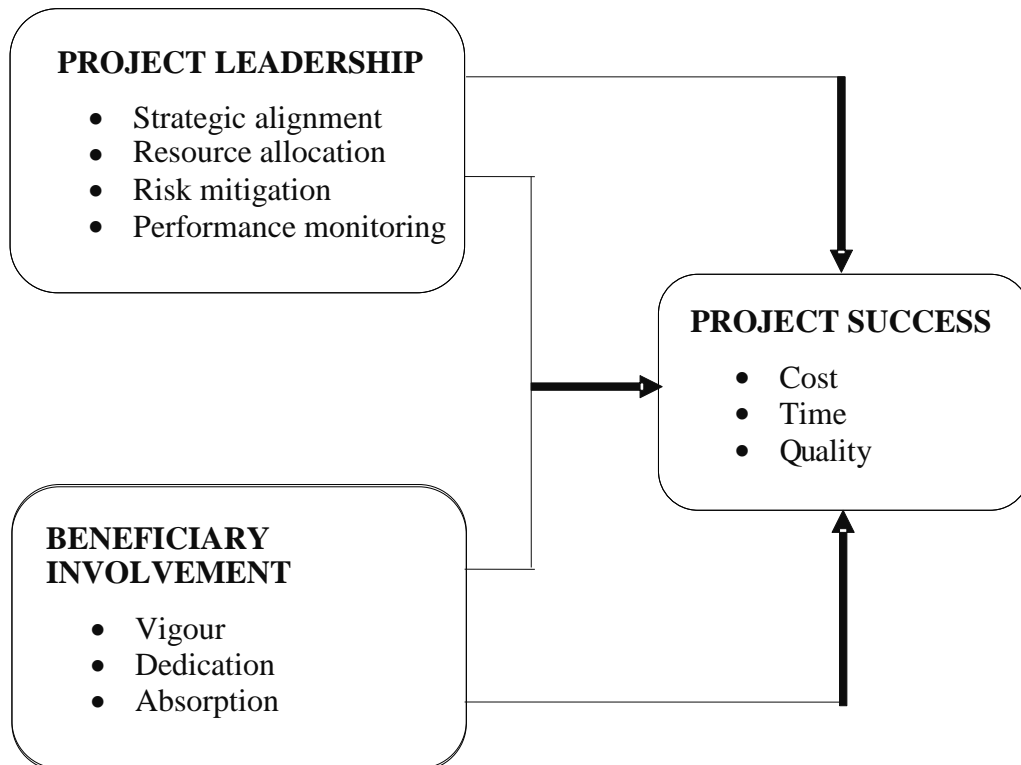


Figure 1: Conceptual Framework:

Source: Reviewed and modified from Schaufeli *et al.*, (2006), Zwikael and Smyrk (2012) and Müller *et al.* (2016).

The conceptual framework was rooted in the administrative management theory (Wren *et al.*, 2002) which lays out an informative categorization of a leader's functions and involves many important concepts for the organization as a whole. The informative categorizations of a leader's functions are in light of planning, organizing, command, coordination and control. In beneficiary involvement, the attributes can be seen among others in division of labour which allows for specialization, equity and remuneration and stability of tenure.

Project leadership and beneficiary involvement as such lead to timely project completion with time, cost and product quality as criteria for success being used to achieve the goal (Morioka and Carvalho, 2014). Quality is an important outcome of a project (Orwig and Brennan, 2000) and has different attributes - both subjective and objective - some of which are difficult or impossible to quantify. Project quality is normally evaluated at the completion stage, though assessments may be undertaken during the various stages of the project. Although the most significant quality decisions are made during the planning and design stages, most of the quality management efforts occur during the implementation phase of the project. The onus for ensuring project quality lies primarily on the project leader and the project team who should endeavour to undertake best practices to ensure successful project management (Toakley and Marosszeky, 2003).

Both project leadership and beneficiary involvement have a direct effect on project success. Many studies have empirically supported the effect of good leadership on project success (Aga *et al.*, 2016). Transformational leadership is very important in attaining the optimum level of success in any project (Ahmed and Abdullahi, 2017). Beneficiary involvement towards a project creates a sense of ownership and leads to sustainable projects (Paddock, 2013).

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents literature on the relationship between project leadership, beneficiary involvement and success of projects. The purpose of reviewing the literature was to present what other researchers have written in connection to this study and to identify the gaps in their reviewed studies that will then be covered by this study. The literature reviewed was from journal articles, research dissertations, and books.

2.1 NGOs

Historically, the beginning of NGOs can be traced back to 1807, the year when the British abolished the slave trade, followed by the formation of a number of organized not-for-profit movements, which addressed the issues of slavery, women empowerment and movements for peace (Lewis, 2007). Although NGOs have existed in various forms for centuries, the phrase (non-governmental organization) only came into popular use with the establishment of the United Nations Organization in 1945 and that is where the cumulative status of non-governmental organization was derived (Pawel, 2006).

The idea of NGOs has a range of contemporary meanings. It is a distinct category of civil society and a distinct group that is non-governmental in nature and founded with not-for-profit-oriented objectives. It is generally defined as a private, self-governing, not-for-profit organization (Anheier, 2007) that offers a broad spectrum of services across multiple fields, ranging from livelihood interventions, health and education service to more specific areas such as emergency response, democracy building, conflict resolution, human rights, and environmental management (Lewis and Kanji, 2009).

NGOs function particularly for humanitarian-oriented activities, which are not addressed by the private or public sectors and focus on direct interaction with the community in advocacy, health, non-formal education, relief and capacity building, etc. (Nanthagopan, 2011; Bagci, 2003; Lusthaus *et al.*, 2002; Lyons, 2001; CEEDR, 2001). NGOs form an essential part in the delivery of development projects as they operate in turbulent natural, economic and social environments to support rebuilding vulnerable communities (Weerawardena *et al.*, 2010). NGOs engage with the unique challenges of development projects and coordinate complex groupings of stakeholders to mobilise the resources required to deliver effective services to communities (Yalegama *et al.*, 2016). These characteristics suggest that it is not sufficient only to understand the levels of project success along with the interconnections of project success among these levels.

Ugandan Non-Governmental Organizations are project-based entities which have faced significant challenges in achieving the laid-out objectives (in some cases with project failure rates as high as 76%) mostly due to deficiencies in success-related issues. This is further evidenced by the fact that only about 15% NGO projects have fully met their goals. This is despite the existence of governance structures and efforts to engage stakeholders in the project (UNNGOF, 2017). Although corporate governance mechanisms have been given a lot of attention (Bushee *et al.*, 2014), NGOs still register weak leadership as it is manifested in form of weak internal control systems, excessive risk taking, override of internal control measures, absence of or non-adherence to limits of authority, absence of risk management processes, insider abuses and fraudulent practices. These remain a worrisome feature of the organization's system (Soludo, 2004).

The evaluation of project success is critical for NGOs to both show performance (Camilleri, 2012) and demonstrate accountability to stakeholders, which can enhance their fund mobilizing ability, enabling these organizations to sustain projects in communities (Golini and Landoni, 2014; Hermano *et al.*, 2013; Ika *et al.*, 2012).

A 2009 NGO sustainability index for Sub-Saharan Africa indicates that sustainability will require a critical mass of NGOs that can efficiently provide services that consistently meet the needs, priorities and expectations of their constituents thus, organizational project success. The underlying assumptions include ability of NGOs to provide services in a variety of fields, provision of goods and services that reflect the needs and demands for the pro-poor (USAID, 2010). Project success is a multi-dimensional domain that incorporates a range of factors and levels, a perspective that has been overlooked in examining development projects involving NGOs. This study aimed at identifying the importance of project leadership and beneficiary involvement in the project success of NGOs involved in development projects. It also aimed at identifying the interplay between these two factors in project success in NGOs.

2.2 Project leadership

Project leadership is an interesting and increasingly popular field of investigation. It is an area growing in relevance and importance as projects are being delivered in a more complex and uncertain environment (Krahn and Hartment, 2006). Masden (2019) noted that projects and work environments are becoming increasingly complex with more stakeholders, dispersed teams and an unprecedented rate of technological change. In order to adapt to this complexity and find new opportunities to innovate and build a high-performing team, project leadership has to be given due consideration.

Project leadership entails the knowledge, skills and behaviours needed to guide a project through goal setting and making improvements to existing ways of working and team motivation to help an organization determine its project outcomes (Masden, 2019). Project leadership is becoming important due to the increase of project-based organizations in industrial importance (Ahmed *et al.*, 2013). Projects fail because of unclear scope and success criteria, lack of strategic alignment, lack of buy-in and engagement from senior stakeholders, lack of change management skills, underestimation, inadequate risk management and poor resourcing (Masden, 2019).

The odds of project success increase with the quality of project leadership (Great Project Leadership, 2013) and effective project management needs to have a solid foundation based on project leadership (Juli, 2011). Project leadership determines: Strategic alignment and Resource allocation through inspirational motivation, where a leader conveys a compelling vision that is encouraging to followers and offers demanding tasks and elevated expectations of them; Risk mitigation through intellectual stimulation, where the leader encourages the followers to be creative and induces them to develop innovative solutions to problems; Performance monitoring where the leader pays attention to individual followers but also provides support, encouragement and coaching (Avolio *et al.*, 2004; Lindgren and Packendorff, 2009; Mittal, 2016).

Strategic alignment is the link between an organization's overall goals and the goals of each of the units that contribute to the success of those overall goals (Andolsen, 2007). The use of strategic alignment allows an organization to contemplate its longevity and how achievable its vision for the future is designed (Morrison *et al.*, 2011).

Barnat (2007) on McKinsey 7-S Framework suggests that managers should focus on seven components to ensure effective strategy execution: strategy, structure, systems, shared values (culture), skills, style and staff. Alignment therefore entails management's fine-tuning of the components identified to ensure an organization's activities are directed towards achievement of the strategic goals.

Resource allocation in NGO project management affects three pillars: the political, the technical, and the ethical (Roberts *et al.*, 2003). Politically, allocation processes determine which countries get what assistance, raising distributional issues at every level from the international down to individuals.

Technical matters include the choice of objectives, for instance the diseases to be addressed for the case of public health projects and the strategies that will be employed, the population to be targeted, and the effectiveness of interventions and programs. Ethical considerations start with the fairness of the allocation processes and continue through the equity of their outcomes and consequences.

In regard to risk mitigation, Trivunovic *et al.* (2011) examined the corruption risk assessment framework from the perspective of donor using a review of related literature and reported on the subject matter as well as personal experience in the industry. The results revealed those important risk factors that donor and development agencies must take into consideration include; the capacity of the NGO, the operational context of the NGO, the involvement of a third party in executing the projects among others. The study however cautioned donors with regards to the cost associated with instituting and effective risk assessment mechanism for NGOs.

Performance monitoring in NGO project management is wanting, Lahey (2015), for instance, observed that over two-thirds of ILO independent evaluations flag poor or non-existent M&E approaches and practices as primary constraints to project effectiveness. The question that arises then is, are NGOs carrying out effective monitoring and evaluation of their projects to ensure they achieve their set objectives?

Kareithi & Lund (2012) noted that since the 1990s, the role of development NGOs in international development has increased, along with massive interest and concern over NGO performance from NGO practitioners, governments, citizens, donors, policymakers and academics. Ahmed (2004) noted that calls for effectiveness and sustainability of NGOs projects has consequently placed pressures on NGOs to undertake increased monitoring and evaluation and present measurable indicators of output, impact and capacity.

2.3 Beneficiary involvement

McElroy & Mills (2000) considered beneficiaries as persons or groups of people who have a vested interest in the success of a project and the environment within which the project operates. Regarding how beneficiaries are involved in the project, Hamukwala *et al.*, (2008), argued that the approach to managing beneficiary and any other stakeholder's involvement varies from one organization to another. It ranges from being passive listeners to involving and empowering them to participate in defining objectives and implementing project activities.

Although the level of participation maybe different, the effective participation form is one which allows beneficiaries to influence the definition of project activities, increase their commitment to those objectives and consequently lead to project effectiveness (Hamukwala *et al.*, 2008). Nanthagopan *et al.*, (2016), argued that beneficiary participatory approach helps NGOs to get appropriate field level information, share knowledge and skills which are important in undertaking joint projects that address complex community issues.

Genuine participation assumes that the intended beneficiaries should take part in key decision-making for the project. This form of participation gives opportunities to local people to have control over the project (Madajewicz *et al.*, 2014; Mansuri & Rao, 2004; Riddell, 2013). Similarly, Prokopy (2005) posited that genuine participation can only occur in situations where communities are given the chance to decide about what type of project they want, when they want it and how they want it. One form of genuine participation is to let the members of the community make all decisions without any interference from the external agents in the case of NGOs.

This study relates beneficiary involvement to a study done by Schaufeli *et al.* (2006), who looked at work engagement in a different construct and defined it as a positive, fulfilling, state of mind characterized by vigor, dedication and absorption. Vigor is characterized by high levels of energy and mental resilience while working or engaging in a project, the willingness to invest effort in one's work and persistence in the face of difficulty.

Dedication is one's sense of significance, enthusiasm, inspiration, pride and challenge. Absorption refers to the state in which one is highly concentrated and happily engrossed in works so that they feel time passes quickly and it is difficult to detach from work or project for that matter. Engaged beneficiaries, therefore, feel strong and vigorous regarding their project, enthusiastic, optimistic and very often immersed in the project.

2.4 Project success

Project success is an intensively discussed topic in the project management field (Standing *et al.*, 2006; Basten *et al.*, 2011) and can be describes as a complex that involves: project completion within the scope, time, and expense, the advantages the project brings to the project organization, key partners, the project team, customer and stakeholder satisfaction, the accomplishment of the goals and objectives of the project organization, and marketing potential (Ika, 2015; Ali *et al.* 2021).

The specific causes of project success or failure have been an area of much debate in the project management literature (Nixon *et al.*, 2012). What is common though to all projects through history is that they all require special organizations, workforces, facilities and resources for the single purpose of completing the task at hand; in this case, project management has evolved into a global generic profession. Projects are often initiated in the context of a turbulent, unpredictable, and dynamic environment aligned with pronounced risks and uncertainties. Consequently, it is paramount for the project leader and the team to be well conversant with relevant information about specific factors, critical to project success for the project objectives and goals to be realized optimally (Rotich *et al.*, 2014).

Ellatar (2009) defined project success as the degree to which project goals and expectations are met. It should be viewed from different perspectives of individuals and the goals related to a variety of elements, including technical, financial, education, social, and professional issues. Project success is the goal, and the objectives of budget, schedule, and quality are the three normally accepted criteria to achieve the goal. According to Morioka & Carvalho (2014) a project's success refers to the goals and benefits foreseen by the project to the organization. In this way, it is about effectiveness of one initiative within the achievement of its initial goal, enabling the organization to enjoy the benefits foreseen by the project.

Measuring the success of completed projects has always been a perplexing challenge. The traditional view of project success is associated with time, cost and quality objectives (Carvalho *et al.*, 2015). This view comes from Martin Barnes's 'iron triangle' consisting of the core project constraints that he introduced in 1969, in which a project is considered successful when the actual cost and time are very close to the initial planned budget and schedule, and all deliverables meet the requirements agreed by all stakeholders involved in the project (Langston, 2013; Berssaneti and Carvalho, 2015). However, due to changes in the global business environment and market demand, these criteria are seen by some as too simple to deal with the requirements of project stakeholders (Toor and Ogunlana, 2009; Alzahrani and Emsley, 2013).

Wangu (2015) measured the success of non-governmental projects in Kenya by use of measures such as transparency, accountability, and cost of the completion, completion within budget and user satisfaction.

However, Ahmed (2014) measured performance of projects in non-governmental organizations in terms of achievement of goals, user satisfaction and accountability of financial resources.

There are various elements that interact to render performance outcomes in NGOs. These could be organizational, personal and environmental factors. Bagire *et al.* (2012) examined the interaction of personal factors, structure and the likely performance outcomes so as to inform strategy theory and practice in non-government organizations. The data drawn from 113 NGOs operating in Uganda showed that under the different structure settings personal factors differed in their strength of predicting performance. Save for education under network structure, the rest of the factors had very low and insignificant coefficients.

2.5 Project leadership and project success

Several literatures and scholars (Juli, 2011; Ahmed *et al.*, 2013; Aga *et al.*, 2016; Ali *et al.*, 2021) in the field of project management have asserted the importance of the relationship between leadership and the success of projects. They have argued that project leadership has a great effect on the level of success of any project. Leadership in project management is an essential skill for steering the project to a successful completion. Like leadership in other areas of business, leadership in a project context requires one to demonstrate a range of competencies and behaviors. From directing the team to project governance, leadership is fundamental to ensuring projects deliver a great result (Gheoghegan and Dulewicz, 2008).

Good project leadership is a critical factor of a project's success and without project leadership, there is no direction in project management. Leadership is the decisive factor in a project succeeding (Juli, 2011). Nixon *et al.*, (2012) reviewed existing literature in order to explore how performance of leadership in project management determines project management outcomes. They noted that leadership has been proved an important factor in effective management and a critical success factor in the performance of projects. Since leadership is a leading behavioral trait exhibited in effective managers, it is entirely plausible that leadership performance, and lack of performance management, can be a significant cause in project success or failure. Most literature on leadership has identified the impact of leadership on the success and management of a given project (Albert *et al.*, 2017). The Full Range Leadership Theory (FRLT) (Antonakis *et al.*, 2003) highlighted three Leadership styles: Transformational, Transactional and, laissez-faire (Sohmen, 2013).

Laissez-faire is considered destructive in project management compared to the former two leadership styles (Skogstad *et al.*, 2007). Transformational and transactional styles have gained particular attention in project management, and some project leaders build up a meticulous leadership behavior attempt to enhance and improve the project performance (Yang *et al.*, 2011). The leader aims to accomplish the goal by subordinates through communication and influence, as cited by Raziq *et al.* (2018). Project leaders play a significant role in achieving an excellent project performance (Scott-Young and Samson, 2008; Zwikael and Unger-Aviram, 2010).

The transformational leadership style is positively associated with employee entrepreneurial behavior (Afsar *et al.*, 2017), innovative employee behavior (Wang *et al.*, 2017), employee creativity (Dong *et al.*, 2017), employee retention (Caillier, 2018), organizational commitment (Delegach *et al.*, 2017), performance (Jansen *et al.*, 2009; Vaccaro *et al.*, 2012), employee adaptability and proactivity (Wang *et al.*, 2017), and work engagement (Ding *et al.*, 2017). The leadership style is also linked positively in a project environment with project success (Anantatmula, 2010) and project performance (Kissi *et al.*, 2013).

The attributes (inspiration, respect, obligation, individualized consideration, support, and open communication) of transformational leadership are much more likely to yield positive results (Al-Ghazali, 2020). Zaman *et al.* (2019) argued that transformational leadership plays a role of a catalyst in strategic repositioning and a positive change in implementing the perspective of the stakeholder, who contributes to a successful project. A transformational approach has enhanced the knowledge of different obstacles and related project problems that warrant initiatives to improve (Zaman *et al.*, 2019). The transformational leader thus sets inspiring goals for his team members to achieve demanding project objectives. In project teams, a transformational leader promotes positive workplace relationships, high engagement, and cohesion in project teams that guarantee the success of the project (Raziq *et al.*, 2018). In this way, the team members work to their full potential and bring the project to completion. Poor project leadership is one of the difficulties facing developing countries is the question of financial prudence and accountability.

This problem is currently a topical issue even in the non-profit sector because of the large amount of resources these entities receive and the fact their performance is being questioned with mixed views as to their role, legitimacy, operations and strategy (Damoah *et al.*, 2015; Eja and Ramegowda, 2020; Ackah, 2020). NGO projects ought to have sound leadership structures, and reliable financial information, so that managers and the board can depend on the accurate financial information it generates to make decisions; performance assessment and evaluation; participation; social auditing and self-regulation.

2.6 Beneficiary involvement and project success

Project managers view project beneficiaries as the ultimate receivers of project outcome and rank their satisfaction very high. Research showed that project managers in North America rank the importance of beneficiary involvement highest among all success criteria, whereas project managers in other regions rank its importance consistently among the top 10 of the success criteria (Müller and Turner, 2007). In addition, a survey conducted with 150 project managers from 8 different industries shows that beneficiaries' interest is the largest criterion for project success (Collins & Baccarini, 2004).

Although project beneficiaries may have little influence on the project, their involvement in project activities is important to ensure that the project is successful. Cornwall & Nyamu-Musembi (2004), claim that to achieve positive transformation, the current development approach should enable those affected most to express their needs and priorities and empower them to hold accountable all involved actors.

In addition, Batti (2015), argues that inadequate stakeholder involvement especially beneficiaries may result in the identification and implementation of interventions that do not respond to the local needs.

She argues that for NGOs to succeed, they should seek to implement projects which are addressing community needs as well as linked to their strategic goals.

Lawther (2009) also noted that beneficiary involvement was key in ensuring sustainability in post-disaster recovery projects. Moreover, international development institutions like the World Bank and African Development Bank (AfDB) have been advocating for beneficiary involvement as essential in achieving their objectives of poverty reduction and sustainable development.

However, Botes and van Rensburg (2000), claims that sometimes, the involvement of beneficiaries is not about involving them in the decision-making process, it is rather about legitimizing the already planned projects. This claim is based on findings from cases where beneficiaries were involved only after the project had been designed and when no big changes could be made at that stage.

Moreover, lack of an appropriate level of beneficiary involvement during the project cycle may lead to the mismatch between the project output and needs or priorities of the beneficiaries (Risal, 2014).

Therefore, there is need for a customized approach to engage and involve different categories of stakeholders, especially beneficiaries, considering the nature and complexity of development projects (Brière *et al.*, 2015).

Namara (2009), informed by his conceptual framework and of active partnership and empowerment, and in response to the poor performance and low beneficiary support of the existing unified extension service, NAADS identified that it was to operate using a decentralized demand-driven and private sector-oriented approach.

He discovered that the process and outcomes tied to NAADS were full of good intentions. It was to be structured to take into consideration the needs, constraints, and resources of the economically vulnerable farmers in order to generate practical options for improvement. Farmer participants within NAADS were to be empowered as active partners in the improvement of their situation. Emphasis was placed on how the work program and activities of the agricultural advisors would be determined by the farmers who are the beneficiaries themselves, ensuring optimal beneficiary involvement thus improving performance.

2.7 Project leadership, beneficiary involvement and project success

Project success has been historically defined as a project that meets its objectives under budget and schedule. This evaluation criterion has remained as the most common measure in many industries. But for a development project, success goes beyond meeting schedule and budget goals, it includes delivering the benefits and meeting expectations of beneficiaries, stakeholders, donors or funding agencies which sheds light on the strong link that exists between leadership and beneficiary involvement. Involving beneficiaries in the project cycle and making the development project more participatory, improves accountability in aid programs. It results in projects that better respond to recipient needs and facilitates donor accountability to the end users. Participation in one project may also serve as a catalyst for future development efforts at the local level (Siles, 2021). Moreover, beneficiary participation creates a monitoring mechanism such that those responsible for the project receive feedback from end users over the course of project implementation which allows them to take necessary actions making the project more responsive and useful (AfDB, 2001 and Winters, 2010).

In addition, beneficiary participation should result in the sense of self-development and self-reliance where beneficiaries take a lead in finding solutions to their challenges (van Heck, 2003).

Although beneficiary participation in all project phases ensures transparency, proper project selection, draws community support and increases the sense of ownership which in turn lead to beneficiary satisfaction and sustainability of project output (Lawther, 2009; O'Dwyer & Unerman, 2010; Hermano *et al.*, 2013 and Yalegama *et al.*, 2016); it also entails certain risks. These risks may include: higher upfront costs in terms of time and resources; the risk of undertaking poorly planned or merely token participatory activities due to limited time, capacity, commitment or resources; difficulty in reaching out to the targeted beneficiaries and ensuring that the true priorities and needs are represented; creation of unrealistic expectations and weak capacity of beneficiary (AfDB, 2001).

2.8 Summary of literature review

Despite the results reported in the studies, empirical evidence of the relationship between project leadership, beneficiary involvement and success of projects remains scanty and limited and points to contradictory conclusions.

Also, the case of NGOs in Uganda has not been extensively analyzed. We therefore consider the empirical analysis that examines the relationship between project leadership, beneficiary involvement and success of NGO projects in Mukono district to be of great interest.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter covers an explanation of the methods used in the assessment of the relationship between project leadership, beneficiary involvement and success of NGO projects in Mukono district.

3.1 Research Design

This study adopted a cross sectional survey design to help analyze the relationship between project leadership, beneficiary involvement and success of NGO projects in Mukono district. The design was quantitative and descriptive in nature.

In cross-sectional surveys, participants are selected based on the inclusion and exclusion criteria set for the study and are used for population-based surveys. These studies can be conducted relatively faster and are inexpensive (Setia, 2016). A quantitative design was adopted in this study because it allows the researcher to examine the relationship between any two variables of interest.

3.2 Study Population

Shukla (2020) defined a population as a set of all the units which possess variable characteristics under study and for which findings of research can be generalized.

Under this study, the population included 231 active NGO projects and operating in Mukono District as of July 2019 and registered by Mukono District NGO forum (MUDINFO, 2019). The stakeholders identified for this study included project staff and the beneficiaries of the different NGO projects.

3.3 Sample size and techniques

3.3.1 Sample size

This study's sample size was 240 respondents that were drawn from the 45 sampled NGO projects that were being implemented in Mukono district. This number was determined using the sample determination table by Gill *et al.* (2010).

3.3.2 Sampling techniques

The study adopted the non-probability sampling procedure. This was because the population size of active NGO projects was not well defined at the time of this research due to the Covid-19 pandemic lockdown. It was also because this method could be implemented more quickly and at a lesser cost (Michael, 2011).

The purposive sampling technique was used to select the NGO projects appropriate for the study and it was based on accessibility of the NGO projects. This helped in having a sample that could adequately answer the research objectives. Expert knowledge of the target projects was key in selecting in a non-random manner a sample that represented a cross-section of projects. Quota sampling was then done to determine respondents representative of the entire population but with specific population characteristics to get the desired results which were then generalized to the entire population. This explains the selection criteria of the six stakeholders (2 project staff and 4 beneficiaries) from each of the 240 projects.

3.4 Data Sources

Data was gathered from primary sources that included project stakeholders (project staff and beneficiaries) and it involved collecting firsthand information from the respondents. Primary data was collected using questionnaires attached in Appendix I.

3.5 Data Collection Method and Instrument

3.5.1 Data Collection Method

Data collection was done using a survey questionnaire. A survey questionnaire is a type of data gathering instrument that is utilized to collect, analyze, and interpret the different views of a group of people from a particular population (Cresswell and Clark, 2011). This was useful considering that the researcher was collecting a large amount of data from a large population.

3.5.2 Data collection instrument

This study used a self-administered questionnaire to collect the respondents' self-reported data that helped in establishing the relationship between project leadership, beneficiary involvement and success of NGO projects in Mukono district. A questionnaire is a carefully designed instrument for collection of data in accordance with the research questions and hypothesis, Amin (2005).

In order to provide consistent responses from participants, structured questions were arranged per objective and the instrument used a 5- point Likert scale. This was because the likert scale: is predictable and easily understood, gives the respondents choices without them being overwhelmed and is flexible enough to track members' experiences, takes less time and effort to complete than higher point scales, allows for a lower margin of error because any scale without a neutral option can distort results and bring the validity of survey results into question and its format aligns with a vast library of scientifically vetted questions and comparative external benchmark data (Joshi *et al.*, 2015).

3.6 Measurement of variables

The variables in this study include project leadership, beneficiary involvement and project success. Project leadership was measured by the dimensions of strategic alignment, resource mobilization, risk mitigation and performance monitoring (Joslin and Müller, 2015 and Müller *et al.*, 2016). Beneficiary involvement was measured by vigor, dedication, and absorption of the beneficiaries (Schaufeli *et al.*, 2006). Project success was measured by the dimensions of project schedule, cost effectiveness and the quality of product or service delivery according to Zwikael and Smyrk (2012). The items that define the dimensions of these variables were projected on 5-point Likert scale which is an ordinal scale; hence the variables were measured as categorical data.

3.7 Validity and Reliability

Research instruments were tested for their validity and reliability so as to ensure that the collected data is of quality and relevance.

3.7.1 Validity of Instruments

According to Creswell and Clark (2013), an instrument's validity refers to the degree to which data analysis results do actually represent that phenomenon under study. Validity then points to the accuracy and meaningfulness of inferences based on the results of a research. For purposes of producing a quality research, this study focused on external validity to ensure that its findings were highly generalized to other NGOs outside its setting.

The researcher used Content Validity Index (CVI) to determine the validity of research instruments as per Shrotryia and Dhanda (2019), by taking the number of relevant items as suggested by experts over the total number of all items in the questionnaire.

For coefficients greater than (\geq) to 0.7, the tool was considered to be valid (Yusoff, 2019). The formula for CVI is:

$$CVI = \frac{\text{Total number of valid items}}{\text{Total number of all items}}$$

Table 1: Validity test results presenting Content Validity Indices (CVIs) for the variables

	Variable	N of items	N of Valid items	CVI
PG#	Project Leadership	20	18	0.900
BI#	Beneficiary Involvement	14	11	0.786
PS#	Project Success	13	11	0.846
	Total	57	50	0.877

The Content Validity Indices (CVIs) were generated for the different variables. All the CVIs for the variables Project leadership (0.900), Beneficiary involvement (0.786) and Project success (0.846) were greater than 0.70, and similarly for the overall CVI (0.877) as indicated in Table 1 hence the tool was considered valid.

3.7.2 Reliability of Instruments

This is the measure of the degree to which a research instrument yields consistent results even after repeated trials (Creswell and Clark, 2013). Reliability of instruments in this study was attained through employing the internal consistency method of assessment using the Cronbach's coefficient Alpha computation to determine the items' correlation among themselves. In this method, scores of a single test were done on a sample subject, where a score on 1 item was correlated with those from other items in the instrument. As Amin (2005), states, an alpha of 0.7 or higher is sufficient in showing reliability; implying that a closer alpha to 1 indicates its high reliability.

Table 2: Reliability test results presenting Cronbach's Alpha for the variables

	Variable	Cronbach's Alpha	No. of Items
PG#	Project Leadership	.884	20
BI#	Beneficiary Involvement	.926	14
PS#	Project Success	.795	13

The reliability of the questionnaires was established using SPSS to compute Cronbach's Alpha to ascertain the internal consistency of the research tools as indicated in Table 2 above. Since the Alpha coefficients for each variable: Project leadership (0.884), Beneficiary involvement (0.926) and Project success (0.795) were ≥ 0.70 , the research instrument was considered significantly reliable for the study.

3.8 Data Analysis

The collected data were checked for completeness by sorting, cleaning and coding thus making it ready for analysis. The researcher used a computer in the summarizing of data in tables and figures using statistical data entry form designed in Statistical Package for Social Sciences (SPSS) software. The data analysis was done according to the objectives of the study. According to Creswell and Clark (2013), quantitative data is to be analyzed by editing, coding and tabulating it. Quantitatively, data was analyzed using SPSS version 20 to aid the processing and summarizing of information got from the questionnaires. Quantitative data was presented using descriptive and inferential statistics. Descriptive statistics were analyzed using frequency tabulations and item mean values. Pearson correlation coefficients and regression analysis were used to present the data on the research objectives.

3.9 Ethical Considerations

Consent and Confidentiality were ethical considerations observed since the integrity, reliability and validity of findings heavily relied on adherence to these principles. For consent, the researcher used a letter of approval acquired from the study institution. This same letter was used to seek permission from the various managements for access to both participants and organizations' documents that were required this study.

This was very critical since any credible study is one where all respondents participate under conditions of Free, Prior and Informed consent (Hanna and Vanclay, 2013). For confidentiality, this study used anonymous questionnaires with no personal data such as names and contacts that could easily give away the respondents. This helped preserve a subject's privacy but also maintained high confidentiality standards.

CHAPTER FOUR

PRESENTATION OF RESULTS

4.0 Introduction

This chapter chronologically presents the empirical findings of this study based on the study objectives.

4.1 Background information of the respondents

Demographic characteristics, which included gender, age, highest level of education and period for which they have been part of the project were captured in the tables below.

Table 3: Gender information of respondents

<i>Respondent category</i>			
Gender	Project staff	Beneficiary	Total
Male	38	46	84
Percentage of the total	46.9%	29.3%	35.3%
Female	43	111	154
Percentage of the total	53.1%	70.7%	64.7%
Total	81	157	238
Total percentage	100%	100%	100%

Table 4: Age of respondents

<i>Respondent category</i>			
Age category	Project staff	Beneficiary	Total
24 years and below	6	48	54
Percentage of the total	7.4%	30.6%	22.7%
25 – 34 years	34	68	102
Percentage of the total	42.0%	43.3%	42.9%
35 – 44 years	41	32	73
Percentage of the total	50.6%	20.4%	30.7%
45 years and above	0	9	9
Percentage of the total	0%	5.7%	3.8%
Total	81	157	238
Total percentage	100.0%	100.0%	100.0%

Table 5: Education level of respondents

Education Level	Respondent category		
	Project staff	Beneficiary	Total
Primary	0	38	38
Percentage of the total	0%	24.2%	16.0%
Secondary	1	66	67
Percentage of the total	1.2%	42.0%	28.2%
Diploma	15	23	38
Percentage of the total	18.5%	14.6%	16.0%
Degree	58	25	83
Percentage of the total	71.6%	15.9%	34.9%
Postgraduate	7	0	7
Percentage of the total	8.6%	.0%	2.9%
Other	0	5	5
Percentage of the total	0%	3.2%	2.1%
Total	81	157	238
Total percentage	100.0%	100.0%	100.0%

Table 6: Education level of respondents

Duration	Respondent category		
	Project staff	Beneficiary	Total
Less than 1 year	6	22	28
Percentage of the total	7.4%	14.0%	11.8%
1-3 years	36	65	101
Percentage of the total	44.4%	41.4%	42.4%
4-7 years	25	53	78
Percentage of the total	30.9%	33.8%	32.8%
Over 7years	14	17	31
Percentage of the total	17.3%	10.8%	13.0%
Total	81	157	238
Total percentage	100.0%	100.0%	100.0%

Most of the respondents as project staff and beneficiaries were female at 53.1% and 70.7% respectively (Table. 3). Most of the beneficiaries (43.3%) were between the ages of 25-34 years even though beneficiaries below 24 years of age (30.6%) were also many (Table. 4). A significant number of beneficiaries (66%) had attained secondary education. For project staff, 71.6% had attained a University degree which is a minimum academic qualification required for them to coordinate or manage social projects (Table 5).

Of the respondents, 42.4% of the beneficiaries and the project staff had been part of these projects for 1-3 years, an indication that most of the sampled projects were relatively new. 32.8% of the respondents had been part of these projects for 4-7 years (Table. 6).

Cross tabulations were done between the demographic characteristics and the respondent categories, and frequencies and percentages listed in the tables used to present and interpret the demographic characteristics of the respondents.

4.2 Relationship between project leadership, beneficiary involvement and project success

The first objective of the study was to examine the relationship between project leadership and project success. Correlation analysis was used to determine the direction of the relationship. The Pearson correlation coefficient ($r=0.377$, $p<0.01$) was determined showing a moderately positive linear relationship between project leadership and project success is presented in Table 7 below.

Table 7: Pearson’s correlation coefficient of the relationship between project leadership, beneficiary involvement and project success

<i>Correlations</i>			
	Project Leadership	Beneficiary Involvement	Project Success
<i>Project Leadership</i>	1		
<i>Beneficiary Involvement</i>	0.297**	1	
<i>Project Success</i>	0.377**	0.312**	1

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

The second objective of the study was to examine the relationship between beneficiary involvement and project success. Correlation analysis was used to determine the direction of the relationship. The Pearson correlation coefficient ($r=0.312$, $p<0.01$) was determined showing a moderately positive linear relationship between project leadership and project success is presented in Table 7 above.

The third objective was to determine the joint effect of project leadership and beneficiary involvement on project success. The Linear regression model was also used here and the coefficients of project leadership (B=0.318, p<0.05) and beneficiary involvement (B=0.232, p<0.05) were both significant (Table. 8).

Table 8: Linear regression coefficients for effect of project leadership and beneficiary involvement on project success

<i>Model Summary</i>						
<i>Model</i>	R	R Square	Adjusted R Square	Std. Error of the Estimate		
<i>1</i>	.439 ^a	.192	.185	.22775		
<i>a. Predictors: (Constant), Beneficiary Involvement, Project Leadership</i>						
<i>Coefficients^a</i>						
<i>Model</i>		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
<i>1</i>	(Constant)	1.840	.402		4.582	.000
	Project Leadership	.379	.072	.318	5.250	.000
	Beneficiary Involvement	.253	.066	.232	3.830	.000

a. Dependent Variable: Project Success

The diagnostics used to assess if the model estimated is correctly specified and the data fits well are R-squared, adjusted R-squared and Durbin-Watson Statistic.

Table 8 shows that Project leadership and Beneficiary involvement have the capacity to predict variance in Project success. The adjusted R-squared (0.185) indicates 18.5% variation in NGO project success due to variations in the independent variables (project leadership and beneficiary involvement). Project leadership should be given more attention by management because of the higher standardized beta coefficient. This is because the higher the coefficient, the greater the effect of the independent variable on the dependent variable.

CHAPTER FIVE

DISCUSSION OF RESULTS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This section discusses the empirical findings of this study based on the study objectives. It also presents the conclusions drawn from findings discussed in this chapter, gives recommendations and points out the limitations of my study.

5.1 Relationship between project leadership, beneficiary involvement and project success

For the first objective, the Pearson correlation coefficient ($r=0.377$, $p<0.01$) showed a medium correlation (moderate positive linear relationship) between project leadership and project success (Table. 7). This implies that positively altering the independent variable has a direct effect on the dependent variable accordingly.

The findings of this study are in tandem with studies done by: Hassan *et al.*, (2020)'s deductive analysis which revealed that project leadership has a small but significant correlation with project success. Similarly, the content of the success theme reveals that the definition of success in project organization has a crucial impact on the way an organization selects the right projects, performs the projects in the right way, identifies the stakeholders, governs the relationship with them and learns from the project's success and failure to improve their performance towards stakeholders; Smith (2020) whose work, considers the factors of leadership and the strong links that exist between sectoral planning and project identification, feasibility and formulation, project preparation, appraisal, and project implementation with project success.

Barron & Barron (2009) agree with the positive effect of project leadership on project success by asserting that correct implementation of designed projects and making decisions to find the optimum point of commitment and control for project participants would eventually improve project performance and success.

Similarly, the BMG Research Group (2014) articulated that project leadership has a great impact on project success where it and was considered a main determinant that contributes to the success of a project. Hailey (2006) also provided leadership as a plausible explanation for the success of NGO development projects, that they are able to meet set targets due to effective planning that enhances project performance known to lead to the success of projects in all the parameters of time, cost and quality. Zwikael and Meredith (2019), who also agree that successful projects do employ limited resources while maximizing output and effectiveness resulting from project leadership which enables efficient allocation and use of available resources by ensuring that a project is moving towards achievement of pre-set objectives. Improving project leadership as such increases project success.

For the second objective, the Pearson correlation coefficient value ($r=0.312$, $p<0.01$) showed a medium correlation (moderate positive linear relationship) between beneficiary involvement and project success (Table. 5). This also implies that positively altering the independent variable has a direct effect on the dependent variable accordingly. The findings are supported by Jacobs & Wilford (2010), who recognized that the relationship between NGO projects and its intended beneficiaries is important for effective interventions to the extent that some NGOs have integrated the values of participation and empowerment in their practices because they recognize them to have a critical effect on the project success.

These findings are also consistent with those of Rauh (2010) and Reith (2010), who assert that project managers in NGOs are inclined to focus more on complying with donors' requirements than addressing the needs of the beneficiaries who are supposedly the primary stakeholders and are significant contributors to the success of the projects; and Nanthagopan *et al.*, (2016), who argued that beneficiary involvement is positively related to NGO project success in the sense that a participatory approach helps NGOs to get appropriate field level information, share knowledge and skills which are important in undertaking joint projects that address complex community issues. Similarly, beneficiary involvement creates a monitoring mechanism such that those responsible for the project receive feedback from end users over the course of project implementation which allows them to take necessary actions making the project more responsive, useful and successful Winters (2010).

A host of other scholars (Lawther, 2009; O'Dwyer & Unerman, 2010; Hermano *et al.*, 2013 and Yalegama *et al.*, 2016) support the finding of a positive relationship between beneficiary involvement and project success. They premise their arguments on the fact that beneficiary involvement during early project phases ensure transparency, proper project selection, draws community support and increases the sense of ownership which in turn lead to beneficiary satisfaction and sustainability of project output resulting into project success.

On the contrary, the findings contradict with Eskerod *et al.*, (2015), who cautioned that engaging project beneficiaries may have negative effects on project success because heavily involving beneficiaries may lead to escalating their expectations which may then result into disappointment when the project fails to deal with their inputs at the end.

This is also true as asserted by Abou Assi & Trent (2016), who identify beneficiary involvement as a challenge to NGO project success. They noted that donors develop policies and priorities and revise them at an ever-increasing pace, while these NGOs lack technical capacity and resource to help beneficiaries adapt quickly to these changes, hence, they struggle trying to figure out how to react to these developments. Prasad *et al.* (2013), also disagreed with the positive effect of beneficiary involvement on project success because NGOs still face the challenge of aligning their commitments and the interests of different stakeholders including the beneficiaries hence the argument of beneficiary involvement having a significant effect on NGO project success is not plausible. On the overall though, the findings of this study agree with most scholarly work that associates beneficiary involvement with project success.

For the third objective, both project leadership and beneficiary involvement influence the success of NGO projects in Mukono district (Table. 8). Although there is little work that has been done on project leadership and beneficiary involvement as an important combination for project success, many studies showing project success as a result of a combination of factors have been done (Ochelle, 2012; Lalam, 2018; Thaddee, *et al.*, 2020). This implies that the effect of this combination cannot be overlooked when it comes to project success.

5.2 Conclusions

The study established the relationship between project leadership, beneficiary involvement and project success among NGO projects in Mukono District. The research findings posit that improving project leadership increases project success; with strategic alignment, risk mitigation and performance monitoring being the key factors of leadership that contribute to the success of NGO projects.

The study also points out that strong links exist between sectoral planning and project identification, feasibility and formulation, project preparation, appraisal, and project implementation, with project success. This therefore confirms that correct implementation of designed projects and good decision making to find the optimum point of commitment and control for project participants eventually improves project performance and leads to project success. From the study, the conclusion that beneficiary involvement is a significant predictor of project success is a plausible argument. Beneficiary involvement fosters a participatory approach to project implementation which helps NGOs to get appropriate field level information which is important in undertaking joint projects that address complex community issues, and also creates a monitoring mechanism by ensuring transparency.

This draws community support and increases the sense of ownership which in turn lead to beneficiary satisfaction and sustainability of project output resulting into project success. These conclusions are grounds for critical policy recommendations.

5.3 Recommendations

Based on the conclusions of the study the following recommendations have been made for administrative actions by NGO management teams.

- i) Project leaders must build contingency monitoring so that interventions are preferably on or under budget and with a minimal number of problems along the way. They should also work together with beneficiaries in identifying and assessing their needs, finding solutions to the identified needs, and implementing those solutions since their involvement is critical to project success.

- ii) Project leaders have to work with resource mobilization project teams to always ensure that the financial resources needed match with the project design and work plans hence strategic alignment. This will help eliminate the potential of discontinuing NGO projects for lack of resources.
- iii) The project leaders must continually engage the government for backing in having clear deliberate efforts to support policies and programs that promote good leadership and beneficiary involvement for the sustainability and success of NGO projects. This is because NGO projects work alongside government in implementing project activities meant to better people's lives and raise the their standard of living.

5.4 Limitations of study

1. Movement and time restrictions that came with the Covid-19 pandemic. These substantially slowed down the data collection process, delaying the study and proving a challenge in drawing new schedules for the work.
2. The researcher also faced some financial and time constraints in gathering the information since some of the project beneficiaries were staying in rural communities that were hard to reach.
3. Limited studies on project leadership and beneficiary involvement on project success which made it difficult to readily get literature.

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APPENDIX I: QUESTIONNAIRES

Dear respondent,

This questionnaire is intended to facilitate the study on “**PROJECT LEADERSHIP, STAKEHOLDER ENGAGEMENT AND SUCCESS OF NGO PROJECTS IN MUKONO DISTRICT.**” The study is for academic purposes and your responses will also be treated with utmost confidentiality. Thank you very much for your valuable time.

SECTION A: BACKGROUND INFORMATION

Tick besides the appropriate option

1. Gender:

Male Female

2. Age of respondent in years

24 years and below 25-34 years 35-44 years 45 years and above

3. Highest level of education

Primary Secondary Diploma Degree Post graduate Other

If *other*, please specify.....

4. Period for which you've been part of the project?

Less than 1 year 1-3 years 4-7 years Over 7years

SECTION B: PROJECT LEADERSHIP

Please indicate your level of agreement with the following statements (*on a scale of 1-5*) by ticking below the appropriate response: *1-Strongly disagree, 2- Disagree, 3-Not sure, 4-Agree and 5-Strongly agree*

Strategic alignment						
PG1	The leadership of the NGO promotes the application of the current project plan.	1	2	3	4	5
PG2	The values (culture) of the NGO are in line with the current project plan.	1	2	3	4	5
PG3	NGO staff have skills that promote application of the current project plan.	1	2	3	4	5
PG4	There are clear factors considered important for the success of the current project plans.	1	2	3	4	5
PG5	My role is clear regarding my involvement in the application of the current project plan.	1	2	3	4	5
Resource allocation						
PG6	I am aware of the resources allocated for each project by this NGO.	1	2	3	4	5
PG7	As a beneficiary, I am consulted when decisions are being made.	1	2	3	4	5
PG8	Resources are allocated according to the most important needs.	1	2	3	4	5
PG9	The NGO follows all resource allocation processes.	1	2	3	4	5
PG10	The funds allocated to the projects are always enough.	1	2	3	4	5
PG11	The management in the NGO releases funds for the project on time.	1	2	3	4	5
Risk mitigation						
PG12	NGO top leadership regularly checks on the factors that would pose any form of risk to the projects.	1	2	3	4	5
PG13	The NGO strictly deals with malpractices.	1	2	3	4	5
PG14	When there is a risk, management has been able to communicate it to me as a beneficiary.	1	2	3	4	5
PG15	The NGO staff are properly trained to handle the projects.	1	2	3	4	5
Performance monitoring						
PG16	The performance of the project is regularly monitored.	1	2	3	4	5
PG17	Both the project staff and us the beneficiaries are involved in monitoring performance of the project.	1	2	3	4	5
PG18	There is a computer system that enables faster communication of monitoring and evaluation information regarding the NGO project.	1	2	3	4	5
PG19	The NGO involves all of us project beneficiaries in monitoring and evaluation activities.	1	2	3	4	5
PG20	The project management team ensures that we adhere to the regulations of the NGO regarding a project.	1	2	3	4	5

SECTION C: BENEFICIARY INVOLVEMENT

Please indicate your level of agreement with the following statements (*on a scale of 1-5*) by ticking below the appropriate response: *1-Strongly disagree, 2- Disagree, 3-Not sure, 4-Agree and 5-Strongly agree*

Vigor						
BI1	In this project, I feel bursting with energy.	1	2	3	4	5
BI2	In this project, I feel strong and vigorous.	1	2	3	4	5
BI3	When I get up in the morning, I feel like going to work in this project.	1	2	3	4	5
BI4	In this project, I am very resilient, mentally.	1	2	3	4	5
BI5	In this project, I always persevere, even when things do not go well.	1	2	3	4	5
Dedication						
BI6	I find the work that I do with this NGO project to be full of meaning and purpose.	1	2	3	4	5
BI7	I am enthusiastic about role in this project.	1	2	3	4	5
BI8	I am proud of the work that I do in this NGO project.	1	2	3	4	5
BI9	To me, I find my role in this project positively challenging.	1	2	3	4	5
Absorption						
BI10	Time flies when I am working with this NGO projects	1	2	3	4	5
BI11	When I am working with this project, I forget everything else around me.	1	2	3	4	5
BI12	I feel happy when I am working intensely with this project.	1	2	3	4	5
BI13	I get carried away when engaged in this project's activities.	1	2	3	4	5
BI14	It is difficult to detach myself from this project.	1	2	3	4	5

SECTION D: PROJECT SUCCESS

Please indicate your level of agreement with the following statements (*on a scale of 1-5*) by ticking below the appropriate response: *1-Strongly disagree, 2- Disagree, 3-Not sure, 4-Agree and 5-Strongly agree*

Time						
PS1	Activities of the project are usually carried out in the agreed time.	1	2	3	4	5
PS2	The final date of project completion is clearly known by me.	1	2	3	4	5
PS3	The time limits for the project activities are always clearly stated.	1	2	3	4	5
PS4	Project executors normally follow the planned schedule for all activities.	1	2	3	4	5
Cost						
PS5	Activities of the project are usually carried out following a clear budget.	1	2	3	4	5

PS6	What cannot be done in the project because of financial (money) limits is clearly stated.	1	2	3	4	5
PS7	Project executors always follow the planned cost for all activities.	1	2	3	4	5
Quality						
PS8	Project products always meet the required quality standards.	1	2	3	4	5
PS9	The NGO projects are very likely to achieve the set objectives.	1	2	3	4	5
PS10	The project is well described and coordinated with other projects.	1	2	3	4	5
PS11	If the project fulfils its goals, the results will be of great value to the me.	1	2	3	4	5
PS12	Our needs and desires are always discussed and agreed upon by project leadership.	1	2	3	4	5
PS13	To a large extent, the project meets my expectations as a beneficiary.	1	2	3	4	5

Thank you.

QUESTIONNAIRE FOR BENEFICIARIES

Dear respondent,

This questionnaire is intended to facilitate the study on “**PROJECT LEADERSHIP, STAKEHOLDER ENGAGEMENT AND SUCCESS OF NGO PROJECTS IN MUKONO DISTRICT.**” The study is for academic purposes and your responses will also be treated with utmost confidentiality. Thank you very much for your valuable time.

SECTION A: BACKGROUND INFORMATION

Tick besides the appropriate option

1. Gender:

Male Female

2. Age of respondent in years

24 years and below 25-34 years 35 – 44 years 45 years and above

3. Highest level of education

Primary Secondary Diploma Degree Post graduate Other

If *other*, please specify.....

4. Period for which you’ve been part of the project?

Less than 1 year 1-3 years 4-7 years Over 7years

5. Category of Project Staff?

Project Manager Project Coordinator Field supervisor Other Stakeholder

6. About the NGO

- i) Age of the NGO:
- ii) How long has it been operating in Mukono District?
- iii) Number of employees in the NGO:
- iv) NGO sector (Social development, children, youth, etc.)

SECTION B: PROJECT LEADERSHIP

Please indicate your level of agreement with the following statements (*on a scale of 1-5*) by ticking below the appropriate response: *1-Strongly disagree, 2- Disagree, 3-Not sure, 4-Agree and 5-Strongly agree*

Strategic alignment						
PG1	The organization leadership promotes the implementation of the current project strategy.	1	2	3	4	5
PG2	The NGO organizational shared values (culture) promote the implementation of the current project strategy.	1	2	3	4	5
PG3	NGO staff have skills that promote the implementation of the current project strategy.	1	2	3	4	5
PG4	There are clear factors considered important for success when implementing the project strategic plans.	1	2	3	4	5
PG5	Stakeholder roles are clear regarding their involvement in the implementation of the strategic objectives of the project.	1	2	3	4	5
Resource allocation						
PG6	Project stakeholders are fully aware of the resources allocated for each project.	1	2	3	4	5
PG7	Beneficiaries are involved in decision making regarding allocation of funds to specific projects.	1	2	3	4	5
PG8	Funds are allocated according to priority needs.	1	2	3	4	5
PG9	The NGO follows all resource allocation policies.	1	2	3	4	5
PG10	There are adequate funds for the project.	1	2	3	4	5
PG11	The management in the NGO releases funds for the project on time.	1	2	3	4	5
Risk mitigation						
PG12	NGO top management consistently undergoes risk assessment periodically.	1	2	3	4	5
PG13	The capacity of the NGO to deal with malpractices in the different projects is high.	1	2	3	4	5
PG14	The existence of risks and management's recognition of this is appropriately communicated to project stakeholders.	1	2	3	4	5
PG15	Competence of the project's employee base reflects the knowledge and skills needed to perform assigned tasks.	1	2	3	4	5
Performance monitoring						
PG16	There is a clear performance monitoring framework for this project.	1	2	3	4	5
PG17	All stakeholders are involved in monitoring project's performance.	1	2	3	4	5
PG18	There is an information system that enables faster communication of M&E data regarding the project.	1	2	3	4	5
PG19	The NGO involves project beneficiaries in M&E activities.	1	2	3	4	5
PG20	Project management team ensures compliance with organization's policies and any regulatory requirements.	1	2	3	4	5

SECTION C: BENEFICIARY INVOLVEMENT

Please indicate your level of agreement with the following statements (*on a scale of 1-5*) by ticking below the appropriate response: *1-Strongly disagree, 2- Disagree, 3-Not sure, 4-Agree and 5-Strongly agree*

Vigor						
BI1	In this project, beneficiaries are bursting with energy.	1	2	3	4	5
BI2	In this project, beneficiaries feel strong and vigorous.	1	2	3	4	5
BI3	When beneficiaries get up in the morning, they feel like going to work in this project.	1	2	3	4	5
BI4	In this project, beneficiaries are very resilient mentally.	1	2	3	4	5
BI5	In this project, beneficiaries always persevere, even when things do not go well.	1	2	3	4	5
Dedication						
BI6	Beneficiaries find the work that they do with this NGO project to be full of meaning and purpose.	1	2	3	4	5
BI7	Beneficiaries are enthusiastic about their role in this project.	1	2	3	4	5
BI8	Beneficiaries are proud of the work that they do in this NGO project.	1	2	3	4	5
BI9	Beneficiaries find their role in this project positively challenging.	1	2	3	4	5
Absorption						
BI10	Time flies when beneficiaries are working with this NGO projects	1	2	3	4	5
BI11	When they are working with this project, beneficiaries forget everything else around them.	1	2	3	4	5
BI12	Beneficiaries feel happy when working intensely with this project.	1	2	3	4	5
BI13	Beneficiaries are get carried away when engaged in this project's activities.	1	2	3	4	5
BI14	It is difficult for beneficiaries are to detach themselves from this project.	1	2	3	4	5

SECTION D: PROJECT SUCCESS

Please indicate your level of agreement with the following statements (*on a scale of 1-5*) by ticking below the appropriate response: *1-Strongly disagree, 2- Disagree, 3-Not sure, 4-Agree and 5-Strongly agree*

Time						
PS1	Activities of the project are usually carried out in the agreed time.	1	2	3	4	5
PS2	The final project completion date is clearly known by all the stakeholders.	1	2	3	4	5
PS3	The time limits for the project activities are always clearly stated.	1	2	3	4	5
PS4	Project executors do follow the planned schedule for all activities.	1	2	3	4	5
Cost						
PS5	Activities of the project are usually carried out following a clear budget	1	2	3	4	5
PS6	The financial limits for the project are clearly stated	1	2	3	4	5
PS7	Project executors always follow the planned cost for all activities	1	2	3	4	5
Quality						
PS8	Project products always meet the required quality standards	1	2	3	4	5
PS9	If the project fulfils its goals, the results will be of great value to the end-users	1	2	3	4	5
PS10	The NGO projects are very likely to achieve the set objectives	1	2	3	4	5
PS11	The project is well described and coordinated with other projects	1	2	3	4	5
PS12	Needs and desires of the beneficiaries are always discussed with and agreed by project team	1	2	3	4	5
PS13	To a larger extent, the project meets the expectations of the beneficiaries	1	2	3	4	5

Thank you.

APPENDIX II: RELIABILITY OF RESEARCH TOOL

PROJECT LEADERSHIP

The researcher devised a twenty-question questionnaire to measure project governance in NGOs. Each question was a 5-point Likert item from “strongly disagree” to “strongly agree”. In order to understand whether the questions all reliably measure the same latent variable (project governance), a Cronbach's alpha was run on a sample size of 15 project staff.

Cronbach’s alpha was carried out in SPSS Statistics using the Reliability Analysis.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.884	.890	20

We can see that Cronbach’s alpha is 0.884, which indicates a high level of internal consistency for our scale with this specific sample.

The Item-Total Statistics table presents the “Cronbach's Alpha if Item Deleted” in the final column, as shown below:

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
PG1	68.00	100.600	.827	.	.872
PG2	68.45	104.673	.454	.	.880
PG3	68.73	99.018	.702	.	.872
PG4	68.27	103.018	.490	.	.879
PG5	69.00	101.000	.655	.	.874
PG6	68.73	98.018	.672	.	.873
PG7	69.45	106.473	.338	.	.883
PG8	68.27	105.418	.540	.	.879
PG9	69.00	102.600	.554	.	.877
PG10	69.36	96.255	.615	.	.875
PG11	68.45	106.673	.413	.	.881
PG12	69.18	106.164	.224	.	.889
PG13	69.36	107.855	.190	.	.888
PG14	69.27	102.818	.437	.	.881
PG15	68.73	96.018	.704	.	.871
PG16	68.73	97.218	.645	.	.873
PG17	68.82	101.364	.437	.	.881
PG18	69.00	95.800	.697	.	.871
PG19	69.45	105.273	.267	.	.887
PG20	68.36	106.255	.274	.	.886

This column presents the value that Cronbach’s alpha would be if that particular item was deleted from the scale. We can see that removal of any question, except questions PG12, PG13, PG19 and PG20, would result in a lower Cronbach’s alpha. Therefore, we would not want to remove these questions. Removal of questions PG12, PG13, PG19 and PG20 would lead to a small improvement in Cronbach’s alpha. However, we can see that the “Corrected Item-Total Correlation” value was relatively significant (0.224, 0.190, 0.267 and 0.274) respectively for these items. This leads us to consider keeping the items.

BENEFICIARY INVOLVEMENT

The researcher also devised a fourteen-question questionnaire to measure beneficiary involvement in NGOs. Each question was a 5-point Likert item from “strongly disagree” to “strongly agree”.

In order to understand whether the questions all reliably measure the same latent variable (beneficiary involvement), a Cronbach's alpha was run on a sample size of 15 project staff.

Cronbach's alpha was carried out in SPSS Statistics using the Reliability Analysis.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.926	.930	14

Cronbach's alpha above is 0.926, which indicates a high level of internal consistency for our scale with this specific sample.

The Item-Total Statistics table presents the "Cronbach's Alpha if Item Deleted" in the final column, as shown below:

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
BI1	49.92	75.410	.693	.	.920
BI2	49.92	75.410	.693	.	.920
BI3	50.00	76.333	.525	.	.925
BI4	50.15	76.474	.642	.	.921
BI5	49.92	79.244	.487	.	.925
BI6	49.38	74.590	.613	.	.922
BI7	49.77	71.359	.875	.	.913
BI8	49.46	74.103	.738	.	.918
BI9	49.77	71.026	.811	.	.915
BI10	49.92	75.410	.493	.	.927
BI11	50.46	75.769	.716	.	.919
BI12	49.77	70.526	.843	.	.914
BI13	50.08	75.244	.655	.	.921
BI14	50.46	69.436	.625	.	.925

This column presents the value that Cronbach's alpha would be if that particular item was deleted from the scale. We can see that removal of any question, except question BI10 results in a lower Cronbach's alpha.

Therefore, we would not want to remove these questions. Removal of question BI10 would lead to a small improvement in Cronbach's alpha. However, we see that the "Corrected Item-Total Correlation" value was relatively high (0.493). This leads us to consider keeping the items.

PROJECT SUCCESS

The researcher devised a thirteen-question questionnaire to measure project success in NGOs. Each question was a 5-point Likert item from "strongly disagree" to "strongly agree". In order to understand whether the questions all reliably measure the same latent variable (project governance), a Cronbach's alpha was run on a sample size of 15 project staff.

Cronbach's alpha was carried out in SPSS Statistics using the Reliability Analysis.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.795	.805	13

We can see that Cronbach's alpha is 0.795, which indicates a high level of internal consistency for our scale with this specific sample.

The Item-Total Statistics table presents the "Cronbach's Alpha if Item Deleted" in the final column, as shown below:

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
PS1	49.08	30.410	.396	.	.786
PS2	48.92	25.077	.661	.	.755
PS3	49.00	26.167	.733	.	.753
PS4	49.54	23.103	.624	.	.761
PS5	48.85	29.808	.378	.	.785
PS6	48.77	27.192	.627	.	.764
PS7	49.69	25.897	.449	.	.783
PS8	49.08	28.244	.610	.	.769
PS9	49.54	32.269	-.022	.	.821
PS10	49.38	32.090	.023	.	.812
PS11	48.62	30.590	.340	.	.789
PS12	48.62	30.090	.430	.	.784
PS13	48.77	28.692	.530	.	.775

The column presents the value that Cronbach's alpha would be if that particular item was deleted from the scale. We can see that removal of any question, except questions PS9 and PS10, would result in a lower Cronbach's alpha. Therefore, we would not want to remove these questions.

Removal of questions PS9 and PS10 would lead to a small improvement in Cronbach's alpha, and we can also see that the "Corrected Item-Total Correlation" value was low (-0.022 and 0.023) respectively for these items. This as perceived by the researcher was as a result of the sample bias. PS9 was a very absolute statement and was therefore adjusted by the researcher. PS10 was maintained considering that the characteristic of the NGO sampled in pretesting the tool is that it has many uncoordinated projects implying a sample bias in regard to this item. Therefore, both items are kept in the tool because of their relevance.

APPENDIX III: DESCRIPTIVE STATISTICS

Project Governance

	N	Min	Max	Mean	Std. Deviation
The organization leadership promotes the implementation of the current project strategy.	238	2	5	4.84	.440
The NGO organizational shared values (culture) promote the implementation of the current project strategy.	238	3	5	4.80	.449
NGO staff have skills that promote the implementation of the current project strategy.	238	3	5	4.89	.358
There are clear factors considered important for success when implementing the project strategic plans.	237	3	5	4.89	.363
Stakeholder roles are clear regarding their involvement in the implementation of the strategic objectives of the project.	238	3	5	4.91	.338
Project stakeholders are fully aware of the resources allocated for each project.	238	1	5	3.98	.808
Beneficiaries are involved in decision making regarding allocation of funds to specific projects.	237	2	5	4.18	.601
Funds are allocated according to priority needs.	234	3	5	4.56	.531
The NGO follows all resource allocation policies.	237	3	5	4.64	.508
There are adequate funds for the project.	238	1	5	4.01	.900
The management in the NGO releases funds for the project on time.	238	2	5	4.63	.585
NGO top management consistently undergoes risk assessment periodically.	236	3	5	4.75	.446
The capacity of the NGO to deal with malpractices in the different projects is high.	235	1	5	4.67	.561
The existence of risks and management's recognition of this is appropriately communicated to project stakeholders.	237	3	5	4.70	.466
Competence of the project's employee base reflects the knowledge and skills needed to perform assigned tasks.	238	2	5	4.74	.470
There is a clear performance monitoring framework for this project.	238	3	5	4.90	.310
All stakeholders are involved in performance monitoring in the project.	237	2	5	4.87	.402

There is an information system that enables faster communication of M&E data regarding the project.	238	2	5	4.82	.449
The NGO involves project beneficiaries in M&E activities.	238	2	5	4.87	.399
Project management team ensures compliance with organization's policies and any regulatory requirements.	238	2	5	4.89	.346
Strategic alignment.	238	2.80	5.00	4.8676	.34593
Resource allocation.	238	2.40	5.00	4.3314	.46195
Risk mitigation.	238	2.75	5.00	4.7139	.40762
Performance monitoring.	238	2.20	5.00	4.8706	.29635
Valid N (listwise).	224				

Beneficiary Involvement

	N	Min	Max	Mean	Std. Deviation
In this project, beneficiaries are bursting with energy.	238	3	5	4.74	.449
In this project, beneficiaries feel strong and vigorous.	237	4	5	4.80	.400
When beneficiaries get up in the morning, they feel like going to work in this project.	237	3	5	4.83	.401
In this project, beneficiaries are very resilient mentally.	238	3	5	4.80	.409
In this project, beneficiaries always persevere, even when things do not go well.	237	4	5	4.85	.356
Beneficiaries find the work that they do with this NGO project to be full of meaning and purpose.	238	2	5	4.87	.384
Beneficiaries are enthusiastic about their role in this project	237	2	5	4.89	.359
Beneficiaries are proud of the work that they do in this NGO project	238	2	5	4.89	.367
Beneficiaries find their role in this project positively challenging.	238	3	5	4.90	.329
Time flies when beneficiaries are working with this NGO project	237	2	5	4.64	.506
When they are working with this project, beneficiaries forget everything else around them.	238	2	5	4.71	.489
Beneficiaries feel happy when working intensely with this project	238	3	5	4.78	.427
Beneficiaries are get carried away when engaged in this project's activities	238	2	5	4.83	.411

It is difficult for beneficiaries to detach themselves from this project	238	1	5	4.46	.845
Vigor	238	3.80	5.00	4.8040	.32164
Dedication	238	2.25	5.00	4.8873	.31630
Absorption	238	2.00	5.00	4.6845	.40437
Valid N (listwise)	233				

Project Success

	N	Min	Max	Mean	Std. Deviation
Activities of the project are usually carried out in the agreed time	238	4	5	4.78	.417
The final date of project completion is clearly known by all the stakeholders	237	2	5	4.81	.434
The time limits for the project activities are always clearly stated	238	3	5	4.86	.358
Project executors normally follow the planned schedule for all activities	238	4	5	4.88	.328
Activities of the project are usually carried out following a clear budget	238	4	5	4.77	.422
The financial limits for the project are clearly stated	237	4	5	4.81	.390
Project executors always follow the planned cost for all activities	237	4	5	4.79	.409
Project products always meet the required quality standards	235	2	5	4.85	.433
If the project fulfils its goals, the results will be of great value to the end-users	238	2	5	4.87	.412
The NGO projects are very likely to achieve the set objectives	237	2	5	4.85	.431
The project is well described and coordinated with other projects	238	3	5	4.89	.370
Needs and desires of the beneficiaries are always discussed with and agreed by project team	238	3	5	4.89	.374
To a larger extent, the project meets the expectations of the beneficiaries	237	3	5	4.91	.356
Time	238	3.75	5.00	4.8319	.31424
Cost	238	4.00	5.00	4.7913	.35162
Quality	238	2.67	5.00	4.8783	.34384
Valid N (listwise)	230				

APPENDIX IV: LIST OF NGOs AND NGO PROJECTS SAMPLED

No.	Name of NGO	NGO Projects
1	Women Empowerment Domestic Abuse Rescue (WEDAR)	<ol style="list-style-type: none"> 1. Baking project. 2. Handcraft. 3. Agricultural projects 4. Women empowerment. 5. Shelter (rehabilitation) 6. Girl child (No violation)
2	Caritas Czech Republic.	<ol style="list-style-type: none"> 1. Child sponsorship 2. Three Kings collection 3. Disaster and relief 4. Health care 5. Community development 6. Agriculture 7. Micro finance
3	Katosi Women Development Trust (KWDT)	<ol style="list-style-type: none"> 1. Women in fisheries 2. Micro-credit fund 3. Agricultural projects 4. Water hygiene and health 5. Transport and communication
4	Komo Learning Centre (KLC)	<ol style="list-style-type: none"> 1. Agriculture (food security) 2. Health 3. Entrepreneurship 4. Orphanage 5. Child welfare and care 6. Child sponsorship
5	Vision for Africa International	<ol style="list-style-type: none"> 1. Child sponsorship 2. Health care 3. Agriculture 4. Entrepreneurship 5. Childcare
6	Women Suffering in Silence Foundation-Uganda	<ol style="list-style-type: none"> 1. Agriculture 2. Micro credit 3. Entrepreneurship 4. Sanitation 5. Women empowerment
7	Nama Wellness community Centre (NAWEC)	<ol style="list-style-type: none"> 1. Health care 2. Childcare 3. Education campaigns 4. Leadership skills 5. Maternal and child health.