



**STAKEHOLDER ENGAGEMENT, RESOURCE MOBILISATION AND SUCCESS
OF PROJECTS IN NGOs WITHIN MUKONO DISTRICT**

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PLAN A

01 MARCH, 2022

DECLARATION

I Agogong Elizabeth, hereby declare that this dissertation is my own original idea and no part has been presented for another degree in this university or elsewhere.


Signed:..........Date: 01/03/2022.....

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APPROVAL

This dissertation has been submitted with approval of my supervisors whose signatures are appended against their respective names below;

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MS. MUKODHA MAUREEN

DEDICATION

This work is dedicated to my Mum, my husband, my children and friends who participated towards the accomplishment of this study.

ACKNOWLEDGEMENT

I thank the Almighty God for enabling me to complete this course amidst numerous challenging circumstances and giving me life and resources as key facilities to reach this far. I will forever praise your name for your powerful hand in my life. I also sincerely appreciate my dear brothers and sisters who have selflessly supported me financially and morally all through my life and highly believed in me.

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LIST OF ACRONYMS

BoHU	Beacon of Hope Uganda
KRCDO	Kikandwa Rural Communities Development Organization
NGOs	Non-Governmental Organisations
PACE	Programme for Accessible Health Communication and Education
PPDA	Public Procurement and Disposal of Public Assets Authority

ABSTRACT

The study sought to establish the relationship between stakeholder engagement, resource mobilisation and success of projects in NGOs within Mukono district.

The study adopted across sectional and correlation quantitative design using a sample size 123 projects in the NGOs in Mukono District using where the manager, the Head of Finance/ Accountant and one project beneficiary were selected as unit of inquiry. The data was tested for reliability and validity, analyzed using SPSS version 23 and results presented based on the study objectives.

The correlation coefficient analysis revealed positive and significant relationships between stakeholder engagement and success of projects in NGOs within Mukono district, resource mobilisation and success of projects in NGOs within Mukono district which implies that when one variable is improved it leads to improvement of the other. Furthermore, the multiple regression analysis indicates that stakeholder engagement and resource mobilisation have a greater influence on the success of projects in NGOs (Adj R² of 0.43.6).

The research recommends the management of NGOs in Mukono should ensure that at all levels of project implementation and initiation, stakeholders are fully involved. This is because project success will not be guarantee if stakeholders are ignored and also implies that as long as the stakeholders are not part of the project that means that the project is on different agenda that differs from the original plan of project initiation. There is need to have a strong connection between the managers of the project and funders of the project. This is because without a strong relationship which helps in providing proper accountability of the funds used, there will be no need by the funders to continue injecting money in non-productive projects which would be benefiting only those earning salaries as a result of being employed there.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter introduces the background to the study, Problem statement, Purpose of the study, Research objectives, Research questions, Conceptual framework, Scope of the study, Geographical scope, Content scope and Significance of the study.

1.1 Background

The project success has become a concern for development practitioners in modern times. According to Willard (2016), the metrics for project success are project time, project cost, project accuracy and quality. Pinto and Slevin (2017), opined that project success is not only meeting cost, schedule and performance requirements rather it requires satisfaction of more complex specifications such as client satisfaction. Similarly, Sudhakar (2016) note that the metrics for project success include benefits to the organization, stakeholder satisfaction, user satisfaction, solving problems project, unintentional improvement, processes, and procedures. Westerveld (2018) also emphasises the importance of stakeholders' satisfaction as a main success criteria, complementary to the golden triangle of time, budget and quality, and adds that different time lags should be considered.

McGrath and Whitty (2017) define stakeholders are groups of people who are indirectly or directly affected by project activities and those who have interest in the project as well as the capacity to influence its outcomes either negatively or positively. Stakeholder engagement is defined as the practice whereby an organisation agrees to positively involve stakeholders in its activities (Conduit & Chen, 2017). Effective stakeholder engagement enhances resource

mobilisation for project success. Resource mobilization is key for the success of any project because the interventions may be complex (Sachs & Ruhli, 2011).

Thompson, (2015) asserts that resource mobilization is the process by which resources are solicited by the program and provided by donors and partners. Resource mobilization involves; acquiring financial resources, mapping human resources, acquisition of physical resources, community involvement and participation, accountability and transparency, financial accounting and management (Densford, James & Ngugi, 2018). Enhanced resource mobilization increases the ability of projects to achieve long-term development objectives. In addition, Local Resource Mobilization provides potential for NGOs to raise funds from local businesses, individuals, government and locally generated income and ensure successful implementation of projects. To do this NGOs must strongly engage stakeholders in their activities.

In the case of Mukono district, there are various organisations which run different projects to address human needs. Some of the organisations include Kikandwa Rural Communities Development Organization (KRCDO), The Programme for Accessible Health Communication and Education-PACE, Beacon of Hope Uganda (BoHU) and Brac Uganda among others. According to BRAC annual report (2018), the Community Health Promoters (CHP) program failed to achieve the set targets. On average, each CHP visited 26% instead of 75% of the households under her care. In addition, Empowerment Livelihood Project for Adolescents in Mukono district registered poor performance because of inadequate stakeholder engagement and limited financial resources. The adolescent beneficiaries were not engaged in the identification of projects to implement and there were limited financial resources to success of the projects. As a result, only 21 % of the targeted youth were able to benefit from the project. Kikandwa Rural Communities Development Organization (2017) revealed that stakeholder engagement is necessary for adequate resource mobilisation.

According to the Hunger Project (2018), resource mobilisation is a prerequisite for project success. NGOs in Mukono have often engaged stakeholders such as community members, local council leaders, donors and district leadership, yet performance has remained poor. As such, there is need to establish the relationship between stakeholder engagement, resource mobilisation and success of projects.

1.2 Statement of the problem

Non-Governmental Organizations (NGOs) in Mukono district have put in efforts such as resource mobilization, conducting workshops and seminars to equip employees and other stakeholders with the requisite skills to improve project performance. However, their performance has continuously declined as evidenced by delays in the completion of projects since the report indicated that 45% of the projects were not completed on time in 2015, while in 2016, 43% were not complied on time and 47% of the projects were not completed on time in 2017, failure to achieve set targets and inefficiency in service delivery (Brac Uganda Annual Report, 2018; KRCDO Annual Report, 2018). If this problem is left unattended to, the objectives of the NGOs will not be achieved and this will retard the development of the district and the country at large. Besides, there is limited information on the aspects that hinder success of the projects. Hence the study on stakeholder engagement, resource mobilisation and project success in NGOs within Mukono District is justified.

1.3 Purpose of the study

The purpose of this study was to investitage the relationship between stakeholder engagement, resource mobilisation and success of projects in NGOs within Muko district.

1.4 Objectives of the study

The study was guided by the following objectives;

- i. To establish the relationship between stakeholder engagement and project success
- ii. To establish the relationship between resource mobilisation and project success
- iii. To establish the relationship between stakeholder engagement and resource mobilisation and project success

1.5 Research questions

- i. What is the relationship between stakeholder engagement and project success?
- ii. What is the relationship between resource mobilisation and project success?
- iii. What is the relationship between stakeholder engagement and resource mobilisation and project success?

1.6 Scope of the study

1.6.1 Geographical scope

The study was conducted on NGOs in Mukono District, Uganda, this is because its where projects under different NGOs were failing to achieve the intended objectives.

1.6.2 Content scope

The research covered stakeholder engagement which encompasses participation, dedication and transparency. Resource mobilisation involved financial resources, human resources and material resources while project success was measured in terms of timeliness, beneficiary satisfaction and cost effectiveness.

1.7 Significance of the study

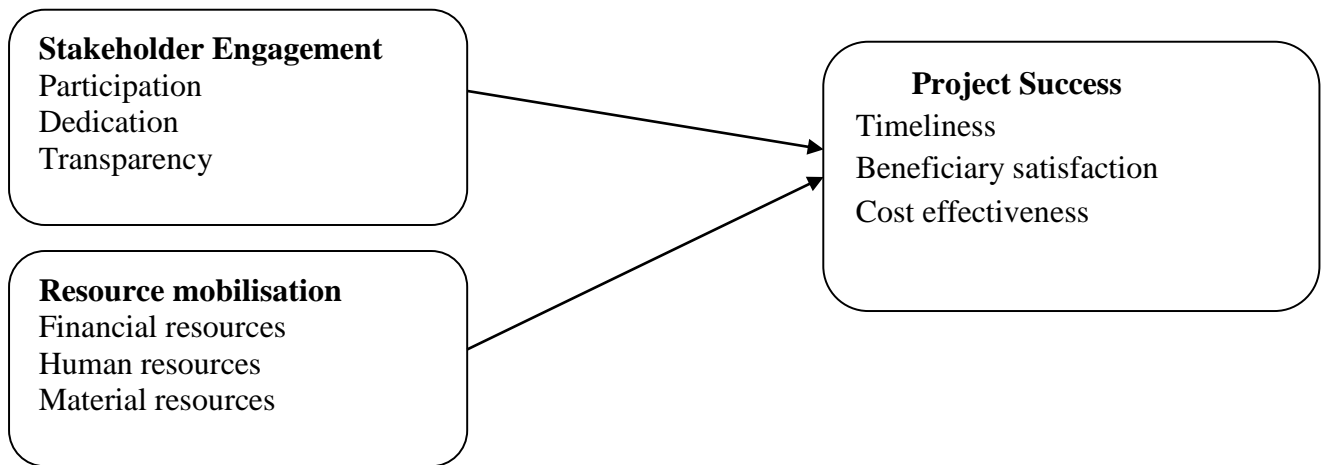
i. To the projects, the study may help management of Brac and KRCDO to understand how stakeholder engagement and resource mobilisation affect project success. This may be through the findings on how stakeholder engagement and resource mobilisation relate to project success.

ii. To the researcher, study findings will enable her acquire in-depth understanding of stakeholder engagement and resource mobilisation can be addressed to ensure project success, based on findings from the study.

iii. To the school, the study may contribute to the knowledge base of the studies conducted on stakeholder engagement, resource mobilisation and project success. A copy of the thesis will be kept in the University library for future reference by students and other scholars conducting studies in the same area.

iv. To other organisations and academicians, the study will provide important literature for future reference, while conducting studies in the same area. In addition, research findings might help other organizations to improve stakeholder engagement and resource mobilisation to ensure project success.

1.8 Conceptual framework



Source: From the review of literature: Poister and Streib (2012); Bodicha (2015) Thompson (2015).

Figure 1. Conceptual framework showing the relationship between stakeholder engagement, resource utilisation and project success.

The conceptual framework shows that effective stakeholder engagement in terms of participation, dedication and transparency, adequate mobilisation of financial, human and material resources contributes to project success in terms of timeliness, beneficiary satisfaction as well as cost effectiveness.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter covers the review of literature related to the study. It is presented based on the main variables and objectives of the study.

2.1 Project success

A project is considered a success if the project management is a success and the project. Product is a success (Shojaie, Shadalooye, Khalili-Damghani, & Pakzad, 2016). According to Bodicha (2015), a project is successful as far as project management is concerned if the project is complete within time, within the given budget and meets the customer requirements with the specified quality. Similarly, there are various parameters based on which people consider project product is successful. Different stakeholders of the project such as project manager, team members, senior management, functional managers, CEO, directors, suppliers, vendors, customers and third parties have a different perspective on project success (Ramos & Mota, 2016). For example, a project which is considered as successful by senior management may not be considered as successful by team members. This is because the team has worked extra hours and weekend as well (Project Management, 2016).

2.2 Stakeholder engagement

According to Andriof and Waddock (2002) stakeholder engagement is a “trust-based collaboration between individuals and/or social institutions with different objectives that can only be achieved together. Stakeholder engagement refers to the practice whereby an organisation agrees to positively involve stakeholders in its activities. Stakeholder

engagement is a process which is concerned with involvement of stakeholders to decide in advance what, when, why, how, and who shall do the work (Poister & Streib, 2012). Stakeholder engagement also encourages participatory decision making, productivity is expected to increase since commitment by stakeholders towards implementation of decisions to achieve enhanced productivity and overall organizational goals will be high and help reduce agitations, misconceptions and lack of commitment on the part of employees (Beardwell, 2012). Stakeholder engagement largely accounts for the success of projects particularly that of complex projects (2010). McElroy and Mills indicated that the purpose of stakeholder management is to achieve project success through the continuing development of their interrelationships.

2.3 Resource mobilisation

Project resource mobilization involves identifying financial, human, physical and technical resources and organizing them in a way that leads to successful implementation of a project (Crivelli & Gupta, 2013). Financial resources refer to funds that are required by project contractors to buy the equipment and machinery needed in undertaking the road projects and meet other expenses related to the project such as salaries and wages for the workers and cost of fuelling the vehicles (Gimeno, 2013). John, (2011) defines resource mobilization as a distinct perspective for understanding social movements, emphasizing the critical role played by material resources. Resource mobilization stresses rationality, and the importance of adequate funding, leadership, and organization.

McCarthy, (2011) argues that resource mobilization stresses the ability of a movement's members to acquire resources and to mobilize people towards accomplishing the movement's goals. According to resource mobilization theory, a core, professional group in a social

movement organization works towards bringing money, supporters, attention of the media, alliances with those in power, and refining the organizational structure. Thompson, (2015) asserts that resource mobilization is the process by which resources are solicited by the program and provided by donors and partners.

2.4 Stakeholder engagement and project success

Greenwood (2017) defines stakeholder engagement as the practices an organization undertakes to involve stakeholders in a positive manner in its activities. In this sense, the extent to which the firm devotes efforts to engage its stakeholders represents a strategic choice for managers about their firms' activities (Sachs & Ruhli, 2011). Stakeholder engagement benefits have been described in terms of better access to resources, the development of dynamic capabilities and improved reputation and legitimacy (Cennamo et al., 2012). Projects can only be successful through engagements from stakeholders, and it is the stakeholders that evaluate whether they find the project successful beyond receiving the project deliverables (Mugabo & Mulyungi, 2018).

Stakeholders strongly influence project success, particularly for complex projects with heterogeneous stakeholders, and hence, understanding their influence is essential for successful project management and implementation. This is supported by Sachs and Ruhli (2011), whose study, using a descriptive design revealed that the extent to which the firm devotes efforts to engage its stakeholders represents a strategic choice for managers about their firms' activities and has a bearing on project success. This is in line with a study carried out by Edelenbos, &Klijn, (2006) which established that it becomes very easy for the stakeholders to buy in and to implement the plan if they have been involved in the decision-

making process. On the contrary, Dvir et al., (2008) noted that stakeholders may have varying opinions which affect project success.

2.5 Resource mobilisation and project success

Gitenya and Ngugi (2012) study on the assessment of determinants of performance of housing projects in Kenya pointed out that most of the local firms engaged in infrastructure projects are often hindered by lack of adequate financial resources. The amount of resources available therefore, plays a critical role in the success of a project undertaken. Project managers are advised therefore to optimize the utilization of resources so as to ensure project completion within the budgeted cost. Carter (2012) studied on the challenges facing road infrastructure firms in sub-saharan Africa in their effort to deliver of quality projects. The study found out that every organization has a limited number of resources to perform tasks. A project manager's primary role therefore is to find a way to successfully execute a project within these resource constraints. Proper execution of projects requires thorough resource planning which comprises of establishing a team that possesses the skills required to perform the work as well as scheduling the non-labour resources such as tools equipment and processes (Warner well, 2013).

2.6 Stakeholder engagement, resource mobilisation and project success

According to the PMBOK, stakeholder engagement is one of the factors that increase the success rate of the project (Project Management Institute, 2017). Johansen, Andresen and Ekambaram (2014) noted that stakeholder engagement might be a challenge to project success in terms of creating disagreements and uncertainties. However, stakeholders strongly influence project success, particularly for complex projects with heterogeneous stakeholders, and hence, understanding their influence is essential for successful project management and

implementation. Johansen et al., (2014) also stated that stakeholder engagement might be a challenge to project success in terms of creating disagreements and uncertainties.

Resource mobilization (RM) involves all that has to be done in order to get in possession of recently discovered resources in an organization and also increasing the amounts of organization resources by using the available ones in a better way. Batti (2014) reveals that RM is a component of great value for making projects successful. Regrettably competition for the resources provided by the donors is so high and the organizations ability to get possession of resources relies on the level of competition in the field on how well it is able to compete with others in the same field and also how well it can find out new source of resources in the environment. Resource mobilization involves; acquiring financial resources, mapping human resources, acquisition of physical resources, community involvement and participation, accountability and transparency, financial accounting and management (Densford, James & Ngugi, 2018).

Financial resources refer to funds that are required by project implementers to buy the necessary equipment and machinery required in running of projects and also meet other expenses related to the project such as salaries and wages for the workers. Physical resources are items that take space, have value, and are used in operation of the organization (Mavoko, 2013). Generating resources from the business activities in an organization can lead to increased financial resources in an organization. Insufficient financing to implement project prevents it from a ability to be successful (Bradwel & Holden, 2014). However, the ability of a project to be sustained can be linked to numerous ways of funding.

According to Ababa (2013) for any organization to live to its long-time goals, it must have the necessary physical resources required in the organization. Some of them are; good workspace, communication systems, enough information system among others. Acquisition of physical resources as an aspect of resource mobilization is considered the costliest aspect. An organization need to combine resources to generate a product or service hence making its operation more sustainable (Nadler, 2012). Ensuring that the organization is fully equipped with resources may increase its success and prolong its operations.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents the research design, population of the study, sample size, data collection methods and instruments, collection procedure and analysis, and the measurement of variables.

3.1 Research design

The researcher employed a cross sectional design, employing quantitative techniques to collect and analyse data at one point in time. In this case, the quantitative techniques allowed the researcher to solicit information expressed in numerical format Mugenda and Mugenda (2003). The use of quantitative techniques enabled the researcher to come up with a rich and comprehensive report.

3.2 Population of the study

The study population was 180 NGOs in Mukono (Mukono District Annual Report, 2018). These NGOs formed the unit of analysis.

3.3 Sample Size Determination

The 123 NGOs were determined using predetermined table for determining sample size by Krejcie and Morgan (1970). The manager, the Head of Finance/ Accountant and one project beneficiary formed the unit of enquiry. This was because they were knowledgeable about the stakeholder engagement, resource mobilization and project success among NGO projects.

3.4 Sampling techniques

The researcher used simple random sampling techniques in order to get reliable information. Simple random sampling was used to select the 123 NGOs out of the 180. This was because Simple random sampling helped to avoid selection bias and gave equal chance to every NGO to participate in the study (Sekarani, 2003). A lottery method was applied whereby the names of NGOs were written on small pieces of paper placed in a box, shaken and then the Researcher picked at random without replacing until she reached 123, those that remained did not take part in the study.

3.5 Data Collection Instruments

A structured questionnaire covering all the variables in the study was also used whereby the Manager & the Head of Finance/ Accounts answered structured questions related to Resource mobilisation and project success while one project beneficiary per each project answered questions related to stakeholder engagement. A five-point Likert scale was used to ease data processing and analysis. The scale was marked 1-5 where; 1 represents strongly disagree, 2 disagree, 3 not sure, 4 agree and 5 strongly agree.

3.6 Measurement of variables

3.6.1 Stakeholder engagement

In this study, stakeholder engagement was measured in terms of participation, dedication and transparency (McGrath & Whhitty, 2017).

3.6.2 Resource mobilization

Resource mobilization was measured in terms of financial, human and physical resources (Thompson, 2015)

3.6.3 Project success

Project success was conceptualized into timeliness, beneficiary satisfaction and cost effectiveness (Willard, 2016).

3.7 Data quality control

3.7.1 Validity

Validity is defined as the extent to which a concept is accurately measured in a quantitative study. The validity of the instrument was tested using the Content Validity Index. This involved scoring the relevance of the questions in the instruments in relation to the study variables and a consensus judgment given on each variable. As can be seen below, the formula for Content Validity Index (CVI) is:

$$\text{CVI} = \frac{\text{No. of items rated relevant}}{\text{Total no. of items on the questionnaire}}$$

3.7.2 Reliability

Reliability of a measure is an indication of the stability and consistency with which the instrument measures the concept and helps to assess the ‘goodness of a measure (error free) (Sekaran, 2003). The reliability of the instruments was measured using the Cronbach’s alpha coefficient taking only variables with an alpha coefficient value of more than 0.70 accepted for social research generated from SPSS. This ensured that the data collection instruments were in position to collect reliable data for the study.

Table 3.1: Validity and Reliability

Variable	CVIs	Cronbach's Alpha	No of Items
Stakeholder engagement	0.784	0.863	09
Resource mobilization	0.875	0.881	11
Project success	0.875	0.822	10

3.8 Data analysis and processing

After data collection, quantitative data was entered into the computer and analysed using statistical package for social Scientists (SPSS V. 23). This was used to generate descriptive statistics in form of frequencies, means and standard deviation. Correlation analysis was used to determine the relationship between study variables while regression analysis was used to establish the effect of the independent variable on the dependent variable.

3.9 Ethical considerations

The researcher emphasized confidentiality of all research findings and use research assistants where bias was anticipated during data collection. The respondent's names were withheld to ensure anonymity and confidentiality in terms of any prospects. This ensured a cordial environment for respondents to freely provide the required information without fear that their responses would be disclosed to unauthorised persons.

CHAPTER FOUR

PRESENTATION AND INTERPRETATION OF FINDINGS

4.0 Introduction

This chapter presents the analysis of the data collected about the study variables in two sections. The first category presents the frequency distributions of the characteristics of the respondents under study and the second section presents inferential statistics which are presented according to the research questions.

4.1 Response rate

Out of the 123 NGOs that researcher targeted to collect data from, she managed to collect data from 106 NGOs responded making 86% response rate. This is a recommendable percentage of 70% as recommended by (Dillman et al., 2009)

4.2 Background characteristics of the sample

This section presents information about the background characteristics of the respondents who were involved in the study. The demographic characteristics of the respondents analysed include their; gender age and highest education level.

Distribution by age of the respondents

The age of the respondents was distributed as indicated in Table 4.1

Table 4.1: Age of the respondents

Age of the respondent	Frequency	Percent
18-29	58	18.3
30-39	105	33.1
40-49	87	27.4
50-59	44	13.9
60 and above	23	7.3
Total	317	100.0

Source: Primary Data

The results in Table 4.1 indicate that most of the respondents were between 30-39 years of age (33.1%), these were followed by those between 40-49 years of age (27.4%) and the least group were those above 60 years of age (7.3%). This implies that most of the NGOs tend to hire well grownup employees who are mature enough to take critical decisions that can lead to project success.

Distribution by gender of Respondents

The gender of the respondents was distributed as indicated in Table 4.2

Table 4.2: Gender of the respondents

Gender	Frequency	Percent
Male	139	43.8
Female	178	56.2
Total	317	100.0

Source: Primary Data

The results in Table 4.2 indicate that most of the respondents were female (56.2%), and their male counterparts were (43.8%). This implies that the NGOs hire more female than the male employees because females are more trust worthy with the finances and tender to kinder hearted compared to male counterparts and this leads to the success of the projects under the NGOs.

Distribution by level of education of Respondents

The level of education of the respondents was distributed as indicated in Table 4.3

Table 4.3: Level of Education of the respondents

Level of Education	Frequency	Percent
No education	45	14.2
Certificate	87	27.4
Diploma	72	22.7
Bachelors	107	33.8
Masters and above	6	1.9
Total	317	100.0

Source: Primary Source

The results in Table 4.3 indicate that most of the respondents had a bachelors degree (33.8%), these were followed by those at a Certificate level (27.4%) and the least group were those with a master’s degree and above (1.6%). This implies that most of the respondents who came from management position were well educated and this comes with ability and more knowledge to do things right and this leads to the success of the projects. In addition, those with low or no level of education were majorly the beneficiaries who didn’t need any level of education to part of the project

Distribution by the years served on the NGOs by respondents

The years served in the NGO by respondents was distributed as indicated in Table 4.4

Table 4.4: Years served in the NGO by Respondents

Years served in the NGO	Frequency	Percent
Less than 1 year	105	33.1
1-2 years	121	38.2
3-4 Years	64	20.2
5-above	27	8.5
Total	317	100.0

Source: Primary Data

The results in Table 4.4 indicate that most of the respondents have served the projects between 1-2years (38.2%), these were followed by those that have served for less than 1year (33.1%) and the least of the respondents have served for more than 5years (8.5%). This implies different projects can learn from each other most especially the young projects can learn from those which have stayed for long and this leads to project success

Distribution by the Age of the projects

The Age of the projects was distributed as indicated in Table 4.5

Table 4.5: Age of the projects

Age of the NGO	Frequency	Percent
Less than 5 year	23	21.7
5-10 years	45	42.5
10 Years and above	38	35.8
Total	106	100.0

Source: Primary Data

The results in Table 4.5 indicate that most of the projects are between 5-10 years old (42.5%) , these were followed by those that have been in existence for more than 10years (35.8%) and the least of the project have been operating for less 5years (21.7%). This implies that more NGOs have good experience in handling projects under their programs and can always refer to the previous ways on how they handled finished projects and this can guide them to solve challenges that may be faced thus leading to success of projects.

4.3 Factor analysis

In order to establish the patterns in the variables as formed by their constructs and to determine if an underlying combination of the items measuring the constructs could scale down to finer ones from the original set, a factor analysis was employed. In order to scrutinize the appropriateness of the factor analysis application to the data, the properties put forward as prerequisites were catered for. Further, the Varimax rotation was used to extract factor structure for all variables and as such, the factors with Eigen values greater than 1 were retained as presented.

Table 4.6: Factor structure of stakeholder engagement

	Dedication	Participation
I always complete my assignments before I leave office	.875	
I always accomplish my assignments on time	.871	
I always report to work on time	.799	
I report to work everyday	.730	
I am committed to organizational goals	.578	
I participate in project meetings to assess the progress of projects		.858
My ideas are considered during the implementation of project activities		.850
I participate in determining the project activity for our group		.820
I participate in training regarding project activities		.668
I am assigned responsibility in the implementation of project activities		.645
Eigen value	3.4	3.293
Variance (%)	33.999	32.935
Cumulative Variance (%)	33.999	66.934

KMO = .863, Bartlett's Test of Sphericity = 667.021, df=45, sig = .000

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. a. Rotation converged in 3 iterations.

Of the three construct of stakeholder engagement as portrayed in the conceptual framework, two were found to significant measures, these include; dedication and participation. The dimension, transparency was not extracted because the indicators of transparency were cross loading under the other two constructs. This indicates that transparency failed the discriminant validity test of measuring stakeholder engagement.

Of the two significant constructs, dedication (Eigen value = 3.400, Variance = 33.999%) was the more prominent explaining approximately 34.0% and participation (Eigen value = 3.293, Variance = 32.935%) contributes 32.9%. Noteworthy is the fact that both factors explained approximately 67% of stakeholder engagement, which is evidence of a substantial level of validity of the items captured in the factor structure. Further still the results in the table summarize the items that measure each of the components of the stakeholder engagement in

their order significance. The level of importance of each item is illustrated by the factor loadings, where a higher value indicates a higher level. To this effect items with factor loadings below 0.5 were eliminated and as shown in table 4.6, all items loaded approximately 0.6 and above which signifies considerable validity of measurement.

Table 4.7: Factor structure of resource mobilization

	Material resources	Financial resources	Human resources
The material resources are user friendly	.865		
Material resources influence project success	.803		
Project items are always availed on time for project activities	.775		
The materials for project activities are in good condition	.684		
Our projects have enough material resources to use	.650		
Our NGO has multiple sources of financial resources		.786	
Financial resources are received on time		.760	
Our NGO has adequate financial resources		.748	
The financial resources cater for all activities of the NGO		.644	
The available personnel have the required experiences			.890
Project personnel have necessary skills for project activities			.591
Eigen value	3.468	2.455	1.668
Variance (%)	31.53	22.314	15.164
Cumulative Variance (%)	31.53	53.844	69.008

KMO = .863, Bartlett's Test of Sphericity =653.388, df=55, sig=.000

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. a.
Rotation converged in 4 iterations

Resource mobilization as depicted in the conceptual model of the study consist of three factors. Results in table 4.7 revealed that all of the three factors were significant and in their order of importance in measurement, they include; material resources (Eigen value = 3.468, Variance = 31.530%), financial resources (Eigen value = 2.455, Variance = 22.314%) and human resources (Eigen value = 1.668, Variance = 15.164%), each explaining; 31.5%, 22.3%

and 15.2% respectively. This implies that all of the factors cumulatively explained approximately 69.0% of Resource mobilization.

Furthermore the in table 4.7 results show a summary of the factors and the items that underlie each of the factors in their order of significance in as shown by their factor loadings, where a higher value indicates a higher magnitude. Furthermore, all of the items retained in the factor structure loaded above 0.50, which signifies substantial validity of the measurement items.

Table 4.8: Factor structure of Project success

	Timeliness	Cost effectiveness
I receive feedback on project activities on time	.819	
I get to know about any changes in the project activities quickly	.770	
I am satisfied with the time project activities are rolled out	.761	
I provide prompt support regarding how to use project material supplies	.678	
I complete project activities on time	.668	
I make sure the amount of money spent on project activities is worth the items received		.816
We consider the best price available to purchase items of required standard		.812
I make sure that project activities are implemented within the budgeted cost		.683
I make sure that project materials are procured at the lowest cost possible		.680
We avoid unnecessary expenditures		.666
Eigen value	3.324	3.088
Variance (%)	33.244	30.875
Cumulative Variance (%)	33.244	64.119

KMO = .814, Bartlett's Test of Sphericity =640.099, df=45, sig=.000

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. Rotation converged in 3 iterations.

Of the three construct of project success as portrayed in the conceptual framework, two were found to significant measures, these include; timeliness and cost effectiveness. The dimension, Beneficiary satisfaction was not extracted because its indicators were cross loading under the other two constructs while others had factor loadings below 0.5. This indicates that transparency failed the discriminant validity and indicator validity tests of measuring project success.

The factor structure of project success thus consists of two constructs. In their order of importance these include; timeliness (Eigen value = 3.324, Variance = 33.244%) and cost effectiveness (Eigen value = 3.088, Variance = 30.875%), explaining 33.2% and 30.9% respectively. All of the factors explained 64.1% of the variance in the measurement of project success. Further still the results in the table summarize the items that underscored each of the constructs in their order of significance according to their associated factor or dimension. The magnitude of each item in terms of measurement is illustrated by the respective factor loadings, where a higher value indicates a higher magnitude.

4.4 Correlation Analysis

The Pearson's product moment correlation analysis was performed so as to determine the relationship between the study variables and also predict the contribution of the independent variables to the prediction of the dependent variables.

Table 4.9: Correlation Analysis

Variables	1	2	3	4	5	6	7	8	9	10	11	12
Participation-1	1											
Dedication-2	.199**	1										
Transparency-3	.108	.018	1									
Stakeholder engagement-4	.659**	.650**	.599**	1								
Financial resources-5	.290**	.304**	.073	.348**	1							
Human resources-6	.125*	.129*	.047	.157**	.374**	1						
Material resources-7	.064	-.019	.115*	.083	.079	.084	1					
Resource mobilization-8	.224**	.188**	.117*	.276**	.668**	.736**	.609**	1				
Timeliness-9	.226**	.083	.028	.172**	.287**	.121*	.143*	.263**	1			
Beneficiary satisfaction-10	.303**	.213**	.231**	.389**	.519**	.494**	.294**	.640**	.414**	1		
Cost effectiveness-11	.526**	.275**	.218**	.526**	.609**	.224**	.286**	.531**	.363**	.638**	1	
Project success-12	.440**	.237**	.197**	.452**	.586**	.342**	.299**	.591**	.738**	.842**	.834**	1

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

* . Correlation is significant at the 0.05 level (2-tailed).

4.4.1: The relationship between Stakeholder engagement and Project success.

Findings in table 4.9 revealed that there was a significant positive relationship between stakeholder engagement and project success in NGOs in Mukono district at 99% level of confidence ($r = .452$, $P < .01$). This implies that any positive change in stakeholder engagement in terms of stakeholder participation, dedication of the stakeholders and transparency of the NGO management, will result in to a positive change in project success. This is because as indicated in the correlation matrix table, all the dimensions of stakeholder involvement had a positive significant relationship with project success

4.4.2: The relationship between Resources mobilization and Project success.

Findings in table 4.9 showed that there was a significant positive relationship between resources mobilization and project success. ($r = .591$, $P < .01$). This implies that any positive change in resource mobilization in terms of finance resources, human resource and material resource will result in to a positive change in project success since all the measurements of resource mobilization have a positive significant relationship with project success.

4.5 Regression analysis

Regression analysis was used to confirm the correlation findings and also to determine the relationship between stakeholder engagement, resource mobilization and project success. The results are indicated in table 4.10

Table 4.10: Multiple regression model for project success

Model		Unstandardized	Std. Erro r	Standardized	t	Sig.
		Coefficients B		Coefficients Beta		
1	(Constant)	-1.245	.280		-4.446	.000
	Stakeholder engagement	.443	.062	.313	7.111	.000
	Resource mobilization	.829	.072	.505	11.478	.000
R		.663				
R Square		.439				
Adjusted R Square		.436				
F-Stat		123.057				
Sig.		.000				

Dependent Variable: Project success

The relationship between Stakeholder engagement, Resources mobilization and Project success.

The regression model summarized in table 4.10 indicates that both independent variables, stakeholder engagement (beta = .313, $p < .01$) and resources mobilization (beta = .505, $p < .01$) had a significant positive effect on project success. This implies that increasing either or both of stakeholder engagement and resources mobilization within the NGOs in Mukono would translate into an increase in project success. In the same vein resource mobilization was found to have a stronger effect on project success than Stakeholder engagement.

Further, the model was found to be well specified ($F = 123.057$, $p < .01$), implying that all the independent variables combined in the model were appropriate predictors of project success.

The results further indicated that 43.6% (Adjusted R Square=.436) of the variations in project success is as a result of the changes in stakeholder engagement and resource mobilization. This also implies that the remaining 56.4% is explained by other variables not considered in this study.

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter discusses all the findings reported in chapter four based on the research questions and objectives, draws conclusions and suggests recommendations for the findings, limitations of the study and also proposes some areas for further research.

5.1 Discussion of Results

The discussion of results followed the objectives of the study which include to establish the relationship between stakeholder engagement and project success, to establish the relationship between resource mobilisation and project success and to establish the relationship between stakeholder engagement and resource mobilisation and project success

The relationship between stakeholder engagement and project success

The findings indicated a positive significant relationship between stakeholder engagement and project success. This implies that any positive change in stakeholder engagement in terms of stakeholder participation, dedication of the stakeholders and transparency of the NGO management, will result in to a positive change in project success. This further implies that when the stakeholders fully participate in determining the project activity for our group, participate in project meetings to assess the progress of projects and ensuring that their ideas are considered during the implementation of project activities, this will result in to project success. In addition, when stakeholders are dedicated to reporting to their activities every day, complete their assignments before the close of business, when they are committed to organisational goals and objectives and are dedicated at a accomplishing their set objectives on time, this will result in to improvement in project success. Finally when there is transparency on the way funds are utilised, ensuring that project expenditure is within the

budget, and Information about project activities can be easily accessible by other stakeholders, this will result in to project success.

These findings are in line with the findings of Greenwood (2017) who defines stakeholder engagement as the practices an organization undertakes to involve stakeholders in a positive manner in its activities. In this sense, the extent to which the firm devotes efforts to engage its stakeholders represents a strategic choice for managers about their firms' activities (Sachs & Ruhli, 2011). Stakeholder engagement benefits have been described in terms of better access to resources, the development of dynamic capabilities and improved reputation and legitimacy (Cennamo et al., 2012). Projects can only be successful through engagements from stakeholders, and it is the stakeholders that evaluate whether they find the project successful beyond receiving the project deliverables (Mugabo & Mulyungi, 2018).

The relationship between resource mobilization and project success

The findings indicated a positive significant relationship between stakeholder engagement and project success. This implies that any positive change in resource mobilization in terms of finance resources, human resource and material resource will result in to a positive change in project success. This further implies that when financial resources are well mobilized in terms of NGO has adequate financial resources, financial resources cater for all activities of the NGO, and NGO having multiple sources of financial resources, this will result in to project success. When the human resource is well catered for among NGOs in terms of having enough personnel to carry out project activities, having the personnel with required experiences, skills and abilities ti execute their duties, this will result in to improved project success. Finally, when the material resources are enough for use, when they are in good condition, project items are being availed on time for project activities, these will influence positively project success.

This finding was in line with Gitenya and Ngugi (2012) who carried out a study on the assessment of determinants of performance of housing projects in Kenya pointed out that most of the local firms engaged in infrastructure projects are often hindered by lack of adequate financial resources. The amount of resources available therefore, plays a critical role in the success of a project undertaken. Project managers are advised therefore to optimize the utilization of resources so as to ensure project completion within the budgeted cost. Carter (2012) studied on the challenges facing road infrastructure firms in sub-saharan Africa in their effort to deliver of quality projects. Carter (2012) studied on the challenges facing road infrastructure firms in sub-saharan Africa in their effort to deliver of quality projects. The study found out that every organization has a limited number of resources to perform tasks. A project manager's primary role therefore is to find a way to successfully execute a project within these resource constraints.

The relationship between stakeholder engagement, resource mobilisation and project success

From the findings, it was noted that stakeholder engagement and resource mobilisation are significant predictors of project success. This was confirmed by both correlation and regression analysis. These findings imply that in improvement in the participation of the stakeholders, full dedication of the employees to service the stakeholders and full transparency by the management of the NGOs to the stakeholders, this will improve the performance of the projects and thus leading to project success. In addition, when there is proper resource mobilization in terms of material resources, human resource and proper financing of the NGOs, this will result in to proper continuance of the project and the project success will be a grantee. Therefore, a combination of stakeholder engagement and resource mobilization will always produce tangible results on the measures of project success.

These findings of this study are in line with Ekambaram (2014) who noted that stakeholder engagement might be a challenge to project success in terms of creating disagreements and uncertainties. However, stakeholders strongly influence project success, particularly for complex projects with heterogeneous stakeholders, and hence, understanding their influence is essential for successful project management and implementation. Sachs and Ruhli (2011), whose study, using a descriptive design revealed that the extent to which the firm devotes efforts to engage its stakeholders represents a strategic choice for managers about their firms' activities and has a bearing on project success. This is in line with a study carried out by Edelenbos, & Klijn, (2006) which established that it becomes very easy for the stakeholders to buy in and to implement the plan if they have been involved in the decision-making process. On the contrary, Dvir et al., (2008) noted that stakeholders may have varying opinions which affect project success.

5.3 Conclusions

This study was undertaken to identify how stakeholder engagement and resource mobilisation impacts on project success among NGOs in Mukono district.

Based on the findings of the study, it can be concluded that stakeholder engagement is a significant predictor of project success. This implies that any improvement in stakeholder participation, dedication of the management in serving the stakeholders and the management being transparent to their stakeholders in term of the resources available to be spent and how they are utilised in achieving the project set goals and objectives, this will always lead to project success.

It can further be concluded that resource mobilisation is a significant predictor of project success, this can also imply that when resources which are in form of finance, human resource and material resources are fully available, this will be important since projects will be supported to the end and there will be no financial challenge that may hinder project

continuity. Project success among NGOs, can rely on stakeholder engagement and proper resource mobilisation if there is need for growth, this is because stakeholder engagement and resource mobilisation were found to be significant predictors of project success. Though other factors can be considered but NGOs need be aware that these explain 43.6% of the changes in project success.

5.2 Recommendations

The research recommends the management of NGOs in Mukono should ensure that at all levels of project implementation and initiation, stakeholders are fully involved. This is because project success will not be granted if stakeholders are ignored and also implies that as long as the stakeholders are not part of the project that means that the project is on different agenda that differs from the original plan of project initiation.

There is need to have a strong connection between the managers of the project and funders of the project. This is because without a strong relationship which helps in providing proper accountability of the funds used, there will be no need by the funders to continue injecting money in non-productive projects which would be benefiting only those earning salaries as a result of being employed there.

There is need for proper training of the managers of the NGOs by government of Uganda and the funders of project. This is because if the managers are not employed, there will be misuse if the project funders and the major goals and objectives of starting the project will not be achieved. These trainings can be carried before the project is implemented and during the actual implementation of the project and proper assessment of the project by tracing the progress of the project need to be emphasized

Finally, the predictor variables in the study account for 43.6% of the variations in project success. This covers all the two predictor variables of the study. However, the remaining

percentage may be attributed to other factors outside this study. This is because project success is affected by other factors which differ from one NGO to another. Thus, it is important to consider variety of factors than to focus only on the predictor variables in this study.

5.3 Limitations of the study

During the research study, the researcher encountered the following challenges in carrying out the study among NGOs:

Response of the sample was low as some respondents had fear to disclose some information as they took such information to be secrets of their respective institution. However, the researcher was carefully and tactfully interacted with respondents and managed to get the data of interest for the study and I believe future researchers can use the same technique to ensure that they collect data from such respondents.

Accessibility to most of places was difficult due lockdown which affected the collection of data. The researcher ended up visiting few places than those that he would have visited due to the interference by the lockdown, this means that future researchers can try their level best to fix the issue by wearing face masks and use sanitizers.

Limited willingness to respond to questionnaires by respondents because they found it as time consuming. The researcher tried to explain each question to simplify the complexity of the questions in the questionnaire.

5.4 Areas of further research

- i. The study adopted a cross sectional design where data is collected at one point in time and the findings from such studies are always limited to the current period only hence future studies should look at a longitudinal research design where project success among NGOs can be monitored for a long period of time
- ii. The study was restricted to a quantitative approach using a structured questionnaire to elicit information from the respondents meaning that other features that can be observed were not included in the findings and thus future research should incorporate qualitative factors using for example observations and interview guide.
- iii. In this study, the variables debtor's management and water loss management relationship contributed 43.6% towards project success, further research should explore other determinants of project success and if possible, variables that need to be combined with these variables in order to stimulate project success among NGOs in Mukono district

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APPENDICES

APPENDIX I: QUESTIONNAIRE FOR EMPLOYEES IN NGOS

I am Elizabeth Agogongo a student of Makerere University Business School, pursuing a master's degree in Business Administration. Currently, I am conducting a study on Stakeholder Engagement, Resource Mobilisation and Success of Projects in NGOs within Mukono District in partial fulfilment for the requirements of the Masters Degree. The study is not an inspection but rather a situation analysis for better improvement of the performance. All findings will be kept confidential and anonymous. This will be done by not putting the name of the respondent on the questionnaire. I request for your time and honest answers for a successful study.

Section A: Back ground characteristics of respondents

1. Age of the respondent

a) 18-29 b) 30-39 c) 40-49 d) 50-59 e) 60 and above

2. Gender: Male 1 Female 2

3. Highest level of education: No Education Certificate Diploma Bachelor
Degree Masters

5. Years served under NGO 6 months-1 year 1-2 years 3-4 Years
5-above

SI	Stakeholder engagement	SA	A	NS	D	SD
	Participation					
1	I participate in determining the project activity for our group	5	4	3	2	1
2	I participate in project meetings to assess the progress of projects	5	4	3	2	1
3	My ideas are considered during the implementation of project activities	5	4	3	2	1
4	I participate in training regarding project activities	5	4	3	2	1
5	I am assigned responsibility in the implementation of project activities					
	Dedication	5	4	3	2	1
6	I report to work everyday	5	4	3	2	1
7	I always report to work on time	5	4	3	2	1
8	I always complete my assignments before I leave office	5	4	3	2	1
9	I am committed to organizational goals					
10	I always accomplish my assignments on time	5	4	3	2	1
	Transparency	5	4	3	2	1
11	I always utilize funds for the intended activities	5	4	3	2	1
12	We ensure that project expenditure is within the budget					
13	Information about project activities can be easily accessible by other stakeholders					
14	I am expected to account for project funds					
15	We record all project expenditures					

SI	Resource mobilization	SA	A	NS	D	SD
	Financial resources	5	4	3	2	1
1	Our NGO has adequate financial resources	5	4	3	2	1
2	The financial resources cater for all activities of the NGO	5	4	3	2	1
3	Our NGO has multiple sources of financial resources	5	4	3	2	1
4	Financial resources are received on time	5	4	3	2	1
5	Financial resources have led to the success of our projects					
	Human resources					
6	We have enough personnel to carry out project activities					
7	The available personnel have the required experiences					
8	Project personnel have necessary skills for project activities					
9	The available human resources are committed to the success of project activities					
10	The available personnel are competent to execute project activities					

	Material resources					
11	Our projects have enough material resources to use					
12	The materials for project activities are in good condition					
13	Project items are always availed on time for project activities					
14	The material resources are user friendly					
15	Material resources influence project success					

SI	Project success	SA	A	NS	D	SD
	Timeliness	5	4	3	2	1
1	I complete project activities on time	5	4	3	2	1
2	I provide prompt support regarding how to use project material supplies	5	4	3	2	1
3	I am satisfied with the time project activities are rolled out	5	4	3	2	1
4	I get to know about any changes in the project activities quickly					
5	I receive feedback on project activities on time	5	4	3	2	1
	Beneficiary satisfaction	5	4	3	2	1
6	The services provided to our beneficiaries are of expected standard	5	4	3	2	1
7	We provide feedback to beneficiaries on time					
8	Beneficiaries always give positive testimonies about the services offered by our NGO					
9	Beneficiaries give positive feedback about the services offered by the NGO					
10	We have not received complaints about the services offered by our NGO for the past three years					
	Cost effectiveness					
11	I make sure that project activities are implemented within the budgeted cost					
12	I make sure the amount of money spent on project activities is worth the items received					
13	We consider the best price available to purchase items of required standard					
14	We avoid unnecessary expenditures					
15	I make sure that project materials are procured at the lowest cost possible					

APPENDIX II: INTERVIEW GUIDE FOR SENIOR MANAGEMENT

I am Elizabeth Agogong a student of Makerere University Business School, pursuing a master's degree in Business Administration. Currently, I am conducting a study on Stakeholder Engagement, Resource Mobilisation and Success of Projects in NGOs within Mukono District in partial fulfilment for the requirements of the Masters Degree. The study is not an inspection but rather a situation analysis for better improvement of the performance. All findings will be kept confidential and anonymous. This will be done by not putting the name of the respondent on the questionnaire. I request for your time and honest answers for a successful study.

- i. How do stakeholder participate in project activities of your NGO?
- ii. How do you tell that stakeholders are dedicated to project activities of your NGO?
- iii. How is transparency fostered in your NGO?
- iv. In what ways are financial resources mobilized for project activities?
- v. How are human resources for project activities mobilized at your NGO?
- vi. How are material resources mobilized for your NGO?
- vii. How does stakeholder engagement contribute to project success?
- viii. How does resource mobilization contribute to project success?
- ix. What are the factors that affect the success of project activities?

APPENDIX III: MUDINFO MEMBER ORGANIZATIONS

LIST OF MEMBER ORGANIZATION AS OF 29TH MARCH 2018

No.	Name of Organization	Acronym	Reg. Category
1	Child link Foundation uganda	CLFU	CBO
2	Kikandwa Rural Communities Development Organisation	KIRUCODO	NGO
3	Kingdom Life Christian Center	KLFC	NGO
4	Save The Mothers	STM	NGO
5	Mpoma Community HIV/AIDS Initiative	MCHI	CBO
6	Omni-med Uganda	OU	NGO
7	Kyetume Community Based Health Programme	KCBHP	NGO
8	Mukono Life Care Developement Coalition	MLDC	NGO
9	Africa Connection Uganda	AF(U)	NGO
10	Intergrated Family Care Support Uganda	(IFACASU)	NGO
11	Basoga Tweyambe Community Development Association	BTCDA	CBO
12	Abalema Tukolere Wamu Development Group	ATWDG	CBO
13	Umama Uganda	None	NGO
14	Youth Creativity at Hand Uganda	YCH-U	NGO
15	Greater Mukono Agriculture Teachers Association.	GMATA	NGO
16	Goshen's Fountain of Nutritions Health	GFNH	NGO
17	Prisons Fellowship Uganda	PFU	NGO
18	Mukono United Honest Enterpreneurs Development Association	(MUHEDA)	CBO
19	Support African Families in Need	(SAFIN)	NGO
20	Cape of Good Hope Orphan Care and Family Support Project	COGHOC	NGO
21	Yes and Amen Divine Ministries	YADM	NGO
22	Twekembe Association for Rural Systems and Development	(TA-CRUSADE)	CBO
23	Mukono Youth Scientists and Researchers Association	(MUYSRPA)	CBO
24	River of Revival Ministries Uganda	RRMU	NGO
25	Bethel Jesus Reigns Church	BJRC	NGO
26	Zion Arise and Shine Ministries International	ZASMI	NGO
27	Gain confidence Africa	GCA	NGO
28	Word of Life Healing Centre Global Ministries	WLHCGM	NGO

29	Danan Project for Health and Economic Development	DPHED	NGO
30	Rural Empowerment Development Organisation Uganda	REDOU	NGO
31	Katosi Women Development Trust	KWDT	NGO
32	Chain Foundation Uganda	CFU	NGO
33	Nakalanda Abalema Twekembe	NAT	CBO
34	El-Rhema Faith Ministries International	none	NGO
35	Kiyemba Ashe Christian Ministries Uganda	None	NGO
36	Uplift Agency For Rural Development	UARD	NGO
37	Strong Hold Youth Association Uganda	SHYAU	NGO
38	Comrades Convention For Development	COCODEV	CBO
39	Community Health and Economic Empowerment Initiative	COHEE	NGO
40	Ngoma Youth Development Organisastion	NYODO	CBO
41	Sew Empowered Ministries Uganda	SEMU	NGO
42	Ekubbo Ministries	none	NGO
43	Armours of Glory Ministries	AGLOM	NGO
44	Kyoga Parents Support Group	KPSG	CBO
45	Afaayo Child Health Education And Rehabilitation Unit	ACHERU	NGO
46	Hands Of Love And Joy Child Care Centre	none	NGO
47	Kiwanga Christian Deliverance Church	KCDC	NGO
48	Kyagwe Development Innitiative	KDI	NGO
49	Children Saved BY Jesus Ministries	(C.S.JEMI-UGANDA)	NGO
50	Stiching Lejofonds	none	NGO
51	Tabitha Global Care Uganda	TGC	NGO
52	Kwekulakulanya Womens Group	KWG	CBO
53	Seed Faith Ministries	SFM	NGO
54	Vulnerable Initiative Intergrated Uganda	VIIU	NGO
55	The Amazing Grace Church OF All Nations	(AGCOAN)	NGO
56	Off To Mission	OTM	NGO
57	Kingdom Support Network	KSN	NGO
58	Spirit Life Church	SLC	NGO
59	Eagles Mountain Church International	none	NGO
60	Vine Child Support	VCS	NGO

61	Activists For Life Uganda	A4L(U)	NGO
62	Sikyomu Development Organisation For People Living With Hiv/AIDS	None	NGO
63	Grassroot Women Development Organisation	GWODEO	CBO
64	Good spirit support Action centre	GOSSACE	NGO
65	Child 2 Youth Foundation	C2YF	NGO
66	Suubi Child Development Centre	SCDC	NGO
67	Noah's Ark Foundation		NGO
68	Voluntary services Trust Team Foundation	VOLSET	CBO
69	Maendeleo Foundation		NGO
70	Kasawo Namuganga Development Association	KANADA	CBO
71	Capital for life	C4L	CBO
72	Joint Energy and Environment Projects	JEEP	NGO
73	Sayuni Christian Church	SCC	NGO
74	Association of fishers and lake users of Uganda	AFALU	NGO
75	Mission Harvest Uganda		NGO
76	Agali awamu youth development group	AYDG	CBO
77	Namulaba Community Health Organisation		CBO
78	Vision For Africa		NGO
79	Bulamu Health Care International	BHI	NGO
80	Mukono District Action On Physical Disability	MDAPD	CBO
81	Child Care And Youth Empowerment Foundation	CCAYEF	NGO
82	Lot 2545 Uganda	none	NGO
83	Faith Overcomers Army Ministries	FOAM	NGO
84	Mukono Muslim Medical Service		CBO
85	Bulonda Women Group		CBO
86	Positive Action Initiative Ntenjeru	PAIN	CBO
87	KANADA		CBO
88	Exodus Junior School		NGO
89	Goma Youth Development Foundation	GYODEF	NGO
90	Brotherhood of St.Andrews-Africa		NGO
91	Vijana Corps		NGO
92	Talent Calls Club		NGO

93	Uganda Adventist Women Organisation	UAWO	NGO
94	Resource Activation Foundation For Africa	RAFFA	NGO
96	Mahls Uganda Foundation	None	NGO
97	Life Haven Christian Ministries	LHCM	NGO
98	Vision Of Hope Uganda	VOHU	NGO
99	Springs Of Indigenous Knowledge	SPRIK	NGO
100	Turning Point Resolutions Development Centre	TPR	NGO
101	Initiative For Prisoners' Families Mukono	IPF	NGO
102	The Rock Kingdom Outreach		NGO
103	Computers For Schools-Uganda	CFSU	NGO
104	AFALU		NGO
105	Technical And Vocation Instructors Association	TEVIA	NGO
106	Katosi Inter-Community Development Alliance	KIDA	CBO
107	Uganda National Voters' Association	UNVA	NGO
108	Kukiriza Women's Group		CBO
109	Voluntary Efforts For Community Health	VECH-Uganda	NGO
110	Agency For Geographical And Environmental Features Protection	AGEP	NGO
111	New Hope For Africa Community Development Foundation		NGO
112	Samuel's Kids Ministries International		NGO
113	Thrive Youth And Children Network		NGO
114	Community Action For Health	CAFH	NGO
115	Youth Of Value Uganda	YOVU	NGO
116	Fostering the Future		NGO
117	Winners of Tomorrow Uganda		NGO
118	Health For Development Initiatives- Uganda	HDI-V	NGO
119	Afri-Climate Uganda	none	NGO
120	Frontline Youth	FLY	NGO
121	Kyampisi Child Care Ministries	none	NGO
122	Jesus Shines Youth Ministries International		NGO
123	Compassion for the Needy	none	NGO
124	United Christian Center Mukono	UCCM	NGO
125	Hope For Children And Women Foundation	HCAWFO	NGO

126	Kip Living On Charity Foundation	KLO CF	NGO
127	Impact Foundation		NGO
128	Community Health Access Foundation Uganda	CHAF UGANDA	NGO
129	Science And Technology Outreach And Intervention Network	STORINET-UGANDA	NGO
130	Teammates For Life		NGO
131	Nagojje Community Care		CBO
132	Network For Community Development	NCD	NGO
133	Health And Wellness Initiative	HWIL	NGO
134	International Justice Mission	IJM	NGO
135	Blessed Academy Inclusive Centre	BAIC	NGO
136	Komo Learning Centre	KLC	NGO
137	The Empowerment Action Program	TEAP	NGO
138	Great Hope Ministries		NGO
139	God's Chosen Women Organisation	GO-WOMEN	CBO
140	Nissi Child Development Fund		NGO
141	Institutional Health Care Uganda		NGO
142	Advocates For Girl Child And Women Development-Uganda	AGICWODU	NGO
143	Junior Achievement Uganda	JA	NGO
144	Rodrick Foundation Limited	RF	NGO
145	Action For Sustainable Development	ASUD	NGO
146	Uganda Evaluation Society	UEA	NGO
147	Rural Education And Development Foundation	REDEFO	CBO
148	Mukono District Older Persons Network	MUDOPEN	NGO
149	Mukono Child Support Initiative	MCSI	NGO
150	Christian Mission For The Unreached	CMU	NGO
151	Make Uganda Greener	MUG	NGO
152	Widow Orphan Development Organisation	WODO	CBO
153	Youth, Elderly, Women And Children Foundation Africa	YEWCEFA	NGO
154	Community Frontiers Uganda	CFU	NGO
155	Mukono District Association Of Parents Of Deaf Children	MUDPDC	CBO
156	Bulaaya Village Care Initiatives Uganda	BUVICIU	NGO
157	Mama Uganda		CBO

158	Focus For Future Mind	FFFM	NGO
159	Child Holistic Empowerment And Rights Africa	CHEERS-AFRICA	NGO
160	Forum For Universal Education	FUED-U	NGO
161	Juveniles Welfare Services	JWS	NGO
162	Youth Empowerment And Health Initiative Forum	YEHIF	NGO
163	The Uganda Land Alliance	ULA	NGO
164	Shaza Child Foundation Uganda		NGO
165	Greater Mukono Network Of AIDs Service Organisations	GMNASO	NGO
166	Trust Child Builder's Organisation	TCB	NGO
167	Coalition Of Pastoralist Civic Society Organisation	COPASCO	NGO
168	Africa Mult Advanced Development Agency	AMADA	NGO
169	Mentor Coach Empower	MCE	NGO
170	Nama Wellness Community Centre	NAWEC	CBO
171	Uganda Society Of Hidden Talents	HITS	NGO
172	Artivists 4 Life Uganda	A4L(U)	NGO
173	Cornelia De Lange Syndrome Foundation Uganda	CDLS	NGO
174	Development Concern For People With Disabilities	DECOPED	NGO
175	Uganda Kids Project	UKP	NGO
176	Kikube Kakukuulu Development Association	KIKA	NGO
177	Reach One Touch One Ministries	ROTOM	NGO
178	UPCANN	UPCANN	NGO
179	Strong minds Mental Health Care		NGO
180.	Brac Uganda Limited	BUL	