COMMUNICATION AND DELIVERY OF PROJECT ACTIVITIES: A CASE STUDY OF SELECTED ORGANISATIONS IN KABALE MUNICIPALITY

BY

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A DISSERTATION SUBMITED TO THE FACULTY OF POST GRADUATE STUDIES IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER'S IN PROJECT PLANNING AND MANAGEMENT OF KABALE UNIVERSITY

MAY, 2022

DECLARATION

I hereby declare that this Dissertation on the topic: *"Communication and Delivery of Project Activities: Case Study of selected Organizations in Kabale Municipality"* is my original work and has never been submitted for the award of any degree in any university or high institution of learning.

Signature.................................. Date: 19 | 5 | 2022 .

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APPROVAL

This Dissertation titled *"Communication and Delivery of Project Activities: Case Study of selected Organizations in Kabale Municipality"* has been done under my supervision and is now submitted for examination with my approval.

Signature..   Date..19/05/2022

Dr.Barigye Godfrey

University Supervisor

DEDICATION

I dedicate this research dissertation to my parents Mr. and Mrs. Batureine Jackson and Mary, wife Patricia Aine and my daughter Amanyire Aliel Aine who prayed for me and encouraged me while I undertook this research dissertation

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This work is a product of the researcher's effort and I thank firstly the Almighty God for his love and protection. In this regard therefore, I would like to acknowledge the assistance both material and moral support received from the individuals who contributed towards the completion of this research.

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LIST OF ABBREVIATIONS

ACDP	:	Agriculture Cluster Development Project
KICK	:	Corruption out of Uganda
KWID	:	Kigezi Women in development
FOWODE	:	Forum for Women in Development
NGO	:	Non-Governmental Organization
UWEP	:	Uganda Women Entrepreneurship Programme
YLP	:	Youth livelihood Programme

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ABSTRACT

The study was about communication and delivery of project activities: a case study of selected organizations in Kabale Municipality. It considered a few Non-Governmental organizations that operate in Kabale district such as Kick Corruption out of Uganda (KICK-U), Kigezi Women in Development (KWID), and Forum for Women in Development (FOWODE). The study was guided by research objectives which were to examine the communication channels used in Non-Governmental Organizations in Kabale district, to find out how Communication affect delivery of project activities in Non-Governmental Organizations of Kabale district and to propose ways in which Communication can be improved for effective delivery of project activities in Non-Governmental Organizations in Kabale district. The study used a descriptive survey design with qualitative and quantitative approaches. The study used a sample size 0f 90 respondents and both interviews and questionnaires were used to collect data from respondents. The study findings indicated that there is minimal communication between project stakeholders and project employees and there is minimal interaction between project donors and beneficiaries and this may have contributed to low delivery of project activities in this organization over years. The study findings indicated findings on communication channels used by Non-Governmental Organizations as emails, websites, television such as TV west in Western Uganda, letters, telephone, meetings, Newspapers, financial reports, brochures, posters, notice board and memos, The study findings indicated findings on effect of communication on delivery of project activities in Non-Governmental Organizations are physical barriers, system design, staff shortage, negative attitude among the staff in an organization, psychological factors, individual linguistic ability, lack of sensitivity, lack of skills, lack of knowledge, duties overload, emotional interference and organizational culture. The study findings indicated findings on ways in which communication can be improved for effective delivery of project activities in Non-Governmental organizations can be improved indicate that availability. use of multiple channels, regular reports, assumptions, body languages, team work, feedback, establishing relevancy, open door policy, getting message across and handling communication problems . Finally the study recommended that the study found out that there are several communication channels in which communication can pass through from the sender to the receiver therefore such channels should be maintained and improved for smooth communication process. The study findings indicate that there are several factors that hinder communication therefore stakeholders should fight hard to handle these factors so that there is smooth communication process.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

Communication refers to the exchange of information and ideas. It is the transfer of information among the major players in the project implementation process, the channels of communication and the appropriate network that must be open to transmit necessary data concerning the project to each stakeholder (Afroze& Khan, 2017). A community is a group of people living together and has religious, cultural, ethnic or other characteristics that the project will try to change their way of life. It is also the involvement of people in decision making, implementation and monitoring. The community must be involved in planning, execution, monitoring, running and use of the project.

1.2 Background of the Study

1.2.1 Historical perspective

To fully understand the process of communication one need to understand that it leads to transmission of information among individuals, who are communicating with each other. The senders and the receivers need to understand each other well. The senders are the ones, who initiate the communication process. It is essential for both the senders and the receivers of information to augment their knowledge in terms of stages of communication processes. When the communication process is carried out, both the senders and the receivers need to ensure that they exchange ideas and viewpoints in an efficient manner (Guffey& Loewy 2014). When the receivers express their responses and the senders provide feedback, then the communication processes are regarded as complete. When the communication process is put into operation in an effective manner, it proves to be advantageous to both the senders and the receivers (Lunenburg, 2010).

Itegi (2015) indicates that the project manager is the bonding medium holding the project together. The success or failure of a project is influenced by the project manager's appointment. The value added to a project by the project manager is unique; no other method or process adds

similar value (Gregg, & Ana, 2016). Miners (Golinia, Kalchschmidta, &Landonib, 2015) states that many experts consider efficient communication in building to largely depend on the availability of a key coordinator, with the status, authority and ability to ensure that whatever is necessary will be done. The project manager is the single point of responsibility for a project. A successful project manager has to perform various roles and many of these simultaneously. Njogu (2016) states that project managers who lack skills are a "common cause of project failure".

According to Ngatia (2016) the project manager very specifically requires leadership skills and not only management ability. The project manager needs to apply general management principles in the project environment. A number of roles are identified for the project manager, such as; planning activities, tasks, schedules and budgets; organizing, selecting and placing the project team; leading the project team; controlling activities and schedules; ability to select and develop a team and motivation of the team; communicating with the project team and all stakeholders; problem solving, decision making or knowledge where to find help; negotiating and persuading; and understanding the environment (Novo, Landis, & Haley, 2017).

Projects are the building blocks in the design and execution of strategies for any organization and it provides an organizational focus for conceptualizing, designing and creating new or improved products, services and organizational processes (Buba&Tanko, 2017). Project Activity is basically a milestone, a section or a task that has many sub-tasks under it. In simple words, any activity that requires a number of tasks to be completed in order to complete that activity is known as a project activity. According to Bagaka (2008) a look at the implementation n of CDF projects in recent years reveals a mismatch between the nature of capital expenditure decisions and financing for the operations and maintenance of such projects with local benefits. It was noted that, CDF projects were launched politically and more often new projects undertaken while existing ones are left to deteriorate or are inadequately funded (Gathoni&Ngugi, 2016), the above scenario applies to most projects in the country

1.2.2 Theoretical perspective

The study used Macro-Behavior Theory. The proposed theory describes the relationships between variables throughout the service setting. The relationships are fragmented and specific

to the relationships. No full validation of all the simultaneous interactions is yet available. In testing a complex dynamic theory although the model – calibrated with information about micro-decisions and internal policies in the service center – provided a reasonable explanation of the operational flows and the macro-behavior of the main indicators of the research site, not all the hypothesized relationships were corroborated by the validation process. Both the expected and surprising results were source of insights about the theory and high-contact service contexts. Specifically a validated system dynamics simulation model, with a closed causal boundary (Forrester, 1969), most of the variables are internal to the service center and under managerial control, provides an endogenous theory of the dynamics of service quality and profitability. The endogenous perspective, by making explicit the conflicts among variables, allows the model to be used to explore alternative intervention strategies for improving service quality.

1.2.3 Conceptual perspective

Basically, communication is transferring any information between people (Omwaka&Wanyoike, 2016). Metaphorically, communication can be the pipeline that transfers information from one individual to another (Ngatia, 2016). However, studies concluded to the barriers that may occur during the implementation of the project. These barriers can be verbal, environmental, emotional or interpersonal (Ruuska, 2016). Moreover, to effectively communicate, proper communication management schemes must be adopted to set the path for accurate distribution and sharing of the project information.

Communication is the transmission of data, information and knowledge between two or several destinations (Stevens, 2016). While data consists of numbers and facts, information is data related to a situation or scenario and knowledge is created when information is combined with experience gained from practical situations (Turner, 2016). Knowledge is based on personal experience possessed by individuals where information is related to facts interconnected with interpretations, observations, and judgments. Thus, knowledge is created from information, which in turn is created from data. Knowledge is responsible for resolving information into tangible assets (Raeford, 2013).

Project Communication is a critical core competency to all organizations, which develops a bridge between the project team, other stakeholders and project goals, strategies and actions.

These components should be shared and understood by all the stakeholders to eliminate potential communications-related risks (PMI, 2013). Successful projects require successful communication (PMP).

Projects which are successfully implemented, that have a long operational life and are not expensive to maintain can trace the roots of their success to the groundwork done in the early stages (Tetteh, 2014). More time, more involvement of the stakeholders, plus step-by-step scoping and planning, builds the foundations that are robust and flexible (Buba, &Tanko, 2017)

1.2.4 Contextual perspective

Project management is in five different process and nine different knowledge areas. The processes are: initiating, planning, executing, controlling (monitoring) and closing, while the nine knowledge areas include; integration, scope, time, cost, quality, resource, communication, risk and procurement.

Müller &Turner, (2010) highlight that communications play an important role for the success of any projects. In any successful project where project management appeared to be done, the capabilities of communication are the main factor for the project success. In addition, communication is very important in the case of medium complexity, maintenance project and innovation process.

Project communication is the measure of absolute amount of technical communication in a project per person. The common six exclusive communication measures in any projects are: communication within the project, communication to other areas within a project department, communication to other area outside the department, communication to areas in to larger organization, communication to external operational areas and communication to external professional outside the parent organization (Tushman& Katz, 1980).

In Kabale district, project activities are not moving on well as it could be due to many factors among which communication is among. A report by chimps indicate that many project activities

do not perform such as hunger project that operates in the sub-counties of Kitumba and Kamuganguzi where beneficiries have not got the required services.

1.3 Problem Statement

Namadi, (2014) asserted that the manager who is responsible for the success of a project spend more than 80% of the time in communications. This shows the importance of effective communication in maintaining the quality output of the project and delivery of results on time.

Every great project begins with a strong correspondence design which is a fundamental methodology that points of interest what effective communication will look like on any given undertaking. A well thoroughly considered arrangement brings group-wide trust and achievement. The project manager has to communicate with individuals performing different duties having a different level of perception and communication styles. This makes the project communication a challenge for managers. The governance of the project has a strong and significant relationship with the success of the project as mentioned in previous literature. Joslin and Müller (2015), state that weaker governance system resulting in lower performance. This study follows this general assumption for project management and probes the concept that good governance system leads to the timely and successful delivery of the project

The project manager plays an integral role in communication hence project manager's communication skill matter a lot for effective communication (Ahimbisibwe &Nangoli, 2012). Moreover, the organizational structure is also important to build an effective communication system for the project. The supportive organizational structure for communication leads to successful project delivery as mentioned by the Project Management Institute.

In Kabale district, Non-governmental governments use most of communication channels such as radios, Newspapers, meetings, telephones, emails to communicate to their donors and beneficiaries however the delivery of Project activities of Non-governmental organization has remained low due to various factors Therefore, the purpose of this study is to explore how communication affects the timely delivery and helps to maintain the quality of the project focusing on the communication management of managers as responsible for the success of the

project, how managers manage their communication and what is the importance of communication for the success of the project in term of timely delivery and maintaining the quality of the project.

1.4 Purpose of the Study

This study aimed at examining the influence of communication through planning, information sharing to stakeholders, transmission of information, audience for the information, and delivery of project activities Identification of the project, implementation, monitoring and evaluation, supervision, delivery of services: a case study of selected organizations in Kabale Municipality.

1.5 Objectives of the study
   (i) To examine the communication channels used in Non-Governmental Organizations in Kabale district
   (ii) To find out how Communication affect delivery of project activities in Non-Governmental Organizations of Kabale district
   (iii) To propose ways in which Communication can be improved for effective delivery of project activities in Non-Governmental Organizations in Kabale district

1.6: Research Questions
   (i) What is the communication channels used in Non-Governmental Organizations in Kabale district?
   (ii) How does Communication affect delivery of project activities in Non-Governmental Organizations of Kabale district?
   (iii) What ways can Communication can be improved for effective delivery of project activities in Non-Governmental Organizations in Kabale district?

1.7: Hypotheses

   1. There is several communication channels used in Non-Governmental Organizations in Kabale district?
   2. There are various ways how Communication affect delivery of project activities in Non-Governmental Organizations of Kabale district

3. There are various ways in which Communication can be improved for effective delivery of project activities in Non-Governmental Organizations in Kabale district

1.8: Scope of the Study

1.8.1 Geographical scope

The study was carried out in Kabale district, south western Uganda. Kabale District is bordered by Rukungiri District to the north, Rukiga District to the northeast, the Republic of Rwanda to the east and south, Ruanda district to the west and Kanungu District to the northwest. It lies approximately 420 Kilometers (260 mi), by road, southwest of Kampala, the capital city of Uganda. The coordinates of the district are: 01 15S, 30 00E. The altitude of the district ranges between 1,219 meters (3,999 ft.) and 2,347 meters (7,700 ft.) above sea level. This altitude makes it colder than most of districts in the country. Temperatures average about 18 °C (64 °F) during the day and 10 °C (50 °F) at night. The researcher therefore intended to carry out a study on the influence communication and delivery of project activities: a case study of selected organizations in Kabale Municipality Uganda.

1.8.2 Content Scope

The study considered the content scope on communication and delivery of project activities in selected organizations in Kabale District. Following the research objectives like to examine the communication channels, to find out how Communication affect delivery of project activities and to propose ways in which Communication can be improved for effective delivery of project activities in Non-Governmental Organizations in Kabale district

1.8.3 Time Scope

The study intended to cover the period of nine months (09) that is from September 2021 to May 2022 following the influence communication and delivery of project activities in selected organizations in Kabale District Uganda.

1.9 Significance of the Study

The study will provide relevant information on communication planning and the delivery of project activities in Uganda

The study findings will show the communication stakeholders role on the delivery of project activities in Uganda

The study findings will reveal the influence of communication feedback on the delivery of project activities in Uganda.

1.10 Conceptual Framework

Independent variable   **Dependent variable**

Communication   **Delivery of Project activities**

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┌─────────────────────────┐              ┌──────────────────────────┐
│  • Message              │─────────────▶│  • Better services       │
│  • Chanel               │       ▲      │                          │
│  • Receiver             │       │      └──────────────────────────┘
└─────────────────────────┘       │
                                  │
                        ┌──────────────────────────┐
                        │  • System Design         │
                        │  • Physical barriers     │
                        │  • Organizational Culture│
                        └──────────────────────────┘
```
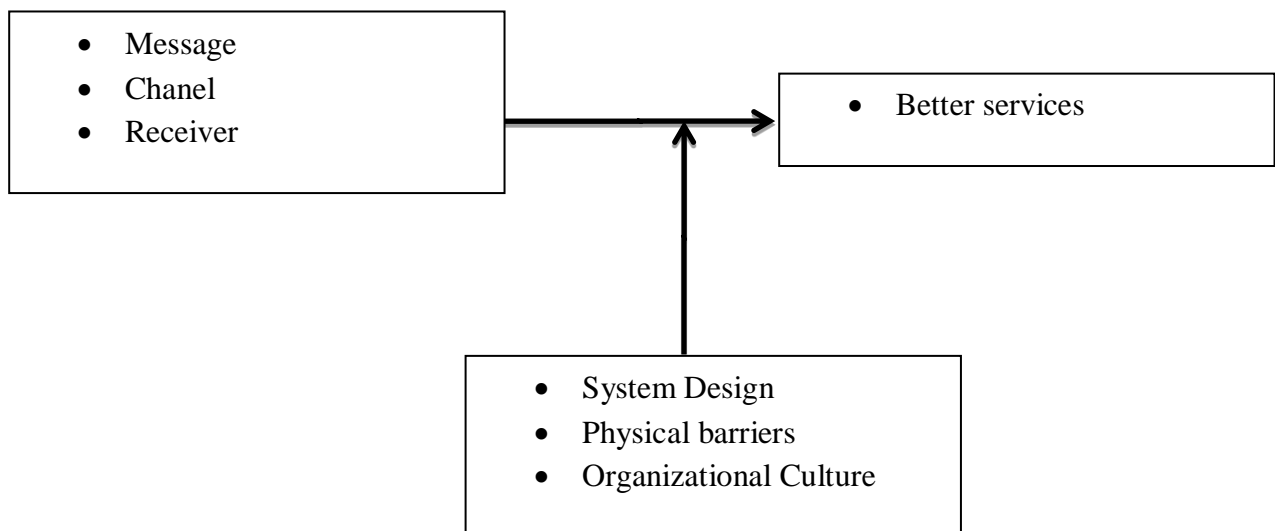
Source: Emmitt and Gorse (2003), adopted by the researcher (2021)

According to the figure above, communication is independent variable which involves communication channels such as emails, telephone, letters, and notice boards among others. Then delivery of project activities is seen as a dependent variable with factors that hamper delivery of project activities such as physical barriers, system design, organizational culture and individual linguistic ability among others. And then there are moderating variable such as influence of donors, governmental policy and cultural and religious beliefs.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents review of the literature on communication and delivery of project activities in selected organizations in Kabale District. The presentation follows the order of the objectives which are: examine the influence of communication planning on the delivery of project activities, the influence of communication stakeholders on the delivery of project activities, the influence of communication feedback on the delivery of project activities in Kabale district.

2.2 Status of Implementation of Core Projects in Uganda

Agriculture projects such as Cluster Development Project (ACDP), Markets and Agriculture Trade Improvement Project (MATIP II), Farm Income Enhancement and Forest Conservation II, Storage Infrastructure. African, Society, & Energy (2019)

Infrastructure Development projects such as Hoima Oil Refinery, Oil-related infrastructure projects, Albertine region airport, Albertine region roads, Development of Iron Ore and Steel Industry.

Energy projects such Karuma hydro power plant, Ayago hydro power plant, Grid Extension in North-East, Central and Lira, Kabale-Mirama Transmission Line.

Transport projects such as Standard Gauge Railway, The Entebbe Airport Rehabilitation: Kampala-Jinja highway, Kibuye – Busega – Mpigi (33km), Kampala Southern by-pass(18km), Kampala-Bombo Express highway(35km), (Wissenbach& Wang, 2017).

Human Capital Development projects such as renovation of 25 Selected General Hospitals, Mass Treatment of Malaria for Prevention, Comprehensive Skills Development: Uganda Women Entrepreneurship Programme (UWEP): Youth livelihood Programme (YLP): Strengthening Effective, Management and Accounting for the use of Public Resources (SEMMA): (Mwesigwa & Mubangizi,2019).

2.2 Communication channels used in Non-Governmental Organizations

E-mail is instantaneous and is available to anyone with a phone, tablet or computer terminal via the website. In Non-Governmental Organizations, it is useful when an employee who has a great idea but afraid a superior may take credit for it, can send the CEO a message on the corporation's website (Mulholland, 2014).

Today with the coming into place of mobile telephones, a telephone has become the richest communication channel in Non-Government Organization since most of the people own mobile phones this helps in improving delivery of project activities as people can easily call Project stakeholders and service providers and inquire about the progress of project activities being provided (Lengel, Robert, and Richard, 1988).

Meetings are ranked as the top of the richest communication channel used in Non-Governmental organizations. The organization Board meeting is the major decision making body in the organization whose resolutions are a basis upon which service delivery is based (Kim *et al*,2010).Meetings allow complete use of all senses and continuous feedback.

Meetings are a good choice for non-routine business, such as planning, analyzing, negotiating issues, and solving or resolving problems. Additionally, the face-to-face meetings of teams often provide a synergistic effect that improves the outcome of their actions. The collaboration efforts face-to-face meetings evoke are often worth the time and expense of using this channel, McLuhan et a1, (1967).

Letters are formal written organizational documents used in Non-Governmental Organizations. They are relevant communication channels in delivery project activities especially if one wants to convey important information, they are appropriate channel for certain attempts at persuasion, such as soliciting contributions to a special cause, asking someone to speak to a group or proposing the acceptance of an idea (Ryckaert et al, 2004).

Newspapers and magazines are media channels used by the Non-Governmental Organizations in their areas of reach. These channels are specifically used, for example, to display job adverts and tenders available to the general public because they are effective in improving quality services in a way that it allows the organization to reach a huge number of people in a given geographic area (Komunda, 2006).

According to Charles François (2004), brochures provide information about the project and they are often used for persuasive purposes, presented as routine informational documents. Writers lay out the information carefully and often designing the visual layout as carefully as they compose the text of the content. In Non-Governmental organizations, this channel works effectively when one-way communication in a visual medium is needed.

Television and radio are channels of the mass media which are effective means of broadcasting information to many people at once. These channels are relevant in creating public awareness about delivery of project activities. This is done in form of radio talk shows and advertisements among others. Television and radio are effective means of broadcasting information to many people at once (Hsia, 1968).

Non-Governmental Organizations also use websites as a channel of communication which helps in linking various organizations in the global village. In addition, on-web information can be prepared quickly or carefully, depending on the purpose of and audience for the message (Lock &Araujo, 2020).

2.4 Effect of Communication on delivery of project activities in Non-Governmental Organizations

According to Komunda (2006), there are a number of factors that prevent effective communication in the delivery of projects. Physical barriers are often due to the nature of the environment such barriers include the natural barrier which exists because most staff members are located in different places which prevents effective communication in the process of delivering project activities.

Staff shortages are another factor which frequently causes communication difficulties for an organization and eventually affecting the quality of service delivery.

System design faults are the problems with the structures or systems in place in an organization. This might include an organizational structure which is unclear and therefore makes it confusing to know who to communicate with. Lack of supervision or training a lack of clarity in roles and responsibilities which can lead to staff being uncertain about what is expected of them, (Bertalanfy, 2004).

Attitudinal barriers in most organizations are a problem, especially negative attitude among the staff in an organization. According to Michael Armstrong (2006), these may be brought about by factors such as poor management, lack of consultation with employees, personality conflicts which can result in people delaying or refusing to communicate, the personal attitudes of individual employees which may be due to lack of motivation or dissatisfaction at work.

Psychological factors such as people's state of mind make them feel happier and more receptive to information when the sun shines. Equally, if someone has personal problems like worries about their health or marriage, then this will probably affect them and consequently affect communication among workers and even service delivery.

Individual linguistic ability such as the use of difficult or inappropriate words in communication can prevent people from understanding the message. Poorly misunderstood messages can result in confusion.

Lack of sensitivity since every receiver is unique and receives messages in a different way. The sender of the message needs to show sensitivity toward the receiver by adapting the method of sending the messages. If the receiver is angry, the sender should wait until the receiver has calmed down before saying what needs to be said. If the receiver is young and lacks knowledge, the sender should explain things carefully (Little, 2001).

Lack of skills because certain level of skill needed to communicate a message However, some people do not possess communication skills thus they are unable to form grammatically correct sentences, as well as be familiar with the terms they are saying. The receiver needs to be familiar

with the sender's language, as well as the terms being used. If a receiver and/or sender do not have the basic skills needed, this prevents effective communication.

Lack of knowledge since the receiver needs a certain level of knowledge to understand a message, but the sender must have knowledge of the subject under discussion. If the sender gives false information on a particular subject, it leads to a confused receiver. Any type of confusion means the communication efforts were unsuccessful and this brings about a mismatch in service providers, hence poor quality project activities.

Emotional interference such as anger, joy, resentment and sadness are a few examples of emotions that can interfere with the person receiving a message (Komunda, 2006). In Non-Governmental Organizations, people have problems related to deleting staff from the payroll, corruption scandals among workers. Such emotions disturb people and they end up preventing effective communication in the process of delivering project activities. This is because people may be too sad to grasp the message that life goes on or things will get better. Anger is a particularly interfering emotion.

Organizational culture is the term used to describe the shared beliefs, perceptions, and expectations of individuals in organizations. Keith Davis (1977) asserts that because of its shared nature and implicit understanding about organizational norms and values, culture can have a dramatic effect on efforts to change specific procedures or processes. For better or worse, organizational culture affects any effort to implement change.

2.5 Ways in which communication can be improved for effective delivery of project activities in Non-Governmental Organizations can be improved in Kabale district

Non-Governmental Organizations should hold seminars and workshops after every few weeks. These also give break from the everyday routine. In these seminars, different methods and ways to improve communication skills, presentation skills, and business writing skills can be taught to employees.

Reviewing employee performance is essential for the growth of the company and the well-being of its employees as a whole. Non-Governmental Organization employees should be reviewed

using staff performance appraisals and the progress should be discussed with them, accompanied with suggestions for improvement. If efforts are taken for improving the performance of an employee, those efforts will surely be reciprocate~ and the employees will appreciate the fact that efforts are being taken to help them improve their skills.

Robert and Richard (1988) say that using multiple channels also enhance the effectiveness of communication in an organization. Channels can include meetings, face-to-face communication, memos and emails. By using multiple channels, the importance of any given message is augmented through repeated notifications.

Lengel Robert et a1 (1988) emphasize the need to ensure that employees write regular reports. It is another method to enhance communication within an organization. Oftentimes, poor communication can be the result of uncertainty of protocol and what needs to be done. Employees must provide so-called upward communication management and supervisors must constantly provide downward via regular communication reports. As both the upper and lower branches of an organization receive regular reports from each another, both sides will have better understanding of what is going on and what needs to be done.

Assumptions always lead to wrong conclusions and spread a negative image in the workplace. Do not assume the character of a person and even if you do, do not involve that with processes related to work. Do not concentrate on the behavioral and personal traits; rather focus on the skills that are necessary for the organization's growth. Like Bo Bennett said, communication is about being effective, not always about being proper.

Body language is one of the most interfering aspects when it comes to improving communication in the workplace. A person's body language says a lot about what he/she thinks of another person. A simple smirk can make all the difference, just like a simple smile does but in a positive way. With improper body language, you feel as though you have already communicated a lot without even talking.

In today's world, where competition is so huge, teamwork is one of the most important aspects. To achieve this, the importance of communication has to be understood and instilled in the minds of all employees. One needs to take efforts to improve communication, it just does not happen. Only when one is available can there be exchange of information that helps decision-making and communication.

Feedback is one of the most important aspects of effective communication in an organization. Employee feedback helps the organization in more ways than one. First, the employees feel that their opinions and suggestions are valued and that their say is important for the progress of the company. Second, this feedback also helps the organization in detecting errors and loopholes in policies, structures, and procedures, so that necessary changes can be made wherever necessary, thus improving the efficiency in the delivery of services

Establish relevance by showing how the subject of your conversation relates to your listeners. When they know that the subject is relevant to them, your listeners will be more inclined to listen to you. Keep in mind how familiar your listeners are with the topic and their attitude toward the subject.

One communication technique is to maintain an open-door policy. This method is effective in providing employees with a direct opportunity to communicate with management. Also, an open-door policy indirectly promotes an atmosphere of cooperation and mutual respect.

Jablin (1982) says that after you listen and fully understand your communication partner, you must make sure you can get your message across in the exact way it is intended. To do this, there is need to speak openly and honestly, and be as straightforward as possible such as no "beating around the bush" speak inclusively and use terms that will be understood and respected by a diverse array of individuals; and check for understanding to make sure your message has been received accurately.

Handle Communication Problems by becoming more effective at managing the communication problems that inevitably arise during human interaction. Such problems include conflict,

difficulty in resolving problems, misunderstandings, dealing with difficult people and managing cultural differences (McKinnon, 1998).

2.5 Research Gap

With respect to the review of related literature presented and discussed according to the different scholars, the information obtained gives a picture of what is on the ground related to the of the study but not specifically Non-Governmental Organizations. Thus the researcher went ahead with the study so as to find out if actually what these scholars came up with is applicable in the context of the area where the study was carried out.

CHAPTER THREE

RESEARCH METHEDOLOGY

3.0 Introduction

This chapter covers the study design, the study population, sample size, sampling procedure, data collection methods, research instruments, research procedure, data analysis and management and expected limitations of the study.

3.1 Study Research Design

The study utilized a descriptive survey design. According to Mann (2003), a descriptive investigates the prevalence of a phenomenon within a snapshot. The researcher collected data from NGOs staff, Beneficiaries and District NGOs forum in a single encounter. The study was a descriptive because the researcher collected data through a survey using questionnaires and interviews. This design helped the researcher to select a small sample of people in Kabale district to provide current data on communication and service delivery among NGOs in Kabale district. The design also was used to give a clear - snapshot of the outcome and the characteristics associated with communication and service delivery among NGOs. The design further helped the researcher to interact with respondents who gave a practical experience on communication and delivery of project activities among NGOs in Kabale district. Using a mixed research method of both qualitative and quantitative approach is capable of giving good understanding of the study (Cameron, 2009) to understand the subject.

3.2. Study Population

The selected NGOs that participated in the study were Kick Corruption out of Uganda (KICKU) Kigezi Women in development (KWID), Forum for Women in Development (FOWODE). The study population comprised of NGO's Staff, NGOs beneficiaries as well as District NGO Forum that were directly involved in project activity delivery improvement.

Table 1: Study population matrix

S/N	Items	Target population	Sample size
	District NGOs forum	09	09
	NGO's staff	13	12
	Community people (Beneficiaries)	108	76
	Total	**130**	**97**

Source: R.V.Krejcie and D.W.Morgan (1970).

3.3. Sample Size

The study took a sample of 97 respondents considering time and resources that were available for this research. 76 will be beneficiaries of Kabale district municipality, 09 district NGO forum and 12 were staff from NGO's operating in Kabale municipality.

3.4. Sampling Techniques

The study employed purposive sampling of NGO staff. Beneficiaries were sampled by use of simple random sampling technique. This was accomplished by the researcher approaching all respondents directly. Such sampling techniques were chosen considering time and resources that were available for this research.

3.5. Data Collection Methods

Data was collected using both primary and secondary sources. Primary data included data that was got from all the questionnaires that were carried out throughout the whole process of data collection. Self-administered questionnaires were applied to obtain information from NGOs staff. Self-administered questionnaires were used because some respondents especially NGO staff were able to read and write and besides may have limited time to attend to interviews due to routine office work.

On the other hand data from rural people and stakeholders was collected by use of interviews. This involved personal interviews in which the researcher used face-face interaction with the respondents. This helped in providing detailed information since it provided an opportunity for probes in cases of misinterpretation of the questions or failure to provide the relevant data.

3.6 Data Collection Methods

3.6.1 Interview Method

Face to face interviews were carried out with beneficiaries from the selected divisions to cross-check the response from the interview guide. These were designed in a way that more specific and truthful answers would be obtained. This helped to capture information, not provided by the questionnaires as one of the methods that were used in the study. The method used an interview Guide to capture the respondents' views. This method was preferred because of its flexibility and ability to provide new ideas on the subject (Kothari, 1990). This method was appropriate for the political leaders, religious leaders and opinion leaders because some of them did not know how to read and write.

3.6.2 Questionnaire Method

The researcher constructed a simple, clear, and straight-forward questionnaire for the ease of respondents' understanding and interpretation. In other words, the questionnaire was very smart (specific, measurable, affordable, realistic and time bound) for the comfort of respondents. A structured questionnaire consisting of both open and close-ended questions based on a set of questions in relation to the study objectives were administered to solicit information from students. This method was used to cater for the busy respondents and knows how to read and write implying that they were in position to fill them in their own time of convenience. This method was appropriate for NGO forum staff and the selected NGO employees who are always busy in class with classes and may find interviewing being difficult for them to handle during the time of the researcher's visit

3.7 Data collection instruments

3.7.1 Questionnaire

A questionnaire was used to collect primary data in order to ensure organized procedures and control of the scope of responses within the objectives and research questions of the study. The questionnaires were designed and administered to NGO Beneficiaries, District NGOs Forum and NGOs Staff. Self-administered questionnaires designed in Likert format (1-5 ratings strongly agree, agree, undecided, disagree and strongly disagree) was used to collect data from NGOs Beneficiaries, District NGOs Forum and NGOs Staff. Questionnaires were preferred because

they were convenient as respondents were filling them during their free time and had a chance to consult for views and information about the research problem. The number of respondents for the sample was big and the time was limited to collect data from NGO staff using other tools of data collection. Given the nature of respondents who were busy and scattered, it gave an ideal approach of collecting data from respondents.

3.7.2 Interview

The researcher used an interview guide as recommended by Saharan (2003) and Barifaijo, (2010) to gather in-depth data through direct verbal interaction. The interviews were conducted with NGOs staff, District NGO Forum and NGOs Beneficiaries. Interviews were used because they helped the researcher in getting first-hand information, clarify the questions by using the appropriate language, clear doubts, and establish rapport and probe more information from the respondents. A structured interview guide was used to stimulate them into a detailed discussion on communication and delivery of services. The interview guide helped the interviewer to concentrate on the topic of discussion, it was also flexible and easy to handle. It also allows face to face interactions and clarification on contentious issues which might arise.

3.8 Research procedures

The researcher sought for an introductory letter from the directorate of post graduate studies that was presented to the authorities in the area of study for necessary assistance.

3.9 Data Analysis

Data was analyzed by using SPSS version 24 to generate frequencies This was useful and it helped in generating tables, pie charts, and graphs for easy presentation and interpretation of the study findings. Also Data was analyzed and presented according to themes (thematically), following the chronology of the research objectives. Narrative analysis was used, personal communication as well as questionnaire by population.

3.10. Validity and reliability of instruments

3.10.1 Validity of instrument

As described by Amin (2005), validity is the degree to which a test measures what it is supposed to measure. To ensure validity of research instruments; pilot testing of copies of questionnaire was carried out in two NGOs. This helped to assess the language clarity, ability

to tap information from respondents, acceptability in terms of length and ethical consideration for clients. Supervisors requested to rate the instruments in order to discover their validity. In order to establish content validity, results from the ratings were computed using the following formula.

Validity refers to the extent to which an instrument measures what it purports to measure (Amin, 2005).The researcher ensured the content validity of the said instruments by ensuring that questions or items corresponds to the conceptual framework. The Master's students of Project Planning and Management were used as judges.

Questionnaire pre-test was done through a pilot study to test the reliability, clarity and the validity of the instrument. This was done in order to suggest modification for increasing clarity or having some questions removed from the list.

The content validity index was computed as follows:

$$CVI = \frac{K}{N} = \frac{\text{Agreed items by both judges as suitable}}{\text{Total number of items in the questionnaire}}$$

The content validity index (CVI) will then be computed. If content validity index is above 0.7 it was accepted (Amin, 2005).

3.10.2 Reliability of instruments

The reliability of the instruments was established using Cronbach's alpha according to Amin (2005). The researcher used the Cronbach Alpha coefficient in order to establish reliability. This was calculated using the formula

$$\alpha = \frac{k}{k-1}\left(1 - \frac{\Sigma Sd^2 i}{\Sigma Sd^2 t}\right)$$

(Where: α= alpha coefficient, k= number of items, Σ= summation, SD^2 i= squared standard deviation within each item and SD^2 t= total standard deviation squared). If it is above 0.7 it is accepted (Amin, 2005).

3.11 Ethical considerations

The main ethical consideration was voluntary participation, signing informed consent, ensuring confidentiality and privacy of the respondents. The protection of rights and integrity of participants was observed. The researcher obtained an approval from the NGOs Directors,

because they are the person in-charge of all activities in the organization, Authority from NGOs under study and individual respondents prior to conducting the research. The rights and welfare of the respondents were protected. Ethical considerations also included obtaining authority to conduct research. It tried to minimize risks to respondents as much as possible. In relation to holding interviews, the researcher felt the most important ethical c meet.google.com/usm-pfre-bqeonsideration to make the interviewees aware of the following: entirely voluntary, free to withdraw from the interview at any time and their information or views would be kept strictly confidential by the researcher.

3.12 Limitations of the Study

There were extraneous variables which were beyond the researcher's control such as respondents' honesty, personal bias and uncontrolled setting of the study. As a remedy the researcher explained objectives to the respondents and educate them about the purpose of the study.

The use of research assistants brought about inconsistency in the administration of the questionnaires in terms of time of administration, understanding of the items in the questionnaires and explanations given to the respondents. To minimize this threat, the research assistants were oriented and briefed on the procedures to be done in data collection.

Not all questionnaires were returned or completely answered or even retrieved back due to circumstances on the part of the respondents such as travel, sickness, hospitalization and refusal/withdrawal to participate. In anticipation to this, the researcher reserved more respondents by exceeding the minimum sample size. Respondents were reminded not to leave any item in the questionnaires unanswered and closely followed up as to the date of retrieval.

CHAPTER FOUR
DATA PRESENTATION AND ANALYSIS

4.0 Introduction

This chapter brings out the presentation and analysis of the findings. The chapter opens up with a response rate and Bio data, and extends into the analysis of the research problem.

4.1 Response rate

The study was conducted among selected NGOs in Kabale district. The findings are based on a response rate of 92.8% (90 out of 97). This response rate is high enough for conclusion and generalizability of the results.

4.2 Bio data

The researcher investigated a set of background characteristics, as shown in the table below.

Table 2: Showing Bio data

Variable list	Categories	Frequency	Percent
Gender	Male	20	22.8
	Female	70	77.8
	Total	90	100
Age	Below 15 years	30	33.3
	16-18 years	10	11.1
	19-20 years	20	22.2
	Above 20 years	30	33.3
	Total	90	100
Education level	None	30	33.3
	Secondary	50	55.5
	University or higher institution	10	11.1
	Total	90	100
Years in the organization	Less than 1 year	38	42.8

	2 — 3 years	32	35.5
	4 — 5	20	22.2
	Above 5 years	10	11.1
	Total	90	100
Marital status of the respondent	Married	23	25.5
	Single	45	50.0
	Widowed	12	13.3
	Separated/divorced	10	11.1
	Total	90	100

Source: Bio data, 2022

Participation according to gender indicates that majority were men (22.8%) compared to the women (77.8%). There was a significant difference in gender participation, perhaps because women engage a lot in project activities than male. Today women in Kabale Municipality and the country at large have engaged a lot in NGOs project activities especially in improving their household income.

Participation according to age shows that 33.3% fell in the (below 15) years age bracket, followed by 11.1% who fell in the (16 - 18) years age bracket, lastly (33.3%) who was above 20 years.

The statistics imply that majority of the respondents were above 20 years implying they were able to provide quality information about NGOs project activities in Kabale district.

Then on the marital status, majority of respondents were single with 50%, followed by 25.5% of respondents who were married, 13.3% of respondents were widowed and lastly 11.1% of respondents were separated/widowed. This implied that most of respondents were single and were able to get enough time to participate in project activities.

1.3   Descriptive Statistics

The researcher, analyzed the research findings following study findings as shown below

4.3.1 Communication Channels used by Non-Governmental Organizations

Table 3: Communication Channels used by Non-Governmental Organizations

No	Response	Strongly Agree		Agree		Undecided		Disagree		Strongly Disagree	
		F	%	F	%	F	%	F	%	F	%
1	Emails	63	70	18	20	5	5.5	3	3.3	1	1.1
2	Websites	50	55.5	15	16.7	4	4.4	12	13.3	9	10
3	Televisions and Radios	56	62.2	12	13.3	2	2.2	15	16.6	5	5.5
4	Letters	60	66.7	17	18.9	7	7.7	4	4.4	2	2.2
5	Telephone	53	58.9	20	22.2	2	2.2	7	7.7	8	8.8
6	Meetings	55	61.1	14	15.5	10	11.1	8	8.8	3	3.3
7	News Papers	63	70	18	20	5	5.5	3	3.3	1	1.1
8	Financial Reports	59	65.6	13	14.4	3	3.3	10	11.1	5	5.5
9	Brochures	48	53.3	20	22.2	8	8.8	9	9.9	5	5.5
10	Posters	45	50	27	30	19	21.1	7	7.7	3	3.3
11	Notice Board	48	53.3	22	24.4	13	14.4	4	4.4	3	3.3
12	Memos	61	67.8	07	7.7	16	17.7	5	5.5	1	1.1

Source: Field data 2022

The study findings indicated findings on Communication Channels used by Non-Governmental Organizations and respondents reacted by strongly agreeing, agreeing, undecided, disagreeing and strongly disagreeing as below.

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One of the communication channels used is emails. 70% of respondents strongly agreed, 18% of respondents agreed, 5.5% of respondents were undecided, 3.3% of respondents disagreed and 1.1% of respondents strongly disagreed.

Then another communication channel is Websites where 55.5% of respondents strongly agreed, 16.7% of respondents agreed, 4.4% of respondents were undecided, 13.3% of respondents were disagreed while 10% of respondents strongly disagreed.

Television such as TV west in Western Uganda was strongly agreed by 62.2% of respondents, 13.3% of respondents agreed, 2.2% of respondents were undecided, 5.5% of respondents strongly disagreed.

Letters were another communication channel where 67.7% strongly agreed, 18.9% of respondents agreed, 7.7% of respondents were undecided, 4.4% of respondents disagreed and 2.2% of respondents strongly disagreed.

Telephone was also ranked by respondents where 58.8% strongly agreed, 2.2% of respondents were undecided, 7.7% of respondents disagreed and 8.8% of respondents strongly disagreed. Another communication channel known as meetings were strongly agreed by 61.1%, 15.5% of respondents agreed, 11.1% of respondents were undecided, 3.3% of respondents disagreed and 1.1% of respondents strongly disagreed.

Newspapers were also ranked and 70% of respondents strongly agreed, 20% of respondents agreed, 5.5% of respondents were undecided on this matter, 3.3% of respondents disagreed and 1.1% of respondents strongly disagreed.

Then concerning financial reports which were agreed by 65.6% of respondents, 14.4% of respondents agreed, 3.3% of respondents were undecided, 11.1% of respondents disagreed and 5.5% of respondents strongly disagreed.

Brochures were another communication channel used by NGOs whereby 53.3% of respondents strongly agreed, 22.2% of respondents agreed, 8.8% of respondents were undecided, 9.9% of respondents disagreed and 5.5% of respondents strongly disagreed.

Then posters were also among channels of communication whereby 50% of respondents strongly agreed, 30% of respondents agreed, 21.1% of respondents were undecided, 7.7% of respondents disagreed and 3.3% of respondents strongly disagreed.

Notice board as one of the communication channels was strongly agreed by 53.3% of respondents, 24.4% of respondents agreed, 14.4% of respondents were undecided, 4.4% of respondents disagreed and 3.3% of respondents strongly disagreed.

Finally on the issue of memos, 67.8% of respondents strongly agreed, 7.7% of respondents agreed, 16.7% of respondents were undecided, 5.5% of respondents disagreed and only 1.1% of respondents strongly disagreed.

4.3.2 EFFECT OF COMMUNICATION ON DELIVERY OF PROJECT ACTIVITIES IN NON GOVERNMENTAL ORGANISATIONS

Table 4: EFFECT OF COMMUNICATION ON DELIVERY OF PROJECT ACTIVITIES IN NON GOVERNMENTAL ORGANISATIONS

S/N		Strongly Agree		Agree		Undecided		Disagree		Strongly Disagree	
1	Physical Barriers	56	62.2	10	11.1	7	7.7	12	13.3	5	5.5
2	System design Faults	50	55.5	15	16.7	4	4.4	12	13.3	9	10
3	Staff shortage	56	62.2	12	13.3	2	2.2	15	16.6	5	5.5
4	Negative attitude among the staff in an	60	66.7	17	18.9	7	7.7	4	4.4	2	2.2

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	organization									
5	Psychological factors such as peoples state of mind	53	58.9	20	22.2	2	2.2	7	7.7	8	8.8
6	Individual linguistic ability	55	61.1	14	15.5	10	11.1	8	8.8	3	3.3
7	Lack of Sensitivity	63	70	18	20	5	5.5	3	3.3	1	1.1
8	Lack of Skills	59	65.6	13	14.4	3	3.3	10	11.1	5	5.5
9	Lack of Knowledge	48	53.3	20	22.2	8	8.8	9	9.9	5	5.5
10	Overload	45	50	27	30	19	21.1	7	7.7	3	3.3
11	Emotional Interference	48	53.3	22	24.4	13	14.4	4	4.4	3	3.3
12	Organizational culture	61	67.8	07	7.7	16	17.7	5	5.5	1	1.1

Field data, 2022

The study findings indicated findings on effect of communication on delivery of project activities in Non-Governmental Organizations and respondents reacted by strongly agreeing, agreeing, undecided, disagreeing and strongly disagreeing as below

One of the effects of communication on delivery of project activities in Non-Governmental Organizations used is Physical Barriers. 62.2% of respondents strongly agreed, 11.1% of respondents agreed, 7.7% of respondents were undecided, 13.3% of respondents disagreed and 5.5% of respondents strongly disagreed.

Then another effect of communication on delivery of project activities in Non-Governmental Organizations is system design where 55.5% of respondents strongly agreed, 16.7% of respondents agreed, 4.4% of respondents were undecided, 13.3% of respondents were disagreed while 10% of respondents strongly disagreed.

Staff shortage was strongly agreed by 62.2% of respondents, 13.3% of respondents agreed, 2.2% of respondents were undecided, 5.5% of respondents strongly disagreed.

Negative attitude among the staff in an organization were another effect of communication on delivery of project activities in Non-Governmental Organizations where 67.7% strongly agreed, 18.9% of respondents agreed, 7.7% of respondents were undecided, 4.4% of respondents disagreed and 2.2% of respondents strongly disagreed.

Psychological factors such as people's state of mind were also ranked by respondents whereby 58.8% strongly agreed, 2.2% of respondents were undecided, 7.7% of respondents disagreed and 8.8% of respondents strongly disagreed.

Another effect of communication on delivery of project activities in Non-Governmental Organizations known as individual linguistic ability were strongly agreed by 61.1%, 15.5% of respondents agreed, 11.1% of respondents were undecided, 3.3% of respondents disagreed and 1.1% of respondents strongly disagreed.

Lack of sensitivity was also ranked and 70% of respondents strongly agreed, 20% of respondents agreed, 5.5% of respondents were undecided on this matter, 3.3% of respondents disagreed and 1.1% of respondents strongly disagreed.

Then concerning lack of skills which were agreed by 65.6% of respondents, 14.4% of respondents agreed, 3.3% of respondents were undecided, 11.1% of respondents disagreed and 5.5% of respondents strongly disagreed.

Lack of knowledge was another effect of communication on delivery of project activities in Non-Governmental Organizations where 53.3% of respondents strongly agreed, 22.2% of respondents agreed, 8.8% of respondents were undecided, 9.9% of respondents disagreed and 5.5% of respondents strongly disagreed.

Then duties overload was also communication on delivery of project activities in Non-Governmental Organizations whereby 50% of respondents strongly agreed, 30% of respondents agreed, 21.1% of respondents were undecided, 7.7% of respondents disagreed and 3.3% of respondents strongly disagreed.

Emotional interference as one of the effects of communication on delivery of project activities in Non-Governmental Organizations was strongly agreed by 53.3% of respondents, 24.4% of respondents agreed, 14.4% of respondents were undecided, 4.4% of respondents disagreed and 3.3% of respondents strongly disagreed.

Finally, on organizational culture, 67.8% of respondents strongly agreed, 7.7% of respondents agreed, 16.7% of respondents were undecided, 5.5% of respondents disagreed and only 1.1% of respondents strongly disagreed.

4.3.3 WAYS IN WHICH COMMUNICATION CAN BE IMPROVED FOR EFFECTIVE DELIVERY OF PROJECT ACTIVITIES IN NON GOVERNMENTAL ORGANISATIONS CAN BE IMPROVED

Table 5: WAYS IN WHICH COMMUNICATION CAN BE IMPROVED FOR EFFECTIVE DELIVERY OF PROJECT ACTIVITIES IN NON GOVERNMENTAL ORGANISATIONS CAN BE IMPROVED

S/N	Response	Strongly Agree		Agree		Undecided		Disagree		Strongly Disagree	
		F	%	F	%	F	%	F	%	F	%
1	Availability	56	62.2	10	11.1	7	7.7	12	13.3	5	5.5
2	Budget conferences	48	53.3	22	24.4	13	14.4	4	4.4	3	3.3
3	Seminars:	59	65.6	13	14.4	3	3.3	10	11.1	5	5.5
4	Reviewing employee	56	62.2	10	11.1	7	7.7	12	13.3	5	5.5

	performance									
5	Multiple channels	50	55.5	15	16.7	4	4.4	12	13.3	9	10
6	Regular Reports	56	62.2	12	13.3	2	2.2	15	16.6	5	5.5
7	Assumptions.	60	66.7	17	18.9	7	7.7	4	4.4	2	2.2
8	Body Language	53	58.9	20	22.2	2	2.2	7	7.7	8	8.8
9	Team work	55	61.1	14	15.5	10	11.1	8	8.8	3	3.3
10	Feedback	63	70	18	20	5	5.5	3	3.3	1	1.1
11	Establish Relevancy:	59	65.6	13	14.4	3	3.3	10	11.1	5	5.5
12	Open Door Policy	48	53.3	20	22.2	8	8.8	9	9.9	5	5.5
13	Get Your Message Across	45	50	27	30	19	21.1	7	7.7	3	3.3
14	Handle Communication Problems	48	53.3	22	24.4	13	14.4	4	4.4	3	3.3

Source; Field data 2022

The study findings indicated findings on ways in which communication can be improved for effective delivery of project activities in Non-Governmental organizations and respondents reacted by strongly agreeing, agreeing, undecided, disagreeing and strongly disagreeing as below.

One of the ways in which communication can be improved for effective delivery of project activities in Non-Governmental organizations is availability. 62.2% of respondents strongly agreed, 11.1% of respondents agreed, 7.7% of respondents were undecided, 13.3% of respondents disagreed and 5.5% of respondents strongly disagreed.

Then another way in which communication can be improved for effective delivery of project activities in Non-Governmental organizations is use of multiple channels where 55.5% of

respondents strongly agreed, 16.7% of respondents agreed, 4.4% of respondents were undecided, 13.3% of respondents were disagreed while 10% of respondents strongly disagreed

Regular reports was strongly agreed by 62.2% of respondents, 13.3% of respondents agreed, 2.2% of respondents were undecided, 5.5% of respondents strongly disagreed.

Assumptions were another way in which communication can be improved for effective delivery of project activities in Non-Governmental organizations where 67.7% strongly agreed, 18.9% of respondents agreed, 7.7% of respondents were undecided, 4.4% of respondents disagreed and 2.2% of respondents strongly disagreed.

Body language was also ranked by respondents were by 58.8% who strongly agreed, 2.2% of respondents were undecided, 7.7% of respondents disagreed and 8.8% of respondents strongly disagreed.

Another way in which communication can be improved for effective delivery of project activities in Non-Governmental organizations known as Team work was strongly agreed by 61.1%, 15.5% of respondents agreed, 11.1% of respondents were undecided, 3.3% of respondents disagreed and 1.1% of respondents strongly disagreed.

Feedback was also ranked and 70% of respondents strongly agreed, 20% of respondents agreed, 5.5% of respondents were undecided on this matter, 3.3% of respondents disagreed and 1.1% of respondents strongly disagreed.

Then concerning establishing relevance, 65.6% of respondents agreed, 14.4% of respondents agreed, 3.3% of respondents were undecided, 11.1% of respondents disagreed and 5.5% of respondents strongly disagreed.

Open Door Policy was another way in which communication can be improved for effective delivery of project activities in Non-Governmental organizations whereby 53.3% of respondents strongly agreed, 22.2% of respondents agreed, 8.8% of respondents were undecided, 9.9% of respondents disagreed and 5.5% of respondents strongly disagreed.

Getting message across was also among ways in which communication can be improved for effective delivery of project activities in Non-Governmental organizations whereby 50% of respondents strongly agreed, 30% of respondents agreed, 21.1% of respondents were undecided, 7.7% of respondents disagreed and 3.3% of respondents strongly disagreed.

Finally handling communication problems as one of the ways in which communication can be improved for effective delivery of project activities in Non-Governmental organizations was strongly agreed by 53.3% of respondents, 24.4% of respondents agreed, 14.4% of respondents were undecided, 4.4% of respondents disagreed and 3.3% of respondents strongly disagreed.

4.4 Inferential Statistics on communication and Delivery of project activities

The study used inferential statistics, especially correlation to establish the relationships between Communication and delivery of project activities. Correlation is the degree of the strength of the relationship between two numerical variables. Correlation coefficient is the measure of the degree of the strength of the relationship. It ranges from zero (no relationship) to 1.0 (perfect relationship). Positive correlations indicate that the two variables change in the same direction while negative correlations indicate that the two variables change in opposite directions.

Table 6: Correlations between communication and delivery of project activities

		Communication	Stakeholders interaction in Organization	Delivery of project activities
Communication	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	90		
Stakeholders interaction in the organization	Pearson Correlation	.441(**)	1	
	Sig. (2-tailed)	.000		
	N	90	90	
Delivery of project activities	Pearson Correlation	.285(**)	.358(**)	1
	Sig. (2-tailed)	.010	.001	
	N	90	90	90

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

The study found that the relationship between communication and delivery of project activities (r = .441; sig. < .05) was moderate and significant. The significant value, which was less than 0.05 indicates that the relationship between communication and delivery of project activities is linear and statistically significant. The statistics imply that a change in communication is associated to a moderate and positive change in delivery of project activities. Generally, Organizations where stakeholders communicate freely with employees and project beneficiaries on the project activities matters of the organization and beneficiaries are likely to register positive changes in the Delivery of project activities.

Similarly, the study found that the relationship between beneficiaries interaction and delivery of project activities (r = .358; sig. <.05) was weak. The significant value, which was less than 0.05 implies that the relationship between beneficiaries with project coordinators and the delivery of project activities is linear and statistically significant. The statistics imply that a change in beneficiary's interaction with project coordinators is associated with a weak but positive change in delivery of project activities. Generally, Organizations where project coordinators interact with their beneficiaries on delivery of project activities are likely to register weak but positive changes in the delivery of project activities.

4.6 Discussion of findings

4.6.1 Communication Channels used by Non-Governmental Organizations

The key findings on the use of emails was strongly agreed by 70% of respondents which is in agreement with (Mulholland, 2014) who agreed that in Non-Governmental Organizations, Emails are useful when an employee who has a great idea but afraid a superior may take credit for it, can send the CEO a message on the corporation's web site

Then 55.5% agreed that Websites are another communication channel as agreement with (Lock &Araujo 2020) who said that Non-Governmental Organizations use websites as a channel of communication which helps in linking to various organizations in the global village.

The majority of respondents 62.2% agreed that radios and Television such as TV West and local radio stations in Kigezi region an in Western Uganda was strongly agreed by of respondents, 13.3% of respondents agreed, 2.2% of respondents were undecided, 5.5% of respondents strongly disagreed.

Other respondents strongly agreed 67.7% with Letters as communication channel as Telephone as in agreement with (Ryckaert et al, 2004) who said that Letters which are formal written organizational documents are used in Non-Governmental Organizations and they are relevant communication channels in delivery project activities especially if one wants to convey important information, they are appropriate channel for certain attempts at persuasion, such as soliciting contributions to a special cause, asking someone to speak to a group or proposing the acceptance of an idea.

Brochures were also strongly agreed by 53.3% as another communication channel used by NGOs as in agreement with According to Charles François, (2004) who said that "brochures provide information about the project and they are often used for persuasive purposes, presented as routine informational documents".

4.6.2 EFFECT OF COMMUNICATION ON DELIVERY OF PROJECT ACTIVITIES IN NON GOVERNMENTAL ORGANISATIONS

Majority of respondents 62.2% strongly agreed Physical Barriers. With one of the effect of communication on delivery of project activities in Non-Governmental Organizations as in agreement with (Komunda, 2006) who said that "there are a number of factors that prevent effective communication in the delivery of project". Physical barriers are often due to the nature of the environment such barriers include the natural barrier which exists, because most staff members are located in different places which prevents effective communication in the process of delivering project activities.

Then another effect of communication on delivery of project activities in Non-Governmental Organizations is system design where 55.5% of respondents strongly agreed as in agreement with (Bertalanfy, 2004) who said System design faults are the problems with the structures or systems in place in an organization. This might include an organizational structure which is

unclear and therefore makes it confusing to know who to communicate with. Lack of supervision or training a lack of clarity in roles and responsibilities which can lead to staff being uncertain about what is expected of them.

Negative attitude among the staff in an organization was another effect of communication on delivery of project activities in Non-Governmental Organizations where 67.7% strongly agreed According to Michael Armstrong (2006), these may be brought about, by factors such as poor management, lack of consultation with employees, personality conflicts which can result in people delaying or refusing to communicate, the personal attitudes of individual employees which may be due to lack of motivation or dissatisfaction at work.

Finally on organizational culture, 67.8% of respondents strongly agreed as in agreement with Keith Davis (1977) who asserts that because of its shared nature and implicit understanding about organizational norms and values, culture can have a dramatic effect on efforts to change specific procedures or processes. For better or worse, organizational culture affects any effort to implement change.

4.6.3 WAYS IN WHICH COMMUNICATION CAN BE IMPROVED FOR EFFECTIVE DELIVERY OF PROJECT ACTIVITIES IN NON GOVERNMENTAL ORGANISATIONS CAN BE IMPROVED

Then another way in which communication can be improved for effective delivery of project activities in Non-Governmental organizations is use of multiple channels as in agreement Robert and Richard (1988) who said that using multiple channels also enhance the effectiveness of communication in an organization. Channels can include meetings, face-to-face communication, memos and emails. By using multiple channels, the importance of any given message is augmented through repeated notifications.

Assumptions were another way in which communication can be improved for effective delivery of project activities in Non-Governmental organizations can be improved where 67.7% strongly agreed, as in agreement with McKinnon (1998) who said that "Handle Communication Problems by becoming more effective at managing the communication problems that inevitably arise

during human interaction. Such problems include conflict, difficulty in resolving problems, misunderstandings, dealing with difficult people and managing cultural differences".

Finally Handling communication problems as one of the ways in which communication can be improved for effective delivery of project activities in Non-Governmental organizations can be improved was strongly agreed by 53.3% of respondents as in agreement with McKinnon (1998) who said that Handle Communication Problems by becoming more effective at managing the communication problems that inevitably arise during human interaction. Such problems include conflict, difficulty in resolving problems, misunderstandings, dealing with difficult people and managing cultural differences.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

In this chapter, the researcher presents the summary of findings, conclusion and recommendations, based on the objectives of the study which were; to examine the communication channels used in Non-Governmental Organizations in Kabale district, to find out how Communication affect delivery of project activities in Non-Governmental Organizations of Kabale district and to propose ways in which Communication can be improved for effective delivery of project activities in Non-Governmental Organizations in Kabale district.

5.1 Conclusions

There is minimal communication between project stakeholders and project employees and there is minimal interaction between project donors and beneficiaries and this may have contributed to low delivery of project activities in these organizations over years.

5.2 Summary of the Key findings

5.2.1 Communication Channels used by Non-Governmental Organizations

The study findings indicated that Communication Channels used by Non-Governmental Organizations include emails. Websites, Television such as TV west in Western Uganda, Letters, Telephone, meetings, Newspapers, financial reports ,Brochures, posters, Notice board and memos.

5.2.2 EFFECT OF COMMUNICATION ON DELIVERY OF PROJECT ACTIVITIES IN NON GOVERNMENTAL ORGANISATIONS

The study findings indicated findings on effect of communication on delivery of project activities in Non-Governmental Organizations are Physical Barriers, system design, Staff shortage, Negative attitude among the staff in an organization, Psychological factors, individual linguistic ability, Lack of sensitivity, lack of skills, Lack of knowledge, duties overload, Emotional interference and organizational culture.

5.2.3 WAYS IN WHICH COMMUNICATION CAN BE IMPROVED FOR EFFECTIVE DELIVERY OF PROJECT ACTIVITIES IN NON GOVERNMENTAL ORGANISATIONS

The study findings indicated findings on ways in which communication can be improved for effective delivery of project activities in Non-Governmental organizations indicate that availability. use of multiple channels, Regular reports, Assumptions, Body languages, Team work, Feed Back, establishing relevancy, Open Door Policy, Getting message across and Handling communication problems.

5.3 Recommendations

The study found out that there are several communication channels in which communication can pass through from the sender to the receiver therefore such channels should be maintained and improved for smooth communication process.

The study findings indicate that there are several factors that hinder communication therefore stakeholders should fight hard to handle these factors so that there is smooth communication process.

Non-Governmental Organizations should hold seminars and workshops after every few weeks. These also give a break from the everyday routine. In these seminars, different methods and ways to improve communication skills, presentation skills, and business writing skills can be taught to employees.

Non-Governmental Organizations employees should be reviewed using staff performance appraisals and the progress should be discussed with him/her, accompanied with suggestions for improvement.

Using multiple channels also enhances the effectiveness of communication in an organization. Channels can include meetings, face-to-face communication, memos and emails. By using multiple channels, the importance of any given message is augmented through repeated notifications.

Feedback is one of the most important aspects of effective communication in an organization. Employee feedbacks help the organization in more ways than one. First, the employees feel that their opinions and suggestions are valued and that their say is important for the progress of the company. Second, these feedbacks also help the organization in detecting errors and loopholes in policies, structures, and procedures, so that necessary changes can be made wherever necessary, thus improving the efficiency in the delivery of services.

Establishing relevance by showing how the subject of your conversation relates to your listeners. When they know that the subject is relevant to them, your listeners will be more inclined to listen to you. Keep in mind how familiar your listeners are with the topic and their attitude toward the subject.

5.4. Areas for Future Research

For further study, the researcher recommends further studies in the following areas:

The role of project stakeholders on the performance of project activities in Kabale district

The role of communication between project beneficiaries and project coordinators on the smooth running of project

Evaluating factors that influence delivery of project activities in Non-Governmental organizations

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APPENDICES

APPENDIX A: QUESTIONNAIRE FOR NGO FORUM MEMBERS AND NGO STAFF

Dear Sir/Madam,

I am Aine Onan, a student of Kabale University in the final year carrying out a research study on the topic, "the influence of communication and delivery of project activities, A Case Study of selected organizations in Kabale Municipality." This is to fulfill the partial requirements for the award of a master degree of project planning and management of Kabale University. You are requested to spare some of your valuable time and respond to the questions provided here below. Please be assured that the information/ responses given will be used for only academic purposes and will be treated with utmost high degree of confidentiality.

Thank You In Advance

Note: Please tick or fill in the appropriate response in the spaces provided.

SECTION A: BACKGROUND OF THE RESPONDENTS

1. Gender of the respondent

a). Male ☐   b). Female ☐

2. Age of the respondent

a). Below 15 years ☐   b). 16-18 years ☐

c). 19-20 years ☐   d). Above 20 years ☐

3. Marital status of the respondent

a). Married ☐   b). Single ☐

c). Widowed ☐   d). Separated/divorced ☐

4. Education level of the respondent

a). None ☐   b). Secondary ☐

c) University or higher institution ☐

5. For how long have you been working in this organization?

(a) Less than 1 year ☐   (b) 2 — 3 years ☐

(c) 4 — 5 ☐   (d) 5 and above ☐

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SECTION B: Communication Channels used by Non-Governmental Organizations

Please rate how much you agree/ disagree with each statement below, by ticking in an Appropriate box using this scale: "Strongly agree (**5**)"; "Agree (**4**)"; "Undecided (**3**)"; "Disagree (**2**)"; and "Strongly Disagree (**1**)".

Communication Channels used by Non-Governmental Organizations	5	4	3	2	1
Emails					
Websites					
Televisions and Radios					
Letters					
Telephone					
Meetings					
News Papers					
Financial Reports					
Brochures					
Posters					
Notice Board					
Memos					

SECTION C: EFFECT OF COMMUNICATION ON DELIVERY OF PROJECT ACTIVITIES IN NON GOVERNMENTAL ORGANISATIONS

Please rate how much you agree/ disagree with each statement below, by ticking in an Appropriate box using this scale: "Strongly agree (**5**)"; "Agree (**4**)"; "Undecided (**3**)"; "Disagree (**2**)"; and "Strongly Disagree (**1**)".

Effect of Communication on delivery of project activities in Non-Governmental Organizations	5	4	3	2	1
Physical Barriers					
System design Faults					
Staff shortage					
negative attitude among the staff in an					

	5	4	3	2	1
organization					
Psychological factors such as peoples state of mind					
Individual linguistic ability					
Lack of Sensitivity					
Lack of Skills					
Lack of Knowledge					
Overload					
Emotional Interference					
Organizational culture					

SECTION D: WAYS IN WHICH COMMUNICATION CAN BE IMPROVED FOR EFFECTIVE DELIVERY OF PROJECT ACTIVITIES IN NON GOVERNMENTAL ORGANISATIONS CAN BE IMPROVED

Please rate how much you agree/ disagree with each statement below, by ticking in an Appropriate box using this scale: "Strongly agree (**5**)"; "Agree (**4**)"; "Undecided (**3**)"; "Disagree (**2**)"; and "Strongly Disagree (**1**)".

Ways in which communication can be improved for effective delivery of project activities in Non-Governmental Organizations can be improved	5	4	3	2	1
Availability					
budget conferences					
Seminars:					
Reviewing employee performance					
Multiple channels					
Regular Reports					
Assumptions.					
Body Language					
Team work					
Feedback					
Establish Relevancy:					
Open Door Policy					

Get Your Message Across					
Handle Communication Problems					

Thank you very much

APPENDIX B: Interview Guide for Beneficiaries

Bio data of a respondent

1. Sex: Male ( ) Female ( )

2. How old are you?

a) Below 25 ( ) b) 26 to 30 ( ) c) 31 to 35 ( ) d) 36 to 40 ( ) e) Above 40 ( )

3. What is your highest level of education?

a) Diploma ( )   b) Degree ( )   Post graduate ( )   others ( )

4. Marital Status:

a) Cohabiting ( )   b) Married ( )   c) Divorced ( )   d) Single ( )

 5. What are the Communication Channels used by Non-Governmental Organizations

6. What is the Effect of Communication on delivery of project activities in Non-Governmental Organizations?

7 What are the Ways in which communication can be improved for effective delivery of project activities in Non-Governmental Organizations can be improved

Thank you so very much

APPENDIX C: Sample Determination Table

Table for determining sample size for finite population

To simplify the process of determining the sample size for a finite population, Krejen & Morgan (1970), came up with a table using sample size formula for finite population.

Table 3.1

Table for Determining Sample Size of a Known Population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384

Note: N is Population Size; S is Sample Size   Source: Krejcie & Morgan, 1970