

**ADMINISTRATIVE MANAGEMENT PRACTICES AND SERVICE DELIVERY IN
SELECTED NON-GOVERNMENTAL ORGANIZATIONS IN KABALE DISTRICT:
A CASE STUDY OF KABALE MUNICIPALITY**

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DECLARATION

I, Nabaasa Barnabas, declare this dissertation as my original work in which I have put in my own effort with guidance of my Supervisor. It has never been submitted to any Institution of learning for the same award and all sources that I have used are acknowledged through references.

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LIST OF ABBREVIATIONS

AIDS	Acquired Immunodeficiency Syndrome
CDOs	Community Development Officers
CHWs	Community Health Workers
CSOs	Civil Society Organisations
CVI	Content Validity Index
DV	Dependent variable
GGR	Global Gag Rule
HIV	Human Immune Deficiency Virus
IV	Independent variables
M&E	Monitoring and Evaluation
MAPPM	Master of Arts in Project planning and Management
MDGS	Millennium Development Goals
NGO	Non-Government Organization
NGOS	Non-Government Organisations
OT	Organizational theory
SDGs	Sustainable Development Goals
ST	Systems theory
TASO	The AIDS Support Organisations

OPERATIONAL DEFINITIONS

Administrative Management practices: This refers to the working methods and innovations that the managers use to improve the effectiveness of work systems (Engle et al., 2017). In this study, management practices refer to the working methods and innovations that the staff of NGOs use to improve the effectiveness of their work systems to benefit the beneficiaries.

Service delivery:Refers to the way in which the different responsibilities around services are organised, typically indicating who is directly responsible for the daily tasks of operating, maintaining and administrating the services (Nabatchi, Sancino, & Sicilia, 2017). Literally, in this study, service delivery refers to what actually happened to the beneficiary communities that host the NGOs.

Non-governmental organizations (NGOs): In this study, NGOs are associations of a group of individuals or bodies on a voluntary basis not for profit or commercial purposes but the benefit of public through promotion of welfare (Kelly, 2019).

ABSTRACT

Service delivery by Non-governmental Organizations (NGOs) to beneficiaries remains a major challenge in most communities in the developing world. Though management practices are important and fundamental in enhancing service delivery in the NGO sector, they have received little attention. This study examined the relationship between administrative management practices and service delivery in selected NGOs in Kabale Municipality. Specifically, the study examined the relationship between: planning, policies/laws and monitoring and evaluation and service delivery in selected NGOs in Kabale Municipality.

The study employed a cross-sectional and correlational design. A total of 84 participants including 80 workers in the selected NGOs and 4 community development officers were recruited to participate in the study from October to November 2021. Descriptive statistics, Pearson correlation and linear regression were used. Data were obtained from workers of NGOs using a self-administered questionnaire and interview guides from community development officers. Statistical Package for Social Sciences was used for analyzing data from questionnaires. Thematic analysis and quotes from qualitative data were used in triangulation. Of the administrative management practices, 1.3% ($p = 0.161$), 4.6% ($p=0.032$) and 14.8% ($p=0.000$) were the positive contributions of planning, administration of policies/laws and monitoring/evaluation respective to service delivery in selected NGOs in Kabale Municipality. The relationship between administrative management practices and service delivery in NGOs in Kabale Municipality was positive with least effect of planning followed by monitoring/evaluation and the most administration of policies/laws effects on service delivery. Interventions targeting administrative management practices, especially, planning are vital.

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

1.1.1 Historical perspective

According to Municipal Research and Services Centre (2013) service delivery is defined as the actual producing of a service depending on the kind of service being offered, as each service has a primary intervention of transforming the customer. On the other hand, service delivery is the way in which the different responsibilities around services are organised, typically indicating who is directly responsible for the daily tasks of operating, maintaining and administering the services (Nabatchi et al., 2017) or the client himself or herself is regarded as the principal beneficiary (Whitaker, 2010).

Historically, The Anti-Slavery Society, founded in 1839, is the world's first international NGO that fought hard to bring about social change and the fight against slavery as slaves were in a critical situation (Timmerman, 2022). This shows that service delivery is influenced by traditions, time and income (Palmer, Moodley, & Parnell, 2017). Individuals with more income tend to acquire more service delivery than low income earners (Deserranno, Stryjan, & Sulaiman, 2019). By the end of 2018, 600 million people across the world lived in extreme poverty characterized by access to poor or no service delivery from their immediate stakeholders (Homi, Kristofer, & Martin, 2018). Worse still, 70 percent of the world's poor individuals live in Africa and it is estimated that by 2023, Africa's share of poverty will rise to over 80 percent (Homi et al., 2018).

In Africa, decentralisation reforms have been pursued for over the last 30 years with the aim of improving service delivery through emphasis on governance efficiency and making policy more responsive to the needs of local people, particularly the poor (Choudhary & Das, 2020). However, Choudhary and Das (2020) note that the pursuance of the attributes of service delivery has continued to suffer from lack of systematic analyses of decentralisation in Africa and its impact in service delivery and poverty reduction. There is hardly any evidence that service delivery although poverty indicators have improved as result of decentralised governance.

Management practices are important for any organization and are fundamental in enhancing service delivery leading to achievement of organizations' goals and meeting clients/beneficiaries expectations. However, there is growing concern in most organization management practices due

to some of the problems that cause interference in management practices hence influencing or eventually affecting service delivery (Dzansi & Dzansi, 2010).

1.1.2 1.1.2 Theoretical background

Two theories were adopted to guide this study in explaining how administrative management practices influence service delivery in Non-governmental Organizations. These theories include Organizational Theory (OT) and Systems Theory (ST). OT was proposed by Dwight Waldo in 1978. Dwight Waldo was an American political scientist concerned with modernizing administration. Waldo suggested the term public management as opposed to the commonly considered public administration. OT focuses on a set of constructs that explain how individuals behave in organizations in goal-directed institutions, including NGOs in this study. This basis makes OT a basic theory to investigate how administrative management practices (individual behaviour) influence service delivery (goals) in this study.

The second theory adopted was the Systems Theory (ST). This theory focuses on six main components, including synergy, open systems, closed systems, system boundary, flow and feedback. It was introduced in early 1940s (Von Bertalanffy, 1972). He was a biologist. ST shows that in a system, groups or individuals interact. Such components of a system are interdependent parts before forming a complex whole (NGO in this study). Besides, ST illustrates that there are boundaries, which act as barriers that define a given system and distinguish it from other systems in a given environment. For instance, service delivery and administrative practice of a given NGO need to be contextualized in that what works in Kabale Municipality may not work elsewhere. This basis makes ST a key theory to investigate how specific NGOs in various contextual settings rely on administrative management practices to offer service delivery to the immediate beneficiary community.

1.1.3 Conceptual background

In this study, service delivery was the dependent variable. Service delivery referred to the way in which the different responsibilities around services are organised, typically indicating who is directly responsible for the daily tasks of operating, maintaining and administering the services (Nabatchi et al., 2017). Specifically, in this study, service delivery referred to what actually happened to the beneficiary communities that host the NGOs.

Management practices were the independent variable. Management practices referred to the working methods and innovations that the managers use to improve the effectiveness of work systems (Engle et al., 2017). In this study, management practices specifically referred to the working methods and innovations that the staff of NGOs use to improve the effectiveness of their work systems to benefit the beneficiaries. Service delivery specifically referred to social change and the development opportunities for disadvantaged people by NGOs in the study area.

1.1.4 Contextual perspective

The Government of Uganda is in support of NGOs subject to Article 167 of the Constitution of Uganda (Nabaho, 2013). There is also the NGO policy of 2010 that mandates strengthening government-NGO partnerships for improved service delivery in various contexts of Uganda (Government of Uganda, 2010). Besides, Community Development Officers mandated to overseeing developments taking place within their jurisdiction for better service delivery to the citizens and inform the relevant authorities. However, in Uganda, a great number of citizens still continue to show evidence of governance and incentive problems for effective service delivery in a number of sectors, particularly education, health and water/sanitation (Komakech, 2020). Service delivery is highly characterized by insufficient performance regulation and weak accountability, especially top-down approaches are eminent contributing to individual citizens failing to access equitable services in various settings. Top-bottom approach method of service delivery has been found to face constraints such as collective action problems that can lead in particular to problems in the maintenance of provision, for example, where community-level efforts are undermined, poor service delivery is generally eminent.

According to the Uganda National Non Government Organizations Policy of 2010 on strengthening partnership for development, the NGOs are mandated to contribute in the areas of service delivery (Government of Uganda, 2010). However, the process of NGO sector development, methods of work and the impact of NGO programme activities, among other issues, have continued to generate varied and sometimes contradictory views and experiences.

In Kabale district, particularly in Kabale Municipality, there are various NGOs. Such NGOs create an anticipation of better services to the residents in the area. In Kabale Municipality, service delivery by NGOs remains a nightmare as few of the expectations are met and yet NGOs show relatively large amounts of funds to benefit the residents at the time of inauguration (Manzi, 2018). Therefore, this study was conducted in Kabale Municipality, one of the oldest

municipalities in Uganda (Nomanya, 2018). The study sought to determine the relationship between administrative management practices on service delivery in Selected NGOs in Kabale Municipality.

1.2 Problem statement

There is high rate of establishment of Non-governmental Organizations (NGOs) in Kabale Municipality in anticipation of providing better services to the residents in the area. Also, the Government of Uganda fully supports NGOs subject to Article 167 of the Constitution of Uganda (Nabaho, 2013). In addition, the NGO policy of 2010 mandates strengthening government-NGO partnerships for improved service delivery (Government of Uganda, 2010). As such, it is mandated that a given municipality and her NGOs responsibility is to plan while overseeing developments taking place within its jurisdiction. As the NGOs increase, so does the need for the accountability for services rendered to the residents, particularly funds.

In Kabale Municipality, good service delivery by NGOs remains a huge challenge and a nightmare as few of the expectations are met and yet NGOs show relatively large amounts of funds to benefit the residents at the time of inauguration (Manzi, 2018). There is poor supervision, inadequate funding and limited accountability for funds. There is evidence of limited funds for infrastructural development from NGOs in Kabale Municipality and limited developments despite a vast number of NGOs in the area. Many interventions such as demand for accountability the from Inspector General of Government have been instituted and continuous sensitization programmes have been put in place. In addition, by-laws on service delivery through demand for accountability from Local government officers have been enacted.

Despite the above interventions, poor service delivery remains a concern to the citizens. Poor involvement of relevant stakeholders and ineffective implementation of management practices are eminent in Kabale Municipality. Yet, the available literature has not dealt with administrative management practices; for instance Gerald (2020) indicated that there was lack of literature centring on planning, monitoring/evaluation and policies in various settings of NGOs. To bridge the gap, this study critically examined the contribution of administrative management practices on service delivery in NGOs in Kabale Municipality.

1.4 Objectives of the study

1.4.1.General Objective

The purpose of this study was to determine the relationship between administrative management practices and service delivery in the selected NGOs of Kabale municipality, Kabale district-Uganda.

1.4.2 Specific objectives

1. To determine the relationship between planning and service delivery in selected NGOs in Kabale municipality;
2. To determine the relationship between administration of policies/laws and service delivery in selected NGOs in Kabale municipality;
3. To determine the relationship between monitoring and evaluation and service delivery in selected NGOs in Kabale municipality.

1.3 Research questions

- i. What is the relationship between planning and service delivery by NGOs in Kabale Municipality?
- ii. What is the relationship between administration of laws and service delivery by NGOs in Kabale Municipality?
- iii. What is the relationship between monitoring/evaluation and service delivery by NGOs in Kabale Municipality?

1.5Research Hypotheses

The study tested the following hypotheses

- i. Null hypothesis (H_{01}): There is no relationship between planning practices and service delivery in the selected NGOs in Kabale Municipality.
- ii. Alternative hypothesis (H_1): There is a relationship between planning practices and service delivery in the selected NGOs in Kabale Municipality.
- iii. Null hypothesis (H_{02}): There is no relationship between administration of laws/policies and service delivery in the selected NGOs in Kabale Municipality.
- iv. Alternative hypothesis (H_2): There is a relationship between administration of laws/policies and service delivery in the selected NGOs in Kabale Municipality.

- v. Null hypothesis (H_0): There is no relationship between monitoring and evaluation and service delivery in the selected NGOs in Kabale Municipality.
- vi. Alternative hypothesis (H_3): There is a relationship between monitoring and evaluation and service delivery in the selected NGOs in Kabale Municipality.

1.6. Significance of the study

Findings from this study will be used by various stakeholders.

- i. The NGOs will utilize the information on the best management practice that enhances excellent service delivery.
- ii. The National Beaurau of NGOs will rely on the information from this study in regulating, registering, monitoring, inspecting, coordinating and overseeing activities of NGOs in Kabale Municipality.
- iii. The Ministry of Internal Affairs will use findings from this study to recommend the management practice that will be found or believed to contribute excellent achievement in service delivery for NGOs.
- iv. Scholars will use the information as baseline for future related studies to inform policies that can promote excellent service delivery.

1.7 Scope of the study

1.7.1 Content Scope

The study focused on examining the effect of management practices on service delivery among NGOs in Kabale Municipality. Specifically, administrative management practices include planning, monitoring/evaluation and administration of policies/laws by NGOs while executing their mandated goals. Service delivery focused on social change and the development opportunities for disadvantaged people accountable to the immediate beneficiaries.

1.7.3 Geographical scope

The study was conducted among selected NGOs in Kabale Municipality, south western Uganda. Kabale Municipality borders Ndorwa West constituency from the East, Rukiga district from the North, and Ndorwa West constituency from the west and Rubanda district from the south. The researcher selected Kabale Municipality as his study area because it is prone to poor service delivery attributed to increased migrations from the rural neighbouring constituencies.

1.7.2 Time scope

This study was carried out in a period of two months and covered the time period from 2010 to date. The period was selected because of the inauguration of the NGO Act and when the National Bureau for NGos (NGO Bureau) was established as a semi-autonomous body under the Ministry of Internal Affairs under the NGO Act 2016 up to date (2022) when the study was conducted.

1.8 Conceptual framework

Administrative Management practices Service delivery

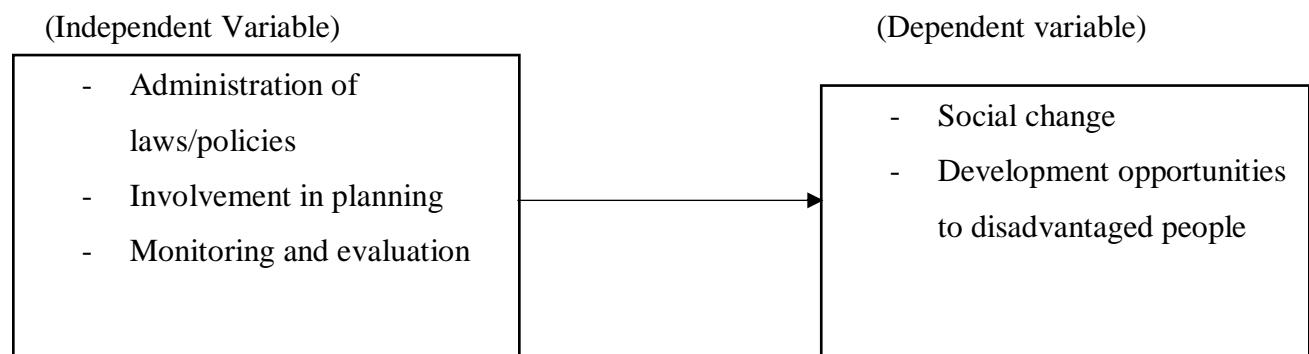


Figure 1 shows that the service delivery is the dependent variable (DV) and administrative management practices as the independent variables (IV): planning, administration of laws/policies and monitoring /evaluation. A conceptual framework shows variables of a study and how they are perceived to relate with each other.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The chapter presents the literature review. It is divided into three major sections. The first section presents a review on planning and service delivery. The second section presents a review on administration of laws/policies in relation to service delivery. The third section presents a review on monitoring/evaluation and service delivery.

2.1 Relationship between Planning and Service Delivery in NGOs

Planning makes NGOs achieve what actually happened to the beneficiary communities. According to Bano (2019), under the Millennium Development Goals (MDGs) and now the Sustainable Development Goals (SDGs), partnerships for development, especially between state and NGOs, remain a valued and planned goal. However, Bano (2019) argues that partnerships lacked collaborative planning in the MDGs while trying to improve provision of basic social services to the poor. He argues that in planning, the state is viewed as providing scale, with NGOs ensuring good governance and consequently aggregated service delivery.

Planning in three leading partnership arrangements in Pakistan, particularly privatization of basic health units showed that state-NGO collaborations and planning improved service delivery (Razzaq, Chaudhry, Tabassum, & Kanwal, 2017). However, few of these collaborations are capable of evolving into embedded partnerships that can bring about positive changes in government working practices on a sustainable basis. In most cases, public servants tolerate, rather than welcome, NGO interventions, due to political or donor pressure. Embedded partnerships require ideal-type commitment on the part of the NGO leadership, which most donor-funded NGOs fail to demonstrate. For effective planning, it is important to differentiate the benefits and limitations of routine co-production arrangements from those of embedded partnerships.

In Tanzania, Harrison (2018) reported that there is a fairly even balance between planning in NGOs, particularly in Civil Society Organizations (CSOs) focusing on service delivery and advocacy activities, with a greater focus on service delivery at the district level. It was found out that the overall view of the sector indicated that 60 percent of NGOs achieved the planned

activities, mostly advocacy and service delivery, although 40 percent just achieved service delivery. Moreover, without advocacy, service delivery may not fully achieve the planned activities.

The pursuit for effective service delivery by NGOs has often been linked to abandonment if the pursuit of alternatives in planning, including strategic planning by technocrats (Bukonya, 2018). He found out that some organizations have staggered progressive impacts on political forms, processes but not to the expectation of the funders. In a research into The AIDS Support Organisation's (TASO), the Ugandan government accepted that the TASO's state capacity building effects were not only uneven but also temporary, particularly in terms of sustainability. However, TASO has been appreciated for immensely strengthening the bureaucratic ability of targeted hospitals to deliver HIV/AIDS services and increase the state's embeddedness in society in the targeted districts. TASO was cited as less successful in expanding the infrastructural reach of the state in rural Uganda, attributed to lack of planning way back from the start. This clearly shows that planning among NGOs needs longer timeframes to achieve state building planned goals if they are to achieve appropriate service delivery to the beneficiary communities.

2.3 Relationship between Administration of Laws/Policies and Service Delivery in NGOs

NGOs are organized institutions that not only deliver services but also manage staff personnel, oversee administration and maintain cash funds (Basri & Khalid, 2020). Additionally, recipients of grants from various channels and project holders of welfare activities, are required to uphold principles of accountability and transparency. One of the strong indicators of these principles is keeping policies and manuals in place, based on which the day-to-day operations of the organization are to be carried out. Besides, even donors ensure that grant recipients have policies in place prior to providing funding support. It has been indicated that many small NGOs fail to keep up-to-date operational procedures either due to lack of awareness about such things or because they do not have skills to develop and maintain them. The policies being standard procedures, they have to be complete or perfect for an NGO to have good service delivery.

Ngwira and Mayhew (2020) in a study conducted in Malawi indicated that NGOs had a complex problem of per diem allowances in the sector. It was realized that donors demanded for harmonised guidelines on payment of allowances if service delivery was to be upheld. The findings showed that the NGO dealt with multiple stakeholders' expectations and demands. However, donors demanded compliance, so the NGO took steps to comply with the guidelines

while trying to manage other stakeholders' expectations. In effect, compliance to the donor policies limited the NGO's operations, damaged its working relations and significantly increased their programme costs.

Policies, however, have been identified to have negative effects of the service delivery of NGOs, for example, The Global Gag Rule (GGR), reinstated by President Trump in January 2017, made non-U.S. NGOs ineligible for U.S. foreign assistance if they provided access to or information about abortion (Giorgio et al., 2020). It was indicated that GGR negatively impacted sexual and reproductive health outcomes. Specifically, GGR did not have immediate impact on the provision of long-acting reversible contraceptives, contraceptive stock-outs, mobile outreach services, service integration, or quality of care. However, there was a significant impact of the policy on the average number of community health workers (CHWs), with "more exposed" facilities engaging 3.8 fewer CHWs post-GGR. Therefore, it was realized that reduction in CHWs reduce contraceptive use and increase unintended pregnancies in Uganda. Such impacts may not be felt for many years. It is against this background that this study assessed the influence of administration and policies on the service delivery in selected NGOs in Kabale municipality.

2.4 Relationship between monitoring/evaluation and service delivery in selected NGOs

Service delivery NGOs rely on monitoring/evaluation (M&E). For example, a descriptive study in non-governmental-based maternal health projects in Bungoma South Sub-County, Kenya, found out that the growth in the number and size of non-governmental organizations in Kenya met with a growing concern about identifying the achievements and effectiveness of their projects (Micah & Luketero, 2017). M&E findings showed that the majority of NGOs struggled to account for their work and demonstrate real results which continued to taint their image as development change agents to various stakeholders. M&E is one of the ways organizations can improve effectiveness of their interventions is by strengthening their monitoring and evaluation systems. Using a total 101 respondents, it was realized that there was fairly strong positive correlation between M&E and performance of maternal health projects. Micah and Luketero (2017) recommended that there should be an alignment of staff job descriptions with their M&E plans, increase the number of M&E training, conduct routine data quality assessment to detect areas of difficulties to staff, invest in Information and Communication Technology, and manage

stakeholders' involvement in Monitoring and Evaluation in order to achieve social change and the development opportunities for disadvantaged people accountable to the beneficiary community.

Recently in Uganda, the *baraza* project was initiated in 2009 as a government-led initiative to increase the quality of public service delivery through the provision of information and involvement of beneficiaries in project monitoring by means of providing citizens with an advocacy forum. Such monitoring and evaluation by the beneficiaries provides self-identified pathways through public service delivery can be improved as expressed by participant stakeholders (Van Camphenout, Bizimungu, Smart, & Kabunga, 2018).

There has been a trend of corruption and mismanagement of public resources in Uganda that affects the quality of government services and undermining growth. Fiala and Premand (2018) indicated that offering communities a combination of training and information on project quality leads to significant improvements in household welfare. However, providing either social accountability training or project quality information by itself was found to have no welfare effect. These results were concentrated in areas that were reported by local officials as more corrupt or mismanaged. The impacts appeared to come from community members increasing their monitoring of local projects, making more complaints to local and central officials, and cooperating more.

According to the results, Fiala and Premand (2018) suggested that government-led, large-scale social accountability programmes can strengthen communities' ability to improve service delivery. However, based on reviewed literature, limited studies have been conducted focused on the relationship between administrative management practices, specifically planning, monitoring and evaluation and policies and laws and service delivery in NGOs in specific setting, including Kabale Municipality. This background provided a basis for conducting a study to bridge the gap by determining the relationship between monitoring and evaluation, planning and policies and laws and service delivery in selected NGOs in Kabale municipality.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents the methodology that the study followed. This included the research design, study population, sample size, sampling techniques and procedure, data collection methods, data collection instruments, data quality control, procedure of data collection, data analysis, measurement of variables and ethical considerations used in the study.

3.1. Study Design

The study used a cross-sectional study and correlational designs. This cross-sectional study design was used because it enables the researcher to gain an in-depth study of the phenomenon under study within limited time scale (Sekaran & Bougie, 2016). Therefore, this survey helped to save on time and resources during data collection. Additionally, correlational design was preferably used because it helped the researcher to assess the statistical relationship between administrative management practices and service delivery with no influence from any extraneous variables (Curtis, Comiskey, & Dempsey, 2016). Both qualitative and quantitative methods were used in the study because the qualitative approach allowed the research to solicit information that cannot be quantified while quantitative approach allowed collecting data that were expressed in tables (Mugenda & Mugenda, 2009). The use of mixed method is preferred based on the idea that all methods have biases and weaknesses and mixed methods neutralize the weaknesses and biases of each method as recommended by Creswell and Clark (2017). Combining numerical and textual information helped enrich the interpretation of findings of the study (Mugenda & Mugenda, 2008).

3.2 Study Area

The area of study was Kabale municipality in Kabale District located in South-Western Uganda approximately 420km southwest of capital Kampala and 133km from Mbarara city. It was conducted at selected NGOs located in Kabale Municipality, Kabale District. The selected organizations were specifically NGOs that provide services to the population, mostly in the municipality and neighbouring communities.

3.3 Target Population

According to information from the Kabale District Community Development Office (2020), there are 20 registered non-governmental organizations in Kabale Municipality. Specifically, there are 4 civil servants (community development officers) working closely with 100 NGO staff in Kabale Municipality.

3.4 Study Population

This study recruited staff in the administrative positions of selected NGOs and civil servants, particularly community development officers in Kabale municipality. The study targeted 104 respondents where simple random was used to select all the targeted respondents. The public servants were selected because they were the main advisors of the technical staff regarding Government objectives vis a vis NGO work in a given locality. The staff of NGOs were selected because they were the implementers of service delivery to the community thus were in position to give information about various methods used to manage service delivery in the area.

3.6 Sample Size and Selection

There were two (2) types of study participants for the study. They included Public servants and technical staff as shown in Table 1. A total sample size of 84 respondents was determined using Krejcie and Morgan Table (Krejcie & Morgan, 1970).

Table 1: Sample size and selection

Category of Respondents	Target Population		Sampling Techniques	Actual Sample Size		Percent (%)
	NGOs	Respondents		NGOs	Resp.	
NGOs	20		Simple random	19		95
CDOs		4	Purposive		4	100
NGO staff		100	Simple random		80	80
Total	20	104		19	84	80.8

3.7 Sampling Techniques and Procedure

The researcher used purposive sampling for respondents perceived to have deeper knowledge of the subject under study that included CDOs and NGO staff. NGO technical staff were selected using random numbers generated using the phone and were recruited into the study.

3.8.Data Collection Procedure

After defending the proposal, and with a green light from Academic Staff in the Faculty of Economics and Management Sciences of Kabale University, the researcher was given an introductory letter which served as an assurance to the people/participants and the Kabale Municipality Authority where research was conducted. This served to secure permission in order to carry out the study. Dates were also set for the interviews using key informant guides with the CDOs as key informants. Questionnaires were administered to staff of selected NGOs.

3.9 Data Collection Methods and tools

This section presents the methods and tools that the researcher used to obtain the data. The methods included the questionnaire survey and face-to-face interviews. The tools included the questionnaires and key informant guides.

3.9.1 Questionnaire

A questionnaire survey method using self-administered questionnaires were selected as the appropriate method for collecting information from staff of NGOs.

During the study, the pretested questionnaires were particularly administered to the respondents upon their consent. This method involved gathering information about bio data, management practices and service delivery from a sample of staff of NGOs.

3.9.2 Face-to-face interview

The data was particularly collected using individual face-to-face interviews for the case of key informants. Data were specifically collected on the relationship between the three key kinds of management practices, including involvement in planning, administration of policies/laws and monitoring/evaluation and service delivery from the CDOs because interviews enabled the researcher to establish rapport with the study participants while aiming at gaining cooperation. Interview method also enabled the researcher to elucidate ambiguous answers and obtain in-depth understanding through probing.

During the study, key informant interview guides were specifically used to implore and gather information from participants (CDO) and was used to triangulate that from the respondents (NGO technical staff).

3.10 Quality control of the study tools

3.10.1 Validity of Tools

Validity refers to the extent to which a research instrument measures what it is designed to measure (Gay, Mills, & Airasian, 2009). The researcher gave the tools to two (2) professionals or experts in the Department of Management to go through them, make corrections, remove or add some content and clear ambiguity in them. Then the researcher incorporated them and thus validated the instruments. The experts rated the extent to which an item is relevant in measuring a particular construct and the ratings were subjected to content validity index (CVI). According to Almanasreh, Moles, and Chen (2019), a set of indicators require a content validity if the CVI is at least 0.8.

Then the researcher proceeded to calculate the Content Validity Index (CVI) using the following formula:

$$\text{CVI} = \frac{\text{Items rated relevant}}{\text{Total number of items in the questionnaire.}}$$

Table 2: Content Validity indices for the questionnaire

Variable	Expert 1		Expert 2		Total	Overall	CVI
	Relevant	Irrelevant	Relevant	Irrelevant	Relevant	Total	
Planning	3	1	4	0	7	8	0.88
Administration of laws	4	1	3	2	7	10	0.70
Monitoring/evaluation	4	1	4	1	8	10	0.80
Service delivery	6	1	5	1	11	12	0.92
Overall	17	4	16	4	33	40	0.83

All the CVIs were above the minimum recommended CVI of 0.80. Therefore, the questionnaire was used in piloting.

3.10.2 Reliability of tools

Reliability tests help to assess whether the items on the questionnaire are consistent within the domains for which they were designed (Bolarinwa, 2015). In other words, reliability ensures the ability of the measurement items to produce similar results on multiple administrations. The reliability of the instruments was checked. At the pilot stage, the tools were assessed for

reliability using the Cronbach's Alpha after piloting in one NGO in Rubanda district. Questions were pilot-tested before the actual collection of data from the field. Pilot study was conducted in Rubanda District. Pilot study is a small scale version or a trial run designed to test the methods and data collection tool to be used in the larger study (Doody & Catriona, 2015). Pilot testing of research instruments ensures content validity of a tool as it offers the chance of improving question items and the format of the instrument (Creswell & Poth, 2017). For each variable, a coefficient of 0.70 was used as a threshold (Taber, 2018).

Table 3: Reliability of the questionnaire

Variables	Items in questionnaire	alpha
Planning	4	0.78
Administration of laws	5	0.81
Monitoring/evaluation	5	0.79
Service delivery	6	0.72
Overall	20	0.73

Cronbach's alphas of 0.96 were above the 0.70 recommended (Taber, 2018). Thus, the questionnaire was considered suitable for data collection.

3.11 Data Management and Analysis plan

3.11.1 Quantitative data analysis plan

Data from questionnaires were checked for completeness and entered in Microsoft version 10 and analyzed using SPSS software version 25.0. Descriptive statistics including frequencies, percentages, means and standard deviation were used to analyze distributions of the characteristics of the study participants and presented in a table.

Sums of the rated items for all the dimensions of the constructs for each of the study variables were obtained before actual analysis objective by objective was followed.

For objective one in which the researcher sought to establish the relationship between planning and service delivery of NGOs in Kabale Municipality, the strength of the relationship between planning and service delivery was determined using Pearson product moment correlation analysis. The correlation coefficient (r) was reported. Then coefficient of determination as well the level of significance (p) at 5% margin of error were then be determined using linear

regression and reported in a table. Since the correlation does not imply causal-effect as stated in the first hypothesis, the coefficient of determination, which is a square of the correlation coefficient (r^2) were computed and expressed as a percentage to determine the change in service delivery due to planning.

Objective two sought to establish the relationship between administration of laws/policies and service delivery of NGOs in Kabale Municipality. To determine the strength of the relationship between administration of laws/policies and service delivery, Pearson product moment correlation analysis was done. The correlation coefficient (r) was reported. The coefficient of determination as well as the level of significance (p) at 5% margin of error were then determined and reported in a table. Since the correlation does not imply causal-effect as stated in the second hypothesis, the coefficient of determination, which is a square of the correlation coefficient (r^2) was computed and expressed as a percentage to determine the change in service delivery due to administration of laws/policies.

Objective three sought to establish the relationship between administration of monitoring/evaluation and service delivery of NGOs in Kabale Municipality. To determine the strength of the relationship between monitoring/evaluation and service delivery, Pearson product moment correlation analysis was done. The correlation coefficient (r) was reported. The coefficient of determination as well as the level of significance (p) at 5% margin of error were then be determined and reported in a table. Since the correlation does not imply causal-effect as stated in the third hypothesis, the coefficient of determination, which is a square of the correlation coefficient (r^2) was computed and expressed as a percentage to determine the change in service delivery due to monitoring/evaluation. All interpretations of Pearson correlation coefficient (r) were based on Cohen's guidelines of Pearson's $r = .10, .30$, and $.50$ (Cohen, 1988).

3.11.2 Qualitative data analysis plan

For data from CDOs, all recordings made during interview were transcribed and the quotes from that transcripts were used to support the quantitative data. Thematic analysis strategy was used.

3.12 Ethical Consideration

Permission and approval for the study was sought from the Directorate of the Post graduate Training of Kabale University.

An introductory letter was obtained from the head of Department Business, Kabale University and taken to organization heads /officials seeking permission to carry out this study in their organisations.

Consent was sought from the respondents and participants before including them in the study, upon which they were assured of confidentiality of their response and informing them that participating in the study was voluntary.

Both English and the local language were used with key informants and interviews depending on each participant's preferred language.

The purpose of the study was explained and described in detail to participants prior to interviews and individual written informed consent was obtained from all participants. Participants were free to withdraw from the study at any time and for persons whose written signatures were not appropriate due to literacy reasons, they (study participants) were permitted to indicate consent with a thumbprint and collected data was treated with maximum level of confidentiality.

3.13. Study limitation

There was a likelihood of social desirability bias where participants and respondents might have given responses to please what the researcher wanted to hear. The study being subjected to social desirability bias means participants/respondents may have chosen to conceal or give false representation of information they thought was not supposed to be released to an outsider or just give information to please the researcher. This was minimized by validating and pretesting the key study tools.

3.14 Dissemination plan

Copies of the study findings would be sent to business departments, Faculty of Economics and Management Sciences Kabale University to organization heads/executives of the selected NGOs and key participants who would have participated in the research study. Findings would also be presented in conferences and published in journals.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.1 Introduction

The study sought to establish the relationship between administrative management practices and service delivery in non-governmental organizations in Kabale district. In particular, the chapter features the response rate, background characteristics of the respondents and the presentation of findings in relation to the specific objectives.

4.2 Response Rate

Table 4: Response rate of the study

Instrument	Target response	Actual Response	Response rate
Questionnaires	80	80	100%
Interview guide	4	4	100%
Total	84	84	100%

Source: Primary Data, (2021).

Table 4 reveals that 80 questionnaire were given out, and all were returned, thus a response rate of 100%. For interviews, 4 interview guides were given out and realized, thus a response rate of 100%. The combined response rate is 100%. This response rate was deemed good enough since it was over and above the 50% recommended by Creswell (2015).

4.3 Background Characteristics of the Questionnaire Respondents

Table 5: Background Characteristics of the Questionnaire Respondents (N =80)

Characteristics		Frequency	Percent
Gender	Male	52	65.0
	Female	23	28.7
Qualification	Certificate	4	5.0
	Diploma	15	18.8
	Degree	61	76.3
Designation	Accounting officer	12	15.0
	Coordinator	28	35.0

	Field officer	16	20.0
	Project officer	15	18.8
	Manager	9	11.3
Age in years	<25 years	6	7.5
	25-34 years	51	63.7
	35 years +	23	28.7

Source: Primary Data, (2021).

Findings in Table 5 show that the majority of the respondents that participated in the study were males (65.0%). The majority of these employees were aged 25-34 years (63.7%). Most employees were degree holders (76.3%). A relatively high number of the respondents were coordinators (35.0%).

Socio-demographic characteristics of employees were included because they were an important component before analyzing and interpreting a given social situation which was variably affected by any social situation (Guest, 2011).

4.4 Descriptive results about key study variables

The respondents were requested to respond to items about involvement in planning, administration of policies/laws and monitoring/evaluation by indicating their agreement using a five-point Likert scale as shown in tables. The analysis and interpretation of the findings were presented in tables according to study objectives and hypotheses.

4.5.1 Descriptive results about involvement in planning in selected NGOs in Kabale municipality

Table 6: Involvement in Planning in selected NGOs in Kabale municipality

<i>Items</i>	SA		A		NS		D		SD	M	SD	Total
	f	%	f	%	f	%	f	%				
This NGO has properly planned activities for this area	41	51.2	33	41.3	6	7.5				4.4	0.6	80
The roles and	32	40.0	40	50.0	8	10.0				4.3	0.6	80

responsibilities of this NGO are properly disposed off in this community.												
There are adequate resources in place for the targeted beneficiaries in this area	8	10.0	41	51.2	6	7.5	25	31.3		3.4	1.0	80
There are well designated activities for beneficiaries in this area.	21	26.3	51	63.7	8	10.0				4.2	0.6	80
This NGO has an adequate budget for all the activities.	4	5.0	26	32.5	32	40.0	18	22.5		3.2	0.8	80
Total	106	26.5	191	47.8	60	15.0	43	10.8		3.9	0.7	400

Source: Primary Data, (2021).

Table 6 shows that overall, of the 400 responses obtained regarding whether there was an effective involvement in planning in selected NGOs in Kabale municipality, 26.5% of the total responses indicated that they strongly agreed and 47.8% agreed. This shows that a total of 74.3% of the respondents agreed on effective involvement in planning in selected NGOs in Kabale municipality. Moreover, the overall mean of effective involvement in planning in selected NGOs in Kabale municipality was 3.9 (SD =0.7).

4.5.2 Descriptive results about effective administration of policies/laws in selected NGOs in Kabale municipality

Table 7: Effective administration of policies/laws in selected NGOs in Kabale municipality

<i>Items</i>	SA		A		NS		D		SD		M	SD	Total
	f	%	F	%	f	%	F	%	F	%			
I know the laws that govern this NGO in this area	42	52.5	31	38.8	7	8.8					4.4	0.7	80
This NGO has tough laws that regulate access of items to the beneficiaries	16	20.0	23	28.7	17	21.3	21	26.3	3	3.8	3.4	1.2	80
This NGO adheres to both national and local laws in this area	40	50.0	40	50.0							4.5	0.5	80
This NGO enacted by laws to support other existing laws for proper benefit to the community.	27	33.8	46	57.5	7	8.8					4.3	0.6	80
There are penalties and prosecutions for staff involved in mismanagement from time to time.	31	38.8	29	36.3	9	11.3	11	13.8			4.0	1.0	80
Total	156	39.0	169	42.3	40	10.0	32	8.0	3	0.8	4.1	0.8	400

Source: Primary Data, (2021).

Table 7 shows that overall, of the 400 responses obtained regarding whether there was an effective involvement in effective administration of policies/laws in selected NGOs in Kabale

municipality, 39.0% of the total responses indicated that they strongly agreed and 42.3% agreed. This shows that a total of 81.3% of the respondents agreed on effective administration of policies/laws in selected NGOs in Kabale municipality. Moreover, the overall mean of effective involvement in effective administration of policies/laws in selected NGOs in Kabale municipality was 4.1 (SD =0.8).

4.5.3 Descriptive results about effective monitoring/evaluation in selected NGOs in Kabale municipality

Table 8: Effective monitoring and evaluation in selected NGOs in Kabale municipality

Items		SA		A		NS		D	S D	M	SD	Total
	f	%	f	%	f	%	f	%				
The authority in this NGO always monitor her activities	41	51.2	32	40.0	4	5.0	3	3.8		4.4	0.8	80
The authority in the NGO always assesses whether there is always value for money to the beneficiaries	31	38.8	26	32.5	13	16.3	10	12.5		4.0	1.0	80
The kind of monitoring activities in this area has ensured efficiency and effectiveness in the community	23	28.7	28	35.0	18	22.5	11	13.8		3.8	1.0	80

The NGO authority evaluates her activities to assess achievement of set targets	33	41.3	37	46.3	6	7.5	4	5.0		4.2	0.8	80
This NGO ensures that monitoring and evaluation methods lead to success of the beneficiary.	24	30.0	26	32.5	19	23.8	11	13.8		3.8	1.0	80
Total	152	38.0	140	35.0	56	14.0	39	9.8		4.0	0.9	400

Table 8 shows that overall, of the 400 responses obtained regarding whether there was an effective involvement in effective monitoring/evaluation in selected NGOs in Kabale municipality, 38.0% of the total responses indicated that they strongly agreed and 35.0% agreed. This shows that a total of 73.0% of the respondents agreed on effective monitoring/evaluation in selected NGOs in Kabale municipality. Moreover, the overall mean of effective involvement in effective monitoring/evaluation in selected NGOs in Kabale municipality was 4.0 (SD =0.9).

4.5.4 Descriptive results about effective service delivery in selected NGOs in Kabale municipality

Table 9: Descriptive results about effective service delivery in selected NGOs in Kabale municipality

<i>Items</i>	SA		A		NS		D		SD		M	SD	Total
	f	%	F	%	f	%	f	%	F	%			
Our NGO provides beneficiaries with appropriate	32	40.0	44	55.0			4	5.0			4.3	0.7	80

education services													
Our NGOs provides people with medical care services to the beneficiaries.	13	16.3	17	21.3	11	13.8	19	23.8	20	25.0	2.8	1.4	80
Our NGO provide people with advocacy and governance services	42	52.5	31	38.8	7	8.8					4.4	0.7	80
Our NGO provides the beneficiaries in accessing credit services.	10	12.5	17	21.3	15	18.8	17	21.3	21	26.3	2.7	1.4	80
Our NGO maintains a dialogue and working respectfully with beneficiaries	22	27.5	48	60.0					10	12.5	3.9	1.2	80
NGO provides services that are not relevant to the beneficiaries.	10	12.5	7	8.8	9	11.3	18	22.5	36	45.0	2.2	1.4	80
Total	129	32.3	164	41.0	42	10.5	58	14.5	87	18.1	3.4	1.1	480

Table 9 shows that overall, of the 400 responses obtained regarding whether there was an effective involvement in effective service delivery in selected NGOs in Kabale municipality,

32.3% of the total responses indicated that they strongly agreed and 41.0% agreed. This shows that a total of 73.3% of the respondents agreed on effective service delivery in selected NGOs in Kabale municipality. Moreover, the overall mean of effective involvement in effective service delivery in selected NGOs in Kabale municipality was 3.4 (SD =1.1).

4.5 Test of hypotheses analyses and results

4.5.1 Relationship between Planning and Service Delivery in selected NGOs in Kabale Municipality

The first objective was to find out the relationship between planning and service delivery in selected NGOs in Kabale municipality. This was tested through an alternative hypothesis that stated: *There is a relationship between planning practices and service delivery in the selected NGOs in Kabale Municipality*. To determine the strength of the relationship between planning and service delivery in selected NGOs in Kabale municipality, the researcher used Pearson Correlation Coefficient (R). The correlation coefficient (R) as the critical significance level at .05 was used to ascertain whether to accept or reject the hypothesis. Table 10 presents the test results for the first objective and hypothesis using correlation coefficients and coefficients of determination.

Table 10: Results for the relationship between Planning and Service Delivery in selected NGOs in Kabale Municipality

Dependent variable	Independent variable Planning
Service delivery	$r = .158$ $r^2 = .025$ Adjusted $r^2 = .013$ $p = .161$ $n = 80$

Findings in Table 10 show that there was no significant positive correlation between planning and service delivery in selected NGOs in Kabale municipality ($r = .158$, $p = 0.161$).

The coefficient of determination (adjusted $r^2 = .013$) shows that planning accounted for 1.3% change in service delivery in selected NGOs in Kabale municipality. These findings were subjected to a test of significance (p) and it is shown that the significance of the correlation ($p =$

.161) is greater than the recommended critical significance at .05. Because of this, the alternative hypothesis was rejected. In support, the information from one the key informants said: *“NGOs have strategic plans for activities to be implemented in the specific communities however service delivery is sometimes constrained by late funds being received, little funds received than expected, out break of diseases like COVID 19, that may come unexpectedly. Otherwise few NGOs have tried their best to deliver services to their communities”*(CDO1)

In addition, another CDO agreed in that there were service gaps when he said:

“Planning helps the organisation to direct projects/resources to areas with more service gaps in order to push such service deficits to the government agenda via advocacy”(CDO3)

Besides, one CDO agreed that NGO plans were incorporated in Kabale Municipality plans. So they may not contribute independently from Municipality plans when he said:

“The relationship is fairly good given that in most times they involve my NGO. Kabale municipality often invites NGOs for budget conference so that our plans are incorporated into the municipality plans” (CDO2)

Thus, the implication of the findings was that the no significant effect implied that a change in planning contributed to a change in service delivery in selected NGOs in Kabale Municipality. However, the positive nature of the correlation implied that the change in planning and service delivery was in the same direction. This shows that better planning contributes to better service delivery and poor planning contributes to poor service delivery in selected NGOs in Kabale Municipality.

4.5.2 Relationship between Administration of Laws/Policies and Service Delivery in selected NGOs in Kabale Municipality

The second objective was to find out the relationship between administration of policies/laws and service delivery in selected NGOs in Kabale municipality. This was tested through an alternative hypothesis that stated: *There is a relationship between administration of policies/laws and service delivery in the selected NGOs in Kabale Municipality*. To determine the strength of the relationship between administration of policies/laws and service delivery in selected NGOs in Kabale municipality, the researcher used Pearson Correlation Coefficient (R). The correlation coefficient (R) as the critical significance level at .05 was used to ascertain whether to accept or

reject the hypothesis. Table 8 presents the test results for the second objective and hypothesis using correlation coefficients and coefficients of determination.

Table 11: Results for the relationship between Administration of policies/laws and Service Delivery in selected NGOs in Kabale Municipality

Dependent variable	Independent variable Administration of policies/laws
Service delivery	$r = .241$ $r^2 = .058$ Adjusted $r^2 = .046$ $p = .032$ $n = 80$

Findings in Table 11 show that there was a significant positive correlation between administration of policies/laws and service delivery in selected NGOs in Kabale municipality ($r = .241$, $p = 0.032$). The coefficient of determination (adjusted $r^2 = .046$) shows that administration of policies/laws accounted for 4.6% change in service delivery in selected NGOs in Kabale municipality. These findings were subjected to a test of significance (p) and it is shown that the significance of the correlation ($p = .032$) is less than the recommended critical significance at .05. Because of this, the alternative hypothesis was accepted. In support, the information from one the key informants said:

“...Sometimes there is poor sensitization/ awareness on the existing laws and taxes that come in quite often. However, administration of laws has not specifically affected NGO there are some that are always compliant”.(CDO2)

In a similar way, another participant said:

“Administration of laws and policies in NGOs is relatively low especially if the NGOs are not following the policies and regulations designed by board of management /trustees. At the end service delivery slows down right from employees down to the beneficiaries hence communities do not receive or benefit from the NGOs”(CDO1)

Moreover, another participant appreciated the contribution of administration of policies/laws

“Service delivery implementation is guided by laws of the organisation and its policy documents. Administration and implementation of work plans, budgets follow laid down rules and

procedures specified in the constitution as well as policy documents. The communication strategy, board manual, human resource, finance and administration policies. Administration of laws guide the operations of the organisations if well followed ”(CD04).

Another participant concurred that the observed low service delivery by NGOs in Kabale Municipality highly relate to low administration of policies/laws when she said:

“Administration are the gears towards service delivery, weak laws administratively will lead to poor service delivery”(CD01).

Thus, the implication of the findings was that the significant effect implied that a change in administration of policies/laws contributed to a big change in service delivery. The positive nature of the correlation implied that the change in administration of policies/laws and service delivery was in the same direction. This shows that better administration of policies/laws contributed to better service delivery and poor administration of policies/laws contributed to poor service delivery in the selected NGOs in Kabale Municipality.

4.5.3 Relationship between monitoring/evaluation and service delivery in selected NGOs in Kabale Municipality

The third objective was to find out the relationship between monitoring/evaluation and service delivery in selected NGOs in Kabale municipality. This was tested through an alternative hypothesis that stated: *There is a relationship between monitoring/evaluation and service delivery in the selected NGOs in Kabale Municipality.* To determine the strength of the relationship between monitoring/evaluation and service delivery in selected NGOs in Kabale municipality, the researcher used Pearson Correlation Coefficient (R). The correlation coefficient (R) as the critical significance level at .05 was used to ascertain whether to accept or reject the hypothesis. Table 9 presents the test results for the second objective and hypothesis using correlation coefficients and coefficients of determination.

Table 12: Results for the relationship between monitoring/evaluation and Service Delivery in selected NGOs in Kabale Municipality

Dependent variable	Independent variable Administration of policies/laws
Service delivery	$r = .398$ $r^2 = .159$

	Adjusted $r^2 = .148$ p = .000 n = 80
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Findings in Table 12 show that there was no significant positive correlation between administration of policies/laws and service delivery in selected NGOs in Kabale municipality ($r = .398$, $p = 0.000$). The coefficient of determination (adjusted $r^2 = .148$) shows that M & E accounted for 14.8% change in service delivery in selected NGOs in Kabale municipality. These findings were subjected to a test of significance (p) and it is shown that the significance of the correlation ($p = .000$) is less than the recommended critical significance at .05. Because of this, the alternative hypothesis was accepted. In support, the information from one the key informants said:

“Monitoring and evaluation helps the organisation to track its performance against targets to inform future programming as well as revision of strategies”(CDO3)

Also, one other participant said:

“Monitoring and evaluation helps to identify the opportunities in the service delivery. Helps to identify areas of improvements and also identifies gaps and challenges for action”(CDO4).

Moreover, monitoring/evaluation identifies gaps in service delivery when she said:

“Monitoring and evaluation give the NGOs an opportunity to rectify the activities that may have been implemented wrongly in the communities, however it is good to involve external monitoring to effect service delivery because most of the times if the monitoring exercise is conducted without conflict of interest, service delivery is always good” (CDO1).

Thus, the implication of the findings was that the strong effect implied that a change in monitoring/evaluation contributed to a big change in service delivery. The positive nature of the correlation implied that the change in monitoring/evaluation and service delivery was in the same direction. This shows that better monitoring/evaluation contributed to better service delivery and poor monitoring/evaluation contributed to poor service delivery of selected NGOs in Kabale Municipality.

CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This section provides the discussion, conclusions and recommendations based on the three objectives and hypotheses appropriately, in relation to the literature.

5.2 Discusssion

5.2.1 Relationship between Planning and Service Delivery

This section, presents a discussion of results on the first objective of this study that sought to find the extent to which planning influenced service delivery in selected NGOs in Kabale Municipality. This study revealed that there was a non-significant positive relationship between planning and service delivery in selected NGOs in Kabale Municipality. Despite the positive influence of planning accounted for over 1.3% of the change in service delivery in selected NGOs in Kabale Municipality. Such findings are in agreement with arguments that planning makes NGOs achieve what actually happened to the beneficiary communities. Moreover, according to Bano (2019), under the Millennium Development Goals (MDGs) and now the Sustainable Development Goals (SDGs), partnerships for development, especially between the state and NGOs, remain a valued and planned goal. However, Bano (2019) argues that partnerships lacked collaborative planning in the MDGs while trying to improve provision of basic social services to the poor. He argues that in planning, the state is viewed as providing scale with NGOs ensuring good governance and consequently aggregated service delivery.

Similar to the findings in this study, planning in three leading partnership arrangements in Pakistan, particularly privatization of basic health units showed that state–NGO collaborations and planning improved service delivery (Razzaq et al., 2017). However, few of these collaborations are capable of evolving into embedded partnerships that can bring about positive changes in government working practices on a sustainable basis. In most cases, public servants tolerate, rather than welcome NGO interventions due to political or donor pressure. Embedded partnerships require ideal-type commitment on the part of the NGO leadership, which most donor-funded NGOs fail to demonstrate. For effective planning, it is important to differentiate the benefits and limitations of routine co-production arrangements from those of embedded partnerships.

Moreover, in a study in Tanzania, Harrison (2018) reported that there is a fairly even balance between planning in NGOs, particularly in Civil Society Organizations (CSOs) focusing on service delivery and advocacy activities, with a greater focus on service delivery at the district level. It was found out that the overall view of the sector indicated that 60 percent of NGOs achieved the planned activities, mostly advocacy and service delivery although 40 percent just achieved service delivery. Moreover, without advocacy, service delivery may not fully achieve the planned activities.

Besides, in pursuit for effective service-delivery by NGOs has often been linked to abandonment if the pursuit of alternatives in planning, including strategic planning by technocrats (Bukonya, 2018). It was also found out that some organizations have staggered progressive impacts on political forms, processes but not to the expectations of the funders. In a research into The AIDS Support Organisation's (TASO), the Ugandan government accepted that the TASO's state capacity building effects were not only uneven but also temporary, particularly in terms of sustainability. However, TASO has been appreciated for immensely strengthening the bureaucratic ability of targeted hospitals to deliver HIV/AIDS services and increased the state's embeddedness in society in the targeted districts. TASO was cited as less successful in expanding the infrastructural reach of the state in rural Uganda attributed to lack of planning way back from the start. The findings from the studies show that that planning among NGOs is vital in order to achieve planned goals, particularly appropriate service delivery to the beneficiary communities although not a priority in the selected NGOs in Kabale Municipality.

5.2.2 Relationship between Administration of Policies/laws and Service Delivery

This second section presents a discussion of results on the second objective of this study that sought to determine the relationship between administration of policies/laws and service delivery in selected NGOs in Kabale Municipality. This study revealed that there was a significant positive influence of administration of laws/policies on service delivery in selected NGOs in Kabale Municipality. Despite the positive influence of administration of laws/policies, it accounted for almost 5% of the change in service delivery in selected NGOs in Kabale Municipality. Such findings are in agreement with arguments that NGOs are organized institutions that not only deliver services but also manage staff personnel, oversee administration

and maintain cash funds (Basri & Khalid, 2020). Additionally, as recipients of grants from various channels and project holders of welfare activities, they are required to uphold principles of accountability and transparency. One of the strong indicators of these principles is keeping policies and manuals in place, based on which the day-to-day operations of the organization are to be carried out. Besides, even donors ensure that grant recipients have policies in place prior to providing funding support. It has been indicated that many small NGOs fail to keep up-to-date operational procedures either due to lack of awareness about such things or because they do not have skills to develop and maintain them. The policies being standard procedures, they have to be complete or perfect for an NGO to have good service delivery.

In a similar way to the findings in this study, Ngwira and Mayhew (2020) in a study conducted in Malawi indicated that NGOs had a complex problem of per diem allowances in the sector. It was realized that donors demanded for harmonised guidelines on payment of allowances if service delivery was to be upheld. The findings showed that the NGO dealt with multiple stakeholders' expectations and demands. However, donors demanded compliance, so the NGO took steps to comply with the guidelines while trying to manage other stakeholders' expectations. In effect, compliance to the donor policies limited the NGO's operations, damaged its working relations and significantly increased their programme costs.

Moreover, policies, have been identified to have negative effects of the service delivery of NGOs. For example, The Global Gag Rule (GGR) reinstated by President Trump in January 2017 made non-U.S. NGOs ineligible for U.S. foreign assistance if they provided access to or information about abortion (Giorgio et al., 2020). It was indicated that GGR negatively impacted sexual and reproductive health outcomes. Specifically, GGR did not have immediate impact on the provision of long-acting reversible contraceptives, contraceptive stock-outs, mobile outreach services, service integration, or quality of care. However, there was a significant impact of the policy on the average number of community health workers (CHWs), with "more exposed" facilities engaging 3.8 fewer CHWs post-GGR. Therefore, it was realized that reduction in CHWs would reduce contraceptive use and increase unintended pregnancies in Uganda. Such impacts may not be felt for many years. These findings imply that administration of policies/laws are influential in the service delivery in selected NGOs in Kabale municipality and beyond.

5.2.3 Relationship between monitoring/evaluation and Service Delivery

This third section presents a discussion of results on the first objective of this study that sought to find the extent to which monitoring/evaluation influenced service delivery in selected NGOs in Kabale Municipality. This study revealed that there was a significant positive influence of monitoring/evaluation on service delivery in selected NGOs in Kabale Municipality. Despite the positive influence of planning, it accounted for almost 15% of the change in service delivery in selected NGOs in Kabale Municipality. Such findings are in agreement with arguments that Service delivery NGOs rely on monitoring/evaluation (M&E). For example, a descriptive study in non-governmental-based maternal health projects in Bungoma South Sub-County, Kenya, found out that the growth in number and size of non-governmental organizations in Kenya met with growing concern about identifying their achievements and effectiveness of their projects (Micah & Luketero, 2017). M&E findings showed that the majority of NGOs struggled to account for their work and demonstrate real results which continued to taint their image as development change agents to various stakeholders. M&E is one of the ways organizations can improve and strengthen the effectiveness of their interventions. Using a total of 101 respondents, it was realized that there was a fairly strong positive correlation between M&E and performance of maternal health projects. Micah and Luketero (2017) recommended that there should be an alignment of staff job descriptions with their M&E plans, increase the number of M&E training, conduct routine data quality assessment to detect areas of difficulties to staff, invest in Information and Communication Technology, and manage stakeholders' involvement in Monitoring and Evaluation in order to achieve tangible performance accountable to the beneficiary community.

Recently in Uganda, the *baraza* project was initiated in 2009 as a government-led initiative to increase the quality of public service delivery through the provision of information and involvement of beneficiaries in project monitoring by means of providing citizens with an advocacy forum. Such monitoring and evaluation by the beneficiaries provides self-identified pathways through public service delivery can be improved as expressed by participant stakeholders (Van Campenhout et al., 2018).

There has been a trend of corruption and mismanagement of public resources in Uganda that affects the quality of government services and undermining growth. Fiala and Premand (2018) indicated that offering communities a combination of training and information on project quality leads to significant improvements in household welfare. However, providing either social accountability training or project quality information by itself was found to have no welfare effect. These results were concentrated in areas that were reported by local officials as more corrupt or mismanaged. The impacts appeared to come from community members increasing their monitoring of local projects, making more complaints to local and central officials, and cooperating more. According to the results, Fiala and Premand (2018) suggested that government-led, large-scale social accountability programmes can strengthen communities' ability to improve service delivery. However, limited studies have been conducted in specific setting, including Kabale Municipality. The implication of this finding is that monitoring and evaluation was the most influential aspect of the administrative management practices on service delivery of selected NGOs in Kabale municipality.

5.3 Conclusions

The findings from this study showed that planning did not have a significant effect on service delivery, Its also evidenced that existance of policies/ laws had low positive relationship with service delivery in selected NGOs. However, the study established a relatively high positive relationship between monitoring/evaluation and service delivery in the selected NGOs in Kabale Municipality. Though, the study findings indicate a high positive relationship between M and E and Service Delivery, effective planning and administration of policies/laws remains a challenge to NGOs yet these are critical in pushing the service delivery agenda.

5.4 Recommendations

5.4.1 Planning and service delivery

Considering that one of the basic obstacles to planning for effective service delivery in the selected NGOs in Kabale Municipality, this research recommends that the NGO Forum should provide additional strategies that enforce community needs in a wider area for easy community access, especially in regard to delayed funds to immediate beneficiaries. Therefore, service delivery in general requires policy priority and adequate and timely budget allocation. In

addition, early provision of funds from the NGOs could help in areas such as acquiring better and efficient service delivery to immediate beneficiaries.

5.4.2 Administration of laws and delivery

Emphasis on strict adherence to designed regulations for better delivery systems is needed so as to go hand in hand with changing values and norms. This is because the normative cognitive aspects of laws/policies were perceived as the part of the hindrance to the delivery. Also, policy makers should design policies as a team including NGO staff and community leaders through a community participatory approach.

5.4.3 Monitoring/evaluation and service delivery

There are prospects for participation in monitoring/evaluation in selected NGOs in Kabale municipality. The best way to do is by showing the people that they are worth by involving them in the initial monitoring/evaluation stages. The ideas should be included in the initial deliberations and discussions so that they can see themselves as part of the decision-making structure. This is important because the beneficiaries themselves have been responsible for both the good and bad practices at present and therefore for any change to be concrete there is need to involve the beneficiaries right from the start by way of consultations. It is thus recommended that external M & E staff will be of great surveillance for increased accountability.

5.4.5 Areas of further research

The researcher suggests that a longitudinal study be conducted as a comparative study of the influence of administrative practices on service delivery of selected NGOs in urban and rural settings in Uganda.

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APPENDICES

Appendix I: Questionnaire

Section A: Bio-data

- 1) Your designation.....
- 2) Age of the respondents.....
- 3) 4. Gender of the respondents(Tick the appropriate identity)
 1. Male 2. Female
- 4) Highest qualification(Tick against your correct qualification)

1. Certificate	
2. Diploma	
3. Bachelors Degree and above	
4. Others(Specify)	

Section B: Planning

Statement	SA (5)	A (4)	NS (3)	D (2)	SD (1)
1. This NGOhas properly planned activities for this area					
The roles and responsibilities of this NGO are properly disposed off in this community.					
2. There are adequate resources in place for the targeted					

beneficiaries in this area					
3. There are well designated activities for beneficiaries in this area.					
4. This NGO has an adequate budget for all the activities.					

Section C: Administration of laws/policies

Statement	SA (5)	A (4)	NS (3)	D (2)	SD (1)
1. I know the laws that govern this NGO in this area					
2. This NGO has tough laws that regulate access of items to the beneficiaries.					
3. This NGO adhres to both national and local laws in this area					
4. This NGO enacted by laws to support other existing laws for proper benefit to the community.					
5. There are penalties and prosecutions for staff involved in mismanagement from time to time.					

Section D: Monitoring/evaluation

Statement	SA (5)	A (4)	NS (3)	D (2)	SD (1)
1. The authority in thisNGO always monitor her activities					
2. The authority in the NGO always assesses whether there is always value for money to the beneficiaries					
3. The kind of monitoring activities in this area has ensured efficiency and effectiveness in the community					

4. The NGO authority evaluates her activities to assess achievement of set targets					
5. This NGO ensures that monitoring and evaluation methods lead to success of the beneficiary.					

Section E: Service delivery

Statement	SA (5)	A (4)	NS (3)	D (2)	SD (1)
1. Our NGO provides beneficiaries with appropriate education services.					
2. Our NGOs provides people with medical care services to the beneficiaries.					
3. Our NGO provide people with advocacy and governance services					
4. Our NGO provides the beneficiaries in accessing credit services.					
5. Our NGO maintains a dialogue and working respectfully with beneficiaries.					
6. NGO provides services that are not relevant to the beneficiaries.					

Appendix II: Interview Guide for CDOs

- i. In your view, describe the relationship between planning and service delivery of the NGOs in Kabale Municipality.
- ii. In your opinion, describe the relationship between administration of laws and and service delivery of NGOs in Kabale Municipality.
- iii. In your view, highlight on the relationship between monitoring/evaluation and service delivery by NGOs in Kabale Municipality.
- iv. In your view, explain how management systems(Policies, planning and M&E) affect service delivery in your organization

Appendix III: Krejcie and Morgan (1970) Table for Sample Size

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size.
S is sample size.