



UGANDA MANAGEMENT INSTITUTE

**RISK MANAGEMENT AND PERFORMANCE OF
HUMAN RIGHTS INTERVENTION
A CASE STUDY OF HUMAN RIGHTS FOCUS (HURIFO) GULU MUNICIPALITY**

By

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DECLARATION

I, **Richard Otika Lukumoi**, declare that this dissertation is my original work and has not been published or submitted for any degree award to any University.

Signature

.....

APPROVAL BY THE SUPERVISORS

This is to certify that this dissertation entitled “**Risk Management and Performance of Human rights Intervention: A case study of Human Rights Focus in Gulu Municipality,** was done under our supervision and is now ready for submission.

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DEDICATION

This work is dedicated to my wife Ms. Oroma Jannet, my child Lakareber Ann Faith, my parents Mr. Otika George William and Alal Mary and my brothers and sisters Oketayot Collins, Owacgiu Innocent, Atek Micky, Aciro Jennifer and Lakot Christine. I dedicate this work to them because of the support and encouragement they have given me academically, financially, morally and socially during my studies.

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ABSTRACT

This study examined the relationship between risk management and performance of human rights program in Uganda: a case study of Human Rights Focus (HURIFO) in Gulu Municipality. The purpose of the study was to investigate the relationship between risk management and performance of human right program. The study objectives was to find out the effects of human resource risk management on performance of human right program, to examine the effect of financial risk management on the performance of human right program and to investigate the extent to which administrative risk management affects performance of human right program.

The findings revealed that the management of human resource risks had a weak positive effect on performance of human rights program and this means that performance changes in the same direction with the level of human resource risk management. This means that improvement in motivation, performance appraisal and human resource planning contribute to better performance of human rights program. The management of financial risks was also found to have a weak positive relationship on performance of human rights program. This means that performance of human rights program changes in the same direction with improvement in the level of accountability, planning and budgeting as well as the use of financial policy.

The study also found that a positive relationship exist between the management of administrative risks and performance of human rights program and this means that improvement in the level of administrative risk management equally contribute to the improvement in performance of human right program. The study concludes that improvement in human, financial and administrative risk management contribute to improvement in performance of human rights program. The researcher recommends that managers need to use the best practices for the management of human, financial and administrative risks for improving performance of human rights program.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This study investigated the relationship between risk management and Performance of Human Rights Intervention in Uganda, A Case study of Human Rights Focus (HURIFO) a Non-Governmental Organization in Gulu Municipality. The Chapter presents the background to the study, statement of the problem, purpose of the study, objectives of the study, research questions, hypotheses, conceptual framework, significance of the study, justification, and scope of the study and operational definitions.

1.2 Background to the Study

1.2.1 Historical Perspective of the Study

Interventions directed towards promotion and protection of human rights is a critical factor for development since it is considered to be the ultimate goal of development. (Jacob 1999). Mervyn (2002), observes that several human rights organizations across the globe have incorporated the management of human, financial and administrative risks as one of the means of improving performance of their programs but very few of them have so far managed to produce maximum performance indicators in relation to reducing human rights abuse and violations. Chapman (1996), shares the same view when he argued that the results of human rights program are very minimal compared to the human and financial resources used by human rights organization during the implementation of their programs. Other than the above mentioned risks, human rights interventions face other risks like poverty and disease, political instability associated with military rebellion which caused massive human rights violations such as abduction, killings torture and crimes against humanity (Uganda Human Rights Commission report 2011).

South African Human Rights Commission (2007), observed that many African states and organizations are usually faced with major human, financial and administrative risks in the

implementation of their programs which significantly affects their performance because human rights organizations do not effectively and efficiently manage human, financial and administrative risks during the implementation of their programmes.

In Uganda, Human Rights Observer (2002), stresses that there are a number of human resource risks associated with, human rights organizations which affect their performance during the implementation of their programs. In addition, Article 45 of the 2005 Constitution of the Republic of Uganda declares the rights and duties relating to fundamental human rights and provides a framework upon which the State as the duty bearer is expected to protect and promote human rights. However, there are still a lot of human rights abuse and violations as a result of inefficient management of human, financial and administrative risks during the implementation of human rights programmes (Human Rights Watch journal, 2012).

Uganda Human Rights Network (2011), seems to be in agreement with the above line of argument when it observes that the existence of the war in Northern Uganda has claimed very many human lives and resulted into gross violations and abuses of human rights considering that about 1.8 million people were forced into Internally Displaced Persons (IDP) camps during the war period. With the cessation of hostilities, most of the people in northern Uganda have returned to their homes but are still facing numerous human rights violation and abuses resulting from land disputes, limited access to education and health, poor road network and inadequate clean and safe water (Human Rights Focus, 2008). There are also several cases associated with the violation and abuses of human rights despite the implementation of the various human rights programmes in Gulu Municipality. This study therefore investigated the relationship between risks management and performance of human rights interventions a case study of Human Rights Focus in Gulu Municipality.

1.2.2 Theoretical Perspective of the Study

This study was guided by the normative decision theory of risk management in public organizations (Fone and Young, 2000). The theory argues that rationality and cost benefit analysis was the only important approach that organizations could apply in making decisions for improving performance of their programmes. According to Ayyub (2003), organizations could achieve economic efficiency and effectiveness by applying Cost Benefit Analysis to risk management and this compares the costs and risks to determine the optimal risks value. Boorsma, (2006) further argues that there are reasons for applying risk management to public organizations which includes economization of financial loss and time, the prevention of human life loss, accomplishment of strategic objectives, targets and the general improvement in the organizations performances.

1.2.3 Conceptual Perspective of the Study

This study was conceived on the notion that if human rights organizations do not conduct effective and efficient management of human, financial, and administrative risks during the implementation of their programs, their performance will be affected (Quinsy, 2004). This is because human, financial, and administrative risks are related with performance of human rights program. It was therefore important for the managers to note that failure to effectively manage human, financial and administrative could negatively affect performance and improvement in the management of these risks contributes to achievement of targets and the general improvement in performance. (Vose, 2008).

D'Arcy (2001), however note that human rights organizations seem not to be adequately applying risk management strategies for the management of human, financial and administrative risks and this contributed to failure to achieve their targets and poor performance .Uganda Human Rights Commission (2011), argues that human rights organizations performance in Uganda were affected because managers were not motivation their employees to effectively implement human rights activities.

1.2.4 Contextual Background

According to Human Rights Focus (2008), the people of Gulu district in Northern Uganda used to live in peace with low level of human rights abuse and violations before the war. The existence of war however in the last two and half decades triggered the violations and abuses of human rights despite the return of the community to their original villages. Following the violations of human rights in the region, Human Rights Focus (HURIFO) together with other human rights organizations have been carrying out provision of legal aid services, community sensitization, capacity building and public dialogues in order to address the problems of human rights abuse and violations. Despite this effort, there are still increase in the rate of human rights abuses and violations due to failure by human rights organization to implement their activities as planned (Human Rights Watch 2010).

The research conducted by the United Nations Peace Building Program (2012), revealed that the incidence of human rights abuse and violations like torture, murder, detention beyond 24 hours, unlawful arrest, rape and defilement were still rampant in Gulu Municipality. According to Uganda Human Rights Commission(2011), the problems of inadequate and poor education, health and road services was still rampant despite the intervention carried out by human rights organizations in Northern Uganda. The above contextual situations all point to inefficient risk management strategies in the human right organizations.

1.3. Statement of the Problem

The violations and abuses of human rights in northern Uganda and Gulu in particular is increasing because of failure by managers of human rights organizations to systematically assess, identify, analyze and respond to human, financial and administrative risks. This therefore affected the implementation of awareness creation, advocacy, public dialogue and provision of legal aid services. The management of human, financial and administrative risks would contribute to the implementation of these activities as planned and achievement of targets for reduced rate of human rights abuse and violations.

Because of these, many people are not aware of their rights as shown by limited demand for human rights services (Oloka, 2011) and these points towards a gap in the performance of human rights organizations. This situation was attested to by the registration of 553 cases of torture, 173 cases of defilement and 13 rape cases in Gulu Municipality (Human Rights Focus Research Report, 2012). According to the report, other forms of violation and abuses included detention beyond 48 hours, unlawful arrest, murder, deprivation of rights to property, denial of rights to education and health (Uganda Human Rights Commission 2011).

This study was therefore aimed to find out the relationship between the management of Human Rights program risks (Human resource Risks, Financial Risks and Administrative Risks) and performance of Human Right Intervention .A case study of Human Rights Focus (HURIFO) in Gulu Municipality.

1.4. Purpose of the study.

To investigate relationship between Risk management and Performance of Human Rights Intervention in Uganda with special focus on Human Rights Focus (HURIFO) in Gulu Municipality.

1.5. Objectivities of the study.

- i) To find out the effects of human resource risk management on performance of Human Rights Focus in Gulu Municipality.
- ii) To examine the effect of financial risks management on performance of Human Rights Focus in Gulu Municipality.
- iii) To investigate the extent to which administrative risks management affect performance of Human Rights Focus in Gulu Municipality

1.6. Research Questions.

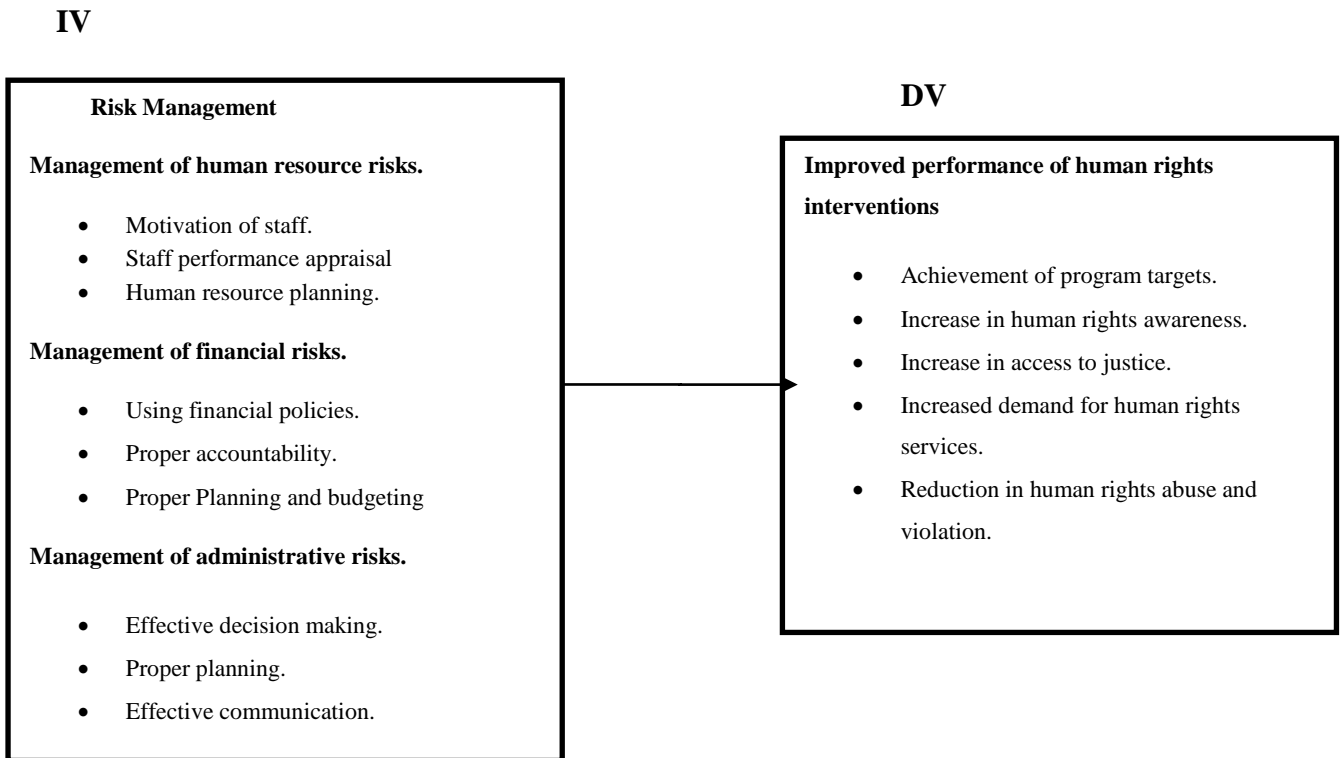
- i) What are the effects of human resource risks management on performance of Human Rights Focus in Gulu Municipality?
- ii) How does financial risk management affect performance of Human Rights Focus in Gulu Municipality?
- iii) To what extent does administrative risk management affect performance of human rights Human Rights Focus in Gulu Municipality?

1.7. Research hypothesis

- i) Human resource risk management has a direct effect on performance of Human Rights Focus in Gulu Municipality.
- ii) Financial risk management has a positive effect on performance of human rights interventions in Human Rights Focus Gulu Municipality.
- iii) Administrative risk management has a direct effect on performance of human rights interventions in Human Rights Focus Municipality.

1.8 Conceptual Framework

Figure 1.1: This conceptual framework was developed to show the relationship between risk management and performance of Human Rights Focus (HURIFO) in Gulu Municipality.



The above Conceptual framework was derived from the decision theory of risk management in organizations by Ayyub (2003), with a focus on rational decision making, Cost Benefit Analysis to risk management, economization of financial losses and time, the prevention of human life loss by Boorsma (2006) and attainment of specific goals by (Todd and Gigerenzer 2000) .It focused on the influence of risk management on Performance of human rights intervention. (Chapman, and Ward 2002), (Michael Armstrong 2003) and Project Management Institute (2000) PMBOK)

1.9 Significance of the Study

The study is intended to guide Human Rights Organizations in Gulu district in designing relevant risk management strategies for improving performance of their interventions. It is also aimed at forming a basis for further research in other related areas of interest in human rights

management interventions. The result of the study would also be used for advocacy by the communities to influence human organizations to improve on their risk management strategies and actions for improved performance of their programs.

1.10. Justification of the study

This study was necessary because little was known about the relationship between risk management and performance of Human Rights intervention among human rights organizations in Gulu Municipality. Studies on human rights situation in the district did not bring out clearly the relationship between risk management and performance of human rights intervention. For example a study conducted by Gulu District Sub Working Group in September 2004, on Sexual and Gender Based Violence in Gulu District.

This study therefore investigated the reason why human rights organizations in Gulu Municipality: A case of Human Rights Focus (HURIFO failed to effectively and efficiently manage human, financial and administrative risks during the implementation of their programs for bridging the gap and improving performance of their programs.

1.11. Scope of the study

The study covered geographical, content and time scope which included the followings:

1.11.1 Geographical Scope

Geographically, the researcher conducted the study in Human Rights Focus (HRIFO) Gulu Municipality. Gulu Municipality is approximately located 340 kilometers by road, north of Uganda's capital city, Kampala. The municipality has total of (4) divisions including Bardege, Layibi, Pece and Laroo and sixteen (16) Parishes with four (4) Parishes in each of the Divisions.

1.11.2 Content Scope

The content scope of the study was restricted to the independent variable of risk management and performance of human rights interventions as a dependent variable. The study on risk management was focused on identification, understanding and managing risk factors associated with human, financial and administrative risks, assessing and communicating risks factors by

risk managers in order to reduce its impact on the organizations performance. Performance of human rights interventions was focused on measuring achievements of targets and indicators of Human Rights Focus in Gulu Municipality.

1.11.3 Time Scope

In relation to time scope, the study analyzed the risk management strategies and performance of Human Rights Focus (HURIFO) from 2006 to 2013. This is because there were a lot of cases related to the violation and abuses of human rights and the study needed to investigate the situation and form a basis for policy makers to address the deteriorating state of human rights.

1.12. Operational definitions of terms and concepts

Risk

In this study, risk means that any potential situation or uncertain event that could negatively or positively affects human rights organization in achieving its objectives and expected targets during the implementation human rights programs.

Risk management

This means as systematic approach of managing risks by identifying, assessing, analyzing and responding to risk factors in order to reduce its effects on performance of human rights programs.

Performance of human rights interventions

Performance of human rights interventions was measured by achievement of targets and indicators related to human rights awareness creation and reduction of human rights abuse and violations.

Human rights

Article 20, clause 1 of the 2005 Uganda Constitution defines human rights as a fundamental rights and freedoms of individuals and groups which are inherent and not granted by the state. They include inherent privileges like medical facilities, freedom of speech, freedom from

inhuman and degrading treatment, rights to life, education etc. which are necessary for a healthy human life.

Human resource risks

Human resource risk results from inadequate employees for the implementation of the programme activities, employees demotivation and poor performance. This can happen due to lack of employee's motivation, performance appraisal for correction of deviation from the planned targets and human resource planning.

Financial risks

Financial risks in this study means that those external and internal actions and conditions that have negative implications on the use of organization's finance and activities. Financial risks results from irrelevant financial policies and management, lack of accountability and budget control and this negatively affects the implementation of human rights activities as well as achievement of the programme targets.

Administrative risks

Administrative risks are defined as those management actions related to policy implementation and organizations functions. Administrative risks include gaps in communication planning and irrational decision making during implementation of the organization's program.

CHAPTER TWO

LITERATURE REVIEW.

2.1. Introduction

This chapter presents the literatures in regard to risk management and performance of human rights program and the literature is organized in theoretical, conceptual, actual review and the summary.

2.2. Theoretical review.

Decision theory of risk management is part of the normative probability theory that is concerned with assessing the consequences of irrational and uncertain decisions. The theory is typically pursued by researchers who are economists, statisticians, psychologists, political and social scientists or philosophers Gerd Gigerenzer (2007). Normative decision models for decision making are based on how decisions are to be made and emphasize that decision maker has to be aware of the problem, posit a goal, weight alternative means and choose the best alternative according to its merit.

According to Ayyub (2003), organizations could improve its performance by applying Cost Benefit Analysis to risk management which compares the costs and risks to determine the optimal risks value. He argued that every rational decision maker faces the problem of seeking solutions which could enable him/her to maximize his/her net benefit and individuals are persistently irrational in their decision Drennan (2007). This argument was however criticized by (Habegger, 2008) who argues that costs are generally measurable but benefits may not necessarily be measurable since some organizations might not have access to relevant data to conduct Cost Benefit analysis.

In addition to the above argument on decision theory of risk management, Boorsma, (2006) argued that risk management is usually focused on economization of financial losses and time, the prevention of human life loss and accomplishment of strategic objectives and targets. Bounded/restricted rationality on risk management decisions assumes that that individuals are not in any way irrational when making decisions and decision makers wish to attain specific

goals, using their mind as far as possible for that purpose. (Todd & Gigerenzer, 2000). According to (Bazerman, 2004) implementation of risk management policy requires effective use of scarce resources in order to prevent potential harm from occurring in future. However, Leijten (2010) argues that if a set of conflicting interest are not mapped out and fully explained during the use of resources, decision might lead to the failure of a project (Hellwig 2004).

The decision making theory on risk management in public organization was chosen and used because decision making is one of the core variables related to human, financial and administrative risks management. The theory was also used to guide the research process and contribute to the success of this study.

2.3 Conceptual Review.

2.3.1. Management of human resource risks

Organizations need to look at all the human resource risks throughout their entire operation and incorporate risk management into all planning and decision-making. Strategic Human Resource Management (2007) defined human resource risk management as the management of people in order to accomplish organizational goals. According to this, the management of human resource risks was said to be concerned with planning for adequate personnel, motivation of employees as well as conducting employee's performance appraisal to identify the gaps for improvement of the organization's performance (PMBOK, 2000).

Motivation of staff

Motivation was defined as the influence or drive that causes an individual to behave in a specific manner and this was said to be consisting of energy, direction, and sustainability (Kroth, 2007). In an organizational context, a leader's ability to persuade and influence others to work in a common direction reflects his or her talent to motivate the staff.

A recent study which involved highly creative technical professionals found that the skills of employee's management were a significant motivating factor for effective and efficient implementation of human rights advocacy and awareness program. (Hebda, Vojak, Griffin, & Price, 2007). The study indicates that giving freedom, flexibility and time for solving complex problems was a significant motivator for employees. However the willingness and attitudes of employees towards the implementation of the program was also considered an important factor and managers of human rights organization were required to study and analyze their employee's attitudes and willingness to work for the improvement of their organization's performance.

A research by United Nations Peace Building Program (June, 2012), revealed that the conditions of work central to the effectiveness of human rights organizations officers were largely appealing and demotivating and this led to poor employees' performance during the implementation of their programs. In addition, the issue of promotions was also a problem since some of the officers who served for long period of time remained at the same rank of work and too much sectarianism and nepotism among human rights organizations staff. The study however emphasized on the need for addressing motivation problems as a way of improving performance of human rights programs but leaves out other risk factors like safety of employees, and their health which are critical for improving performance of human rights interventions.

Staff performance appraisal:

Performance is defined as 'the organization's ability to attain its goals and target by using resources in an efficient and effective manner (Mathis & Jackson, 2003).According to Armstrong (2003), performance is defined as a behavior, the way in which organizations, teams and individuals get things done basing on both inputs (behavior) and outputs (results) which needs to be determined by the Human Resource Management and Development Department (Khan, 2005).

Measurement of performance is considered to contribute to the achievement of human rights organizations targets since deviation from the planned target could be corrected and activities like awareness creation, public dialogue and stakeholders' involvement would be carried out as planned (Bratton, 2001). It is however important for managers of human rights organizations to note that performance measurement without correcting deviations from the planned targets would not contribute to the improvement of the performance of their programmes.

Human resource Planning

Human resource planning is considered to be the process by which an organization strikes a balance between the human resources required and acquired in the organization and the estimation of the number of qualified staff necessary to carry out the assigned activities (Robert, 2001).

According to (Huddart, et al, 2007), human rights organizations faced a lot of challenges associated with human resource crisis in relation to inadequate numbers of employees during the implementation of human rights interventions. He emphasizes on carrying out accurate and efficient human resource planning in order to have adequate human resources. It is also important to note that financial and material resources are also crucial for organizations performance in addition to human resources. Managers of human rights organizations need to consider those factors in addition to human resources for the improvement of their performance.

2.3.2 Management of financial risks

Using financial policy

According to Uganda Land Alliance, (2006), human rights organizations are considered to have very beautiful financial policies for managing financial risks but there are little to say about their practical application during the implementation of their activities. In relation to this, human rights organizations needed to make deliberate efforts to implement these policies for effective management of financial risks and improvement of their performance. Uganda Human Rights Commission, (2006). It is also important for managers of human rights organizations to conduct review and design of relevant financial policies in addition to its implementation for improved performance.

Accountability

According to Pollitt (2003), accountability is used as an alternative expression for many loosely defined political concepts, such as good governance, transparency, equity, democracy, efficiency, responsiveness, responsibility, and integrity (Dubnick, 2007). Accountability is seen as an institutional relation or arrangement, in which human rights organization could be held to account for the resources used during the implementation of programmes like advocacy, awareness creation, mediation and community dialogues (Bovens , 2007).

According to Bosworth (2005), building accountability is considered a gradual process and difficult to have a clear impact, although intermediate changes were often noticeable and properly administered the management of financial resources was important. However, there is also need to have clear accountability procedures much as well administered management of financial resources is important for improving performance of human rights programs. It is therefore important to note that accountability in human rights organizations contribute to effective and efficient use of financial resources for improved performance. This is because

activities will be implemented as planned and the actual targets will also be achieved as planned.

Proper planning and budgeting:

A budget is defined a financial document used to project the future income and expenses of an organization. According to Santiso (2005), planning and budgeting is considered inseparable and a critical process of decision making during which the individual interest and views are considered for effective implementation of the program. Brautigam (2004) argues that a budget should represent the views of different interest groups and staff. Participation in the budget process is important for strengthening accountability and priority allocation of resources during the implementation of human rights programmes.

It is however important to note that a good budget should be based on the idea of value for money but not only representing different interest for greater achievement of the program targets and impact. This therefore implies that participatory and cost effective budgeting will contribute to efficient implementation of human rights activities as planned for improved performance of human rights programmes.

According to Ford Foundation (2009), human rights organizations budget should focus at allocation of sufficient funds for effective implementation of human rights interventions. Checking funds allocated to human rights activities and how they were used is also important for improving performance. Much as allocation and checking funds is crucial for effective implementation of human rights activities, it is also to important to have transparency during human rights activity implementation for improving performance of human rights organization. This therefore implies that participatory budgeting, allocation of sufficient funds, cost control and transparency during the implementation of human rights activities positively influence performance in human rights organizations.

2.3.3 Management of administrative risks.

Effective decision making:

The term “Decision” means choice or judgment that you make after critical thinking or talking about the best thing to do. The use of information to improve decision making relating to allocation of resources during the implementation of human rights activities like advocacy, community sensitization and training can improve performance of human rights organizations (Bazerman, 2005).

According to Hemmingway (2006), the skills required for using information for effective decision-making are important for improved performance of human rights organization. Reiss, (2001), however holds that a functioning internal organization structure facilitates effective decision making in organizations. Organizations must carefully assess its mandate and economic conditions to determine how to structure procedures, relationships and decision making power (Slavin 2004).

Organizations however need to consider the interdependency between departments but not only the internal structure for effective decision making .This would contribute to relevant decisions for addressing the problems which arise during the implementation of human rights program

Proper planning:

Planning is defined as the process of deciding in advance what to do and how to do it. It is considered to be a decision making activity which requires the process of ascertaining objectives and goals and deciding on activities to attain these objectives and goals (Litman, 2006). Managers of human rights organizations faced a lot of challenges in planning due to unclear roles, and their decision reflects personal preferences without consulting other staff (Utt, 2005). Risk management planning is considered to be important for improving performance of human rights programs (Volunteer Canada, 2003). Risks like performance, administrative and other external risks are considered to be inherent during the program implementation and the organization’s directors and staff need to be mindful of those risks in order to improve

performance of their interventions (Robillard, 2001). However, the limitation of this view is that it focuses on only risk management planning within the organization without considering the involvement of other stakeholders and other external risks. (Wilkinson, 2011)

Effective communication:

Communication is defined as the exchange and flow of information and ideas from one person to another and it involves a sender transmitting an idea to a receiver (Green, 2004). It has been noted that many of the problems that occur in human rights organizations are direct result of ineffective communication which causes more problems and lead to confusion during the implementation of human rights activities (Baldoni, 2003).

Communication skills are considered to be the foundation for human rights organization success and the ability to communicate effectively with influence would determine the success of the organization (Palazzo, 2008). However there was also need to consider barriers to effective communication in human rights organizations (Luecke, 2003). Denning (2005), argues that effective communication could provide employees with feedback and motivation for the achievement of the program goals and objectives (Denning, 2005).

2.4. Summary of the literature review

In relation to financial risk management, Ayyub (2003) argues that organizations could improve its performance by applying cost benefit analysis in the management of financial risks. However, (Habegger 2008) is against his view and argued that costs are generally measurable but benefits may not necessarily be measurable and this presents a gap in the literature. (Bosworth 2005) indicates that staff participation in the budget process could improve decision making for effective allocation of resources as attested to by Reiss (2001). Meanwhile Utt (2005) argues that human rights organization faced a lot of challenges in the management of financial risks due to irrelevant financial policies.

In human resource risk management, Kroth, (2007) argues that having freedom, flexibility and rational decision making for solving complex problems was a significant motivator of

employees .The view was however criticized by Griffin, & Price, (2007) who attested that other factors like employees welfare needed to be considered for effective human resource risk management but not only, freedom and rational decision making. (Bratton, 2001) also holds that poor conditions of work demotivate staff and affects their productivity as well as improper human resource planning which lead to inadequate employees and affect organizations performance Huddart, et al, (2007).

On the management of administrative risks, Hemmingway (2006) argues that the use of information for effective decision-making is important for the management of administrative risks. According to (Reiss, 2001), a functioning internal organization structure facilitates effective decision making, planning and communications in organizations. (Slavin, 2004).

CHAPTER THREE

METHODOLOGY

3.1. Introduction.

This chapter presents the research design, study population, sample size and selection, sampling techniques and procedures, data collection methods and instruments, validity and reliability, procedure of data collection and data analysis techniques used during the study.

3.2. Research Design.

The study used a case study design. The rationale behind using a case study research design was based on the fact that a case study design gives a detailed contextual analysis, causal relationship as well as investigation and measurement of the variables under study (Amin, 2005). It is also a valuable method for obtaining true and comprehensive picture of individuality, careful observation of an organization and analyses of interaction between the factors that explain present status (Sekaran, 2003).

The study applied a mixed method where both qualitative and quantitative methods were used to improve on the quality of data collected (Bazeley, 2009). Mixed method is particularly useful when the researcher wants to develop and test an instrument or identify important variable to study quantitatively when the variables are unknown. (Creswell et.al, 2004). According to Morse and Niehaus, (2009), a mixed method for data collection was also used because a single methods for data collection.

3.3. Study Population

The study targeted Human Rights Focus (HURIFO) in Gulu Municipality with an accessible population of 107 staff with a sample size of 93 respondents. Human Rights Focus (HURIFO) was chosen because their vision and programs focuses on the promotion and protection of human rights. The organization was also chosen because it has taken long period of time in the implementation of human rights programs. Other reasons included strong partnership and networking with other human rights organization and its strategic location in relation to the study.

In the study, emphasis was put on Program Managers, Program Officers, Finance Managers, Project Officers, Field Officers, Human Rights Officers, Accountants, Legal Officers, Documentation Officers and Administrative Officers. These categories were chosen because they were knowledgeable and participating in the issues related to administrative, financial, human resource as well as performance appraisal. Some staff was also knowledgeable in human rights issues since they were experiences and actively implementing the program.

3.4. Sample size and selection.

The sample size of 93 respondents was selected basing on the (Krejcie and Morgan in 1970). The rationale for choosing this sample size is that a larger sample size leads to the generalization of the results of the study unlike for a smaller sample size which has negative implication on the validity of the results.

The sample was selected using the methods of purposive sampling where the researcher used his own judgment and common sense regarding knowledgeable participants from whom the information was to be collected (Amin, 2005). A simple random sampling was also used and the researcher obtained a sample from the population with equal chances of being selected.

Table 3.1: Table showing the population and sampling technique

Human Rights Focus and its Partners.	Target Population.	Sample size.	Sampling technique.
Program Managers.	9	9	Purposive sampling.
Finance Managers.	9	9	Purposive sampling.
Program Officers.	9	9	Purposive sampling.
Project Officers	19	14	Simple random sampling.
Field Officers.	14	10	Simple random sampling.
Accountants	5	5	Purposive sampling
Human Rights Officers	4	4	Purposive sampling
Legal Officers.	18	14	Simple random sampling
Documentation Officers	5	5	Purposive sampling.
Administrative Officers	15	14	Simple random sampling.
Total	107	93	

Krejcie and Morgan1970 (Amin 2005)

3.5. Sampling techniques and procedures.

Non-probability and probability sampling techniques was used to enrich results (Amin, 2005). Under these sampling techniques purposive and simple random sampling was used for quality data collection. During this process of sampling, the researcher started by defining the population of study, listing the elements of the population/ sampling frame, determining appropriate sampling methodology, deciding on an adequate sample size and selecting representative population.

Purposive sampling was used because it was inexpensive and t respondents were selected basing on their experience and knowledge. Simple random sampling was used because it provided the researcher with representative sample and every sample had equal chances of being selected.

3.6. Data collection methods.

The researcher used different data collection methods for the purposes of triangulation and enriching results (Amin (2005). This idea was also supported by Mugenda and Mugenda (1999) who advocated for the use of different methods of data collection for enriching research results. The following were the data collection methods used during the study.

3.6.1 Questionnaire survey.

Sarantakos (1998) argues that the questionnaire is the key data collection tool because it is self-administered and invariably uniform. It was used to collect quantitative information from a wide range of respondents, promoted faster collection of information and from a large sample. The questions were categorized scaled and coded to minimize bias due to the interviewers influence and to create confidentiality and anonymity.

3.6.2 Interviewing

This method was used to obtain information from the respondents about their feelings, perceptions, and attitudes towards risk management and performance of human rights interventions. (Amin 2005) and (Punch 2000)

3.6.3 Documentary review.

The researcher carried out review of relevant recorded and published information including minutes of meetings, situational and evaluation reports and financial reports since they were easily accessible and could save time and money in acquiring the information.

3.7. Data collection instruments.

This included both quantitative and qualitative instruments for the purpose of triangulation in order to promote reliability and validity. The questionnaire was used as the key instrument for quantitative data collections while the interview schedule, and documentary review checklist was used for qualitative data collection.

3.7.1 Questionnaires.

A self-administered questionnaire was designed to collect data on risk management and its effect on organizations performance. A questionnaire was preferred because it reaches a large number of respondents, cost effective and was good for quantifying responses from a large number of respondents (Punch 2,000). It was distributed to respondents two weeks in advance to give enough time for respondents to prepare and fill the questionnaires independently with relevant information.

3.7.2 Interview guide.

Interview guide was used during the study to facilitate face to face communication between the interviewer and the interviewee (Amin 2005). This was to enable researcher clarify unclear questions to the respondents and express themselves in a more detailed way in order to complement results from the questionnaires.

3.7.3 Documentary review check list.

This involved perusing the existing documents in order to find out how risk management affects performance of human rights interventions in Human Rights Focus (HURIFO). Relevant documents of interest like minutes of meetings, narrative and financial reports were reviewed since they were easily accessible.

3.8. Validity and reliability.

3.8.1 Validity.

Mugenda and Mugenda (1999) argues that validity is the extent to which conclusions and decisions are made on the bases of test scores which are appropriate and meaningful. Content validity was therefore used for this study in order to determine the degree to which a measure covers a range of meaning.

In testing validity of the instrument, a total of ten (10) drafted questionnaires were given to the expert judge to test the appropriateness of the instruments. An expert judge rated each item's relevancy as relevant(R) or not relevant (NR) and the items rated relevant by the experts were used in the computation of Content Validity Index (CVI) (Wilson, R. &Chomsky, A. 2012.) The calculation of Content Validity Index (CVI) is indicated below: The questionnaires were given to a total of 10 judges and out of these, 8 judges rated the items relevant.

Therefore Content Validity Index (CVI) = (No of judges declared items valid)/ (Total No of judges).

Content Validity Index (CVI) = $8/10 = 0.8$

The Content Validity Index (CVI) was therefore calculated to be **0.8**.

3.8.2 Reliability.

Reliability test was carried out to find out whether the instruments were consistent and stable in measuring what it was intended to measure. It was established by using internal consistency approach followed by a pilot study and the pilot study where a high co-efficient signified high reliability.

Table 3.2: Reliability analysis on questionnaire pre-test.

Variables	Alpha Combrach	Number of items
Human resource risk management.	0.644	11
Financial risk management.	0.555	12
Administrative risk management.	0.807	12
Performance of human rights intervention	0.868	9
For the three independent variables.	.797	35
For the dependent variable	.868	7

As shown in the above table the reliability test on dependent and independent variables yielded a high alpha of .868 with nine (9) items followed by administrative risk management with .807 alpha with twelve (12) items, human resource risk management with .644 alpha and eleven (11) items and financial risk management with .555 alpha and twelve (12) items. When all the three independent variables were pretested a total of .797 alpha with thirty five (35) items and .868 alpha for dependent variable with seven (7) items was obtained. These reliability test results indicated that the questionnaires which were developed for the study were reliable to be administered to the respondents for quality data collection.

3.9. Procedure of data collection.

Procedure of data collection provided a guideline and timeframe for the collection, analyses and reporting of data. The researcher sought approval of the entire proposal including data collection instrument from Uganda Management Institute. A request letter was therefore written by the researcher and attached to Uganda Management Institute introductory letter to get permission for data collection. The questionnaires were distributed to the respondents and collected after one week and documentary review as well as key informants for face to face interview was also conducted after making an arrangement with the respondents.

3.10. Data analyses

The researcher collected data, categorized the data, entered the data into computer and carried out data analysis by bringing order, structure and meaning to the mass information gathered (Mugenda & Mugenda, 1999). Descriptive, correlation and regression analyses were performed to establish the relationships between the variables of the study. Quantitative data was sorted, edited and categorized according to variables measuring concepts in the study and data was analyzed using SPSS, summarized and organized using a 5 likert scale.

Statistical Package for Social Science Research (SPSS) was employed to summarize and facilitate the coded data and quick interpretation of data collected was done (Amin 2005). A statistical test was conducted to determine relationship between the two variables and percentages and frequencies were also used for data analysis. However it was noted that regression analysis does more than just describing the strength of a relationship between two variables.

3.11. Measurement of variables

In quantitative method of data collection, a Likert-scale was used as a measure of the variables under study. The respondents chose those responses that best described their reactions to the statement from a continuum of strongly agree, disagree, strongly disagree and not sure. The response categories were weighed from 5 to 1 and the nominal scale was used for categorizing the variables in the questionnaire (Amin 2000).

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.1 Introduction

This chapter presents the findings of the study in accordance with the research objectives. The objectives of the study was to find out the effects of human resource risk management on performance of human rights intervention, to examine the effects of financial risk management on performance of human rights intervention and to investigate the extent to which administrative risk management affects performance of human rights intervention. Descriptive analyses, percentage distribution, bivariate correlation, and linear regression analyses to the study objectives was conducted to present the relationship between the variables.

There was also an analysis of the demographic characteristics of respondents to examine the level of education, age, gender, title of respondents on performance of human rights program. In order to understand the presentation better, the demographic characteristics were presented in the descriptive statistics of frequencies and percentage distribution.

4.2 Response rate

The response rate presented the participants that were involved in the study. These were the Program Managers, Program Officers, Finance and Administrative Officers, Project Officers, Human Rights Officers, Field Officers, Documentation Officers Legal Officers, Accountants and Administrative Officers. The Programme Managers and Finance Managers were interviewed while other staff filled the questionnaires. Amin (2005) holds that the response rate above 60% is acceptable and the response rate was 78% in this study.

Table 4.1 Response rate of respondents

Category of Respondents	Study Population	Sampled Size	Response	% of response rate
Program Managers interviewed.	9	9	7	78%
Finance Managers interviewed.	9	9	6	67%
Program Officers.	9	9	6	67%
Project Officers.	19	14	8	57%
Field Officers.	14	10	10	100%
Accountants.	5	5	2	40%
Human Rights Officers.	4	4	4	100%
Legal Officers.	18	14	14	100%
Documentation Officers.	5	5	3	60%
Administrative Officers.	15	14	13	93%
Total	107	93	73	78%

The study population of 107 respondents was used to determine the sample size of 93 respondents. In relation to this, a total of 93 questionnaires were submitted to the respondents and 73 were returned and some Programme and Finance Managers were also not interviewed. This represented an acceptable response rate of 78% of respondents who participated in the study as opposed to the response rate below 60% which is not acceptable. (Amin 2005)

4.3 Results on the background characteristics of respondents

The demographic characteristics of respondents participated in the study included age, occupation, gender, education attainments (qualifications), position held and duration of service in the organization.

4.3.1 Age of the respondents

The age bracket was very crucial for knowing whether the selected respondents were suitable for the study. Respondents were asked to indicate their age-brackets in the questionnaires which were given to them and the findings were summarized in the table below.

Table 4.2: The age bracket of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-30 years	34	56.7	56.7	56.7
	31-43 years	25	41.7	41.7	98.3
	44-56 years	1	1.7	1.7	100.0
	Total	60	100.0	100.0	

The table above shows that majority of respondents was within the age brackets of 18-30 years (representing 56.7%) with a frequency of 34, followed by those 31-43 years with 41.7 % with a frequency of 25 and 44-56 years and 1.7% with a frequency of 1. The results of these findings indicated that more respondents between the ages of 18-30 years old were involved in the study.

This has implication on performance of human rights interventions since the majority respondents were youth with diverse interests and needs which affects their commitment. The implication is basically reflected in lack of employee's commitment, as well as employees turn over which definitely affect the implementation of the project activities as well as the achievement of the program goals.

4.3.2 Gender of respondents

The researcher was mainly interested to know whether the respondent's gender could affect performance in Human Rights Focus (HURIFO) in Gulu Municipality. The researcher, therefore, asked the respondents to indicate their gender in the questionnaires issued to them during data collection and the results were summarized in the table below.

Table 4.3: Gender of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	26	43.3	43.3	43.3
	Female	34	56.7	56.7	100.0
	Total	60	100.0	100.0	

The above table showed that 56.7% of respondents were female with the frequencies of 34 and only 43.3% were male with the frequencies of 26 and this indicated that female were the majority respondents in the study. This showed that there was no gender balance in the organization since most of the staff was female meaning that gender issue was affecting ‘performance in Human Rights Focus (HURIFO) Gulu Municipality.

This is because some staff might prefer male supervisors for effective and efficient management and improved performance. The implication of this is that the female staff would intend to neglect and ignore instructions from the female staff and this presents a gap in the employee’s commitment, achievement of the programme target as well as the programme impact.

4.3.3 Respondents’ Level of Education:

This was related to the respondents’ education level during the study and the intention was to find out if their education level was affecting their performance. Respondents were therefore asked to indicate their education levels on the questionnaire as summarized in the table below.

Table 4.4: Respondent’s level of education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	6	10.0	10.0	10.0
	Degree	31	51.7	51.7	61.7
	Post-graduate	20	33.3	33.3	95.0
	Others	3	5.0	5.0	100.0

The table above showed that 51.7% or respondents were Degree holders with a frequency of 31 and 33.3% were at the Postgraduate/Masters level with a frequency of 20, and 10.0% of respondents were Diploma holders with a frequency of 6 and others were 5.0 % with a frequency of 3. This means that majority of human rights organizations considered education level when recruiting the organizations employee. This affects performance since the qualified and competent personnel would effectively implement the project activities by providing quality

services and results. It would also lead to the achievement of the program targets, goals and objectives.

4.3.4 Duration taken by respondents in the same organizations.

This was an analysis of the duration/period of service the respondents had taken in an organization. It was used to understand whether the duration taken by an employee in an organization affects risk management and performance as presented in the table below:

Table 4.5: Duration taken by respondents in the same organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 2 years	22	36.7	36.7	36.7
	2-5 years	33	55.0	55.0	91.7
	6 years and above	5	8.3	8.3	100.0
	Total	60	100.0	100.0	

The table above showed that 36.7 % of the respondents took less than 2 years with a frequency of 22, and 55.0 % took between 2 to 5 years with a frequency of 33 and 8.3 % of respondents took 6 years and above with a frequency of 5. This gave an interpretation that majority of these respondents had vast experience in the implementation of human rights programmes. The implication is that the experienced staff had the skills and competencies to effectively implement human rights programme within the required period of time and contribute to the achievement of the program target, goals and objectives for improved performance.

4.3.5 Title of the respondents

Below are the different categories of respondents who were interviewed during data collection in Human Rights Focus, Gulu Municipality. Their designations were obtained using the questionnaires which were given to them during data collection and the results were indicated in the table below.

Table 4.6 Respondents by title of responsibilities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Programme Officer	6	10.0	10.0	10.0
	Finance Officer	2	3.3	3.3	13.3
	Project Officer	8	13.3	13.3	26.7
	Field Officer	10	16.7	16.7	43.3
	Human Rights Officer	4	6.7	6.7	50.0
	Documentation Officer	3	5.0	5.0	55.0
	Legal Officer	14	23.3	23.3	78.3
	Administrative Officer	13	21.7	21.7	100.0
	Total	60	100.0	100.0	

The above table showed the title of respondents who were interviewed and given questionnaires during data collection. The results indicated that legal Officers were composed of 23.3% with a frequency of 14, Administrative Officers with 21.3%, with a frequency of 13, Field Officers 16.7% with a frequency of 10, Project Officers 13.3% with a frequency of 8, Program Officers 10.0% with a frequency of 6, Human Rights Officers 6.7% with a frequency of 4, Documentation Officers 5.0% with a frequency of 3, and Finance Officer 3.3% with a frequency of 2.

The differences in title and responsibilities indicated that the issue of qualification and competencies was considered to be important during recruitment of staff and this had an effect on risk management and performance in Human Rights Focus (HURIFO) Gulu Municipality. The implication is that the different qualification presents diverse skills and competency to effectively implement human rights programme and contribute to the achievement of the programme target, awareness creation on human rights and reduction in human rights violation.

4.4 Empirical Findings:

This study examined the relationship between risk management and performance of human rights program in Human Rights Focus (HURIFO), Gulu Municipality. Research questions were used to determine the way by which financial and human resource risk management affects

performance of human rights interventions and the extent to which the management of administrative risks affects performance of human rights interventions.

In order to test these research questions, the researcher presented empirical evidence using descriptive analyses, percentage distribution, bivariate correlation, and linear regression analyses to the study objectives. This presents the relationship between the variables in the study and the extent to which each variable affect each other. The survey questionnaires were indicated in the tables below and each items were measured using a 5-liket items scale ranging from the option of strongly agree, agree, disagree, strongly disagree and not sure.

4.4.1 Objective 1: To find out the effect of human resource risk management on performance of human rights interventions.

This objective was intended to measure the practice of human resource risk management by managers of Human Rights Focus (HURIFO). This objective was measured according to the three indicators of human resource risk management practices such as employees' motivation, performance appraisal and human resource planning in Human Rights Focus (HURIFO) Gulu Municipality. These results were obtained by using questionnaires administered to the respondents and face to face interview with the managers and the findings were indicated in the table below:

Table 4.7 Descriptive analysis on the effects of human resource risks management on performance of human rights intervention.

SN	ITEMS	SA%	A%	D%	SD%	NS%
1	Human resource risk affect performance of our programs.	28.3	66.7	00	00	5.0
2	The organization conducts human resource risks identification.	6.7	45.0	23.3	11.7	13.3
3	Our organization responds to human resource risks.	3.3	38.3	33.3	15.0	10.0
4	Relevant motivation practices are used for the organizations staff.	13.3	53.3	21.7	5.0	6.7
5	I am motivated by the organization to perform my task.	10.0	51.7	30.0	3.3	5.0
6	Employees' welfare is considered to be important.	21.7	58.3	11.7	3.3	5.0
7	The organization conducts staff performance measurement.	33.3	53.3	8.3	1.7	3.3
8	The organization conducts correction of deviation from planned target.	18.3	48.3	11.7	5.0	16.7
9	The organization conducts human resource planning.	13.3	31.7	21.7	8.3	25.0
10	We have adequate staff for the implementation of organization activities.	16.7	35.0	36.7	6.7	5.0
11	Staffs are committed to perform their work.	33.3	51.7	8.3	1.7	5.0

4.4.1.1 Motivation of employees/staff.

In relation to the above table the target respondents were asked on whether their organizations were responding to the risks associated with the motivation of employees and a total of 48.3% disagreed, 41.2% agreed and 10.0% were not sure. In addition, the researcher also collected data on whether employees were motivated during the program implementation and a total of 61.7% agreed, 33.3% disagrees and 5.0% were not sure.

This means that on average, managers of human rights organizations respond to human resource risks and motivate their employees to manage human resource risks during the implementation of their programs. However, the 48.3% and 33.3% of respondents who disagreed that risks were not responded to and staff were not motivated indicated that managers were not responding to human resource risks and using relevant motivation practices indicated negative implication on performance. These findings were also confirmed during face to face interview and using self-administered questionnaires.

This therefore means that identification and responses to risks as well as motivation of employees during the program implementation increase their effectiveness and efficiency which consequently improve performance.

4.4.1.2 Staff performance appraisal

In the above table, a total 86.6% of respondents agreed that staff performance appraisal was carried out by their managers during the implementation of human rights programs, only 10.0% disagreed and 3.3% were not sure. In addition to this 66.6% agreed that their organization was conducting correction of deviation from the planned targets, 16.7% disagreed and 16.7% were not sure.

The implication of this finding indicated that managers were conducting performance measurement and correction of deviation from the planned targets during the implementation of human rights programs and this contributed to significant improvement in the performance. This is because the total percentage of those who disagreed were only 26.7 % and 20.0% of respondents were not sure.

However, this also indicated that managers of Human Rights Focus (HURIFO) were not effectively using performance appraisal and correction of deviation from the planned target as a mechanism for managing human resource risks which negatively affected performance to a smaller extent. This finding was also consistent with the interview results from the administrators whereby they were asked on whether they were conducting performance management and correction of deviation from the planned targets .Majority of them reported that they were conducting employee's performance appraisal and correction of deviation from the planned target in order to manage human resource risks. *It was reported by one of the managers that employee's performance appraisal and correction of deviation from the planned targets improves performance of as well as the achievement of targets''.*

4.4.1.3 Human resource planning.

In addition, the respondents were also asked on whether human resource planning was conducted in their organization as an approach of managing human resource risks. In relation to this the table indicated that a total of 45.5 % of respondents agreed that human resource planning was conducted, 30.3% disagreed and 25.5% were not sure. Furthermore, a total of 51.7% agreed that they had adequate staff for the implementation of human rights programmes, 43.4 % disagreed and 5.0% were not sure. This means that on average managers of Human Rights Focus (HURIFO) were conducting human resource planning for acquisition of adequate staff for the implementation of their program and improving their performance.

However, the results also indicated that the organization was not conducting effective human resource planning which resulted to limited numbers of staff for the implementation of their programmes and this had negative implication on performance. The finding was also supported with the interview results conducted with one of the directors who said *“I always work as a Manager, Monitoring and Evaluation Officer and a program person and this really affects my productivity”*.

4.4.1.4 Correlation analysis on the effects of human resource risk management on performance of human rights interventions.

Correlation analysis was performed to establish if any relationship existed between human resource risk management and performance of human rights interventions. Pearson correlation coefficient (r) is the most commonly used bivariate correlation index which measures the association between two quantitative variables without distinction between the independent and dependent variables. According to Graham (2010) and (Laerd Statistics 2013), Pearson's correlation coefficient (r) is a measure of the strength and direction of association that exists between two variables.

They explained that the value of r is always between -1.0 and +1.0 such that if the value of r is negative (less than 0), it means a negative relationship exists and if it is positive (greater 0), it means the relationship between the two variables is positive. The Pearson's coefficients of Human resource risk management and performance of human rights interventions were presented in the table below.

Table 4.8: Correlation Coefficients of Human resource risks management and performance of human rights interventions.

		Human resource risks management	Performance of human rights interventions
Human resource risks management	Pearson Correlation	1	.163
	Sig. (2-tailed)		.212
Performance of human rights interventions	Pearson Correlation	.163	1
	Sig. (2-tailed)	.212	

Results of the correlation analysis in the table above showed that a weak positive relationship existed between Human resource risk management and performance of human rights interventions in Human Rights Focus (HURIFO), Gulu Municipality ($r = 0.163$, $p\text{-value} < 0.212$). In this analyses, the Pearson's correlation coefficient (r) was found to be greater than 0 and, hence, positive. This means that the performance of human rights program changes in the same direction with changes in the level of human resource risks management. It also indicated that the management of risks related to staff motivation, performance appraisal and human resource planning contribute to the improvement in performance of human rights program. This is reflected in the achievement of the program targets, reduction in the rate of human rights abuse and violations, and increase in human rights awareness creation. Therefore, improvement in human resource risk management would be followed by a better performance of human rights program.

4.4.1.5 Regression analysis on the effects of human resource risk management on the performance of human rights intervention.

In order to establish the effect of independent variables (human resource risk management) on dependent variable, a regression analysis was performed. According to Odiya (2009) and Laerd Statistics (2013), regression analysis is used when we want to predict the value of dependent variable based on the value of the independent variable. A simple regression analysis produces a Regression Model which shows three values (coefficients): the R Square, the Beta and the P-values.

The R Square measures the proportion of the variation in the dependent variable that can be explained by variations in the independent variable(s). Meanwhile, the Beta (β) coefficient is shown for each independent variable. It represents the strength and type of relationship that the variable has to the dependent variable. Lastly, the P-value shows how confident we can be that the relationship between the independent variable (s) and the dependent variable was not by chance (Laerd Statistics, 2013; Odiya, 2009 and Onen & Oso, 2005).The results of regression analysis to establish the effect of human resource risk management on the performance of human rights intervention are shown in the table below.

Table 4.9 Regression Results of Human Resource Risk Management and Performance of human rights interventions

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Dependent variable: Performance of human rights interventions	
	B	Std. Error	Beta			R Square	.027
1 (Constant)	2.390	1.188		2.011	.049	Adjusted R square	.010
Human resource risks management	.411	.326	.163	1.261	.212	F	1.589
						Sig.	.212 ^a

Dependent Variable: Performance of human rights interventions.

The regression results in the table above shows that at least 2.7% of the variation in the level of performance was a result of the variation in human resource risks management (R Square = 0.027, Beta = 0.163). This therefore, indicated that human resource risks management had some effect on performance of human right program.

It indicates some gaps in the motivation of staff, performance appraisal and human resource planning in relation to number of employees performing the tasks, demotivation and low performance. This contributed to the variation in the level of human rights awareness creation, achievement of the program targets and human rights abuse and violations.

4.4.2 Objective 2: To examine the effect of financial risks management on performance of human rights intervention.

This objective was developed to measure the effect of financial risk management on the performance of human rights program using the three indicators of financial policies, accountability as well as planning and budgeting. The information was collected using self-administered questionnaires which were given to the staff of Human Rights Focus (HURIFO) and a face to face interview with the Executive Directors and Finance Managers. The results of the study were represented in the table below:

Table 4.10: Descriptive analysis on the effects of financial risk management on performance of human rights interventions:

	Items	%SA	%A	%D	%SD	%NS
1	Financial risk management affects performance of human rights interventions.	56.7	31.7	1.7	00	8.3
2	The organization conducts financial risks identification.	3.3	21.7	40.0	20.0	13.3
3	The organization responds to financial risks during the program implementation.	00	28.3	48.3	8.3	15.0
4	The organization has relevant financial policy.	45.0	40.0	5.0		10.0
5	I have read and understood the policy.	13.3	58.3	10.0	5.0	13.3
6	The policy is implemented during the organization program.	11.7	68.3	8.3	3.3	8.3
7	There is transparency in accountability.	23.3	48.3	16.7	1.7	10.0
8	We have well established procedures of accountability.	28.3	50.0	11.7	00	10.0
9	We conduct planning and budgeting for our program.	21.7	53.3	10.0	6.7	8.3
10	Staffs are involved in planning and budgeting for the program.	20.0	50.0	21.7	1.7	6.7
11	We control our budget during the program implementation.	20.0	55.0	13.3	5.0	6.7
12	The budget is adequate for activity implementation.	11.7	43.3	25.0	11.7	8.3

4.4.2.1 Use of financial policies for managing financial risks.

In the above table, a total of 88.4% respondents agreed that financial risks related to the use of financial policies were affecting performance of their programs, 1.7% disagreed, and 8.3% were not sure. In addition, 80.0% of respondents agreed that financial policy was used during the implementation of their programs for managing financial risks, 11.6% disagreed, and 8.3% were not sure. This finding therefore indicated that Human Rights Focus (HURIFO) was using financial policy to manage financial risks during the implementation of their programs and this had significant effect on the performance. However a total of 13.3 % of respondents disagreed and this indicated that financial risks had negative implication on performance to a lesser extent. These findings were also confirmed with the interview results conducted with the administrators who suggested that the management of financial risks contributed to effective and efficient implementation of the program activities as well as improved performance.

4.4.2.2 Accountability:

In relation to accountability as a mechanism of financial risk management, the findings on the table above indicated that a total of 71.6% of respondents agreed that there was transparency in accountability, 18.4% disagreed and 10.0% were not sure. There were also a total of 78.3% of respondents who agreed that they had well established procedures of accountability in their organization, 11.7% disagreed and 10.0% were not sure.

The results therefore indicated that Human Rights Focus (HURIFO) had transparency in accountability and a well established procedure of accountability as indicated by the high percentage of respondents who agreed and this had significant effect of the performance. This is because transparency in accountability and well established procedures of accountability were contributing to effective and efficient implementation of human right activities.

However, the result also indicated that there was a problem in accounting for funds to a lesser extent which had a negative impact on the program implementation as well as the general performance. This was also confirmed with the interview results since some of the managers stated that they had established clear procedures of accountability in their organizations to avoid misuse of the program funds.

4.4.2.3 Proper planning and budgeting.

In regards to planning and budgeting, a total of 70.0 % respondents agreed that staff were involved in planning and budgeting for the program activities, 23.4% disagreed, and 6.7 were not sure. In addition to that a total of 75.0% of respondents agreed that the organization was controlling the budget during the implementation, 18.3% disagreed and 6.7% were not sure.

The findings showed that managers of Human Rights Focus (HURIFO) used participatory planning and budgeting as well as budget control during the implementation of human rights program as a mechanism for managing financial risks.

This addresses the problem of under budgeting or over budgeting which led to effective and efficient implementation of the program activities and improved performance. However there

was still need to improve on participatory planning and budgeting as well as the budget control during the implementation of human rights programs for a better performance since a total of 41.7% disagreed and 13.4% were not sure and this indicated a gap. This was supported by the interview results conducted with one of the Finance Administrators who stated that they were carrying out bottom up approach of budgeting and controlling their budgets in order to manage financial risks for improved performance of their program.

4.4.2.4 Correlation analysis on the effects of financial risk management on performance of human rights interventions.

Correlation analysis was again performed to establish the relationship between financial risk management and performance. The Pearson’s coefficients of this analysis are presented in the table below.

Table 4.11 Correlation Coefficients of financial risk management and performance of human rights interventions

		Financial risk management	Performance of human rights interventions
Financial risk management	Pearson Correlation	1	.031
	Sig. (2-tailed)		.816
Performance of human rights interventions	Pearson Correlation	.031	1
	Sig. (2-tailed)	.816	

Results in the table above showed that there was a very weak positive relationship between financial risk management and the performance of human rights interventions in Human Right Focus (HURIFO, Gulu Municipality ($r = 0.031$, $p\text{-value} < 0.816$). The correlation coefficient (r) was found to be greater than 0 though it was weak.

This means that the performance in Human Rights Focus (HURIFO), Gulu Municipality changes in the same direction with change in the level of financial risks management. When the level of financial risks management improves, there would also be improvement in the performance of Human Rights Focus in Gulu Municipality.

This shows that proper accountability, budgeting and adherence to financial policy during the implementation of human rights program contributes to the implementation of activities as planned and proper allocation of financial resources. This will lead to the reduction in the rate of human rights abuse and violation, achievement of the program targets and increase in human rights awareness.

4.4.2.5 Regression analysis on the effect of financial risks management on performance of human rights interventions.

In order to establish the effect of financial risk management on the performance of human rights program, a regression analysis was performed and the results are shown in the table below:

Table 4.12 Regression Analysis Results on the effects of financial risks management on performance of human rights interventions.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Dependent variable: Performance of human rights interventions.	
		B	Std. Error	Beta			R Square	.001
1	(Constant)	3.633	1.046		3.472	.001	Adjusted R square	.016
	Financial risk management	.066	.284	.031	.233	.816	F	.055
							Sig.	.816 ^a

Dependent Variable: Performance of human rights interventions

Regression results in the table above shows that only 0.1% of the variation in the level of performance was a result of the variation in financial risks management (R Square = 0.001, Beta = 0.031). This means that Financial risks management had a slight effect on the performance of human right interventions in Human Rights Focus, Gulu Municipality.

It therefore implies that any slight misuse of funds during the implementation of human rights activity, deviation from the use of financial policy and budgeting affects performance of human rights program due to failure to implement activities as planned and achievement of targets.

4.4.3 Objective 3: To investigate the extent to which administrative risks management affect performance of human rights interventions.

This objective was developed to measure the extent to which administrative risk management affects performance in Human Rights Focus (HURIFO), Gulu Municipality. The measurement was based on three indicators in the conceptual framework which included effective communication, proper planning and effective decision making basing on the data collected using the questionnaires which were given to the staff and face to face interview with the managers of human rights organizations. The results were therefore presented in the table below.

Table 4.13 Descriptive analysis of the effect of administrative risk management on performance of human rights interventions:

		%SA	%A	%D	%SD	%NS
1	Administrative risk management affects performance of our programs.	53.3	18.3	15.0	3.3	10.0
2	The organization conducts administrative risks identification	8.3	18.3	55.0	13.3	5.0
3	Administrative risks are responded to in this organization.	1.7	15.0	53.3	10.0	18.3
4	Risks issues are communicated to the staff after identification.	3.3	13.3	45.0	13.3	25.0
5	I am involved in decision making.	13.3	50.0	25.0	3.3	8.3
6	There is well established internal structure for decision making.	23.3	15.0	55.0	00	6.7
7	There is flexibility and decision making based on existing situation.	16.7	55.0	16.7	3.3	8.3
8	We do risk management planning.	8.3	35.0	21.7	13.3	21.7
9	I participate in planning for the organization activities.	18.3	5.0	10.0	11.7	10.0
10	We implement our activities as planned.	21.7	63.3	11.7	3.3	00
11	I receive timely communication during my work.	15.0	45.0	28.3	6.7	5.0
12	There is no communication gap.	8.3	33.3	38.3	10.0	10.0

4.4.3.1 Decision making:

In relation to effective decision making, the respondents were asked on whether human resource risks management affects performance of human rights program and a total of 71.6% agreed, 18.3% disagreed and 10.0% were not sure. There was also a question on whether managers of

human rights organizations were responding to administrative risks related to decision making and a total of 63.3% disagreed, 16.7% agreed and 18.3% were not sure.

In relation to the participation in decision making during the program implementation, 63.3% agreed, 28.3% disagreed and 8.3% were not sure. These findings revealed that administrative risk management had significant effects on the performance of human rights programmes. It was also indicated that some managers were not actively participating in responding to administrative risks and this was a problem during the implementation of human rights programs as well as performance.

However, the results also disclosed that managers were involving staff in decision making during the implementation of human rights programs which had significant effects on the performance of human rights programs. The finding was also supported with the interview results conducted with the managers of Human Rights Focus (HURIFO) .This is because most of them agreed that administrative risks was affecting performance of human rights program leading to the improvement of their performance.

4.4.3.2 Proper planning.

Basing on the above table, a total of 43.3 % of respondents agreed that they were carrying out risk management planning during the implementation of their programs, 35.0% disagreed and 21.7% were not sure. There were also 85.0% of respondents who agreed that the organization activities were being implemented as planned and 15.0% disagreed.

This therefore indicated that on average, managers were conducting risks management planning and implementing their activities as planned as an approach for managing risks and this had significant effects on performance of their programs. However, there was also a negative effect of administrative risks on the performance of their programs since a total percentage of 35.0 disagreed.

4.4.3.3 Effective communication.

Respondents were asked to give their view on whether they had timely communication during the implementation of their activities and a total of 60.0 % agreed that they were receiving timely communication, 35.0% disagreed and 5.0% were not sure. There was also a question on issues related to communication gap during the implementation of the organization's activities and a total of 41.6% agreed that there was no communication gap during the implementation of the organizations activities, 48.3% disagreed and 10.0% were not sure.

This means that on average, staff receives timely communication from their managers during the implementation of their programs which significantly affects performance of their programs. However, the 35.0% of respondents indicated that there was communication gap during the implementation of the organization's programs and this was delaying the implementation of the program activities as well as failures to implement activities as planned.

These findings were confirmed during face to face interview with the managers of Human Rights Focus (HURIFO) during data collection. The managers were asked to give their view on the effects of communication on the organizations performance. This indicated that effective communication during the program implementation increase their effectiveness and efficiency which consequently improve performance.

4.4.3.4 Correlation analysis on the effects of administrative risks management on performance of human rights interventions.

A correlation analysis was also performed to establish any relationship between administrative risk management and performance of human rights interventions and the correlation coefficients are shown in the table below.

Table 4.14: Correlation Coefficients on the effect of administrative risk management and performance of human rights interventions

		Administrative risk management	Performance of human rights interventions
Administrative risk management	Pearson Correlation	1	.116
	Sig. (2-tailed)		.377
Performance of human rights interventions	Pearson Correlation	.116	1
	Sig. (2-tailed)	.377	

Results in the table above indicated that there was a weak positive relationship between administrative risk management and the performance of in human rights program. ($r = 0.116$, $p\text{-value} < 0.377$). The correlation coefficient (r) was also found to be greater than 0 meaning that the performance in Human Rights Focus, Gulu Municipality changed in the same direction with change in the level of administrative risks management.

When the level of administrative risks management improves, there would also be improvement in the performance of human rights program. This means that effective communication during the implementation of all organization functions, proper planning for the programme implementation and risk identification as well as effective and rational decision making contribute to the improvement in performance. It will also result to increase in the achievement of the organization's target, reduction in the rate of human rights abuse and violation, increase in the number of right holders demanding for their rights and increased awareness on human rights.

4.4.3.5 Regression analysis on the effects of administrative risk management on the performance of human rights interventions

In order to assess the extent to which administrative risk management affects performance of Human Rights Focus (HURIFO), a regression analysis was performed and the results are shown in the table below.

Table 4.15 Regression analysis on the effect of administrative risk management on performance of human rights interventions.

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Dependent variable: Performance of human rights interventions.	
		B	Std. Error	Beta			R Square	.013
1	(Constant)	2.922	1.081		2.704	.009	Adjusted R square	.004
	Administrative risk management	.284	.318	.116	.891	.377	F	.793
							Sig.	.377 ^a

Dependent Variable: Performance of human rights interventions.

The regression results in the table above shows that at least 1.3% of the variation in the level of performance in Human Rights Focus (HURIFO) was a result of the variation in the administrative risks management (R Square = 0.013, Beta = 0.116). Therefore, Administrative risks management had a mild effect on the performance in Human Rights Focus, Gulu Municipality.

This means that the management of risks related to communication gaps, ineffective and irrational decision making, and improper planning contributes to the improvement in the performance of human rights program. This is because there would be implementation of the program activities as planned as well as achievement of the program goals and objectives.

Table 4.16 A descriptive analysis of performance of human rights interventions in relation to risk management in Human Rights Focus (HURIFO)

	Items	% SA	%A	%D	%SD	%NS
1	The organization achieves its targets as planned.	16.7	61.7	16.7	1.7	3.3
2	There is increase in awareness on human rights.	31.7	60.0	5.0	00	3.3
3	Demand for human rights services is increasing.	40.0	45.0	6.7	00	8.3
4	Rights holders are reporting cases of human rights violations and abuses.	25.0	53.3	10.0	00	10.0
5	There is reduction in the rate human rights abuses and violations.	10.0	36.7	31.7	6.7	15.0
6	Rights holders are easily accessing human rights protection services.	10.0	50.0	28.3	1.7	10.0
7	There is increase in the number of people accessing justice as a result of human rights awareness creation and advocacy.	23.3	45.0	16.7	1.7	13.3

This was conducted to measure performance of human rights programs and the measurement was done in terms of the achievement of the program targets and community awareness on human rights issues. It was also measured in terms of increase in demand for human rights services, access to human rights services, reporting cases of human rights abuse and violations by rights holders and reduction in the rate of human rights abuse and violations.

From the above table, a total of 78.4% respondents agreed that the organization was achieving their targets as planned, 18.4% disagreed and 3.3 % were not sure. In addition, a total of 46.7 % of respondents also agreed that there was reduction in the rate of human rights abuse, 38.4 % disagreed and 15.0 % were not sure. This means that the rate of human rights abuse and violations in Gulu Municipality is still high since the average percentage of respondents agreed that the rate of human rights abuse and violations were on the increase and some percentage disagreed.

4.4.5 Results from the interview with the Executive Directors and Finance Administrators of Human Rights Focus (HURIFO) in Gulu Municipality.

During the study, the researcher used the interview guide to collect data using face to face interview from the Executive Directors and Finance administrators of Human Rights Focus (HURIFO) in Gulu Municipality. The intention was to supplement the data collected using self-administered questionnaires and get detailed information on the effects of risk management and performance. The findings from the administrators on the effect of risk management and performance of their programmes were therefore explained below:

4.4.6 Interview results for objective1: To find out the effects of human resource risk management on the Performance of human rights interventions.

In relation to human resource planning, some managers stated that they had few staff due to limited resources and strings attached to donor funding. An Executive Director reported that she was working as a Program person, Monitoring and Evaluation Officer and a Human Resource Officer.

She added that the Project Officer was carrying out a lot of work which was affecting her efficiency and effectiveness during the implementation of the program as well as the program performance. Another issue which was leading to few human resources was employees turn over in the organizations which were resulting from limited funding to motivate and sustain them during the implementation of the program activities.

The Executive Director added that the above problems were affecting performance in such a way that activities were not implemented within the required time and this was leading to failure to achieve the program targets, limited project results and increase in the rate of human rights abuse and violations. On the issue of performance appraisal, majority of managers stated that they were carrying out performance appraisal in the beginning of every year and the

organization staff was asked to set at least three objectives and outputs in the beginning of the year in order to improve performance of their programs.

The staffs who never achieved their objectives and outputs were required to give the reason for their failure and training was conducted basing on the capacity gaps identified in order to improve performance of their programs. It was however said that conducting performance appraisal of staff had some positive implication on the performance of human rights programs since staff were achieving their set targets as they were trained basing on the capacity gaps identified.

During the interview, few respondents suggested that they were motivating their employees in order to retain them in the organizations. However some few respondents stated that they were motivating their staff by providing fringe benefits, training and delegating them and this had an effect on their performance.

4.4.7 Interview results for objective 2: To examine the effect of financial risks management on performance of human rights intervention.

One of the issues related to financial risks management was based on budgetary slack in the organization. This was basically on the issue of under budgeting by staff during the implementation of human rights activities. It was stated that the staff were living out the budget for other activities and only budgeting for activities whose targets could easily be achieved and implemented within the required time hence failure to achieve the program target.

In addition, it was also suggested that the budget adjustment by top management and donors were affecting the implementation of human rights activities and this was affecting program performance since some targeted beneficiaries were not reached with human rights services. Some donors were withdrawing their funding from the organization due to financial mismanagement and this negatively affected the rights holders from accessing human rights services.

On the issue of accountability, some managers suggested that much as there was transparency in accountability, some human rights organizations were misusing funding during the implementation of human rights programmes and this had negative implications on performance of human rights program. They added that misuse of donor funding were leading to delay in release of funding by the donors, slowing down the implementation of the program and closure of the program which negatively affected performance of human rights program. In relation to financial policy managers stated that they had relevant financial policy for their organization and the policy were implemented during the implementation of the organization programs.

However, managers suggested that they were managing financial risks by recruitment of technical staff that had knowledge on financial management and identification of financial management monitoring and evaluation techniques during activity implementation. They added that they were carrying out monitoring and evaluation of the program in order to find out how the money was used during the program implementation and developed a reporting template that helped to explain and explore a clear financial use.

They were also conducting a bottom up approach of budgeting by using budgets from lower staff and coming up with a consolidated budget during a budget conferences held by the organization. This was done with the aim of developing relevant budget for the activity implementation in order to improve performance of their programs and this contributed to the achievement of the program targets.

It was then stated that the above attempt to manage financial risks contributed to increase in funding by the donors for the implementation of the program activities and improved performance of human rights programmes.

4.4.8 Interview results for objective 3: To investigate the extent to which administrative risks affect performance of human rights interventions.

Under this objective, managers were asked on the extent to which administrative risks were affecting performance of their programs and the following responses were documented:

In relation to decision making, it was stated that the Board of Directors were slow in making administrative decisions for the organizations. They were also said to be slow in endorsing the organization policy to be implemented in the organization and this was delaying implementation of the organizations policy as well as the program implementation. In addition to decision making, it was also suggested that the Board members were making decisions which were influencing the processes of staff recruitment and other organization activities. This affected performance of the organizations programs since some staff were not qualified and experienced to effectively and efficiently implement human rights programmes.

In relation to planning for the organizations program, it was said that implementation, monitoring and evaluation of the program was not easy due to delays in the design of annual, quarterly, monthly and activity plan within the organization and this affected the implementation of the program activities. This also went to the extent of affecting human rights organizations clients since they were not getting the required human rights services like awareness creation, advocacy, and legal aid services.

Communication gap was also said to be a problem and this was leading to misunderstanding and lack of cooperation among staff and this affected the implementation of activities. Communication gap in human rights organizations in Gulu Municipality was also said to be affecting team and departmental support among the staff during the implementation of the program activities and this was leading to the failure and delay in the implementation of some human rights activities. Managers also narrated that they were managing administrative risks by

involvement of subordinates in decision making and delegation of authorities for effective implementation of the organization program and improvement in performance.

When asked about planning for the organization programs they suggested that they were encouraging staff to draw activity, monthly and quarterly work plan and adhere to their plan in order to implement their activities as planned and achieve their targets and this was leading to improved performance of their interventions. One of the managers added that they were developing relevant policies for the implementation of the organization programs and the general administrative functions for improved performance of their programs.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

Presentation of the summary of the findings, discussions, conclusions, and recommendations basing on the findings of the study. Some of the appropriate existing literatures were also used in the discussions as well as the limitations, contributions and implications for future research were also integrated in the chapter.

5.2 Summary

The findings of the study revealed that there was relationship between risk management and performance in Human Rights Focus (HURIFO) in Gulu Municipality. This was therefore confirmed from the data collected using face to face interviews and self-administered questionnaires. The descriptive analysis of these data indicated more empirical evidences on the relationship between risk management and performance of human rights interventions. The major findings of the study were therefore summarized according to the objectives indicated below:

5.2.1 Objective 1: To find out the effects of human resource risk management on the performance of human rights interventions.

Basing on this objective, the researcher found out that human resource risk management significantly affects performance of human rights interventions. This was focused on the relevant aspects of human resource risks management like identification, assessment, analysis and responding to risk factors related to motivation of employees, performance appraisal and human resource planning. An improvement in human resource risk management contributes to efficient implementation of the programmes as well as improvement in performance. It is also important to note that weaknesses in the management of human resource risks negatively affect performance.

5.2.2 Objective 2: To examine the effect of financial risks management on performance of human rights intervention.

In addition to the above the research findings also indicated that financial risks management which focused on identification, assessment, analysis and responding to the risks related to accountability, financial policy, planning and budgeting had effects on the performance of human rights program. This is because a total of 88.4% of respondents agreed that financial risks related to the use of financial policies were affecting performance of their programs, 1.7% disagreed, and 8.3% were not sure. This is because effective and efficient management of financial risks associated with planning and budgeting, use of financial policy and accountability was said to be contributing to effective and efficient implementation of human rights activities in the community hence improved performance.

5.2.3 Objective 3: To investigate the extent to which administrative risks management affect performance of human rights interventions.

Identification, analysis, assessment and responding to administrative risks related communication, planning and decision making during human rights program implementation was also found to be having effects on the performance of human rights programs to a greater extent. This is because a total of 71.6% agreed, 18.3% disagreed and 10.0% were not sure on whether administrative risks management affects performance of human rights program. This is because it was found that effective communication, making relevant decision and plan for human rights programs could contribute to the improvement in the performance of human rights programs.

5.3 Discussions.

5.3.1 Objective 1: To find out the effects of human resource risk management on performance of Human rights interventions.

In this objective, the sub indicators included motivation of employees, performance appraisal and human resource planning which positive effects on performance of human rights program. The results had indicated that there was significant relationship between human resource risk management and performance in Human Rights Focus (HURIFO) in Gulu Municipality. To emphasize on this findings, Hebda, Vojak, Griffin, & Price, (2007) advanced their argument that employee's management was a significant motivating factor for effective and efficient implementation of human rights interventions like advocacy and awareness creation.

The study also indicated that having freedom, flexibility, and resources was a significant motivator to employees and time provided by their management on solving complex problems. However the willingness and attitudes of employees towards the implementation of human rights program was also considered an important factor and managers of human rights organization were required to study and analyze their employee's attitudes and willingness to work for effective motivation and improvement of the program performance.

In addition, Bratton,(2001) also stated that employees performance measurement was considered to contribute to the achievement of human rights organizations targets since deviation from the planned targets could be corrected and activities like awareness creation, public dialogue and stakeholders' involvement would be carried out as planned .

Huddart, et al, (2007), further stressed that human rights organizations faced a lot of challenges associated with human resource crisis in relation to inadequate numbers of employees during the implementation of their programmes.

He emphasized on carrying out accurate and efficient human resource planning in organizations in order to have adequate human resources for the improvement of human rights programs. Managers of human rights organizations should therefore improve on motivation of their employees, performance management and human resource planning for improving performance of their programs.

5.3.2 Objective 2: To examine the effect of financial risks management on performance of human rights intervention.

This is the discussion on the effects of financial risk management with an emphasis on performance of human rights intervention in Human Rights Focus (HURIFO) Gulu Municipality. The management of effects of financial risks on performance of human rights intervention by managers was measured in terms of planning and budgeting, accountability and the use of financial policy in improving performance of human rights interventions in Human Rights Focus, Gulu Municipality.

The findings indicated that financial risks management had positive effects on the performance of Human Rights Focus in Gulu Municipality. The result was then consistent with the Ford Foundation report (2009), which stated that the budget was to progressively allocate sufficient funds to fulfill the implementation of human rights interventions. The report also supplemented that allocation of sufficient funds for human rights interventions, checking funds allocated to human rights activities and how their activities were executed was also important for improving performance of human rights interventions.

Brautigam (2004) further argued that a budget had to represent the views of different interest in human rights organizations and the staff participation in the budget process was important for strengthening accountability, priority allocation of resources and improvement of performance of human rights intervention. It was also found during the study that implementation of

financial policy had effect on the performance of human rights programs and this was related to the literatures from Uganda Human Rights Commission (2006) which emphasized on the need for managers to make deliberate efforts to implement these policies in order to improve performance of their programs. .However, it was important for managers to design, review and implement relevant financial policies other than focusing on its implementation only for the improvement of performance.

5.3.3 Objective 3: To investigate the extent to which administrative risks management affect performance of human rights interventions.

In relation to the study findings, it was observed that administrative risk management had significant effects on performance in Human Rights Focus (HURIFO) in Gulu Municipality. This objective of administrative risk management was measured in terms of the three indicators of planning for the organization programs, decision making and communication. The findings revealed that making effective and relevant decisions for the organization programs, communicating effectively and relevant planning for the organization had effects on performance of human rights interventions.

This was also related the existing literature advanced by Hemmingway, (2006) that the skills required for the use of information for decision-making and making decision basing on the existing situation were important for relevant decision making and the improvement in the performance .Palazzo, (2008) further stressed that communication skills were considered to be the foundation for the organization success and the ability to communicate effectively with influence would determine the organization's success during the implementation of human rights activities. This therefore confirmed that administrative risk management affects performance of Human Rights Focus (HURIFO) Municipality.

5.4 Conclusions

5.4.1 Objective 1: To find out the effects of human resource risk management on performance of human rights interventions.

When this objective was analyzed, the results indicated that the three indicators of human resource risk management which included motivation of employees, human resource planning and performance management had an impact on the performance. This is because it was observed that there was direct and positive relationship between human resource risk management and performance in Human Rights Focus (HURIFO). This means that improvement in human resource risk management practices like motivation, performance appraisal and human resource planning would contribute to improved performance.

5.4.2 Objective 2: To examine the effect of financial risks management on performance of human rights intervention.

The analysis of this objective confirmed that financial risk management which had the three indicators of planning and budgeting, accountability and use of financial policy had effect on performance. This was based on the fact that there was some relationship between financial risk management and performance in Human Rights Focus (HURIFO) in Gulu Municipality. The relationship between the two variables is that improvement in the management of financial risks like planning and budgeting, accountability and the use of financial policy contributes to the achievement of the program targets as well as the goals and objectives.

However the researcher concluded that the management of financial risks which involved planning and budgeting, accountability and use of financial policy needed the participation of both the managers and human rights program implementers for the improvement in performance.

5.4.3 Objective 3: To investigate the extent to which administrative risks management affect performance of human rights interventions.

After the analysis of this objective, the researcher found that the management of administrative risks which included the indicators of effective decision making, communication and planning had a direct effect on the performance of human rights program.

It was found that better management of administrative risks related to decision making, communication and planning during the activity implementation in Human Rights Focus (HURIFO) would improve performance and poor management would lead to low performance. Managers of Human Rights Focus (HURIFO) should therefore make relevant and effective decision, communicate effectively and design relevant plan for improving performance of their program.

5.5 Recommendations:

5.5.1 Objective 1: To find out the effects of human resource risk management on performance of human rights interventions.

In relation to the findings, conclusions and discussions, the following key issues had been recommended for effective and efficient management of human resource risks and improvement in performance in Human Rights Focus (HURIFO). In relation to the findings and discussions, it is recommended that employees performance appraisal needs to be conducted yearly with clearly set targets. This would help to identify employee's capacity gaps and addressing them for improved performance.

It has been stressed in the discussion that the organization faced a lot of challenges in relation to inadequate numbers of employees during the implementation of human rights interventions. Managers of Human Rights Focus (HURIFO) requires to conduct accurate and efficient human resource planning in order to avoid the risks resulting from limited human resources during the implementation of human rights programmes in Gulu Municipality.

Relevant motivational practices need to be applied in order to enhance employees' commitment and address the problem of rampant employee's turnover for improved performance of the organization. This is because the findings revealed that the problem of employee's turnover was rampant in the organization with all its negative implication on the organization's performance.

Regular identification, communication and responding to the risks related to staff motivation, performance appraisal and human resource planning by managers is also very crucial for improving performance as presented in the discussion section. This is because identification, communication and responding to risks related to staff motivation, performance appraisal and human resource planning were found to be associated with improvement in performance.

5.5.2 Objective 2: To examine the effect of financial risks management on performance of human rights intervention.

The researcher recommended that conducting frequent cost monitoring during the implementation of human rights activities would contribute to effective and efficient implementation of human rights program. This could be achieved through application of relevant procedures for budget control like adherence to the budget line, financial policy and appropriate authorization at different levels for improved performance of human rights programmes.

As the findings and discussions revealed a gap in allocation of funds for human rights activity, it is recommended that managers of Human Rights Focus (HURIFO) need to ensure adequate allocation and prioritization of funds for the implementation of human rights programmes. This would contribute to the achievement of the programme target and improvement in the performance of human rights programmes.

In this objective, it was recommended that managers should improve on bottom up approach of budgeting as well as participatory planning and budgeting for the organization program. This should include the bottom up approach of budgeting which was stated by one of the managers of Human Rights Focus (HURIFO). This is intended to address the problems associated with under/over budgeting presented in the findings, discussions and conclusions.

In relation to the conclusion, the researcher recommended that the management of financial risks associated with planning and budgeting, accountability and use of financial policy need the participation of both the managers and human rights program implementers for the improvement of the organization performance.

5.5.3 Objective 3: To investigate the extent to which administrative risks management affect performance of human rights interventions.

Discussions and findings with some managers indicated a gap and influence in decision making by the Board of Directors. In this regard, the researcher recommended that the organization's Board of Directors need to be trained on their roles and responsibilities in relation to decision making in organizations. This will address the problem of role conflict, delays in decision making as well as making decisions with negative consequences on the organization programmes.

Bottom up and participatory approach of decision making was also found to be a gap and the researcher recommended improvement in decision making approaches in order to make relevant decisions for effective and efficient implementation of the program activities and improvement in performance. Employee's need to be involved in decision making during the implementation of the programme activities and the general operation of the organization.

In addition, the researcher recommended improvement in communication channels in order to address the problems of communication gaps. This is because the findings and conclusion revealed that communication gaps were a barrier to effective and efficient implementation of

human rights activities. This would address the problems of risks associated with poor communication, improves on the activity implementation and the program performance.

The results of the findings indicated some weaknesses in the management of risks associated with planning. There is therefore need to effectively conduct participatory planning and risk identification during the implementation of the programme activities. This would help to implement the activities as planned and mitigate the risks during the programme implementation for the improvement of the organizations performance.

5.6 Limitations to the study:

The limitations of the study were related to the scope of the study. They include the followings: Considering the time allocated for the study which was virtually one (1) year only, the researcher had to limit the scope of the study to only the management of human, financial and administrative risks and performance of human rights interventions.

The time scope of the study was also limited to the period between 2006-2013 and yet more research need to be conducted to investigate the issues of risk management and performance of human rights program from 1996-2006 when the war in Northern Uganda started.

In terms of geographical coverage, the study covered only Human Rights Focus areas of operation in Gulu Municipality leaving out other areas of operation in Gulu District and there is need to conduct the same study in other geographical location to get detailed information.

In terms of methodology, the study used a case study design which applied mixed method and collected data using questionnaires, interviews and documentary review only and there is need to conduct the study using other research design and other data collection methods.

5.7 The contributions of the study:

The issue raised in this study contributed to the generation of more knowledge to the researcher from various perspectives and would form the basis for further research in similar areas of interest.

The study investigated the risks associated with limited numbers of staff in organizations, misuse of funds and communication gaps. This would help managers to design relevant mechanisms for addressing these risks.

The study suggested relevant recommendations for appropriate mechanisms of risk management like risk identification, communication and responses which could be used by managers of human rights organizations and other stakeholders implementing human rights interventions.

The study also contributed greatly to the identification of the reasons why human rights organizations were failing to effectively and efficiently manage human financial and administrative risks and suggested relevant mechanisms for managing risks for improved performance of human rights interventions in Gulu Municipality.

Other contributions of this study were on identification of the relationship between risk management and performance of human rights interventions. It also helped to identify factors that promoted the improvement of performance in Human Rights Focus.

5.8 Areas recommended for future research

In relation to the limitations of the study, the researcher suggested the following key issues which further researches could focus on.

Conducting the same study in wider geographical areas like in the Greater Northern Uganda where data would be collected from any district. This would help to carry out detailed investigation on risk management and performance of human rights program.

Programme scope management and performance of human rights interventions. A study on how organization manages the scope of their programme would also be important for improving programme performance.

The impact of employee's time management on performance of human rights interventions. There is need to conduct further research in order to find out how time management affects performance of human rights program. This is because organization face challenges in time management and yet it is an important variable for effective program implementation as well as the achievement of the programme goals and objectives.

Employees' retention and performance of human rights interventions. Employees retention is one of the key variables for improving performance of organizations and further research need to be conducted to find out how employed retention affects performance of organizations programme.

The relationship between employees' capacity building and performance of program. There is also need to conduct a study which aims at investigating the relationship between employee's capacity building and performance of programme. This is because employee's competencies are closely linked to performance.

The effects of partnership on performance of human rights programme. Partnership and networking between organizations are a key for effective implementation of the programme as well as the achievement of its goals and objectives. A study therefore needs to be conducted in order to find out how partnership between organizations contributes to the improvement in the program performance

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QUESTIONNAIRES FOR RESPONDENTS

Dear respondent,

I am grateful to inform you that you have been chosen to participate in this research which intends to examine the relationship between risk management and performance of human rights intervention in Human Rights Organizations in Gulu Municipality. The purpose of this study is purely academic, and your responses will be treated with the highest level of confidentiality. I therefore request you to reserve few minutes and answer the following questions.

SECTION A: Background information.

Please write or tick the most appropriate box that suits your response.

1. Name of the organization.....

2. Title

a) Programme Director.

b) Programme Officer..

c) Finance Officer.

d) Project Officer.

e) Field Officer.

f) Human Rights Officer.

g) Documentation Officer.

h) Legal Officer

i) Administrative Officer.

j) Others specify.....

3. Gender

a) Male.

b) Female.

4. Age

a) 18-30

b) 31-43

c) 44-56.

d) 57 and above.

3. Level of education.

- a) Diploma.
- b) Degree.
- c) Postgraduate.
- d) Others specify..... |

4. For how long have you worked with this organization?

- a) Less than 2 years.
- b) 2-5 years.
- c) 6 years and above.

DEFINATION OF RISK.

A risk is any potential situation or occurrence that could negatively affect the achievement of the programme goal and objectives. A risk is an exposure to loss or injury or a factor, thing, element, or course that involves uncertain danger. They can be categorized as human resource risks, financial risks, administrative risks, operation risks, risks from natural disasters etc. Examples of risks includes inadequate programme staff, lack of commitment from the project team, inadequate plans and procedures, miscommunications, delays in the programme implementation due to bureaucracy and lack of management support.

1- QUESTIONNAIRE

SECTION B: Risk Management and performance of human rights interventions.

Please rate yourself using the most suitable agreed alternatives as indicated in the following table. You are humbly requested to try as much as possible to honestly give the most suitable view in the statement below.

5	4	3	2	1				
Strongly Agree.	Agree.	Disagree.	Strongly Disagree	Not Sure				
Human resource risks management.				Answer (options)				
				5	4	3	2	1
1	Human resource risk management affects performance of our programmes.							
2	The organization conducts human resource risk identification.							
3	Human resource risks are responded to after identification.							
4	Relevant motivation practices are used for the organizations staff.							
5	I am always motivated to perform my task.							
6	Employees' welfare is considered to be important.							
7	The organization conducts staff performance measurement.							
8	The organization conducts correction of deviation from planned							

	target.								
9	We conduct human resource planning.								
10	We have adequate staff for the implementation of the organization's activities.								
11	Staff are committed to their work								
	Financial risk management.								
5	4	3	2	1					
Strongly Agree	Agree	Disagree	Strongly Disagree	Not Sure					
					Answers (Option)				
					5	4	3	2	1
1	Financial risks management affects performance of human rights interventions.								
2	The organization conducts financial risks identification.								
3	Financial risks are responded to during the programme implementation.								
4	The organization has relevant financial policy.								
5	The staff read and implement the policy.								
6	The financial policy is implemented during the organization programme.								
7	Transparency in accountability is considered a fey factor in financial management.								
8	We have well established procedures of accountability.								
9	We conduct planning and budgeting for the entire programme.								
10	Staffs are involved in planning and budgeting for the programme.								
11	We control our budget during the programme implementation.								
12	The budget is adequate for activity implementation.								
	Administrative risk management								
5	4	3	2	1					
Strongly Agree	Agree	Disagree	Strongly Disagree	Not Sure					
					Answers(Options)				
					5	4	3	2	1
1	Administrative risks management affects performance of our programme.								
2	The organization conducts administrative risks identification.								
3	Administrative risks are responded to in this organization.								
4	Risks issues are identified and communicated to the staff.								
5	I am involved in decision making.								
6	There is well established internal structure for decision making.								
7	There is flexibility and decision making based on existing situation.								
8	We do risk management planning.								
9	I participate in planning for the organization activities.								
10	We implement our activities as planned.								
11	I receive timely communication during my work.								

12	There is no communication gap.								
	Performance of human rights interventions.								
5	4	3	2	1					
Strongly Agree	Agree	Disagree	Strongly Disagree	Not Sure					
					Answers(Options)				
					5	4	3	2	1
26	The organization achieves its targets as planned.								
27	There is increase in awareness on human rights.								
28	Demand for human rights services is increasing.								
29	Rights holders are reporting cases of human violations and abuses.								
30	There is reduction in the rate human rights abuses and violations.								
31	Rights holders are easily accessing human rights protection services.								
32	There is increase in the number of people accessing justice as a result of human rights awareness creation and advocacy.								

Thank you for generously giving your views in the statement. I shall whenever possible get back to you.

Thank You,

Lukumoi .O.Richard.

GOD BLESS YOU!