

**RESULT ORIENTED MANAGEMENT PRACTICES AND INSTITUTIONAL  
PERFORMANCE IN UGANDA. A CASE OF IBANDA DISTRICT LOCAL  
GOVERNMENT**

**By  
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10/MMSHRM/23/055**

**A DISSERTATION SUBMITTED TO THE SCHOOL OF MANAGEMENT  
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UGANDA MANAGEMENT INSTITUTE, KAMPALA.**

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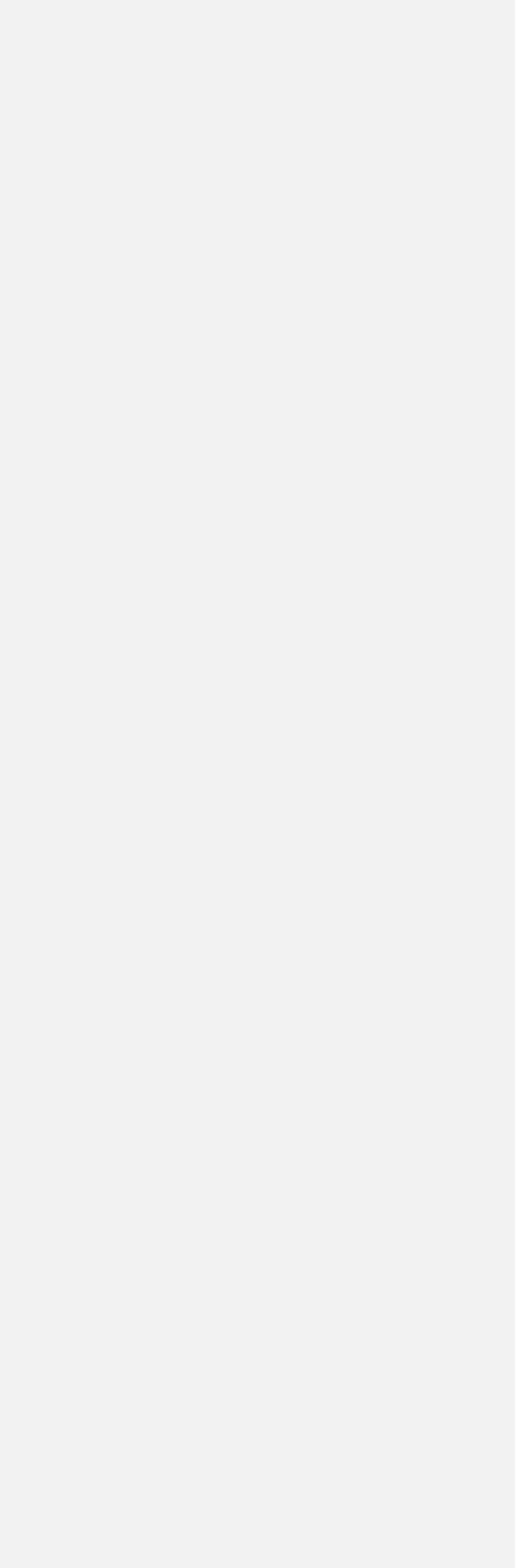
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**DECLARATION**

I Annah Komujuni, declare that this is my own dissertation and it has not been presented before to any University for any kind of academic award.

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Date.....



**APPROVAL**

This dissertation has been submitted for examination with approval of my supervisors.

**Dr. David K.W. Ssonko**

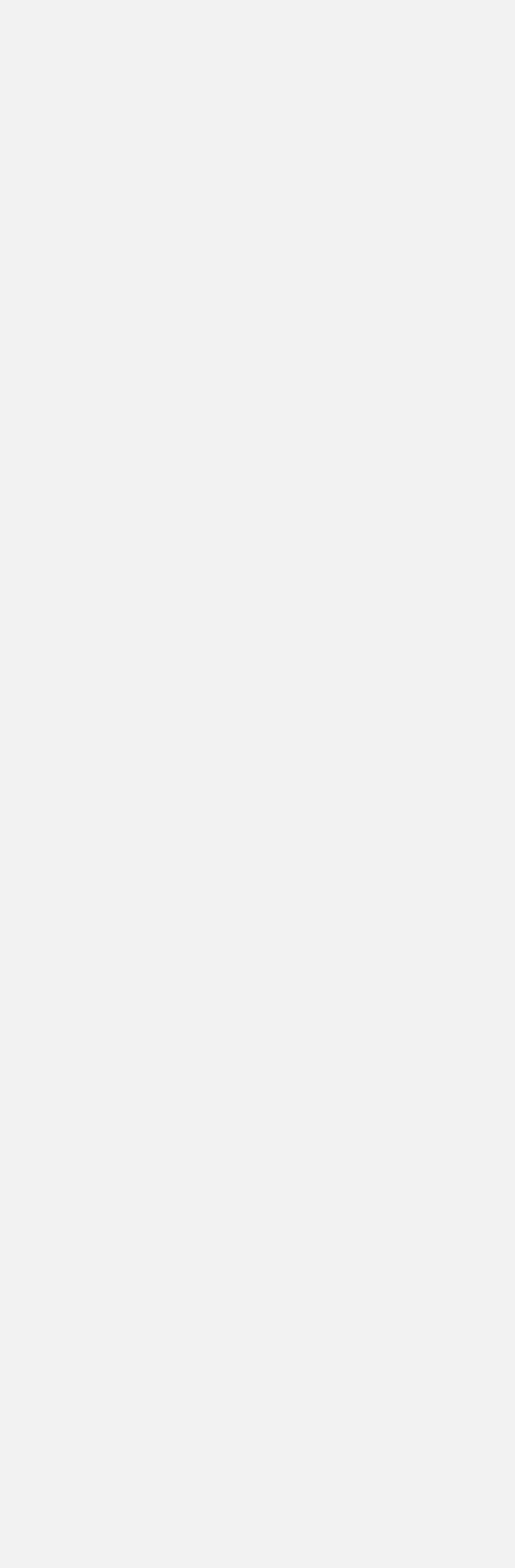
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**Dr. Sebastian Bigabwenkya**

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## **DEDICATION**

I dedicate my work to my beloved husband Mr. Ronald Kaija, my son Alvin Bob Aine and my daughter Renita Karungi Kaija. Also, to my dear parents Mr. and Mrs. Robert Mugizi, sisters and brother.

## ACKNOWLEDGEMENTS

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## TABLE OF CONTENTS

<b>DECLARATION</b> .....	<b>ii</b>
<b>DECLARATION</b> .....	<b>iii</b>
<b>APPROVAL</b> .....	<b>iiii</b>
<b>DEDICATION</b> .....	<b>iv</b>
<b>ACKNOWLEDGEMENTS</b> .....	<b>v</b>
<b>TABLE OF CONTENTS</b> .....	<b>v</b>
<b>LIST OF TABLES</b> .....	<b>xv</b>
<b>LIST OF FIGURES</b> .....	<b>xviii</b>
<b>LIST OF ABBREVIATIONS</b> .....	<b>xix</b>
<b>ABSTRACT</b> .....	<b>xx</b>
<b>CHAPTER ONE</b> .....	<b>1</b>
<b>INTRODUCTION</b> .....	<b>1</b>
1.1. Introduction.....	1
1.2. Background of the study.....	1
1.2.1. Historical background.....	1
1.2.2. Theoretical background .....	4
1.2.3. Conceptual background .....	4
1.2.4. Contextual background.....	6
1.3. Statement of the problem.....	8

1.4. Purpose of the study.....	9
1.5. Objectives of the study.....	9
1.6. Research questions.....	9
1.7. Hypotheses of the study.....	9
1.8. Conceptual framework.....	10
1.9. Justification of the study.....	11
1.10. Scope of the study.....	12
1.11. Significance of the study.....	13
1.12. Operational Definition.....	14
<b>CHAPTER TWO.....</b>	<b>15</b>
<b>LITERATURE REVIEW.....</b>	<b>15</b>
2.1. Introduction.....	15
2.2. Theoretical review.....	15
2.3. Institutional performance in Local Government.....	16
2.4. Strategic planning and performance of Ibanda District local government.....	20
2.4.1. Strategic direction formulation.....	20
2.4.2. Performance indicators Identification.....	21
2.5. Implementation monitoring and performance of local government.....	24
2.5.1. Resource allocation.....	24
2.5.2. Data collection on indicators.....	24



2.6.	Performance measurement and the performance of local government.....	2624
2.6.1.	Performance indicators .....	2624
2.6.2.	Performance reviews.....	2725
2.7.	Summary literature review.....	2827
<b>CHAPTER THREE.....</b>		<b>302828</b>
<b>METHODOLOGY .....</b>		<b>302828</b>
3.1.	Introduction.....	3028
3.2.	Research design .....	3028
3.3.	Target population.....	3129
3.4.	Sample Size and selection.....	3129
3.5.	Sampling Methods.....	3230
3.6.	Data Collection methods.....	3331
3.6.1.	Quantitative methods .....	3331
3.6.2.	Qualitative methods .....	3432
3.7.	Data collection instruments.....	3432
3.7.1.	Questionnaires.....	3533
3.7.2.	Interview guide .....	3533
3.7.3.	Documentary review checklist.....	3533
3.8.	Data Quality Control (Validity and Reliability) .....	3634
3.8.1.	Validity .....	3634

3.8.2. Reliability.....	3634
3.9. Procedure for data Collection .....	3735
3.10. Data Management and Analysis .....	3836
3.10.1. Quantitative data .....	3836
3.10.2. Qualitative data .....	3836
3.11. Measurement of variables .....	3937
<b>CHAPTER FOUR.....</b>	<b>403838</b>
<b>PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS.....</b>	<b>403838</b>
4.1. Introduction.....	4038
4.2. Response rate .....	4139
4.3. Background information .....	4239
4.4.1. The role of strategic planning on the performance of Ibanda District Local Government.....	4643
4.4.2. The role of implementation monitoring on the performance of Ibanda District Local Government.....	545151
4.4.3. How performance measurement affects the performance of Ibanda District Local Government.....	605757
<b>CHAPTER FIVE .....</b>	<b>676363</b>
<b>SUMMARY, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS... </b>	<b>676363</b>
5.1. Introduction.....	676363

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5.2. Summary of findings.....676363

5.2.1. Strategic planning and performance of Ibanda district.....676363

5.2.2. Implementation monitoring and performance of Ibanda District .....686464

5.2.3. Performance measurement and performance of Ibanda District.....686464

5.3. Discussion of findings.....686464

5.3.1. Strategic planning and the performance of Ibanda District .....696464

5.3.2. Implementation monitoring on the performance of Ibanda District .....716767

5.3.3. Performance measurement and the performance of Ibanda district Local Government736969

5.4. Conclusions.....757070

5.4.1. Role of strategic planning on the performance of Ibanda District Local Government757070

5.4.2. Role of implementation monitoring on the performance of Ibanda district .....767171

5.4.3. The role of performance measurement on the performance of Ibanda district local government .....767272

5.4.4. General conclusion of the study.....777272

5.5. Recommendations.....787373

5.5.1. Role of strategic planning on the performance of Ibanda District Local Government787373

5.5.2. The role of implementation monitoring on the performance of Ibanda district local government .....797474

5.5.3. The role of performance measurement on the performance of Ibanda district local government .....797474

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5.6 Limitations of the study .....	807575
5.7. Areas for further research .....	807676
<b>REFERENCES.....</b>	<b>827777</b>
<b>APPENDICES .....</b>	<b>ii</b>
Appendix I: .....	ii
Questionnaire for Employees of Ibanda District. ....	ii
Appendix II: .....	iii
Interview Guide for Key Respondents.....	iii
Declaration.....	ii
Approval .....	iii
Dedication.....	iv
Acknowledgements.....	v
Table of Contents.....	vi
List of Tables .....	x
List of Figures .....	xi
List of Abbreviations .....	xii
Abstract.....	xiii
<b>CHAPTER ONE: INTRODUCTION</b>	
1.1 Introduction.....	1
1.2 Background of the study .....	1

<u>1.2.1 Historical background</u> .....	1
<u>1.2.2 Theoretical background</u> .....	4
<u>1.2.3 Conceptual background</u> .....	4
<u>1.2.4 Contextual background</u> .....	6
<u>1.3 Statement of the problem</u> .....	7
<u>1.4 Purpose of the study</u> .....	9
<u>1.5 Objectives of the study</u> .....	9
<u>1.6 Research questions</u> .....	9
<u>1.7 Hypotheses of the study</u> .....	9
<u>1.8 Conceptual framework</u> .....	10
<u>1.9 Justification of the study</u> .....	11
<u>1.10 Scope of the study</u> .....	12
<u>1.11 Significance of the study</u> .....	13
<u>1.12 Operational Definition</u> .....	14

**CHAPTER TWO: LITERATURE REVIEW**

<u>2.1 Introduction</u> .....	15
<u>2.2 Theoretical review</u> .....	<b>Error! Bookmark not defined.</b>
<u>2.2 Institutional performance in local government</u> .....	15
<u>2.4 Strategic planning and performance local government</u> .....	20

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<u>2.4.2 Performance indicators Identification</u> .....	21
<u>2.5 Implementation monitoring and performance of local government</u> .....	23
<u>2.6 Performance measurement and the performance of local government</u> .....	25
<u>2.6.2 Performance reviews</u> .....	26
<u>2.7 Summary literature review</u> .....	28

**CHAPTER THREE: METHODOLOGY**

<u>3.1 Introduction</u> .....	29
<u>3.2 Research design</u> .....	29
<u>3.3 Target population</u> .....	29
<u>3.4 Sample Size and selection</u> .....	30
<u>3.5 Sampling Methods</u> .....	31
<u>3.6 Data Collection methods</u> .....	32
<u>3.6.1 Quantitative methods</u> .....	32
<u>3.6.2 Qualitative methods</u> .....	33
<u>3.7 Data collection instruments</u> .....	33
<u>3.7.1 Questionnaires</u> .....	33
<u>3.7.2 Interview guide</u> .....	34
<u>3.7.3 Documentary review checklist</u> .....	34
<u>3.8 Data Quality Control (Validity and Reliability)</u> .....	34
<u>3.9 Procedure for data Collection</u> .....	36

<u>3.10 Data Management and Analysis</u> .....	36
<u>3.10.1 Quantitative data</u> .....	37
<u>3.10.2 Qualitative data</u> .....	37
<u>3.11 Measurement of variables</u> .....	37

**CHAPTER FOUR: PRESENTATION, ANALYSIS , AND INTERPRETATION OF RESULTS**

<u>4.1 Introduction</u> .....	39
<u>4.2 Response rate</u> .....	40
<u>4.3 Background information</u> .....	40
<u>4.4.1 The role of strategic planning and performance</u> .....	44
<u>4.4.2. The role of implementation monitoring and performance</u> .....	52
<u>4.4.3. How performance measurement affects the performance</u> .....	58

**CHAPTER FIVE: DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS**

<u>5.1 Introduction</u> .....	64
<u>5.2 Summary of findings</u> .....	64
<u>5.2.1 Strategic planning and performance</u> .....	64
<u>5.3 Discussion of findings</u> .....	65
<u>5.4 Conclusions</u> .....	72
<u>5.5 Recommendations</u> .....	75

Formatted: Line spacing: Double

<u>5.6 Limitation of the study</u> .....	77
<u>5.7 Areas for further research</u> .....	77
<u>References</u> .....	79
<u>Appendix 1:</u> .....	83
<u>Appendix 2:</u> .....	89

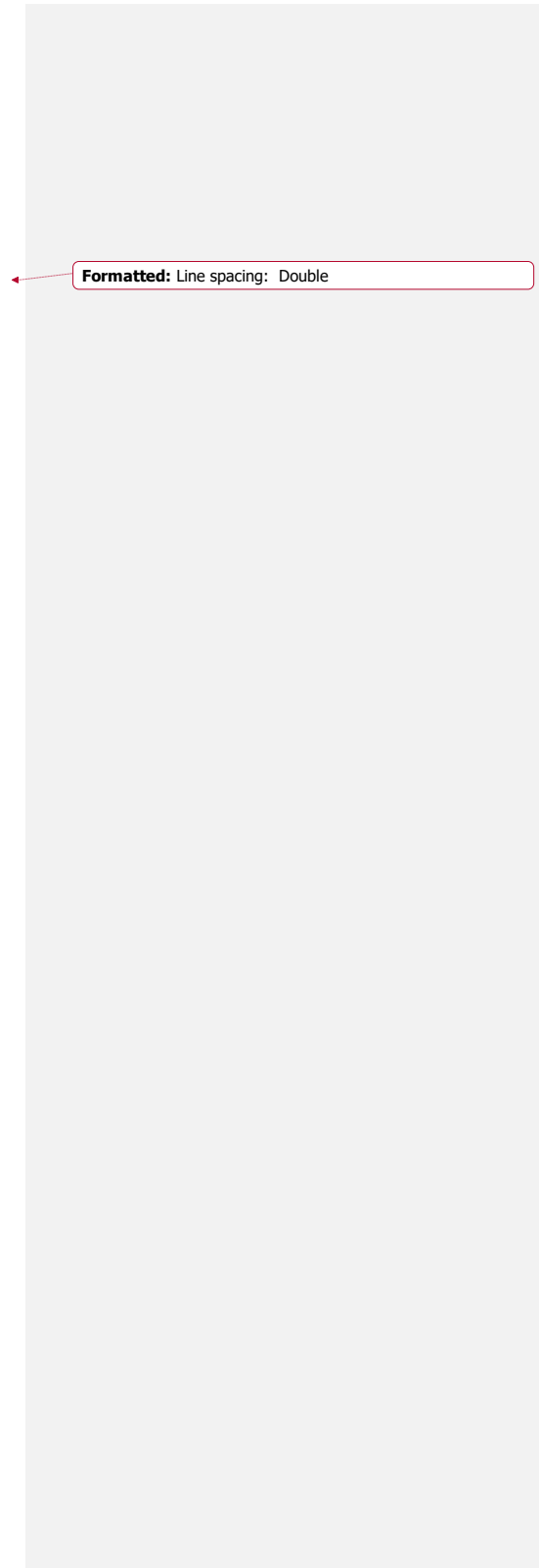


## LIST OF TABLES

Table 1: Sample Size .....	<u>323031</u>	Formatted: Line spacing: Double Field Code Changed
Table 2: Reliability Tests .....	<u>373536</u>	Field Code Changed
Table 3: Summary of study response rates .....	<u>423940</u>	Field Code Changed
Table 4: Age of respondents .....	<u>444142</u>	Field Code Changed
Table 5: Level of education of Respondents.....	<u>444142</u>	Field Code Changed
Table 6: Strategic planning and the performance of the district .....	<u>4744444</u>	Field Code Changed
Table 7: Correlation between strategic planning and performance .....	<u>53505150</u>	Field Code Changed
Table 8: Implementation monitoring and performance.....	<u>5552532</u>	Field Code Changed
Table 9: Correlation between implementation monitoring and performance .....	<u>6057587</u>	Field Code Changed
Table 10: Performance measurement and performance .....	<u>6158598</u>	Field Code Changed
Table 11: Correlation between performance measurement and performance .....	<u>6461621</u>	Field Code Changed

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**LIST OF FIGURES**

Figure 1: Conceptual Framework ..... 10

Figure 2: Gender of Respondents ..... 434041

Figure 3: Tenure of the respondents in the local Government..... 454243

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## LIST OF ABBREVIATIONS

<b>CAO</b>	:	Chief administrative officer
<b>CIDA</b>	:	Canadian International Development Agency
<b>KPIs</b>	:	Key Performance Indicators
<b>LC</b>	:	Local council
<b>MBO</b>	:	Management by objectives
<b>NDP</b>	:	National Development Plan
<b>PEAP</b>	:	Poverty Eradication Action Plan
<b>PPBS</b>	:	Program Performance Budgeting System
<b>PSRP</b>	:	Public Service Reform Programme
<b>RBM</b>	:	Result Based Management
<b>ROM</b>	:	Result Oriented Management
<b>UNDP</b>	:	United Nations Development Program
<b>UNESCO</b>	:	United Nations Educational, Scientific and Cultural Organization
<b>USAID</b>	:	United States Agency for International Development

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**ABSTRACT**

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## ABSTRACT

The study examined the role of result oriented management practices on the performance of Ibanda District local Government and looked at the role of strategic planning, implementation monitoring and performance measurement and how they affect performance of the district. The study used cross sectional survey design with both qualitative and quantitative approaches. The study population included CAOs, sub county chiefs, district staff members, district planners and local council leaders. Data collection utilized questionnaires and interviews. Means were obtained to show the central tendency of responses, and correlations to show relationships among variables. Findings revealed a significant positive relationship ( $r=0.852$ ,  $p=0.000$ ) between strategic planning and performance of the district. The district has a mission, vision and goals that are understood by all. Planners set unrealistic goals that are not achievable. Performance indicators exist but are rarely achieved beyond average. Implementation monitoring and performance are positively related ( $r=0.745$ ,  $p=0.000$ ). Resource allocation prioritization is largely violated by politicization, data collection is only done regularly by the health team, other departments do not have them and staff performance appraisals are rarely done. Performance measurement is significantly related ( $r=0.611$ ,  $p=0.000$ ) performance of Ibanda District Local Government. Only indicators that attract political attention are provided with feedback. It was therefore concluded that all the three aspects (strategic planning, implementation monitoring and performance measurement) significantly influence performance of the district. Most employees do not thoroughly understand ROM, Unrealistic goals are some times set, there is no actual prioritization of resources, key performing aspects are rarely captured and feedback system is very poor. It was therefore recommended that the district should conduct refresher courses

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specifically in ROM, need to carry out needs assessment, prioritize resource allocation according to urgency and put a system in place for all the identified indicators.

**CHAPTER ONE**  
**INTRODUCTION**

**1.1. Introduction**

The study examined the role of Result Oriented Management (ROM), also known as result based management (RBM), on the performance of local governments in Uganda with particular emphasis on Ibanda District. Chapter one presents the background to the study; statement of the problem; purpose of the study; objectives of the study; research questions; hypotheses; conceptual framework; scope of the study; justification of the study, significance of the study and; definition of terms and concepts. The next chapter explores the literature on the subject; chapter three describes the methodology that was used to carry out the study, chapter four presents the findings of the study and chapter five conclusions and recommendations.

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**1.2. Background of the study**

The background is structured in historical, theoretical, conceptual and contextual aspects which thoroughly explains management in general and Result Oriented Management in particular and how certain practices involved in this have contributed to performance of public institutions.

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**1.2.1. Historical background**

The concept of RBM or ROM is not really new. Its origins date back to the 1950's. In his book "The practice of Management", Peter Drucker introduced for the first time the concept of "Management by Objectives" (MBO) and its principles; Cascading of organizational goals and objectives, Specific objectives for each member of the Organization, Participative

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decision-making, Explicit time period, performance evaluation and feedback (Rasappan, 2006). This is largely related to the current ROM which is largely performance based.

In the 1960s across the world, ROM largely was reflected as Program Performance Budgeting System (PPBS) and management by objectives. These were early attempts at focusing on results and objective achievement. The early systems, although focused on results, came short on the detailed processes in terms of implementation (Koshy, 2009). In the 1970s, the Logical Framework approach was introduced, in an effort to better track the process. The Logical Framework was used extensively in many countries and organizations in the 1980s and the 90s in various forms as a management tool (Rasappan, 2006). The use of program logic in management and planning later evolved into the rudimentary versions of the RBM currently ROM (Rasappan, 2004). RBM is a performance-based strategic planning methodology that has been used by a number of countries successfully in driving both better and more focused planning and implementation of its public sector programs so as to improve service delivery.

The introduction of Result Oriented Management appears to have been driven by two key aims or intended uses and these are; management improvement and performance reporting which is accountability in the context of local governments. The focus here was on using performance information for management learning and decision-making processes (Cooley, 2008). For example, when managers routinely make adjustments to improve their programs based on feedback about results being achieved. A special type of management decision-making process that performance information is increasingly being used for is resource allocation. In performance based budgeting, funds are allocated across an agency's programs

on the basis of results, rather than inputs or activities. Emphasis shifts to holding managers accountable for achievement of specific planned results or targets, and to transparent reporting of those results (McAllister, 2009). In practice, governments tend to favor or prioritize one or the other of these objectives and according to their interests in the system.

In Uganda ROM was launched in 1997 and aims at enhancing performance and accountability. With ROM all Ministries, Departments, Agencies and Local Governments are required to prepare annual performance plans that reflect their performance output targets and with verifiable indicators as a basis for the appraisal of the performance of the organization and staff. In most ministries, ROM has potentially strong synergies with the annual budget process and the Ministry of Finance. The transparent and efficient use of public resources to the best possible outcomes for the citizens (clients/voters) is necessary in the modern world where the increased civic engagement requires the public bodies to be more transparent, and accountable for the resources allocated (Republic of Uganda, 2006).

ROM in Uganda was introduced under the Public Service Reform Programme (PSRP) to change the management culture in the public service. It was viewed as a strategy that would support the implementation of the Poverty Eradication Action Plan (PEAP), which clearly identified the need to ‘strengthen public sector performance and accountability’ through the implementation of ROM as an important strategy to meet the Government’s overall objective of eradicating poverty and transforming Uganda into a middle-income country (Republic of Uganda, 2006). In the meantime, PEAP has been replaced by the National Development Plan (NDP) which was successfully launched in mid-2010 and provides the macro-framework for national development in the next five years, i.e. July 2010-June 2015.

### **1.2.2. Theoretical background**

The study, was guided by Duignan's, (2009) Outcomes theory which provides a general framework for thinking about specifying, measuring, prioritizing, attributing, reporting, contracting and holding parties to account for their results or outcomes and the steps and activities they undertake to achieve their results or outcomes. Outcomes theory helps to work better in a range of different areas such as: strategic planning, evaluation, monitoring, evidence-based practice and contracting. Traditionally, these areas have been seen as somewhat separate and they have drawn on concepts and theories from a diverse range of disciplines. The purpose of outcomes theory is to make work in these areas easier and more efficient in two ways. Firstly, by making clear several conceptual principles which underlie all of these types of outcomes systems; in particular principles around measurement, attribution and accountability. A lack of clarity around these principles often leads to internal contradictions in current approaches and to frustration and wastage of effort on the part of those using them.

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### **1.2.3. Conceptual background**

Result Oriented Management (ROM) can essentially be termed as a contemporary management philosophy and approach that focuses on the appropriate and timely achievement of relevant goals and objectives through strategic planning, systematic implementation and resource usage, performance monitoring, measurement and reporting as well as systematic utilization of performance information to improve policy decision making and program performance at all levels (Atkinson, 2007). The definition emphasizes the importance of achieving results through systematic goals and objectives achievement and clearly states how this should be achieved. The ROM approach has been used in many

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countries as a strategic performance planning tool and hence attestable to improving performance.

ROM is a strategic management approach aimed at ensuring that all activities are structured around achieving desired results. It consists of three main processes: planning, monitoring and evaluation. Planning is about the definition and clarification of the objectives and scope of a project. It includes definition of realistic results, either outputs which are derived from the completion of activities and emerging from processing inputs or outcomes (broader changes in development conditions); definition of performance indicators to measure progress, baseline data to provide starting point from which to measure change and progress over time and targets results to be achieved by a specified time. Monitoring is an internal and continuous activity aimed at providing information to help meet targets and determine what actions must be taken to ensure progress. Evaluation is an independent and rigorous assessment, which involves an extensive analysis of either completed or ongoing activities (CIDA, 2009).

Results oriented management is a participatory and team-based approach to programme planning and focuses on achieving defined and measurable results and impact. It is designed to improve programme delivery and strengthen management effectiveness, efficiency and accountability. Result based management helps moving the focus of programming, managing and decision-making from inputs and processes to the objectives to be met. At the planning stage it ensures that there is a necessary and sufficient sum of the interventions to achieve an expected result. During the implementation stage RBM helps to ensure and monitor that all

available financial and human resources continue to support the intended results (Thomson and Steve, 2007).

#### **1.2.4. Contextual background**

Despite the early developments on ROM, there have been limited integrated approaches to render the RBM more dynamic and practical in its usage and as a comprehensive performance management system for government-wide implementation. Earlier understanding of RBM was either centered only on the budgeting system or through the personnel performance system but with minimal or no integration between the two. Since lines for program implementation are clearly established under RBM, resource planning and implementation therefore became more purposive and targeted. Performance monitoring, measurement and reporting are well structured under the RBM (UNESCO, 2008). This allows for timely information flow that can be strategically used by various levels of management for decision making.

Result Based Management basically requires top management within the Ministry and Departments to be actively involved in strategic performance planning and active consultation and consensus building with the lower accountability levels. This strategic performance planning process essentially focuses on client and client needs or problems analysis and on results at the various stages of implementation such as resource utilization (inputs), activity completion, output generation, and outcome/impact achievement. The cornerstone of the Integrated RBM is its detailed but practical focus on systematic and structured performance measurement and its requirement for linkages to be established with policy-making, resources management, program performance improvement, and other critical success factors in performance management. A critical component of the Integrated

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RBM system is the strategic use of an integrated performance monitoring and evaluation system used for program planning, monitoring evaluation, and performance reporting (Poate, 2007). This helps ensure systematic and structured performance planning, management, and measurement under the RBM and helps ensure tight linkages with resource usage and policy implementation.

Result oriented management in Ibanda district is an aspect that is largely written on paper than practiced. The district through the district planning department endeavors to put in place plans to guide all the activities of the district in a financial year. This is done by drawing a strategic plan that is usually stretching through a period of five years and reflecting activities of each year. All departments and governance units prepare their plans that are reviewed by district administration. However in spite of all these the actual result oriented management principles are not followed in terms of the appropriate and timely achievement of relevant goals and objectives through strategic planning, systematic implementation and resource usage, performance monitoring, measurement and evaluation. Majority staff members that would be implementing these aspects do not fully understand how to implement and use result oriented management. This has in many instances left objectives and strategic plans not followed and significantly deviating from them hence affecting the performance of the district which is reflected in the poor performance indicators which are poor roads, inadequate health services, poor performance in the education sector and poor quality services in situations where services have been delivered.

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### **1.3. Statement of the problem**

The government of Uganda through the Ministry of Local Government endeavored to put in place measures such as result oriented management to ensure that local governments at district level perform to the expected levels. Despite such efforts a great number of local governments in Uganda continue to operate without realistic results indicators, pro people needs objectives, performance monitoring strategies and re-integrating performance information into the system. Most local governments have result oriented management manuals in their catalogue systems but the practice of these guides in their daily management process remains a great weakness to some. Some districts are characterized by poor state of health centers to minimally serve patients and poor state of roads especially feeder roads that become impassable in rainy seasons.

In Ibanda District the situation has not been any different as they continue to meet only 60% of their annual objectives and in some sectors such as roads only 35% of their targets are met and in health sector only 66% is met (Ibanda District Performance Report, 2010). The fact that the district has not been able to meet its performance targets 100% implies that a lot of challenges remain to be seen in the system which calls for an investigation as to why despite the introduction of ROM, performance levels still remain average. Failure to meet performance targets has serious implications to national development as it has negative impact towards service delivery. If such a situation continues and set targets are not met, more resources may continue to be committed in non-priority areas and this will mean there will be continuous poor performance and this may lead to collapse of systems in the district. This study therefore intended to examine the role of Result Oriented Management practices on the performance of Ibanda district local government as a case study.

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#### **1.4. Purpose of the study**

The purpose of the study was to examine the role of Result Oriented Management practices on the performance of Ibanda District Local Government.

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#### **1.5. Objectives of the study**

The following constituted study objectives:

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- i. To examine the role of strategic planning on the performance of Ibanda District Local Government.
- ii. To assess the role of implementation monitoring on the performance of Ibanda District Local Government.
- iii. To examine the role of performance measurement on the performance of Ibanda District Local Government.

#### **1.6. Research questions**

The following questions were used to guide the study:

- i. How does strategic planning affect the performance of Ibanda District Local Government?
- ii. How does implementation monitoring affect the performance of Ibanda District Local Government?
- iii. To what extent does performance measurement affect the performance of Ibanda District local Government?

#### **1.7. Hypotheses of the study**

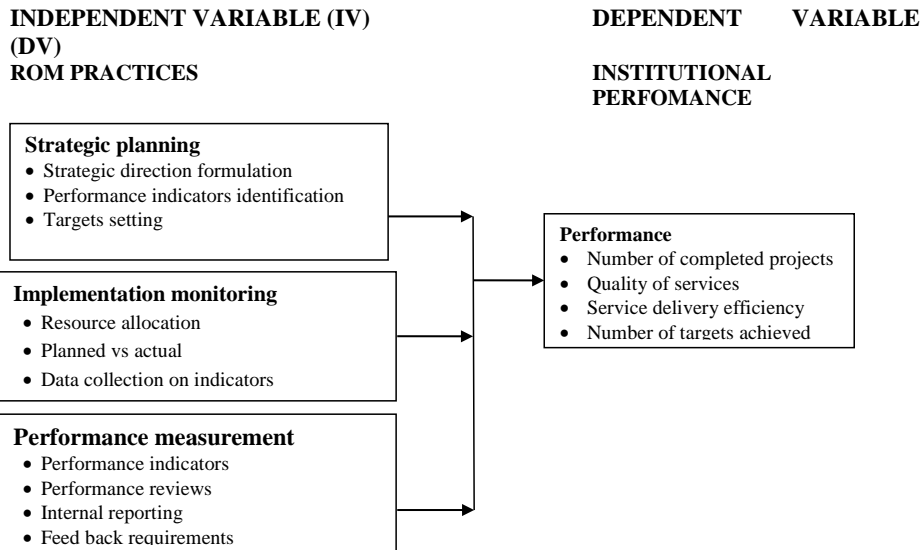
- i. Strategic planning significantly affects the performance of Ibanda District Local government.



- ii. Implementation monitoring has a significant influence on the performance of Ibanda District Local Government.
- iii. Performance measurement has a significant effect on the performance of Ibanda District Local Government.

**1.8. Conceptual framework**

The conceptual framework presents the independent variable as Result Oriented Management practices and the dependent variable as Institutional performance as outlined in Figure 1 below.



**Figure 1: Conceptual Framework on relationship between ROM practices and the performance of Ibanda District local government.**

Source: self conceptualized as guided by CIDA (2009); McAllister, (2009)

It is conceptualized that ROM practices involve strategic planning. Therefore the way in which strategic direction formulation is done, the nature of performance indicators identified

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and the way targets are tested significantly determines the nature of performance the district is likely to have. This largely affects the quality of services delivered, number of targets achieved and timeliness in which services are delivered. In implementation monitoring, the manner in which resources are allocated in the implementation process, whether what was planned is actually implemented and the nature of data collected on key indicators of ROM significantly determines the nature of performance the district is likely to achieve in terms of service delivery and the number of targets achieved. In the same way in performance measurement, when performance indicators are well outlined and followed, performance reviews well done, internal reporting systems well streamlined and feed back requirements put in place and well utilized, the nature of performance is likely to be influenced.

### **1.9. Justification of the study**

The study is justified by the fact that much as there are so many agencies in Uganda spearheading the use of Result Oriented Management, a lot of local governments continue to offer poor services to the people. This comes amidst many government programs that are spearheading effective management in various local government sectors, which have seen no or less impact. A lot of funds disbursed to districts continue to fetch no results as a result of poor management practices used. Therefore, there is great need to examine how the ROM practices have contributed to the performance of local government institutions in Uganda. The study might help to draw attention to where weaknesses lie in the use of ROM and draw conclusions that might help in improving performance among local governments. If the contribution of the ROM is not examined, so as to establish the major challenges and appropriate recommendations made, poor performance is likely to continue among many local governments.

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### **1.10. Scope of the study**

Geographically, the study was carried out in Ibanda District among the four sub counties which are Ibanda Town Council, Nyabuhikye, Kicenche and Rukiri. Services are supposed to be delivered to community members so there was need to involve sub county leaders who are nearer to the people and able to justify the situation of service delivery despite ROM practices.

Conceptually, the study looked at the role of Result Oriented Management practices on the performance of local governments in Uganda with specific reference to Ibanda District. The study specifically looked at the ROM strategic planning aspect, its implementation monitoring aspect and performance measurement aspect.

The study covered the period from 2005 to 2011 since it is the time when Ibanda was given a district status and service delivery still remains a big challenge to many.

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### **1.11. Significance of the study**

The results of this study are expected to be of value to the following:

**The public:** Having identified the key challenges and weaknesses in ROM practices, recommendations will be drawn and if implemented they may benefit the public through improved service delivery.

**Development promoters:** The information gathered in this study could be utilized by development promoters to know where the major weaknesses lie in using ROM practices especially among local governments and endeavor to suggest the way forward. This could be done basing on the recommendations that will be made and if implemented, this would help enhance the performance of local governments in Uganda.

**Policy makers:** As individuals charged with formulating policies, their understanding of the role of having functioning result oriented system of management remain a key task to them. Therefore, findings from this study may help them in formulation of better policies that will ensure effective functionality of Result Oriented Management.

**Researchers:** The issues raised in this study are likely to lead to the involvement of various researchers in generating more knowledge from various perspectives. The findings of this study could form a basis for further research to those interested in finding more on Result Oriented Management especially in public institutions.

**Researcher student:** The study will act as contribution to getting the Masters degree and to help the researcher understand deeply the major aspects of Result Oriented Management and will suggest appropriate possible recommendations and in the long run the researcher could be consulted on this issue.

### **1.12. Operational Definition**

**Result Oriented Management:** Maximum results based on clear and measurable agreements made upfront.

**Performance of the district:** Service delivery effectively and efficiently in quality and quantity as expected by community members.

**Strategic planning:** The long term and short term directions of the institution

**Implementation monitoring:** Ensuring that all the objectives as specified in the periodical strategic plan are strictly followed commensurate to the specified budget.

**Performance measurement:** Ensuring that all out puts are measured according to specified performance indicators in the strategic plan.

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## **CHAPTER TWO**

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### **LITERATURE REVIEW**

#### **2.1. Introduction**

This chapter presents the review of literature that was related to the topic under study and done according to the objectives of the study. The purpose of the review was to examine how the strategic planning, implementation monitoring and performance measurement influence the performance of an institution. The literature was sourced from easily accessible libraries in Uganda such as Uganda Management Institute, district resource centre, the internet, Ministry of Public Service and from relevant Ministries, Departments and Agencies (MDAs). For ease of presentation the review is structured into two sections; one reflecting the study objectives and the other theoretical review.

#### **2.2. Theoretical review**

The outcome theory predicts the output based on the inputs; therefore if the inputs are poorly planned, implemented and evaluated the results are likely to be poor. According to Duignan, (2009) Outcomes theory explains a general framework for thinking about specifying, measuring, prioritizing, attributing, reporting, contracting and holding parties to account for their results or outcomes and the steps and activities they undertake to achieve their results or outcomes. The use of outcomes theory remains more predominant in situations where the inputs directly lead to outputs and the manner in which it is done significantly affects the performance levels of an institution. Outcomes theory helps to work better in a range of different areas such as: strategic planning, evaluation, monitoring, evidence-based practice and contracting.

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Related to Result Oriented Management, outcomes theory provides a common conceptual framework which can be used to describe, assess and improve outcome systems of projects. In project management outcomes theory in its most comprehensive form in examining outcomes systems from a general conceptual point of view and want to better understand and identify their similarities and differences for the purposes of critiquing and improving such systems. One needs to understand the core aspects of outcome theory in order for it to be functional in the real project management situations. A good working understanding of the principles of outcomes theory can help to clarify many real-world problems and avoid expending unnecessary effort in the often futile exercises associated with many poorly constructed outcomes systems.

Therefore the outcomes theory is intentioned to make work easier and more efficient in different ways for example by making clear several conceptual principles which underlie all of these types of outcomes systems; in particular principles around measurement, attribution and accountability. Lack of clarity around these principles often leads to internal contradictions in current approaches and to frustration and wastage of effort on the part of those using them.

### **2.3. Institutional performance in Local Government**

Accountability in the modern context of local government is unique in comparison to other levels of government. Whereas historically, the focus of local government accountability and performance was limited to financial stewardship, the contemporary context of accountability

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has broadened and is increasingly complex (Kluvers, 2003). Local governments are held accountable not just for fiduciary responsibilities, but also for community planning, quality of service, local by-laws and regulations, and revenue generation. Efforts to improve efficiency and effectiveness (and their attendant accountability/reporting relationships) include the consideration of alternative service delivery (ASD) methods such as private-public-partnerships, outsourcing of services, and the adoption of new technology such as e-government initiatives. Kluvers (2003) points out that citizens hold local government officials accountable for the performance of these emerging initiatives and relationships. Additionally, the complexity of identifying public sector goals clearly has an affect on accountability within the public sector. In an environment where goals change frequently, there is some difficulty in assigning and accepting accountability. As a result, in many communities political and managerial functions of government coexist in an uneasy accommodation (Masson, 1994).

Increasing demands for services are creating fiscal pressures at the local government level. The relationships between local and central governments continue to change. Devolution of infrastructure responsibility to local governments, municipal growth and development, environmental sustainability, and the provision of social housing are examples of some of the complex issues being addressed by local governments. Local government officials experience pressure to couple service delivery demands with limited revenue-generating options (Melkers and Willoughby, 2005).

There is an important distinction between what “should” happen and what actually does happen when public sector organizations, including local governments, commit to designing and implementing performance measurement systems. Among the technical aspects of



performance measurement are the identification of goals, objectives and strategies for the organizations in which performance measurement will be implemented, the development of measures that are appropriate and accurate, and the design of systems that support performance measurement (gathering performance information, organizing it, analyzing it, and reporting it). In that perspective, Lindbald, (2006) suggests that the use of goals, measures, and data to evaluate services is called performance measurement. Agencies measure performance in several ways: amount of inputs and outputs, degree of efficiency, and type of outcomes. Input measures describe the amount of human or financial resources used to perform a service. Output or workload indicators refer to the amount of work performed. Outcome or effectiveness indicators show the degree to which service goals and objectives are reached. The ratio of inputs or outputs to outcomes provides a measure of efficiency.

In most public sector organizations, even if all these technical aspects line up, there is no guarantee that performance measurement will be successfully implemented. In addition to the technical face of performance measurement, there is the cultural/political face that must be successfully navigated in order to get a performance measurement system that is actually delivering what it was designed to deliver (McDavid and Hawthorn, 2006). Negotiating what the goals, objectives and strategies are is one example of the intersection of the technical and the cultural/political streams in designing and implementing performance measurement systems.

Others include organizational leadership, sufficient and sustained resources and commitment, clear two way communications as the system is designed and implemented and revised, clarity in the expectations around how performance information will be used, engaging

prospective users in the process of designing and implementing measures, engaging users in how performance information will be reported, and revisions to the system as experience with it accumulates (McDavid, and Hawthorn, 2006).

Financial restraints in public expenditures in recent years have resulted in calls for increased accountability and, consequently, in continuous efforts to improve the efficiency and effectiveness of public services (Pollanen, 2005). The aim of performance measurement is to address the issues of accountability and organizational performance. There are two general ways that performance measurement is expected to be deployed. First, it is intended as a key part of rendering public organizations and governments accountable. As well, performance measurement is intended to have an impact on the efficiency and effectiveness of organizations and their programs and services. Performance measures can be captured for varying purposes and audiences, which requires consideration in developing a meaningful performance measurement system.

Public or external accountability is the notion that governments must answer to their citizenry to justify the use of public resources; internal accountability refers to the notion that departments must report to their directors to justify the decisions made and the strategies followed (Bracegirdle, 2003). External accountability is the public face of performance measurement and is often associated with public reporting of performance results. Internally, performance measurement is reported to hold departments accountable for programs, operations, policies, processes and compliance with laws and regulations (Bracegirdle, 2003).

The complexity of performance reporting is illustrated by Kluvers (2003). He describes internal and external accountability within the context of three accountability relationships.

He suggests that three complex accountability relationships emerge: the council-citizen relationship, the council-administration relationship, and the administration-citizen relationship (Kluvers, 2003). In each case, the relative power and interests of the players within the three accountability relationships, and between them, will influence the nature and understanding of accountability. Performance is an important element of each of these accountability relationships (Forum on Municipal Governance and Accountability, 2006; Kluvers, 2003). “However, the problematic nature of accountability for performance is reinforced if it is seen to be reduced to the provision of performance information, since the data suggests that power, management control of performance information, the conflicting accountability relationships and the possible distortions created by these relationships could affect the integrity of the performance information (Kluvers, 2003).

#### **2.4. Strategic planning and performance of Ibanda District local government.**

Literature review in this objective will be looked at in regard to strategic direction formulation identification.

##### **2.4.1. Strategic direction formulation**

Strategic planning is an important aspect in Result Oriented Management. This involves a strategic results framework that contains definition of goals and objectives, appropriate indicators and targets, all essential for monitoring progress toward results and utilization of resources. In such instance all results are formulated so that they are measurable, verifiable and relevant (AusAID, 2008). Importantly, resources are adequate for achieving the identified results. The process also involves setting indicators and targets. Once strategic priorities are identified, developing a full-fledged result based management system can be

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divided into three phases which include; identify indicators to measure achievement of results. Indicators can be quantitative or qualitative in nature but provide a simple and reliable means to measure achievement, or to reflect changes connected to an operation or activity. Also there is setting targets to work towards a desired level of performance as required by the organization. Targets that are quantitative specify the actual achievement target within a specific time period, as a result of the operation of an activity. A target corresponds to a pre-defined performance indicator (Thomson and Steve, 2007). In local government minimum of such processes are done but their strict following remains an issue of contention among many local government structures. This largely stems from little or no knowledge on identifying setting achievable performance indicators of their respective districts.

In Result Oriented Management, formulating objectives remains among the core aspects which may affect the performance of an institution since the nature of objectives set determines the form of output. As part of project planning, the project's objectives should be clarified by defining precise and measurable statements concerning the results to be achieved (outputs, purpose, and goal) and then identifying the strategies or means (inputs and activities) for meeting those objectives. The project logical framework, or log frame for short, is a favourite tool used by development agencies for conceptualizing a project's objectives and strategies. The log frame is typically based on a five-level hierarchy model with assumed cause-effect relationships among them, with those at the lower level of the hierarchy contributing to the attainment of those above (Poate, 2007).

#### **2.4.2. Performance indicators Identification**

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Result Oriented Management requires project managers to select indicators. Indicators are developed for measuring implementation progress and achievement of results. The log frame provides a five-level structure around which the indicators are typically constructed. Indicators specify what to measure along a scale or dimension (Samuel, 2003). The relative importance of indicator types is likely to change over the project's life cycle, with more emphasis given at first to input and process indicators, while shifting later to output, outcome and impact indicators. The applicability of such levels in local government projects remain of significant importance to the achievement of set objectives. However in most cases local government authorities have failed to do such given the perception that it's public service where there is no need to stress a lot.

Setting targets is another component that helps Result Oriented Management achieve its performance targets in projects. Once indicators have been identified, actual baseline values should be collected for each, ideally just before the project gets underway. This helps to gauge whether progress is being made. Often agencies also set explicit targets for their indicators. A target specifies a particular value for an indicator to be accomplished within a given time frame. Targets help clarify exactly what needs to be accomplished by when. It represents a commitment and can help orient and motivate project staff and managers to the tasks at hand (McAllister, 2009).

A central element of Results-Based Management (RBM) is the formulation of performance indicators. Most local government entities struggle with identifying critical success factors, key performance indicators (KPIs), and appropriate targets to guide achievement efforts (Samuel Greengard, 2003). In consideration of indicators, there is a problem of the relevance

and accuracy of indicators, and whether reaching a target means anything. It's quite difficult among many local governments to have enough experience with performance measurement to be able to use targets to encourage results without incurring any adverse and unwanted effects. This has been true in other jurisdictions that have implemented RBM in countries like Thailand. For example, one American city tried to reduce the amount of time needed to collect garbage by giving incentives to teams that finished early. It later found that in their hurry to meet targets, the garbage truck drivers were involved in many more accidents (Picciotto and Rist, 2005). This and other examples suggest testing methods of improving performance and results under actual conditions and perhaps, on a pilot basis so as to have the required results.

Developing performance measurement is associated with fundamental institutional changes in positive and negative ways. New and innovative approaches of performance measurement are not always an easy fit with existing institutional practices and structures both horizontally (across agencies) or vertically (across levels of governments). The introduction of performance initiatives can engender unexpected tensions and conflicts within departments and ministries, as well as across departments and ministries. Therefore, building ways of harmonization of performance measurement within and across agencies and ministries is a priority in balanced and integrated performance measures. A major goal of integrated performance measurement is to bring a high degree of policy coherence to the country. The government can develop information systems and decision-support systems to track, coordinate and harmonize related initiatives (Jarvie, 2008).

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## **2.5. Implementation monitoring and performance of local government.**

Literature review in this objective will be looked at in regard to resource allocation and data collection on indicators

### **2.5.1. Resource allocation**

Resource allocation in the implementation process is very important. Implementation monitoring at project level is concerned with measuring both a project's implementation progress and with results achieved. These two broad types of project performance measurement might be distinguished as; implementation measurement which is concerned with whether project inputs in terms financial, human, material resources and activities such as, processes are in compliance with design budgets, work plans, and schedules, and results measurement which focuses on the achievement of project objectives (whether actual results are achieved as planned or targeted). Results are usually measured at three levels; immediate outputs, intermediate outcomes and long-term impacts (Jarvie, 2008). Whereas traditionally the development agencies focused mostly on implementation concerns, as they embrace results based management their focus is increasingly on measurement of results. Moreover, emphasis is shifting from immediate results (outputs) to medium and long-term results in regard to outcomes, impacts (UNESCO, 2008).

### **2.5.2. Data collection on indicators**

In Result Oriented Management Monitoring (collecting) performance data is an important aspect that helps to show the progress of the project. Once indicators and targets are set, actual data for each indicator is collected at regular intervals. Implementation monitoring

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involves the on-going recording of data on project operations, tracking funds and other inputs, and processes. It involves keeping good financial accounts and field activity records, and frequent checks to assess compliance with work plans and budgets. Results monitoring involves the periodic collection of data on the project's actual achievement of results e.g. its short-term outputs, medium-term outcomes, and long-term impacts. Data on project outputs are generated mostly by project staff and are based on simple reporting systems. Data on intermediate outcomes are generally collected from low-cost rapid appraisal methods, mini-surveys or consultations with the project. Measuring impacts usually requires conducting expensive sample surveys or relying on already existing data sources such as national surveys, censuses, registration systems, etc. Data collection at the higher levels especially at the impact level is often considered beyond the scope of the implementing agency's normal responsibility (Hanna, 2009).

Strategic Plans set the foundation for effective implementation monitoring measurement systems. Traditional performance measurement systems that focus on the wrong set of performance measures can actually undermine an organization's strategic mission by perpetuating short-sighted business practices. For this reason, it is appropriate to discuss the critical elements of strategic plans and review the compatibility of strategic plans to an integrated performance measurement system. With performance measurements collected from the strategic plan, an assessment must be performed to determine the quality of information and current use of existing measures (Helgason, 2008).



## **2.6. Performance measurement and the performance of local government.**

Literature review in this objective will be looked at in regard to performance indicators and performance reviews.

### **2.6.1. Performance indicators**

Performance measurement is the process an organization follows to objectively measure how well its stated objectives are being met. It typically involves several phases, articulating and agreeing on objectives, selecting indicators and setting targets, monitoring performance (collecting data on results), and analyzing those results vis-à-vis targets. In practice among most government agencies, results are often measured without clear definition of objectives or detailed targets. As performance measurement systems mature, greater attention is placed on measuring what's important rather than what's easily measured. Governments that emphasize accountability tend to use performance targets, but too much emphasis on "hard" targets can potentially have dysfunctional consequences. Governments that focus more on management improvement may place less emphasis on setting and achieving targets, but instead require organizations to demonstrate steady improvements in performance (SIDA, 2007).

The role of evaluation vis-à-vis performance management has not always been clear-cut. In part, this is because evaluation was well established in many governments before the introduction of performance management and the new approaches did not necessarily incorporate evaluation. New performance management techniques were developed partly in response to perceived failures of evaluation; for example, the perception that uses of evaluation findings were limited relative to their costs. Moreover, evaluation was often

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viewed as a specialized function carried out by external experts or independent units, whereas performance management, which involves reforming core management processes, was essentially the responsibility of managers within the organization (Helgason, 2008).

### **2.6.2. Performance reviews**

Performance reviews in Result Oriented Management involves reviewing and reporting performance data. Review of project performance monitoring data most typically involves simple analysis comparing actual results achieved against planned results or targets. Not all agencies use targets especially government institutions in most developing economies. Some may look instead for continuous improvements and positive movement towards objectives, or make comparisons with similar projects known for their good performance. Using targets tends to imply management accountability for achieving them. While targets may be appropriate for outputs, and perhaps even for intermediate outcomes, their appropriateness for the goal/impact level might be questioned, given project management's very limited sphere of control or influence at this level. Analysis of performance monitoring data may address a broad variety of issues. Periodic reviews of performance data by project management will help alert them to problems, which may lead directly to taking actions or signal the need for more in-depth evaluation studies focused on specific performance issues (USAID, 2006).

Failure to clarify the relationship of evaluation to performance management can lead to duplication of efforts, confusion, and tensions among organizational units and professional groups. For example, some evaluators are increasingly concerned that emphasis on performance measurement may be replacing or "crowding out" evaluation in U.S. federal government agencies. Most OECD governments see evaluation as part of the overall

performance management framework, but the degree of integration and independence varies. Several approaches are possible. At one extreme, evaluation may be viewed as a completely separate and independent function with clear roles vis-à-vis performance management. From this perspective, performance management is like any other internal management process that has to be subjected to independent evaluation. At the other extreme, evaluation is seen not as a separate or independent function but as completely integrated into individual performance management instruments (UNDP, 2007).

A results-based management system is essential for a government to achieve strategic goals and to know when the goals are achieved both in quantity and quality. Furthermore, the process of tracking and measuring performance provides information that can be used to take corrective action and to learn what methods are worth replicating. In the process of implementing performance measurement systems, governments have found key practices that have improved performance but have also encountered many challenges and obstacles. Some of these include uneven integration with other management systems, technical difficulties in measuring outcomes, the burden of extra work to maintain current systems while adding additional and parallel processes; and, most of all resistance to change and negative mentality among those who must implement the system (Helgason, 2008)

## **2.7. Summary literature review**

Result Oriented Management is an important concept that influences the performance of an institution if well utilized. The concept basically promotes the use of strategic planning, which helps identify the strategic direction of an institution. The presence of a strategic direction implies that institutional mission, vision and objectives are well outlined and well utilized. The strategic directions in place must be implemented for effective results; however

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the implementation process requires monitoring for effective results. This is only achieved with proper budgets, work plans and resources among others. Therefore performance indicators must be identified and all plans done according to the key performance indicators.

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## **CHAPTER THREE**

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### **METHODOLOGY**

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#### **3.1. Introduction**

The chapter presents the methodology that was used to carry out the study. It presents the research design, study population, sample size, sampling methods, data collection methods and instruments, pretesting of instruments, procedure for data collection validity and reliability, data management and analysis, measurement of variables, ethical considerations and limitations of the study.

#### **3.2. Research design**

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The study utilized cross-sectional descriptive survey design that used both qualitative and quantitative approaches. Cross sectional descriptive survey design is the selection of a relatively large sample of people from a pre-determined population to which the researchers' interest lies, followed by the collection of a relatively small amount of data from those individuals (Mugenda, 2003). In this study, the researcher used information from a sample of those individuals to make some inference about the wider population (Converse & Presser 1986). Surveys are designed to provide a 'snapshot' of how things are at a specific time. In survey research, independent and dependent variables are used to define the scope of study (Nachmias, 1981). In this study, survey methodology helped in measuring variables and examining relationships as recommended by Fowler (1993). Cross sectional survey design was adopted because it helped the researcher gather data from a sample of a wider population at a particular time and used such data to make inference about the wider population.

### 3.3. Target population

The study population included one CAO, Sub county chiefs, 94 district staff members, four local council chairpersons and two District planners. These people were selected because some are involved in the planning process where as others are involved in the actual execution of the activities planned. The total population of the study was 106 as the total work force in Ibanda district local government relevant in this study and these helped in determining the sample size. Ibanda District is bordered by Kamwenge District to the west and north, Kiruhura District to the east, Mbarara District and Buhweju District to the south, and Rubirizi District to the southwest. It consists of sub-counties of Nyabuhikye, Bisheshe, Kichenche, Rukiri, Nyamarebe, Ishongorero and Ibanda Town Council. The district covers 967 square kilometers (373 sq mi). It is estimated that the population of Ibanda District in 2010 was approximately 250,900

### 3.4. Sample Size and selection

According to Mugenda and Mugenda (2003), it is impossible to study the who targeted population and therefore the researcher decided on a sampled population. The sample size of the study was determined using Israel (1992) sample size determination formula as stated below.

$$n = \frac{N}{1 + N(e)^2}$$

Where n=Sample Size      N=Population size      e=level of precision (0.05)

$$\begin{aligned} n &= 94 / 1 + 94(0.05)^2 \\ &= 94 / 1 + 0.235 \\ &= 94 / 1.235 \\ &= 76 \end{aligned}$$

$$n=4/1+4(0.05)^2$$

$$4/1+4(0.0025)$$

$$4/1+0.01$$

$$=4/1.01$$

=4 this calculation applied to other sample sizes

**Table 1: Sample Size**

Population category	Population	Sample Size	Sampling technique
CAO (Chief Administrative Officer)	1	1	Purposive
Sub county chiefs	4	4	Purposive
District Staff members (technical staff and support staff)	94	76	Stratified sampling
LCIII chairpersons	4	4	Purposive
District planners	2	2	Purposive
<b>Total</b>	<b>105</b>	<b>87</b>	

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### 3.5. Sampling Methods

The study used stratified sampling technique to select the 76 district employees in Ibanda District from 94. This sampling technique was used since respondents in this group were in two major categories (professional and support staff). Stratified random sampling is where members of population are divided into homogeneous subgroups before sampling. A list of employees of Ibanda District Local Government was sought from the Human Resource Department to help in determining the respondents. Names of employees were written on pieces of papers and the first 72 were contacted to be involved in the study. Purposive sampling was used to select CAO, sub county chiefs, LCIIIs and district planners because they were largely involved in the planning process hence they are responsible for effecting ROM in the district. The total sample of this study was 87 sampled from a total relevant population of 105 according to this study.

### **3.6. Data Collection methods**

The study utilized both qualitative and quantitative data collection methods. Primary data was obtained using questionnaires as well as interviews. Secondary data was sourced from reading literature in secondary sources.

#### **3.6.1. Quantitative methods**

The questionnaire method was used to generate quantitative data.

##### **Questionnaire**

This involved the use of self administered questionnaires to respondents in relation to the role of ROM practices on the performance of the district. According to Creswell, (2003) questionnaires allow collecting standardized information by asking exactly the same questions to respondents and their answers into quantifiable response categories. Questionnaires are effective mechanisms for efficient collection of quantitative information. They permit respondents time to consider their responses carefully without interference from, for example, an interviewer. It is possible to provide questionnaires to large numbers of people simultaneously. They can address a large number of issues and questions of concern in a relatively efficient way, with the possibility of a high response rate. Often, questionnaires are designed so that answers to questions are scored and scores summed to obtain an overall measure of the attitudes and opinions of the respondent. This was administered to district staff members. In seeking for quantitative data, closed ended questionnaires in a scale (five Likert) form were used because Likert scales helps in capturing various attitudes of respondents. Questionnaire method was used because it helps to investigate motives and feelings in Likert scaling (Creswell, 2003).

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### 3.6.2. Qualitative methods

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### ~~3.6.2 Qualitative methods~~

To obtain qualitative data, interview and document review were applied.

#### Interviews

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Interview method was used to explore qualitatively on how ROM practices affect the performance of the district and this was conducted among CAO, LCIII, Sub county Chiefs and District planners. This method took the option of face to face interviews that sought to provide the required data as specified above. Interview method was used because it provides an excellent opportunity to probe and explore questions (Cress well, 2003). It can be argued that interview requires the researcher to have little, if any contact with respondents, especially if hired staff carry out most of all the interviews (Bryman, 1998). The strength of such a detached approach is avoidance of researcher involvement, guarding against biasing the study and ensuring objectivity.

#### Document review

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A document review method was used in sourcing for secondary data from all relevant documents in relation to ROM practices and local government performance. These were sourced from journals, text books, reports, the internet and other relevant reliable sources.

### 3.7. Data collection instruments

Data collection instruments included questionnaires, interview guide and the documentary review checklist and these were used to collect both primary and secondary data.

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### **3.7.1. Questionnaires**

The study used a five-Likert scale questionnaire that was administered to district staff members. The study had one set of questionnaire that was constructed strategically to capture all the necessary information from all categories of respondents in respect to the themes of the study in respective objectives and each objective had at least 15 questions for purposes of intensive analysis of these objectives. Questionnaires were constructed in a five likert form to obtain the rating of various responses in the study. The questionnaire was administered door to door since most of the respondents in this category were known. The likert scale was used since they are very flexible and can be constructed more easily than most other types of attitude scales (Amin, 2005). The questionnaire used is attached hereto as appendix 1.

### **3.7.2. Interview guide**

Face to face interviews with the help of an interview guide (see Appendix 2) were conducted among CAO, LCIII sub county chiefs and district planners. The researcher believes that these people can provide rich information in regard to the study. Interviews were used, since they are appropriate in providing in-depth data, data required to meet specific objectives, allow clarity in questioning and quite flexible compared to questionnaires.

### **3.7.3. Documentary review checklist**

The study carried out reviews of existing documents primarily ROM manuals, its strategic plan, performance reports, minutes and data by other scholars in relation to efforts in order to ensure quality service delivery.

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### **3.8. Data Quality Control (Validity and Reliability)**

Data collection tools were pretested on a smaller number of respondents from each category of the population to ensure that the questions were accurate and clear in line with each objective of the study thus ensuring validity and reliability.

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#### **3.8.1. Validity**

The study adopted content validity which is the degree to which data collected using particular instruments represents a specific domain of indicators or content of a particular concept. Validity is the accuracy and meaningfulness of inferences, which are based on research results. It is the degree to which results obtained from the analysis of the data actually represents the phenomenon under study. Therefore validity looks at how accurately represented are the variables of the study (Mugenda, Mugenda 2003). To ensure content validity of instruments the researcher constructed the instruments with all the items that measure variables of the study. The researcher consulted the supervisor for proper guidance after which the researcher pre-tested the instruments and after pre-testing ambiguous questions were removed or polished so as to remain with the finest data required.

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#### **3.8.2. Reliability**

According to Mugenda and Mugenda (2003), Reliability refers to the measure of the degree to which research instruments yield consistent results after repeated trials. In testing the reliability of instruments, the study adopted the test-retest method which involved administering the same instruments twice to the same group of subjects and this was done by selecting an appropriate group of respondents. The researcher then administered instruments to respondents and then re-administered the same instruments to another group after a week

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and the results of the two periods were correlated to obtain the coefficient of reliability. The coefficient was found to be .834 as indicated in table 2 below as recommended the tools were considered reliable. Mugenda and Mugenda (2003) recommend that if the coefficient is above 0.6 the instrument considered reliable. Reliability test were carried out in Mityana District Local Government since it has the same structures and characteristics as for the population in the study and more so do due to the distance and financial constraints to get to the study population.

**Table 2: Reliability Tests**

<b>Variable</b>	<b>Cronbach Alpha Coefficient</b>
Strategic planning	0.840
Implementation monitoring	0.820
Performance measurement	0.800
Institutional performance	0.876
<b>Over all</b>	<b>0.834</b>

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### **3.9. Procedure for data Collection**

The researcher obtained a letter of introduction from Uganda Management Institute (UMI) to help with introductions to various respondents. After the construction of instruments the researcher took them for approval to the supervisor and there after they were taken for pretesting in selected few respondents. The researcher carried out a pilot run on a participating group in the study. Pretesting was done by picking 20 respondents from the study and giving them the same approved questionnaires. Pretesting helped to know whether respondents interpret phrases and questions as the researcher wanted them, it also helped to obtain a general assessment of respondents' ability to perform required tasks (e.g. recall

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relevant information, estimate frequency of specific behaviors, etc.) and it also helped to obtain ideas for question wording in case rephrasing of the original statements is needed.

### **3.10. Data Management and Analysis**

In the study, the instruments that were used yielded both qualitative and quantitative data. After respondents answered questionnaires and interviews, raw data was cleaned, sorted and condensed into systematically comparable data. Data analysis was done using the Statistical Package for Social Scientists (SPSS), which helped to summarize the coded data and produce the required statistics in the study.

#### **3.10.1. Quantitative data**

In handling all the objectives of the study, the researcher used a computer package epi-data data entry package and then after data was transferred to SPSS where data was edited cleaned and sorted. Univariate analysis of objectives was used to obtain descriptive data in form of mean, variance and standard deviations since it was a five Likert questionnaire and this helped give the general response towards each question in the likert scale through the mean values. In establishing the relationships, multivariate analysis in form of correlation and regression analysis where necessary was used to ascertain the magnitude of effect the dependent variable has on independent variable. In correlation and regression analysis, the level of significance was,  $P=0.05$ .

#### **3.10.2. Qualitative data**

Data analysis of qualitative data in the objectives of the study used content analysis where each piece of work answered in the interview guide was read thoroughly to identify themes where it belonged. Expressions that are directly related to objectives of study were placed

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under their respective objectives as well as multiple responses that were used to provide details in regard to the variables of the study.

### **3.11. Measurement of variables**

-The independent variable in the study was ROM practices and performance of local governments. ROM practices were looked at in regard to strategic planning, implementation monitoring and performance measurement. Where as the dependent variable, performance was looked at in regard to; service delivery levels, quality and achievement of targets. The nominal scale was used in the measurement of variables in a likert scale format which will range from 1 to 5, strongly disagree, not sure, strongly agree and agree respectively.

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## CHAPTER FOUR

### PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

#### 4.1. Introduction

##### **4.1 Introduction**

The study examined the role of Result Oriented Management practices on the performance of local governments in Uganda with specific reference to Ibanda District. The study specifically examined the role of strategic planning, implementation monitoring and performance measurement on the performance of Ibanda District Local Government. The study first presents the response rate, which gives the actual number of respondents that participated in the study from the planned respondents. The chapter then presents background characteristics of respondents, then from each objective qualitative results from interviews, which are presented in expressive quotations and other narrative statements as per respondents' views in regard to each objective of the study. The chapter also presents descriptive statistics in form of mean and standard deviation obtained from a five Likert scale questionnaire in each objective. Also inferential statistics in form of correlations which shows the magnitude of effect the independent variables have on dependent variables.

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## 4.2. Response rate

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#### 4.2 Response rate

Table 3 below presents the response rate of this study.

**Table 3: Summary of study response rates**

Category	Targeted respondents	No. actually involved	Percentage of response rate
<b>Questionnaire</b>			
District staff members	76	69	90.8
<b>Interviews</b>			
CAO	1	1	100
Sub county chiefs	4	3	75
LCIII chairpersons	4	2	50
District planners	2	1	50
<b>Total</b>	<b>87</b>	<b>76</b>	<b>87.4</b>

A total number of 87 respondents were expected to participate in this study, but 76 respondents actually participated representing a response rate of 87.4%. In the study non respondents were not found on site at the time of this study. Others did not return questionnaires for unknown reasons and others did not participate in interviews as the result of being busy. Amin (2005) argues that for any results to be reliable, the response rate should never go below 50%. Therefore, the results obtained from the study are considered to be reliable based on the response rate of 87.4% as outlined in table 2 below.

#### 4.3. Background information

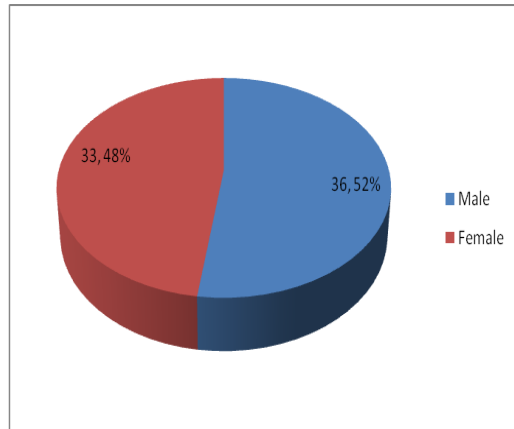
In establishing the background characteristics of respondents, their age was considered and based upon to verify whether they were suitable to be involved in the study or not since only adults were expected to participate in the study. This was also based upon to find out the majority age category that participated in the study. The gender of respondents was considered in the study because it would help in establishing the majority sex of people that

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participated in the study and the level of education helped to get views that are relevant and useful to the study since educated people are expected to have constructive arguments in regard to the subject under study. In the study, charts and frequency tables were used to establish the background information of respondents and results are presented below.



Source: Field data

**Figure 2: Gender of Respondents**

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In figure 2 above, majority 52% (36) were male respondents, where as 48% (33) of respondents were female participants. This implies that majority of employees in the district are male employees.

### **Age of respondents**

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The age of respondents who participated in the study was also established and results are presented in table 4 below.

**Table 4: Age of respondents**

Age	Frequency	Percentage
20-30	12	17
31-40	14	20
41-50	19	28
51-above	24	35
<b>Total</b>	<b>69</b>	<b>100</b>

Source: Field data

In the study as outlined in table 3, it was found out that 35% were aged between 20-30 years, where as 28% were aged between 31-40 years of age. Also, 20% of the respondents that participated in the study were aged between 41-50 years and 17% of respondents were aged above 51 years. The majority respondents in this background characteristic were aged 20-40 years, which implies that these are active ages that are innovative to bring on board and functionalize all management aspects that may improve performance of an institution.

#### **Education Attainment**

The education level of employees was established and as presented in table 5 below.

**Table 5: Level of education of Respondents**

Education	Frequency	Percentage
Ordinary level	6	8.7
Advanced level	10	14.5
Diploma	20	29.0
Bachelors	28	40.6
Masters	5	7.2
<b>Total</b>	<b>69</b>	<b>100.0</b>

Source: Field data

From findings as indicated in table four, it was revealed that 40.6% that participated in the study had bachelor's degree of education. Also 2% had diploma level of education, 14.5% had advanced level of secondary education as 8.7 % had ordinary level of education and 7.2% with a masters degree of education. This implies that majority employees in local

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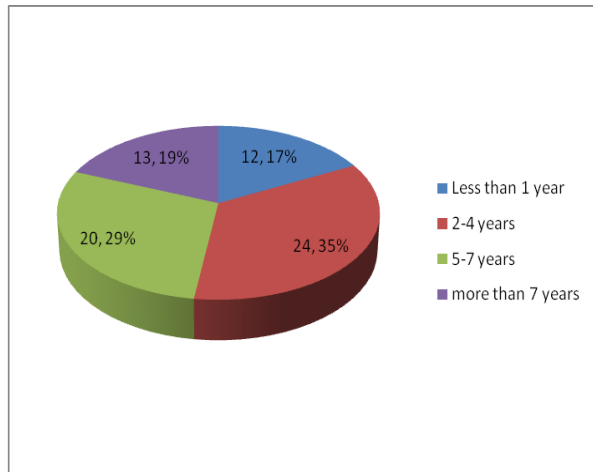
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government have a post secondary level of education. Therefore with such levels of education among staff members they have the ability to apply Result Oriented Management more diligently for effective performance in the district.



Source: Field data

**Figure 3: Tenure of the respondents in the local Government**

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From the findings outlined in figures 3 that, 35% (24) of respondents had worked with the institution for 2-4 years where as 29% (20) had worked with the institution for 5-7 years. Also it was revealed that 17% (12) of respondents had worked with the institution for less than a year and 19% (19) had worked with the institution for more than seven years. This implies that majority staff members have worked with the institution for more than 2 years and probably know the role of ROM in ensuring performance in the district and how effectively it can be applied.

#### **4.4.1. The role of strategic planning on the performance of Ibanda District Local Government.**

The study sought to examine the role of strategic planning on the performance of Ibanda District Local Government. Respondents were involved in answering questionnaires and interviews. From interviews, using thematic content analysis, results were analyzed according to the themes of study in this particular variable. Strategic planning was looked at in regard to strategic direction formulation, performance indicators identification and targets setting. Expressions and other narrative statements were obtained from interviews in respective objectives. From the questionnaire means, values and standard deviations as well as correlations were obtained and results are presented below.

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**Table 6: Strategic planning and performance of the district**

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Item	Mean	Std. Dev	No.
I fully understand Result Oriented Management (ROM)	2.06	.937	69
I believe the mission of Ibanda District Local government well stated and functionalized.	4.70	.806	69
ROM strategically defines the purpose for which Ibanda district local government exists	4.45	1.041	69
ROM clearly defines objectives that it aims to achieve clearly.	4.01	.654	69
I believe strategic goal of the Ibanda District are well defined.	4.32	1.066	69
The strategic direction formulation is done according to the needs of the population in Ibanda District local government	2.00	.979	69
The strategic direction has been clearly achieved with ROM	2.42	.719	69
ROM is fully operational in Ibanda District management process	2.11	1.009	69
Achievable components in objectives are well outlined	2.12	.020	69
Number of activities to be done are well out lined in the ROM system	2.31	.988	69
Number of projects to be worked are identified and prioritized	2.31	.742	69
Standard levels required are set	2.41	.644	69
The time in which each objective is to be achieved is set	2.31	.542	69
I believe there is clear needs assessment for the people	2.24	.654	69
There is proper allocation of time for achievement of activities	2.41	.754	69
Resource allocation is well done to achieve the set targets	2.31	.543	69
I believe the feasibility of targets is assessed and evaluated	2.21	.632	69
There is prioritization of the population needs in Ibanda District	3.43	.512	69

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Source: Field data

In the study as indicated in Table 5 above, it was disagreed that respondents fully understand Result Oriented Management (ROM) (Mean=2.06I). As explained in the Table 5 above most staff members in the institution do not know the most important aspects of Result Oriented

Management and its applicability for effective service delivery to community members. This is concurrent with findings in interviews where it was explained that personnel interviewed had ever heard of Result Oriented Management and at least could provide a basic definition on it. As a strategic direction of the institution respondents agree that the mission of Ibanda District Local Government is well stated and functionalized (mean=4.70). This helps employees to plan most of the aspects alongside mission and ensure that achievable outputs are encouraged. As indicated in the table above respondents agreed that the strategic goal of the Ibanda District is well defined (mean=4.32) and this helps to set achievable objectives alongside this goal. Also it was agreed that ROM strategically defines the purpose for which Ibanda district local government exists (mean=4.45). ROM clearly defines objectives that it aims to achieve clearly (mean=4.01). As a matter of fact the strategic direction of the institution is well articulated and known to all and this helps to set achievable objectives that are largely used as a guiding aspect in the implementation of activities. In interviews however revealed that the extent to which these strategic direction components are practiced for effective results in service delivery remains too weak, hence poor service delivery in most sectors of the district.

In interviews respondents understood result oriented management as strict linking of objectives to the output achieved and ensuring that resources planned are used in order to achieve the targeted output. In fact the District Planning Officer explained that;

*“... ROM seeks to optimize the use of resources available by focusing on the results delivered at institutional and individual levels and results must be measured against the objectives of the institution ...”*

This explains the fact that officers in the institution have an understanding of ROM as a type of management where there is a significant optimization of resources for maximum out put and this must be aligned according to the objectives of the institution. Respondents said that the district has at different occasions used ROM to implement some of the projects in the institution however its effectiveness has not been greatly achieved since some personnel in the district do not thoroughly understand the concept.

These findings were supplemented by interview results which were conducted among Ibanda

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District Local Government officials especially the CAO, where it was revealed that the strategic direction of the district is largely reflected in the mission, vision and goals that guide performance targets. The mission of the district is “...striving to achieve broad-based, educated and modernized society...” and vision is to deliver harmonized services in order to reduce poverty and increase wealth of the people of Ibanda and the strategic goal is to have improved livelihoods of the people. In fact in elaborating the existence of the strategic directions in the district and how they influence service delivery one respondent explained that;

*“...we have a mission and vision in place which are almost permanent, as well as goals and objectives which keep on changing from time to time depending on community needs and priorities. These help the district to prioritize its activities and only do such that are considered most important to community members...”*

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This implies that as a district they have strategic direction tools that guide their performance prospects. In Result Oriented Management goals, specific objectives and activities are cropped from the mission and vision of the institution. Therefore if these activities are well

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formulated and executed, performance of the institution in terms of effective service delivery is guaranteed. However this is not always the case, since it was reported that some objectives set are always not achieved due to their unrealistic nature. This comes from the fact that they are not done based on priority needs of community members. In fact the CAO lamented that;

*“...some times government makes us set unrealistic goals, which are hardly fulfilled, for example government requires us to contribute to Millennium Development Goals especially poverty eradication and as a district we set our objectives, but they are never fulfilled because communities have different priority areas which are different from what government emphasizes...”*

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From this therefore, unrealistic goal setting has largely contributed to failure to achieve some of the strategic direction components of the district hence poor service delivery in the area. Also some government policies are just imposed on people especially those related to agriculture particularly those governing NAADS projects at local councils. Policy plans that do not realistically look into particular community members contribute to poor service delivery in the district.

It was however disagreed that the strategic direction formulation is done according to the needs of the population in Ibanda District local government (mean=2.00 as indicated in table 5). It was also disagreed that ROM is fully operational in Ibanda District management process (mean=2.11 see table 6). Result Oriented Management is not fully operational in Ibanda District and from the findings it is not done according to the needs of community members but simply follow policy plans that some times are not done according to community members needs, but rather national interests.

In terms of having indicators in the strategic planning process, it was found out that achievable components in objectives are not well outlined (mean=2.12 see Table 6) and it was also disagreed that number of activities to be done are well out lined in the ROM system (mean=2.31 see Table 6). This means that when achievable aspects with in the strategic direction of the institution are not well outlined then it becomes challenging to functionalize Result Oriented Management with in the district. Related to this in interviews results performance indicator was explained by one respondent put it;

*“...we identify performance indicators that relate to different services provided in the district, in terms of health, education and road infrastructure among others though such indicators are hardly followed and achieved...”*

Despite the identification of these performance indicators most of them are hardly achieved or attained since some of them are not well articulated or planned with proper outcomes curved out. In setting some of these indicators, needs assessment is not carried out to identify priority areas for community members.

It was disagreed that the number of projects to be worked on are identified and prioritized (mean=2.31 see Table 6) as well as standard levels required set (mean=2.41) and also the time in which each objective is to be achieved is set (mean=2.31). Therefore performance aspects like setting appropriate components, articulating activities to be done and prioritizing particular activities to be worked on are not done since some activities are left out though on priority list for those which are not on priority. It was also disagreed that there is proper allocation of time for achievement of activities (mean=2.41). Also it was disagreed that resource allocation is well done to achieve the set targets (mean=2.31). Resource allocation

is an important factor in ensuring effective service delivery only when priorities are taken considering those aspects that truly affects community members.

Results from questionnaires were supplemented by results from interviews where it was revealed that identifying performance indicators in the strategic planning process is an important aspect. Performance indicators enable setting realistic objectives that are achievable in a specific period of time hence improved service delivery. In fact one of respondents explained that;

*“...we identify performance indicators that relate to different services provided in the district, in terms of health, education and road infrastructure among others though such Indicators are hardly followed and achieved...”*

From the above response therefore, Ibanda District identifies performance indicators that relate to various services that are rendered in the district. Despite the identification of these performance indicators most of them are hardly achieved or attained since some of them are not well articulated or planned. In setting some of these indicators, needs assessment is not carried out to identify priority areas for community members. This has caused a lot of divergences in terms of what is planned and what is actually achieved in terms of service provision in the community.

From interviews, it was explained that performance indicators are set according to the resources that are always available in the institution. Some times performance indicators are set but due to limited resources they end up not being fulfilled in fact one of the respondents explained that;

“...on annual basis we usually, plan to achieve a percentage or a number of aspects in different sectors like health, road, education and others, but rarely are these indicators achieved beyond average...”

From the above finding, this explains the fact that resource availability in setting performance indicators in ensuring the strategic planning process is an important aspect. However findings, from interviews reveal that there are limited resources in the institution and this has not allowed effective achievement of these indicators and this affects service delivery to community members.

In order to establish the relationship between variables a correlation analysis was to establish the magnitude of effect between strategic planning and performance was run and results are presented in the correlation table 7 below.

**Table 7: Correlation between strategic planning and performance**

Correlation			
		Strategic planning	Performance
Strategic planning	Pearson correlation	1.000	.852(**)
	Sig. (2-tailed)	.	.000
	N	69	69
Performance	Pearson correlation	.852(**)	1.000
	Sig. (2-tailed)	.000	.
	N	69	69

\*\* correlation is significant at the 0.01 level (2-tailed)

Source: Field Data

From the study, it was revealed that there is a positive significant relationship between the strategic planning and the performance of Ibanda District Local Government. This is evidenced by the obtained correlation coefficient of .852 with a significance value of .000 as

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indicated in Table 7 above. This implies that the manner in which strategic planning is done in the effort to use ROM process significantly contributes to the level of service delivery with in the institution. Also this explains the fact that when vision, goal, mission, purpose and objectives of the institution are considered in the strategic planning process in Result Oriented Management, then beneficiaries are likely to have services in the manner it should be.

#### **4.4.2. -The role of implementation monitoring on the performance of Ibanda District Local Government**

The study assessed the role of implementation monitoring ROM on the performance of Ibanda District Local Government. The variable implementation monitoring was looked at in regard to resource allocation, planned vs. actual, data collection on indicators. Respondents were involved in interviews and questionnaires. In questionnaires mean values in the Likert scale questionnaire were obtained to indicate the central tendency of responses in the Likert scale where the mean values were obtained in order to ascertain the central tendency of responses in the questionnaire and results are presented in Table 8 below.

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**Table 8: Implementation monitoring and performance of the district.**

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	Mean	Std. Dev	No.
There are enough resources to achieve all the objectives of the district	2.06	.623	69
The available resources are well and appropriately apportioned	2.61	.542	69
There is proper budgeting for all the activities of the institution	4.01	1.041	69
Resources are apportioned according to priority needs	2.32	.951	69
The planned activities are well out lined in each development plan	4.44	.571	69
These planned are fully achieved in financial year	2.40	.452	69
The planned resources always fully accomplish all the planned projects	2.21	.719	69
The actual output always satisfy priority needs of the institution	2.12	1.009	69
Planned activities are well monitored for effective results	3.52	.641	69
I believe district collects data on ROM practices for effective service delivery	4.66	.842	69
I believe the district has data collection systems in place for data collection on ROM indicators	4.31	.619	69
I believe data sources on indicators are identified	3.91	.822	69
I believe there are information systems to support data collection and reporting	2.12	.643	69
I believe pilot tests are conducted	2.22	.832	69
I believe data entry, tabulation, summarization methods are documented for each measure	2.32	.832	69

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**Source:** Field data

As outlined in the Table 8 above, it was revealed that the institution does not have enough resources to achieve all the objectives of the district (mean=2.06). This is reflected from the fact that some times the budget is cut by 20% of what is proposed meaning that the district must cut some of the activities in priority of others. In 2009 30% of education budget was cut

and re allocated to roads to roads, in 2010, 36% of gender related aspects was cut in favor of health and in 2011 25% of the health and education was cut for roads.

In the study, it was disagreed that the available resources are well and appropriately apportioned (mean=2.61, see Table 8 above) and it was agreed that there is proper budgeting for all the activities of the institution (mean=4.01 see table 8 above). Irrespective of the fact that there is proper budgeting in the institution, the challenge of prioritizing resources according to priority areas in order to ensure effective service delivery in the district still exists. If resources are prioritized according to core needs of community service provision would be much more effective and efficient.

Interview results further explain that resource availability is an important aspect in ensuring that all activities within the district are well carried out. Resource allocation though helps in apportioning available resources to particular priority activities within the district; in fact one of respondents explained that;

*“...prioritization in resource allocation is key to success in service delivery. To have effective service delivery the available resources must be spent more diligently and this is largely executed at the implementation process...”*

Therefore irrespective of whether resources are meager or abundant the way in which they are prioritized determined the amount of output likely to be obtained. Therefore this requires spending according to budget and according to the objectives as may be outlined in the budget framework. For example according to the Finance Department in 2011 around 900 millions were planned for both health and education at first and second quarters but had to be prioritized and reallocated to roads in particular areas where they were worse especially in

Rukiri sub county and Kichenche sub county in order to allow easy transportation for economic prosperity within these areas.

From interviews it was also explained that in most activities carried out in the district resource prioritization is hardly done. This is largely due the accounting systems in place which some times require that expenditure be done as budgeted even in situations that may call for change in plans. Also in corruption tendencies where the implementing bodies have their own ulterior motives and political interferences where a particular group needs to be favored at the expense of the other. Even when prioritization is done most of the time it's not on paper but in actual implementation resources are diverted to other areas. In fact one of the respondents lamented that;

*“...Resource allocation prioritization is largely violated when politicization takes centre stage in some projects. In a situation where a powerful politician intervenes resources will be withdrawn from one area to another, irrespective of whether community members are to benefit or not...”*

This implies that resource prioritization in local governments is existent and functional, but political influence remains some of the key issues that affect utmost functionalization of this aspect. This is largely reflected in situations where politicization of some projects is at the top of everything. In situations where politicians have intervened resources are misallocated in one way or another or some times put to right usage.

In the study, respondents agreed that planned activities are well out lined in each development plan (mean=4.44 see Table 8 above). However it was disagreed that the planned activities are fully achieved in a financial year (mean=2.40) and that the planned resources



always fully accomplish all the planned projects (mean=2.21). Despite the fact that activities are well outlined in each development plan, less of planned activities are achieved in each financial year since resources are always not enough.

From the findings, respondents disagreed that actual output always satisfy priority needs of the institution (mean=2.12) and it was also explained that planned activities are well monitored for effective results (mean=3.521). In most situations the results obtained are hardly those required by the district since in some situations results are slightly above average of required performance target levels.

In regard to collection of data on key performance indicators it was agreed that the district collects data on ROM practices for effective service delivery (mean=4.66). It was also agreed that the district has data collection systems in place for data collection on ROM indicators (mean=4.31) and it was also agreed that there are information systems to support data collection and reporting (mean=2.12) and this helps in data entry, tabulation, summarization of such information for proper decision making for the institution.

From interviews it was revealed that data collection on performance indicators is an important aspect since it enables the establishment of the best and worst performing sectors with in the institution. Data collection is done at various levels in the institution and this is meant to collect data on health, education, agriculture, electricity, among others. In face to face interview a respondent explained that;

*“...some departments have systems in place that are used in data collection, like a Health information system (HIMS), cards that used in departments among others.*

*These help to capture data at a monthly basis which is translated into other metrics like annual and bi-annual...”*

In departments where data collection systems exist, the required data is collected and put together and used for decision making at other levels. This is only specific to the health sector; other departments do not have such systems in place. This implies that best performing indicators are hard to track in a specific period of time. Failure to do such imply that planning could be a difficult aspect since there is no data to base on so as to make effective plans hence poor service delivery.

It was also revealed that in some departments, like human resource, staff performance appraisal has been carried out. This is done to identify some of the key aspects that affect employee performance in service delivery in the district. One of the employees at the district explained that;

*“...once in three years we carry out staff performance appraisal and this acts as one source of data for the district...”*

This explains that source of data especially on employees is gathered with staff performance appraisals. However as explained this is rarely carried out meaning that on annual planning sessions it may not be possible to rely on such that to make effective decisions. Also it should be noted that most departments do not have data collection modes in place which leaves the question as whether the district has reliable information it bases on in its strategic planning process.

In establishing the relationship between implementation monitoring and performance of the institution a correlation analysis was used. This was used in order to establish the magnitude

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of effect implementation has on performance and results are presented in the correlation Table 8 below.

**Table 9: Correlation between implementation monitoring and performance**

Correlation			
		Implementation monitoring	Performance
Implementation monitoring	Pearson correlation	1.000	.745(**)
	Sig. (2-tailed)	.	.000
	N	69	69
Performance	Pearson correlation	.745(**)	1.000
	Sig. (2-tailed)	.000	.
	N	69	69

\*\* correlation is significant at the 0.01 level (2-tailed)

Source: Field data

The findings in Table 9 above indicate a positive significant relationship between the implementation monitoring and the performance of Ibanda District Local Government. This is evidenced by the obtained correlation coefficient of .745(\*\*) with a significance value of .000. This implies that the way in which implementation process is done in applying ROM in terms of resource allocation and prioritization and measuring the projected against the actual output significantly affects the manner in which services are provided to beneficiaries.

#### 4.4.3. How performance measurement affects the performance of Ibanda District Local Government

The study assessed the role of performance measurement on the performance of Ibanda District Local Government. The variable performance measurement ROM component was looked at in regard to performance indicators, performance reviews, internal reporting, and

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feed back requirements. Respondents of the study were involved in interviews and questionnaires. In questionnaires mean values in the Likert scale questionnaire were obtained to indicate the central tendency of responses in the Likert scale questions and results are presented below.

**Table 10: Performance measurement and performance in the district.**

	Mean	Std. Dev	No.
The objectives set are actually being achieved	2.06	.721	69
The activities planned actually being carried out	2.61	.542	69
Resources allocated according to the budgets	2.01	.566	69
The performance standards set are well followed	2.45	.951	69
The set quality standards are well followed	4.32	1.066	69
Performance reviews regularly done	2.44	.571	69
Progress Performance reports regularly done	2.20	.451	69
Progress reports availed to all	2.26	.719	69
Final reports made with accurate information	1.54	.654	69
Feed back requirements are identified and utilized in the ROM process	2.11	1.009	69
There are feedback systems in place	4.54	.632	69
ROM performance levels and indicators are always communicated back to key stakeholders like community members	1.62	.732	69

Related to performance measurement, respondents in Table 10 above disagreed that objectives set are actually achieved (mean=2.06). Also it was disagreed that performance

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standards set are well followed (mean=2.45) and they disagreed that performance reviews are regularly done (mean=2.44). It was further disagreed that progress performance reports are regularly done (mean=2.20). From the findings, it is explained that most of the set objectively are rarely fully achieved, and progress performance reports are rarely done.

In interviews it was revealed that measurement of the set performance indicators should be tracked in the process of implementation, so as to identify such indicators that are performing more effectively than those that are performing poorly. This may help to devise means of dealing with such indicators that perform poorly. In fact one of the respondents explained that;

*“...measuring performance indicators, helps to identify objectives that are performing well and those that are not. This helps to occasionally change on the mode of planning so as to get effective results...”*

This implies that strategic planning should largely be based on how the institution is performing using various indicators. This is only achieved when such indicators are measured on regular basis and their performance data obtained. Such performance data can be used to plan for the institution and even be able to change on the approach that was being used in the previous planning process for better improved service delivery

Respondents further disagreed that the set quality standards are well followed (mean=4.32) in the institution. They also disagreed that all progress reports are availed to all (mean=2.26) stakeholders in the district for their views. Respondents further disagreed that feed back requirements are identified and utilized in the ROM process (mean=2.11). They however agreed that there are feedback systems in place (mean=4.54) though such systems are hardly used. In the study, respondents disagreed that ROM performance levels and indicators are

always communicated back to key stakeholders like community members (mean=1.62). Despite the existence of a feedback system in place to communicate some of the aspects that are found out in the performance review process, a lot of aspects in it remain dysfunctional. Service users hardly get informed of the results of such reviews meaning that feedback is more or less one way. Hence such system is not effective in ensuring service delivery and good performance in the community.

In interviews, it was revealed that Result Oriented Management emphasizes reviewing the performance of all aspects with in the institution. The more reviews carried out within a span of financial year the more weaknesses are likely to be identified and dealt with. However this has not been the case in Ibanda and a respondent in interviews lamented that;

*“.... The norm of reviewing the general performance of the district local government is a rare aspect, simply because, the resources to do that are not there, different offices and their officers have different interests and general lack of initiatives to do that...”*

Therefore performance review is an aspect that should be embraced by everyone in the district. However this largely depends on the available resources and initiatives and willingness of stakeholders within the district to carry out such reviews. Carrying out such reviews could lead to discovery of some malpractices of some employees in some department and therefore choose to hamper the whole process from taking effect.

It was however revealed feedback is poorly availed to key stakeholders especially the community members are the key beneficiaries after the review of such performance indicators. In interviews respondents explained that feedback to staff members later to service users is hardly done. In regard to this, one of the respondents explained that

*“...only indicators that attract political attention are communicated as feedback to service users, but other indicators are never communicated to people...”*

Therefore provision of feedback is only done when there is political interest attached to it; otherwise no feedback on Result Oriented Management indicators are hardly disseminated back to community members. Providing feedback is an important aspect since those receiving it are likely to identify gaps and be able to communicate them back. In such a scenario when such counter feedback is considered it may lead to provision of services based on needs of community hence improved performance of the district as the result of well managed Result Oriented Management.

The relationship between performance measurement and performance of the institution was run and results are presented in table 11 below.

**Table 11: Correlation between performance measurement and performance**

Correlation			
		Performance measurement	Performance
Performance measurement	Pearson correlation	1.000	.611(**)
	Sig. (2-tailed)	.	.000
	N	69	69
Performance	Pearson correlation	.611(**)	1.000
	Sig. (2-tailed)	.000	.
	N	69	69

\*\* correlation is significant at the 0.01 level (2-tailed)

Source: Field data

From the study findings outline in table 10 above, it was revealed that there is a positive significant relationship between performance measurement and the performance of Ibanda

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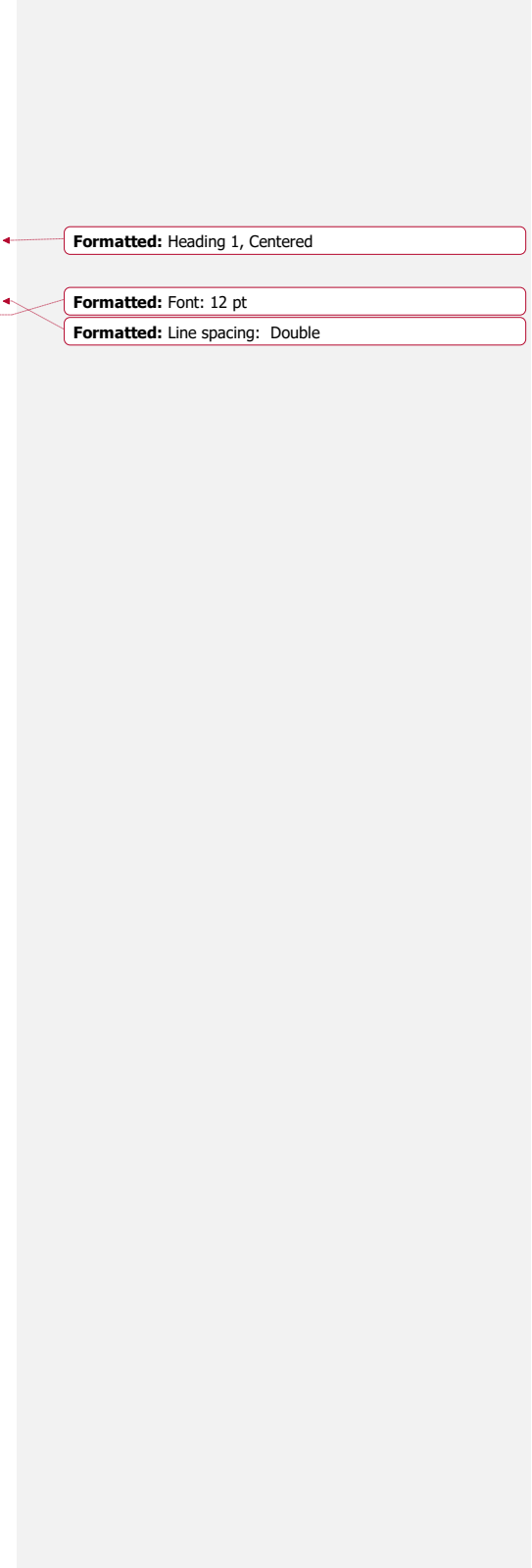
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District Local Government. This is evidenced by the obtained correlation coefficient of 611(\*\*) with a significance value of .000. This implies that having performance measurement indicators in place, reviewing performance regularly and having a functional feed back system in place significantly contributes to improved performance of the institution. This enables identification of well performing sectors and those that are not and the feedback system provides for views from beneficiaries which enable planning according to community members needs.

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## CHAPTER FIVE

### SUMMARY, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1. Introduction

The study examined the role of Result Oriented Management practices on the performance of local governments in Uganda with specific reference to Ibanda District and the objectives of the study were the role of strategic, implementation monitoring and performance measurement on the performance of Ibanda district local government. This chapter presents the summary, discussion, conclusions, and recommendations of the study and these are presented according to the findings in chapter four.

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#### 5.2. Summary of findings

The study examined the role of Result Oriented Management practices on the performance of local governments and specifically looked at the role of strategic planning ROM component, implementation monitoring ROM component and performance measurement ROM component on the performance of Ibanda District Local Government. The study used cross-sectional descriptive survey design that used both qualitative and quantitative approaches in the process of research and the findings are summarized here below in accordance with the study objectives.

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##### 5.2.1. Strategic planning and performance of Ibanda district.

From the findings, it was revealed that strategic planning significantly influences the performance of the institution ( $r=.852$ ,  $p=.000$ ). This implies that when the mission, vision,

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goals and objectives of the institution are well articulated in the strategic planning process in ROM process then service delivery is likely to be significantly improved.

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### **5.2.2. Implementation monitoring and performance of Ibanda District**

Also the implementation monitoring significantly influences the performance of Ibanda District ( $r=.745$ ,  $p=.000$ ). This is reflected in the fact that when resources are allocated effectively, institutional performance indicators captured and measured accordingly service delivery in terms of quality of services, service efficiency and number of projects achieved is likely to increase.

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### **5.2.3. Performance measurement and performance of Ibanda District**

It was found that performance measurement significantly contributes to the performance of the institution ( $r=.611$ ,  $p=.000$ ) especially when performance reviews are carried out, performance indicators measured and internal reporting well done.

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### **5.3. Discussion of findings**

The discussion of findings, will be done according to the specific objectives of this study

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### **5.3.1. Strategic planning and the performance of Ibanda District**

The study examined the role of strategic planning on the performance of Ibanda District. Study findings, revealed a positive significant relationship between strategic planning and the performance of Ibanda District Local Government (correlation coefficient of .852 with a significance value of .000). This explains the fact that the way in which strategic planning is done in ROM process significantly contributes to the level of service delivery within the institution. Therefore when vision, goal, mission, purpose and objectives of the institution are considered in Result Oriented Management then service delivery is likely to improve. As Atkinson, (2007) explains ROM can essentially be termed as a contemporary management philosophy and approach that focuses on the appropriate and timely achievement of relevant goals and objectives through strategic planning, systematic implementation and resource usage, performance monitoring, measurement and reporting as well as systematic utilization of performance information to improve policy decision making and program performance at all levels.

From the findings it was explained that the strategic direction of the district is largely reflected in the mission, vision and goals that guide performance targets. In Result Oriented Management, goals specific objectives and activities are cropped from the mission and vision of the institution. In such a situation if these activities are well formulated and executed, performance of the institution in terms of effective service delivery is guaranteed. In line with (CIDA, 2009) ROM is a strategic management approach aimed at ensuring that all activities are structured around achieving desired results in terms of their strategic direction. It consists of three main processes: planning, monitoring and evaluation. Planning is about the definition and clarification of the objectives and scope of a project. It includes definition

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of realistic results, either outputs which are derived from the completion of activities and emerging from processing inputs or outcomes broader changes in development conditions); definition of performance indicators to measure progress, baseline data to provide starting point from which to measure change and progress over time and targets results to be achieved by a specified time.

According to findings from interviews, it was revealed that most times setting unrealistic goals and objectives in the planning process is a major challenge to most government institutions that leads to poor service delivery in the long run. This comes in when government policies are just imposed on people without needs assessment to establish priority needs for beneficiaries. In line with this finding Poate, (2007) explains that in Result Oriented Management, formulating objectives remains among the core aspects which may affect the performance of an institution since the nature of objectives set determines the form of output. As part of project planning, the project's objectives should be clarified by defining precise and measurable statements concerning the results to be achieved (outputs, purpose, and goal) and then identifying the strategies or means (inputs and activities) for meeting those objectives.

According to findings in interviews, it was revealed that identification of performance indicators in the strategic planning process is an important aspect. Performance indicators enable setting realistic objectives that are achievable in a specific period of time hence improved service delivery. Despite the identification of these performance indicators most of them are hardly achieved or attained since some of them are not well articulated or planned. In setting some of these indicators, needs assessment is not carried out to identify priority

areas for community members. In this, Samuel, (2003) explains that Result Oriented Management requires project managers to select indicators. Indicators are developed for measuring implementation progress and achievement of results. The relative importance of indicator types is likely to change over the project's life cycle, with more emphasis given at first to input and process indicators, while shifting later to output, outcome and impact indicators. The applicability of such levels in local government projects remains of significant importance to the achievement of set objectives however in most cases local government authorities have failed to do such given the perception that its public service where there is no need to stress a lot.

### **5.3.2. Implementation monitoring on the performance of Ibanda District**

Study findings revealed a positive significant relationship between the implementation monitoring and the performance with a correlation co efficiency of .745 in Table 9. This implies that the way in which implementation process is done in applying ROM in terms of resource allocation and prioritization, measuring the projected against the actual output significantly contributes to the manner in which services are provided to beneficiaries. In line with this, Poate, (2007) explains that Project implementation monitoring is an important issue that emphasizes activities explained in the strategic plan. Strategic performance planning process essentially focuses on client and client needs/problems analysis and on results at the various stages of implementation such as resource utilization (inputs), activity completion, output generation, and outcome impact achievement.

In the study both interviews and results from questionnaires revealed that resource availability is an important aspect in ensuring that all activities within the district are well

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carried out. Resource allocation helps in apportioning available resources to particular priority activities. Therefore irrespective of whether resources are meager or abundant the way in which they are prioritized determined the nature of performance achieved. Therefore this requires spending according to budget and according to the objectives as may be outlined in the budget framework. In line with this Jarvie, (2008) explains that resource allocation in the implementation process is very important. Implementation monitoring at project level is concerned with measuring both a project's implementation progress and with results achieved.

Furthermore, it was revealed that most activities carried out in local government lack resource prioritization. Resource prioritization in local governments is existent and functional, but political influence remains some of the key issues that affect utmost functionalization of this aspect. This is largely reflected in situations where politicization of some projects is at the top of everything. In situations where politicians have intervened resources are misallocated in one way or another or sometimes put to right usage. According to Hanna, (2009) Data collection on performance indicators is an important aspect since it enables establishment best and worst performing sectors with in the institution.

Findings in both interviews and questionnaires found out that human resource staff performance appraisals are carried out once in a period of three years which is better than not doing it at all. In most cases performance appraisal is done to identify some of the key aspects that affect employee performance in service delivery in the district. However as explained this is rarely carried out meaning that on annual planning sessions it may not be possible to rely on such in making effective decisions. Also it should be noted that most

departments do not have data collection modes in place which leaves the question as whether the district has reliable information it bases on in its strategic planning process. According to Hanna, (2009) data on project outputs are generated mostly by project staff and are based on simple reporting systems. Data collection at the higher levels especially at the impact level is often considered beyond the scope of the implementing agency's normal responsibility.

The process of data collection in the institution is hampered by a great deal of factors inclusive of resources to achieve all the objectives of the district. This is reflected from the fact that some times the budget is cut by 20% of what is proposed meaning that the district must cut some of the activities in priority of others.

### **5.3.3. Performance measurement and the performance of Ibanda district Local Government**

Study findings, revealed a significant positive relationship with a coefficient of 0.611(as indicated in Table 11) between performance measurement and the performance of Ibanda district local government. Therefore having performance measurement indicators in place, reviewing performance regularly and having a functional feed back system in place significantly contributes to improved performance of the institution. This enables identification of well performing sectors and those that are not and the feedback system provides for views from beneficiaries which enable planning according to community members needs. According to SIDA, (2007), performance measurement is the process an organization follows to objectively measure how well its stated objectives are being met. It typically involves several phases, articulating and agreeing on objectives, selecting indicators and setting targets, monitoring performance (collecting data on results), and analyzing those

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results vis-à-vis targets. In practice among most government agencies, results are often measured without clear definition of objectives or detailed targets.

Measurement of the set performance indicators should be tracked in the process of implementation, so as to identify such indicators that are performing more effectively and those are that are performing poorly. This implies that strategic planning should largely be based on how the institution is performing using various indicators. This is only achieved when such indicators are measured on regular basis and their performance data obtained. Such performance data can be used to plan for the institution and even be able to change on the approach that was being used in the previous planning process may be to a better one that may improve service delivery to community members.

In the process of performance review, feedback is poorly availed to key stakeholders after the review of such performance indicators. In interviews respondents explained that feedback to staff members later to service users is hardly done. Therefore provision of feed back is only done when there is apolitical interest attached to it; otherwise no feedback on Result Oriented Management indicators are hardly disseminated back to community members. Providing feedback is an important aspect since those receiving it are likely to identify gaps and be able to communicate them back. In such a scenario when such counter feedback in considered it may lead to provision of services based on needs of community hence improved performance of the district as the result of well managed Result Oriented Management.

## 5.4. Conclusions

From the findings of the study, the following general and specific conclusions for each objective were reached as presented below.

### 5.4.1. ~~Role of strategic planning on the performance of Ibanda District Local Government~~ Government.

From the study findings there is a significant influence strategic planning has on the performance of institution. However this largely depends on the way in which the ROM planning process is done.

Most employees in Ibanda District Local Government have limited understanding about the dynamics and applicability of Result Oriented Management. To most it's a new concept that has not been well introduced to them meaning that they are not able to plan effectively towards achievement of all objectives of the institution.

In the strategic planning process of ROM, unrealistic objectives are set, which has made it so impossible to achieve most of the objectives that are set. This could be as a result of lack of needs assessment to ascertain which areas are more crucial to beneficiaries of these services.

It is also concluded that the set performance indicators are hardly realized or achieved since they are poorly articulated or planned or lack community support for effective execution. Community members are hardly consulted on their priorities but simply executed hence poor or low results.

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#### **5.4.2. Role of implementation monitoring on the performance of Ibanda district**

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Implementation monitoring significantly influences the performance of the district. This implies that the manner in which resources are allocated and whether planned results are measured against actual results and whether data collection is done on various performance indicators determines the nature of performance in the institution in the long run.

It is also concluded that the prioritization of resources is not well done in the process of carrying out institutions activities irrespective of it appearing on paper. This is largely brought about by interference from politicians who influence the diversion of resources to other areas that are not priority to beneficiaries, hence poor performance.

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#### **5.4.3. The role of performance measurement on the performance of Ibanda district**

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##### **local government**

There is a significant effect performance measurement has on the performance of the institution. This implies that when performance indicators are well captured and measured the planning process is made more realistic since it's based on performance facts obtained in the measurement process.

Performance reviews in order to capture the key performing aspects in the district are rarely done. This is largely attributed to resource availability, lack of initiativeness to do that and different personal reasons held by some individuals. This has largely hampered effective execution of most of the activities in the district.

The feedback system is significantly very poor. Results obtained from all sorts of evaluations done in the district are hardly communicated to stakeholders in the district especially service users and beneficiaries.

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#### **5.4.4. General conclusion of the study**

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From the study findings, generally it's concluded strategic planning; implementation monitoring and performance measurement significantly influence the performance of Ibanda District Local Government. However based on the correlation coefficients obtained in each respective component of the independent variable; strategic planning (.852), implementation monitoring (.745) and performance measurement (.611) over all strategic planning has a significant influence on the performance of the district. Planning is by and large an initial stage in the process of ROM, therefore if plans made do follow the strategic direction of the institution then service delivery is likely to be sabotaged.

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## **5.5. Recommendations**

From the findings of the study, the following recommendations are made

### **5.5.1. Role of strategic planning on the performance of Ibanda District Local**

#### **Government.**

Majority employees in the district seem not to understand well Result Oriented Management aspects. Therefore there is need to roll out a fresher course to all employees of the district. This can be conducted by an independent consultant in a workshop session. This will help members understand core aspects of Result Oriented Management and if put into practice these may contribute to effective performance in terms of service delivery. Funds can be sourced from the capacity building vote of the district.

Guided by district administration, an independent consultant can be hired to guide the planning process. In this, there is need to carry out needs assessment both among staff and community members to establish the key issues affecting service users such that only priority aspects are handled. Needs assessment should be done in form of surveys among a few sampled people from each community or it can be done with the help of local council leaders especially LCIs. This can be done once in three years to allow effective strategic planning.

The district top administration responsible for making key decisions should endeavor to initiate motivation package for employees financially in form of top up allowances and any other form of financial reward practices. These should be equally distributed across all employees in the district and non financial rewards that involve evenly distributed promotions, sponsoring of students for further education among others. Motivating

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employees will mean that their efforts in the planning process will be improved so as to have more realistic and achievable goals that may improve service delivery in the institution.

### **5.5.2. The role of implementation monitoring on the performance of Ibanda district**

#### **local government**

The chief administrative officer in the district should ensure that resources are prioritized according to urgency of the problem. The district should adopt a system of rating needs and those rated may be very urgent should be priority irrespective of what the situation could be. This will help curb on the rate at which the resources are diverted. This can be done by an independent consultant through a needs assessment process.

Through the district top level management, there is need to control political interference in carrying out projects that benefit community members. Very often politicians interfere in project implementation process leading to some places favored and others not. This can be done by enacting bylaws that specifically limit powers of politicians at project implementation level. Politicians in the bylaws should be allowed to only do the job of whistle blowing in case things are not implemented according to plan.

### **5.5.3. The role of performance measurement on the performance of Ibanda district**

#### **local government**

Guided by a consultant there is need to have a system in place that captures the performance of all indentified indicators in the district. This will help identify those that are performing poorly and work towards their improvement. This will also foster effective planning since it will be based on tested facts.

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A consultant may be hired to put in place a feedback system both internally that ensures that employees in the district are aware of the impact and outcomes of the project and also externally to ensure that community members are aware of project outcomes. This will help collect views of those who think there are weaknesses in the implementation process of projects in the district. This could be done through religious leaders who may ask their congregations about all aspects that are reflected in the review process. Religious leaders could be preferred simply because majority community members believe in them than any other leaders in the community hence this would guarantee better results.

#### **5.6 Limitations of the study**

Access to some respondents especially the district officers (top management) as they might have busy schedules. This proved the data collection process more laborious but the researcher devised means of convincing them to participate in the study.

Sincerity in giving genuine answers, for most of the local government officers, they may have a perception that such research is there to evaluate their performance, and therefore they can give biased answers. This was handled by strategic questioning especially in interviews.

Balancing time between work and research given the fact that the research is conducted outside Kampala. However, the researcher had to look for time to go to Ibanda district to source for data, which was quite a challenge in terms of time and resources.

#### **5.7. Areas for further research**

The following can be areas for further research

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1. The health system seems to have some challenges so if there could be a study on the “Impact of Result Management on the improvement of the health system in Ibanda District”.
2. Political influence is the greatest challenge in project implementation in Ibanda District there fore there is need to do a study on “The effect of political influence on service delivery in Ibanda district”
3. Social factors that influence effective public service delivery in Ibanda district



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## **APPENDICES**

### **Appendix II:**

#### **Questionnaire for Employees of Ibanda District.**

Dear respondent,

I am requesting you to fill this questionnaire, which is aimed at collecting data on the role of Result Oriented Management practices on the performance of Local Governments in Uganda with specific reference to Ibanda District. You have been selected to be one of our respondents in this study and therefore the information you will provide is extremely important to the study. The information provided will be treated with strict confidentiality and shall not be used for any other purpose except for academic purposes. The study will ensure your anonymity and confidentiality. Thank you very much for your cooperation

Yours Sincerely,

Komujuni Annah

#### **SECTION A**

##### ***Background Information of Respondents***

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Kindly tick or circle a number of your choice in the options given/which appropriately describes you;

1. Age

1. 20-30 years
2. 31-40 years
3. 41-50 years
4. 51 and above

2. Gender

1. Male
2. Female

3. Marital Status

1. Single
2. Married
3. Separated/divorced
4. Cohabiting

4. Level of Education

1. Ordinary level
2. Advanced level
3. Diploma
4. Bachelors' degree
5. Post graduate
6. Masters degree
7. Others specify.....

5. How long have you been working with Ibanda district Local Government?

1. Less than 1 year
2. 2-4 years
3. 5-7 years
4. More than 7 years

**SECTION B**

Please read each item in the following statements and indicate with a tick ( ) in the appropriate box according to the following definitions.

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1. Strongly disagree 2. Disagree 3. Not sure 4. Agree 5. Strongly Agree

**Strategic Planning ROM Component**

<b>Strategic direction formulation</b>						
1.	I fully understand Result Oriented Management (ROM)	1	2	3	4	5
2.	I believe the mission of Ibanda District Local government well stated and functionalized.	1	2	3	4	5
4.	ROM strategically defines the purpose for which Ibanda district local government exists	1	2	3	4	5
5.	ROM clearly defines objectives that it aims to achieve clearly.	1	2	3	4	5
6.	I believe strategic goals of the Ibanda District are well defined.	1	2	3	4	5
7.	The strategic direction formulation is done according to the needs of the population in Ibanda District local government	1	2	3	4	5
8.	I believe this is meant for the development of the area of Ibanda District local government.	1	2	3	4	5
9.	The strategic direction has been clearly achieved with ROM	1	2	3	4	5
10.	ROM is fully operational in Ibanda District management process	1	2	3	4	5
<b>Performance Indicators Identification</b>						
1.	Achievable components in objectives are well outlined	1	2	3	4	5
2.	Number of activities to be done are well out lined in the ROM system	1	2	3	4	5
3.	Number of projects to be worked are identified and prioritized	1	2	3	4	5
5	Standard levels required are set	1	2	3	4	5
6	The time in which each objective is to be achieved is set	1	2	3	4	5
<b>Targets setting</b>						
1.	I believe there is clear needs assessment for the people	1	2	3	4	5
2.	There is prioritization of the population needs in Ibanda District	1	2	3	4	5
3.	District officers clearly identify key activities in ROM	1	2	3	4	5
4.	There is identification of key outputs required right from the beginning	1	2	3	4	5
5	There is proper allocation of time for achievement of activities	1	2	3	4	5
6	Resource allocation is well done to achieve the set targets	1	2	3	4	5
7	I believe the feasibility of targets is assessed and evaluated	1	2	3	4	5

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**Implementation Monitoring ROM component**

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<b>Resource allocation</b>						
1.	There are enough resources to achieve all the objectives of the	1	2	3	4	5

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	district					
2.	The available resources are well and appropriately apportioned	1	2	3	4	5
3.	There is proper budgeting for all the activities of the institution	1	2	3	4	5
4.	Resources are apportioned according to priority needs	1	2	3	4	5
5.	There is readjustment in case resources are not enough	1	2	3	4	5
<b>Planned vs. actual</b>						
1.	The planned activities are well out lined in each development plan	1	2	3	4	5
2.	These planned are fully achieved in financial year	1	2	3	4	5
3.	The planned resources always fully accomplish all the planned projects	1	2	3	4	5
4.	The actual output always satisfy priority needs of the institution	1	2	3	4	5
5.	Planned activities are well monitored for effective results	1	2	3	4	5
<b>Data collection on ROM indicators</b>						
	I believe district collects data on ROM practices for effective service delivery	1	2	3	4	5
	I believe the district has data collection systems in place for data collection on ROM indicators	1	2	3	4	5
	I believe data sources on indicators are identified	1	2	3	4	5
	I believe there are information systems to support data collection and reporting	1	2	3	4	5
	I believe pilot tests are conducted	1	2	3	4	5
	I believe data entry, tabulation, summarization methods are documented for each measure	1	2	3	4	5
	Data definition for common measures are followed	1	2	3	4	5

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### Performance Measurement ROM component

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<b>Performance indicators</b>						
1.	The objectives set are actually being achieved	1	2	3	4	5
2.	The activities planned actually being carried out	1	2	3	4	5
3.	Resources allocated according to the budgets	1	2	3	4	5
4.	The performance standards set well followed	1	2	3	4	5
5.	The set quality standards well followed	1	2	3	4	5
<b>Internal Reporting</b>						
1.	Performance reviews regularly done	1	2	3	4	5
2.	Progress Performance reports regularly done	1	2	3	4	5
3.	Progress reports availed to all	1	2	3	4	5
4.	Final reports made with accurate information	1	2	3	4	5
5.	Final reports availed to all staff members in the institution	1	2	3	4	5
<b>Feedback requirements</b>						
	Feed back requirements are identified and utilized in the ROM process	1	2	3	4	5
	There are feedback systems in place	1	2	3	4	5
	ROM performance levels and indicators are always communicated back to key stakeholders like community members	1	2	3	4	5
	Feedback gives the accurate information on the status quo	1	2	3	4	5

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**Performance**

1.	As a result of ROM there are many infrastructures in place	1	2	3	4	5
2.	The quality of infrastructures in place in good as the result of ROM	1	2	3	4	5
3.	As the result of ROM infrastructures meet community members needs	1	2	3	4	5
4.	Type and number of services given to people	1	2	3	4	5
5.	As a result of ROM the quality of services given to the public is good	1	2	3	4	5
6.	There is timeliness in completion of projects after practicing ROM	1	2	3	4	5
7.	There is efficient service delivery as the result of ROM	1	2	3	4	5
8.	The quality of services offered to the public is of good in practice of ROM	1	2	3	4	5
9.	There is total achievement of targets as originally set after practicing ROM	1	2	3	4	5
10.	All objectives are achieved as expected as the result of ROM	1	2	3	4	5

**Moderating Variables**

**Insecurity and Economic Situation**

1	Corrupt tendencies have led to diverted resources hence poor services	1	2	3	4	5
2.	Political interference in the decision making process at the district	1	2	3	4	5
3.	Poverty levels among the people are high hence laying ground for corruption	1	2	3	4	5
4.	Political favors to divert employees from the performance standards	1	2	3	4	5
5.	Favoritism in allocation of resources affect ROM performance standards	1	2	3	4	5

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**Appendix 2II:**

**Interview Guide for Key Respondents.**

Interviewer introduces herself

Interviewer explains the purpose of the interview and assures respondents of their anonymity

Interviewer asks respondent to introduce themselves

Do you understand the term Result Oriented Management?

.....

If so elaborate your understanding of Result Oriented Management

.....

Has it been effectively applied in this district?

.....

**Strategic planning**

In what way does the Strategic direction formulation affect the performance of the institution in Ibanda district local government?

.....  
.....

How does performance indicators identification influence the performance in Ibanda district local government?

.....  
.....

Explain how targets setting in ROM strategic planning influences the performance of the institution Ibanda district local government

.....  
.....

**Implementation monitoring**

In your own opinion how does resource allocation affect effective service delivery in Ibanda district?

.....  
.....

Are the Planned activities actually achieved as planned and set?

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.....  
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What are the data collection indicators in the ROM process?

.....  
.....

**Performance measurement**

What are some of the Performance indicators in the ROM process?

.....  
.....

How do performance reviews influence service delivery in the district?

.....  
.....

How does inter reporting affect the performance of Ibanda district local government.

.....  
.....