THE ROLE OF MONITORING AND EVALUATION PRACTICES IN THE SUCCESSFUL IMPLEMENTATION OF PROJECTS: A CASE OF MUKONO DISTRICT, UGANDA

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S19B24/916

A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF BACHELOR OF PROJECT PLANNING AND ENTREPRENEURSHIP OF UGANDA CHRISTIAN UNIVERSITY

September, 2025

UGANDA CHRISTIAN UNIVERSITY

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DECLARATION

This Research Project Report is my original work and has not been presented for academic award in this or any other University.

SIGNATURE: ..... **DATE:** 17/09/2025

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APPROVAL

This Research Project Report has been submitted for examination as with my approval as the University Supervisor.

SIGNATURE: ..... DATE: 17/09/2025

Mr. ASTON ARYAMANYA

DEDICATION

I wish to dedicate this work to my mother, Madam Nakibuuka Imelda, my daughter, Mwesigwa Genesis, for their love and support.

ACKNOWLEDGEMENT

I wish to acknowledge my supervisor Mr. Aston Aryamanya who tirelessly corrected and guided me in the formulation and execution of the whole process of completing this Proposal. To my colleagues at Uganda Christian University, Mukono and my good friend Mukose Jean thank you for the assistance throughout my studies. It would not have been easier without the discussions, e-mails and phone calls. I am grateful. Most importantly, I acknowledge the Almighty God for the strength and grace He has given me.

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INTRODUCTION

1.0 Introduction

This chapter represented the background of the study, statement of the problem, purpose of the study, objectives, scope, research questions, limitations, significance and assumptions.

1.1 Background of the study

PMBOK (2001) explains that monitoring and control of project work as the process of tracking, reviewing, and regulating the progress to meet the performance objectives defined in the project management plan. It further explains that monitoring includes status reporting, progress measurement, and forecasting. Performance reports provide information on the project‘s performance about scope, schedule, cost, resources, quality, and risk, which can be used as inputs to other processes. The strength of the monitoring team, Naidoo (2011) noted that if the M&E function is associated with significant power regarding decision-making, it is more likely to be taken seriously. He further explained that M&E units want to be seen as adding value, and must for their perpetuation be able to justify their efforts hence M&E managers need success factors to bolster their credibility. This means that the monitoring team needs to be enhanced and strengthened for it to have more power so as to increase its effectiveness.

According to Shapiro (2011) getting something wrong is not a crime. Failing to learn from past mistakes because of not monitoring and evaluating is. M&E is a tool in project management. Project management is possibly the oldest profession (Raymond, 2009). Project Management is hence acknowledged as being the most successful approach to managing changes brought about by projects. This is because it has techniques and tools that enable control and delivery of the project activities within given deliverables, time frames and budget (Shapiro, 2011). M&E are one of the tools that help project managers know when plans are on set course and when conditions change. They provide the management within the formation to make decisions regarding the project. Monitoring and evaluation are useful to all projects,

big or small because since they assist in identifying project areas that are on target and those that need to be adjusted or replaced. Different types of projects require different types of M & E systems (Shapiro, 2011). However, the most popular M & E systems with project managers are the ones developed on M & E Matrix, based on the Logical Framework Approach to monitoring and evaluation (Welsh et al., 2005).

Many third world countries have numerous projects in an attempt to improve their infrastructure and this improves the standard of living of its citizens, where huge sums of money are invested and it is important to get value for money. Government M&E systems in Africa operate in complex terrain. To some extent they are hostages to other forces in government, nevertheless given a results-driven reform agenda, incentives can be put in place for the evidence generated to support developments in delivery, budgeting, and monitoring and evaluation are consistently designed to support valued change in people's lives, particularly the underprivileged (Nabulu, 2015).

In Uganda, quite a number of projects have been successful. For example the establishment of the Express Highway and the Northern Bypass. On the other hand, several projects have been informally cited as failed projects; meaning that they did not achieve the desired success. Examples of such projects include National Agricultural Advisory Services. In Africa including Uganda, project management is also complicated by some factors such as lack of skills in project management, political and community or societal demands thus raises serious issues as to whether the monitoring and evaluation employed is effective enough to achieve project success. Therefore, it is upon this that this study will seek to investigate the role of monitoring and evaluation influencing the successful implementation of projects in Mukono district.

1.2 Statement of the problem

The implementation of various development, infrastructural and health related initiatives cannot be ensured without an efficient monitoring and evaluation mechanism. One of the challenges that many organizations face is building a robust M&E process because it requires built in accountability, analysis for results.

Ineffective M&E practices often lead to partial data collection, poor decision-making processes and decreased project outcome.

The problem is that an ex-post M&E practices are why the majority of projects do not achieve what they want to. The challenges are many, ranging from poor M&E planning and training to the lack of viable systems for data collection in real-time plus a severe funding gap that prevents many organizations from setting up monitoring & evaluation initiatives. Thus, projects could face problems such as missing deadlines, budget overruns and not meeting quality expectations.

Such M&E issues might have greater cost implications if not handled in an effectively. Projects will waste resources, lower efficiency and impact. For example, project managers might not be able to sight out issues in time for corrective action hence a delayed and costly outcome. Additionally, inadequate assessment may lead to unclear outcomes which can hinder decision making as well as project enhancements in future.

To achieve the objective of reinforced projects, systematic M&E methodologies will be developed to ensure that constructed results can reach their efficacy and general success as a priority away from project execution. This covers designing comprehensive M&E plans, funding training of M&E staffs, using sophisticated tools for MPG data collection and analysis plus providing enough funds to sustain the programs. This will lead to better projects with fewer instances of over budgets, overdue or failure.

The unnecessary gap in M&E practices must be properly addressed to guarantee the success and impact of projects. It is also crucial to understand that effective M&E enhances project performance as well as accountability and transparency. Greater accountability to beneficiaries, donors and government policy demands that organizations invest in systems which will allow them manage the resources they receive efficiently so as their services be influenced by good data drawing from strong monitoring on a continual basis; without this kind of information an organization

would not know what impact or change its efforts are actually creating. This is particularly important in industries where the stakes are high and successful project delivery means substantial benefits for communities, end-users or stakeholders.

1.3 Purpose of the Study.

The purpose of this study was to determine the role of monitoring and evaluation practices in the successful implementation of projects in Mukono district, Uganda. A case study of Nyanja Health Centre II upgrade to Health Centre III

1.4 Research objectives of the study.

- To determine the extent to which data management impacts on successful implementation of projects in Mukono district, Uganda
- To assess the effects of communication of M&E findings on successful implementation of projects in Mukono district, Uganda
- To assess the impact of capacity of M&E team (staffing and finances) on successful implementation of projects in Mukono district, Uganda

1.5 Research Questions.

How does Data Management affect the successful Implementation of projects in Mukono District, Uganda?

How does communication of M&E findings influence the successful implementation of projects in Mukono district, Uganda?

In what manner does the capacity of M&E team i.e. staffing & finances affect successful implementation of projects in Mukono district, Uganda?

1.6 Scope.

1.6.1 Content scope

This study was limited to development projects drawn from Education, Road and transport, Health services and Water sectors. These sectors were believed to be representative in establishing the roles of monitoring and evaluation influencing project successful implementation, case of development projects in Mukono district.

Also the district was urban and harbors citizens from all over Uganda. Therefore, it was interesting to study how people own the development projects and how that translated to success.

1.6.2 Geographical scope

The study was conducted within Mukono district. It involved both government and non-government donor funded projects completed between 2018 and 2022, and had or were in the process of monitoring and evaluating using a defined M&E system. The Project managers, M&E staffs and project committee members of these projects were respondents of this study.

1.6.3 Time Scope

This research took a period of three months.

1.7 Significance of the Study.

The study was of significance to public institutions by contributing a better understanding and knowledge of strengthening monitoring and evaluation systems. Public institutions may use this study to provide a framework for strengthening the existing monitoring and evaluation systems.

Also the study was of great importance to the project management teams in other organizations since they got to understand the pillars of effective project monitoring and evaluation. This study also contributed to the body of knowledge since it could be used as a reference material by researchers. The study also identified areas related to M&E field that required more research, hence a basis of further research.

1.8 Justification of the study.

There were always high Project operational costs and untimely reports which the study of M&E practices addressed (Belcher, 2014). It facilitated data collection, cleaning and analysis plus reporting using competent and qualified personnel meeting the required project time frames, cost and targeted output.

M&E practices contributed to new knowledge development and resource wastage reduction approaches through interactivity, speed, lower costs and facilitating integration of different management approaches. It facilitated a wider range and number of stakeholders; it can help projects meet validity, integrity, precision and reliability.

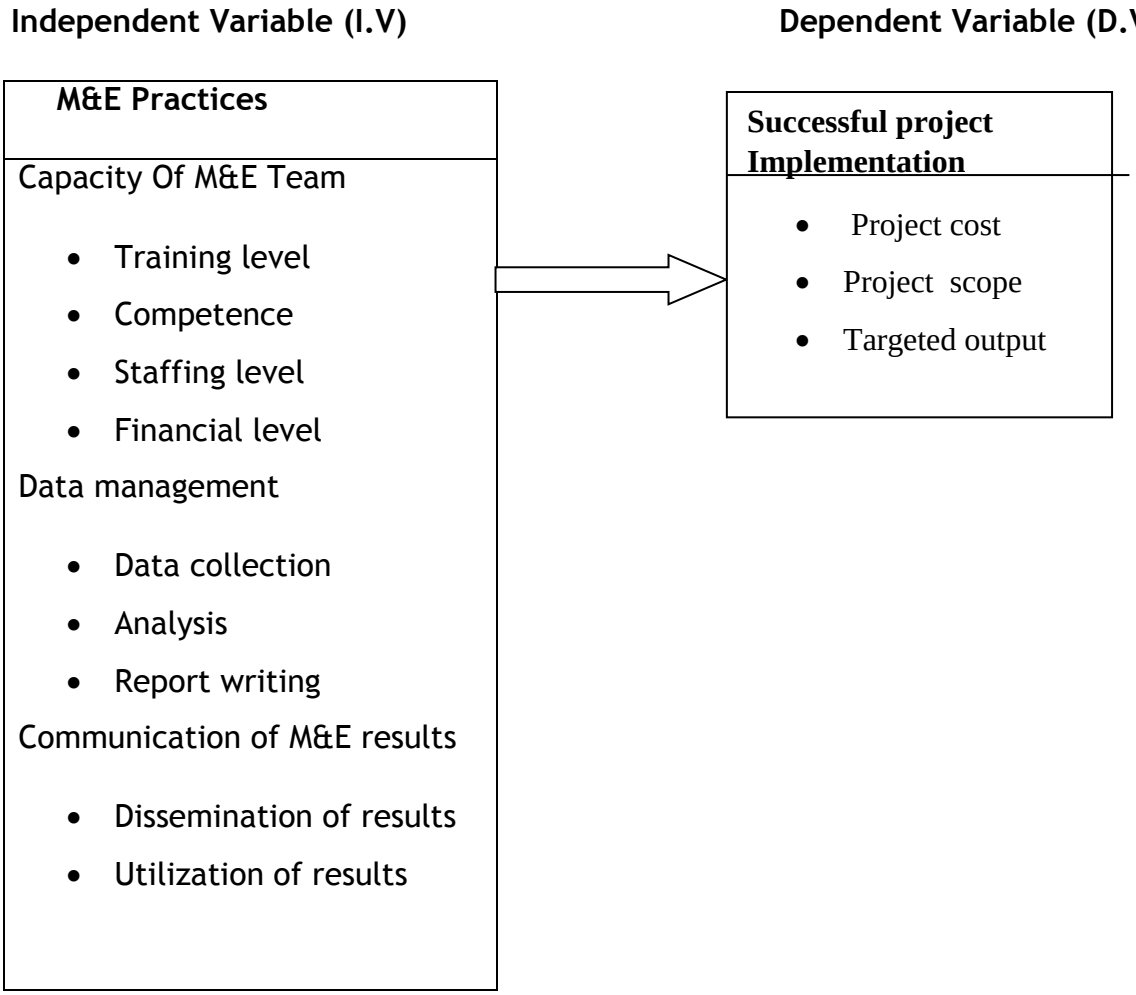
The study of M&E practices helped identify inefficient processes and inconsistent work standards. It contributed to improved skills of the human resource (Weigel & Waldburger, 2004).

1.9 Conceptual Framework

For any project to succeed, M & E is one of the tools that assist project managers track performance and also provide the management as well as stakeholders with information to make decisions in regard to the project. However, all that to be realized, data collection, analysis and reporting should be handy through data management.

The Independent Variable was Monitoring and Evaluation practices (Capacity of M&E team, Communication of M&E findings and Data Management). Dependent Variable was the Successful project implementation which is measured through scope, cost and quality (targeted output)

Fig. 1



1.10 Assumption of the Study.

The study was conducted under the assumption that the respondents were available and also would give honest responses. This study assumed that the respondents had a good understanding of the monitoring and evaluation practices influencing success of development projects in Mukono district, Uganda.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter provided an analysis of relevant literature by several scholars as well as what other researchers had to say about the role of monitoring and evaluation practices in the successful implementation of projects in Mukono district, Uganda. The primary objective of this literature review was to determine what had been done and what had been left out in this field of study. As a result, sources pertaining to the people were to be used, including books, periodicals, encyclopedias, and newspaper articles.

2.1 Concept of Monitoring and Evaluation Practice

Monitoring and Evaluation (M&E) are integral part in determining the success or failure, effectiveness or impact of programs especially for development sectors. Whereas assessment looked at the overall project concept, execution and results monitoring focuses on collecting data consistently to follow up how operations are developing. M&E at all program cycle stages has been proven to have a positive impact on decision-making, acquiescence and learning in development programs (Kusek & Rist, 2018).

The tests were based on breakthroughs of technologies and an advance towards adaptive management. For example, the utilization of digital tools like real-time analytics and mobile data collecting has greatly improved accuracy in available information (Guijt, 2019). These changes have enabled us to make more malleable iterations along the way of implementing a project, with strictly better results. Furthermore, the use of artificial intelligence (AI) within M&E has enabled more resource allocation and increased efficiency in predicting project successes (Mthethwa 2021).

These improvements are challenged by financial limitations and poor technical capability. Brady (2020) has reported that various programs, mainly in low-income countries struggle with implementation of effective M&E systems. More obstacles to full M&E results include continued worries about the quality of data and stakeholder engagement. Jones et al. Capacity-building investments and deeper engagement with local communities can help to address these disparities, 2020).

Monitoring and evaluation has fulfilled a significant role here in tracking progress including the Sustainable Development Goals of the United Nation. Even though there is still a long way to go, particularly for two of the issues, I care most about: inequality and climate change. Nations across most of these indices have observed improvements in health and education after being consistently monitored (UNDP, 2022).

2.2 Concept of Projects

A project is a temporary effort used to create one or more unique products, services, or results. Projects have clear goals, boundaries and time limitations. In contrast to ongoing operations (Kerzner, 2017), projects have a beginning and an end point which are marked by specific goals or intended changes. Turner and Müller (2019) conducted a similar experiment in multiple industries that projects are performed, including the information technology, research, and construction sectors. They are often initiated to resolve problems, meet client needs or capitalize upon opportunities.

One way in which a project may be organized is to execute it through the following standard stages: initiation, planning, execration and performance monitoring/control (and or adjustments), closure. In the planning stage, you set objectives, allocate resources, create schedules and assess risks. Executing is all about focusing on the priority of task implementation and control helps to keep things in order. Completing the project includes delivering of output containing product or service and evaluating it to conclude how successful these are.

Since the progress of these phases could have an impact on how projects achieve goals within time and budget limits, leading them effectively through project management is important. Which means that resources, stakeholder expectations risks controls and commitment to goals must be managed (Lock, 2020). Current practices indicate how digital technologies and methodologies, like Scrum and Agile can increase a project's agility for absolute flexibility in times of change (Serrador & Pinto 2018).

2.3 The extent to which data management influences the successful implementation of projects

Proper data management is crucial for ensuring that projects are implemented effectively, decisions made based on information and resources appropriately allocated to track progress. Data from the project shall be collected systematically and further organized, stored & used. It is called proper data management. Smith (2020) noting that systematic data management allows setting of clear objectives and deploying resources more efficiently will help project teams deliver quickly thus better outcomes. Accurate data is useful in risk forecasting and the early creation of a contingency plan, which results in reducing any costly mistakes or delays (Kwak & Anbari 2019). However, inconsistent decision-making and the inability to monitor project milestones are all consequences of bad data management.

There has been significant improvement in data management techniques given the adoption of digital tools and technology, bringing real-time access and analysis. Technological advancement, in particular big data analytics (Wu and Zhang 2020) facilitated by developments in cloud computing (Xie et al., 2017), artificial intelligence (AI)(Sarker et al., 2022) have enabled project managers to quickly analyze vast data amounts for more accurate monitoring and control. That may entail central data access available via cloud-based platforms so that every stakeholder on the project can collaborate more harmoniously with each other, increasing coordination and communication (cf., Varajão et al. 2020). In addition, AI-powered

data analytics can point out patterns and identify potential issues before they occur leading to timely interventions that improve project outcomes (Wang & Byrd, 2019).

Data quality is key for the success of one's initiatives. Good data quality reduces future errors and resource wastage during the project life cycle since it allows decisions derived from dependable information (Batista & Ng 2019). On the other hand, bad data quality (like incorrect or incomplete info) can cause wrong decisions to be made, delays in projects and excessive spending above budget. Cram & Brohman (2020) make a point that maintaining data quality over the project life cycle also leads to designing robust governance system of data. Implementation of data governance processes helps in creation of rules around how information is collected, stored and handed ensuring that the data you are working with remains reliable and accurate.

The impacting factors of the performance effects could have been data silos, integration issues and security issues that hinder proper success of projects due to limited control over these data sets. As Wang and Byrd (2019) described, fragmented data systems in a community can present challenges for project teams to gather critical information fast enough before they are able to make informed decisions. Projects are also at risk of threats such as data breaches (if there is inadequate provision for ensuring the security and privacy of data in a project this can result in loss of money, loss to reputation etc.) While it is tempting to rely on three methods I described in the last paragraphs (Taleb & Vasquez, 2023), these issues demand certain inputs such as defined data protocol implementation ongoing training investments into long term data management tech. When these practices are followed, the chances of the projects overall succeeding in their objectives and avoiding common pitfalls become much higher due to a solid data management system implementation.

2.4 The influence of communication of M&E findings on the successful implementation of projects

Monitoring and Evaluation (M&E) findings are central in the spectrum of project management communication which eventually influence how successful projects go. Kuszek and Rist (2018) mention that monitoring and evaluation have certain functions such as providing information on the performance of a project, informing where improvement is needed and advice for decision-making. However, the distribution of results to stakeholders had a huge effect on how well M&E works. According to Jones et al., As also reported by Namkung et al. (2020), projects are more likely to succeed when project managers, funders and other key stakeholders communicate effectively regarding progress with the project adjusts required in an open, timely way.

Quick and effective sharing of M&E results was a key outcome during project decisions. Having right data was crucial for projects to take major decisions about resources, schedules and risk management. Thomas and Fernández (2021) note that when M&E findings are presented effectively, they provide stakeholders with the information to take reasoned action toward project improvement. Based on communication channels that facilitate the timely distribution of M&E reports, project managers were able to take immediate action and avert potential problems from gaining ground. Hence, when it came to communication systems, there are more chances that the project would stay on track and achieve its objectives.

Timing was key in assessing the impact of M&E communication on project success. Delay in communication may slowed down remedial work and opportunities for progress were lost. Insufficient or delayed communication of M&E findings was found to be at the root cause in projects where there was a long period of inefficiency resulting into budget overruns and schedule slippages (Smith 2020). However, the odds of maintaining scope, cost and tasks for projects that ensured the results were reported in near real time were significantly higher. According to Wang et al. (2022), rapid feedback from monitoring and evaluation systems enables faster adaptations due smooth flow of information amongst project members resulting in better project outcomes.

The degree of stakeholder engagement was a key driver in the successful communication of M&E findings. It was believed to increase stakes for project stakeholders through consistent communication of results delivered (Serrador & Pinto, 2020). An active stakeholder engagement created a sense of ownership and transparency that brought openness & better accountability with project objectives and performance. When M&E results were discussed with stakeholders, it did not only assure that their views and worries were respected but also improved project implementation. This method allowed the done-done process to be clear to all stakeholders, facilitating collaborative problem-solving and expectation alignment; which were two things that directly contributed to project success.

The dissemination of the M&E findings could also greatly affect project success. Dashboards, infographics and real-time data visualizations were used in more dynamic communication channels following text reports and presentations which could go in line with ensuring that stakeholders got the message when dealing with complex topics. The means by which M&E insights were shared to a wider array of actors had also been expanded through transform, digital tools and platforms (Nguyen & Dinh 2021). Projects that used these kinds of tools to share M&E findings report higher levels of stakeholder engagement and increased suggestion uptake. To ensure that valuable business intelligence was not reduced to interesting but lost insights, data visualization could have been easily accessible and clearly legible.

Challenges remained with disseminating M&E results. These consisted of insufficient communication practices, an incapacity to interpret the outcomes or a backlash from stakeholders who might been reluctant to act upon adverse appraisals (Bradley, 2020). Having a communication plan in place that was informed, planned out and kept all stakeholders up to date could go long way towards combatting these barriers. Jones et al, 2022 recommended it for building capacity to deepen stakeholders understanding and response in M&E results. Ensuring that communication was clear, concise and relevant alongside fostering a culture of continual learning would reduce the likelihood that your project would flop.

2.5 The influence of capacity of the M&E team i.e. personnel and finances on the successful implementation of projects

One of the most important point here related to resource capacity (financial and otherwise) under result monitoring framework in projects. A project must have be efficiently tracked, evaluated and aligned with the expected results to ensure M&E is relevant. Yet, more often than not what determines the efficiency of M&E activities was whether a country had competency in terms of resources to conduct data collection/analysis and reporting (Kusek & Rist 2018). As projects had grown and technology had advanced, the requirement for a more experienced M&E personnel to assure our initiatives pipeline was delivered successfully had been even further stressed over recent years.

The skills and expertise of the M&E team were key success factors to any project. The monitoring function was fully supported by well-trained employees in the area of data collection, analysis and assessment procedures that contributed to effective follow-up on project output monitoring (Shrestha P. J., 1994). In a study which was conducted by Tengan and Aigbavboa (2019), M&E teams in most of the projects were well-equipped for success as they could have the ability to manage data, interpret findings and provide feedback information on time. Staff members able to adapt to new tools and technology, for example; project management software and data analytics, would also increase the overall effectiveness of M&E processes (Patton 2020). A common expression of the personnel capacity constraint was a shortage of M&E specialists, particularly talented and highly-trained individuals in developing countries. It was claimed by Mthethwa (2021) that Monitoring and Evaluation teams were receiving unfit training along with fewer capacity-building programs, as the performance of these teams stood directly proportional to project outcome. Failure to fill this gap during project implementation would lead to incorrect or insufficient data collection and analysis that made decision-making extremely difficult.

Among the main challenges in implementing M&E initiatives was financial resources, this must have been a reality. Sufficient financial resources ensured that necessary

equipment, personnel and technology were available to carry out comprehensive monitoring and evaluation work. Projects relied on well-funded M&E systems to collect data regularly, employed sophisticated evaluation methods and ensured monitoring throughout the project lifecycle (Bamberger et al., 2019). The absence of sufficient funding for M&E also meant that project activities were commonly reported late, subject to poor data quality and not responsive to new issues. The scope of M&E activities was often limited by financial constraints, particularly in large programs that involved significant data collection and analysis. Jones and Hearn (2020), for example, noted that a lack of resources would force M&E teams to make trade-offs leading to less in-depth assessments or reduced ability to identify problematic areas. It affected the quality of overall M & E process which impacted on project success.

A pinch from the most critical strategies identified for improving project outcomes was to invest more resources, both financial and human in M&E. Training-related activities like seminars, training courses, and opportunities for professional development have developed the skills of employees involved in M&E. As expressed by Guijt (2019), organizations that contributed to professional development and learning of their M&E teams helped to ensure that projects were delivered effectively, as such individuals would be better equipped in dealing with complex data and employed state-of-the art evaluation methods. If M&E activities were an important part of the project, then even more funding would be needed to ensure that teams have access to necessary resources like real-time analytic platforms and mobile data gathering systems. These investments would assist M&E teams reduce mistakes, simplify processes and deliver real-time feedback for Project Managers (Kirkpatrick & Kirkpatrick 2020). Thus initiatives received better scrutiny and evaluations were more accurate as these endeavors had a higher chance of actually coming to fruition.

2.6 Summary

This chapter gave a deeper literature review of effectiveness of M&E practices as handled to execute projects within Mukono district, Uganda. This paper reviewed the literature regarding M&E and stressed, particularly on how its role in shaping project success was pivotal as it determined decision making, allocation of resources and

stakeholder engagement. Technology had enhanced the degree of efficiency and accuracy, with focus on technologies such as AI, big data analytics which had all gone many lengths in helping monitor progress but there was still a long way down owing to issues like lack resources, poor or mismanagement of data. Secondly, the capability of M&E teams in terms of human resources and funds drove effectiveness in monitoring & evaluation practices. More resources for M&E initiatives and capacity building were needed to enhance project outcomes that scale up sustainability of development projects in Uganda, as this chapter has demonstrated.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter outlined the research approach. It addressed the area of study, demographic and sampling methodologies, measurement levels, data collection procedures, tools, processing and analysis of the data, ethical considerations, and methodological limitations.

3.1 Research Design

This study would employ the use of a cross-sectional research design, which involved collecting data from a population or sample at a single in time, allowing researchers to assess characteristics, attitudes or behavior of a group simultaneously, providing a 'snapshot' of the population. Given this case, the design would be used to gather information on the role of monitoring and evaluation practices in the successful implementation of projects in Mukono district. Through questionnaires and interviews, data would be gathered from the project beneficiaries, field staff, project managers as well as coordinators or M&E officers in Mukono District respectively, regarding the topic under study (Okonta & Rossouw, 2014). The design was picked for its ability to provide a comprehensive understanding of the prevailing state on how data management influences successful implementation of projects, the influence of communication of M&E findings on the successful implementation of projects and the influence of capacity of the M&E team i.e. personnel and finances on the successful implementation of projects in Mukono district, Uganda. Furthermore, both quantitative and qualitative research approaches would be used in this study to gather various views concerning the topic under study (Jann & Hinz, 2016).

3.2 Area of study

Geographically, the study would be conducted in Mukono District, located in the Central Region of Uganda. This district is characterized by a mix of urban and rural areas.

3.3 Study population

The population of study would include the project beneficiaries and M&E staff and these would be considered and used in order to obtain reliable and valid information concerning their level of knowledge about the role of M&E practices in the successful implementation of projects. This would enable the researcher to get the necessary data for the study that would give the researcher the best key findings. The population target will be 26 and these will be included in the study as the target population (Performance reports from Municipal Engineer's office). Furthermore, the study would also include the project managers and coordinators or M&E officers in Mukono District who would participate in the study as the key informants totaling to four key informants.

3.4 Sample size determination

According to Katamba & Nsubuga (2014), sample size is the portion or subset of the total population. The sample size would be determined by the Krejcie and Morgan table (KMT, Krejcie &Morgan, 1970). It's known for sample determination among behavioral and social science researchers. No calculations are required to use it, which is applicable to any defined population.

Therefore after using the KMT, the sample size would be 14 respondents got from a total population of 22 project beneficiaries/field staff in Mukono District. The study would also include the project managers and coordinators or M&E officers who would participate in this study as the key informants. This was further represented in the table below;

Table 1: Target Population, Size and Selection

Category of Respondents	Sample size	Total population	Sampling Techniques
Community leaders, field staff and some community members	32	35	Simple random sampling
Project Managers and Coordinators or M&E officers	4	5	Purposive sampling
Total	**36**	40	

Source: primary data (performance reports from Municipal Engineer's office)

3.5 Sampling Techniques

In this study, the 32 project beneficiaries (community members and their leaders) plus field staff would be selected using simple random sampling, where each person had an equal chance of being chosen. This method would be used because it ensured fairness and minimized bias in the selection process, allowing for a representative sample to participate in the study (Noor et al., 2022). On the other hand, 4 Project Managers and Coordinators or M&E officers would be chosen using purposive sampling, where individuals were selected based on their expertise and relevance to the research topic. This method would be employed to ensure that the selected persons have in-depth knowledge and experience in monitoring and evaluation, providing valuable insights into the role of M&E practices in the successful implementation of projects (Campbell et al., 2020).

3.6 Data collection tools and instruments

3.6.1 Questionnaire

Since it comprised a number of open-ended items, notably this could bring to bear upon the menu that respondents had not only freedom but were allowed stores their data in detail (Creswell, 2014). The researcher also used questionnaire as a tool because considerable proportion of the population was likely to be either illiterate or

semi-literate. The researcher would have both open- and closed-ended questions (Likert scale format in here) would be developed looking to keep them short, less time consuming hence more respondent focused. The questionnaire would be divided into parts with questions on the dependent variable, independent variables and personal information. They were mostly used since the data was gathered using questionnaires. This would be advantageous for the researcher as his research covering a wide population would take less amount of time. Questionnaires were the best instruments for quantitative research, because they provide a completely anonymous environment that implies more truthful responses. Respondents would be provided with instructions/ guidance on how to approach and respond those questions. This way, in the questionnaire, we would receive information from selected sample size.

3.6.2 Interview

The process of gathering data through interviews involved asking chosen participants questions to elicit information on the topic(s) of interest. These questions could be structured or unstructured (open-ended) (Creswell, 2014). The respondents' spoken responses would be obtained orally as part of this data gathering technique. It would be done through personal interviews and telephone interviews because there were some key informants who might not be at office and could only be interviewed via phone. Interviews would produce first-hand, trustworthy information. Interviews with respondents regarding the three main objectives mentioned above will be conducted as part of this. In-person meetings with respondents would also be necessary in order to get data from the chosen respondents. Since the respondents would be providing their own answers as opposed to using a questionnaire, this would aid the researcher in gathering first-hand information. The interviews would be conducted with the project beneficiaries.

3.7 Procedure for data collection

After approval of the research proposal, the School of business would provide an introduction letter authorizing the researcher to conduct research before granting prior clearance for this study. The management of Mukono Municipal would provide the researcher the permission to conduct research using that letter. Respondents would be presented with a letter of consent and would receive sufficient information about the methods used to gather the data, and the survey would be anonymous. The questionnaires would be distributed, they would be given time within which they should return them fully answered. After the questionnaires have been filled, the researcher would collect, sort and code them.

3.8 Quality/Error Control

3.8.1 Validity

According to Cohen, Marion & Keith (2007), Validity is ensured by; choosing an appropriate scale, ensuring that there are adequate resources for the required research to be undertaken, selecting an appropriate methodology for ensuring the research questions, avoiding having too long or too short of an interval between pre-test and posttest, ensuring standardized procedures for gathering data / for administering test and tailoring the instruments to the concentration span of the respondents.

Validity would be done in order to find out whether the questions were capable of capturing the intended data. Experts in research would review the questions to see whether they were capable of capturing the intended response. A Content Validity Index [CVI] would be calculated so as to establish the validity of the research instrument. The researcher would use the following formula to establish validity of the research instruments as seen below.

Content Validity Index [CVI] = Relevant items by all judges as suitable

Total number of items judged

If CVI was equal to or greater than the recommended 0.70 (Kent, 2001), this would imply that the instrument was valid for data collection.

3.8.2 Reliability

Mugenda & Mugenda (2003) defined reliability as a measure of the degree to which a research instrument yields consistent results or data after repeated trials. An instrument was reliable if it measured consistently what it was supposed to measure even if other researchers administered it, it should have been be able to produce the same results to ensure reliability. A pilot study would be carried out on the same few respondents on this research topic before the questionnaires were sent to the different respondents and the reliability would be computed using the Statistical Package for the Social Sciences (SPSS). The reliability of the instrument would be assessed using Cronbach's coefficient alpha and the following formula will be used.

$$\alpha = \frac{k}{K-1}\ 1 - \frac{\varepsilon SDi^2}{\varepsilon SDt^2}$$

Where α = coefficient alpha

εSDi^2= sum variance of items

εSDt^2=sum variance of scale

If the coefficient was equal to or above the recommended .70 (Amin, 2005), it would imply that the instrument was suitable for data collection.

3.9 Data analysis

3.9.1 Analysis of quantitative data

The data collected would be coded, keyed into SPSS (a computer software database), organized, and cleaned for any errors that might occur during data collection. The data would then be analyzed using statistics with aid of the SPSS version 20 and Microsoft Excel (computer software). Qualitative statistical techniques would be used to describe and summarize data. The results would then be interpreted in the form of descriptive statistics; frequencies and percentages. The findings would be presented in form of tables and figures.

3.9.2 Analysis of qualitative data

This would involve content analysis. Thus, qualitative data would be edited and reorganized into meaningful phrases. In other words, a thematic approach would be used to analyze qualitative data where themes, categories and patterns would be identified. The recurrent themes, which might emerge in relation to each guiding question from the interviews, would be presented in the results, with selected direct quotations from participants presented as illustrations.

3.10 Ethical Consideration

Ethical considerations in this study would prioritize the protection of participants' rights, confidentiality, and informed consent (Cacciattolo, 2015). All participants, including M&E officers, project coordinators and managers, would be fully informed about the nature and purpose of the research, their voluntary participation, and the confidentiality measures in place to safeguard their personal information. Informed consent would be obtained from each participant before their involvement in the study, ensuring their autonomy and respect for their decision-making. Additionally, measures would be taken to minimize potential harm or discomfort to participants throughout the research process. This study would also adhere to ethical guidelines outlined by institutional review boards and relevant regulatory bodies to uphold the principles of beneficence, non-maleficence, justice, and respect for individuals' rights and dignity (Arifin, 2018).

3.11 Anticipated limitations and delimitations of the study

Some respondents might not be willing to provide information because of being suspicious of where the information would be taken. This would be solved through the nice remarkable reputation in the study context as a learning institution and also obtaining an introductory letter from the university.

The researcher was likely to be limited by funds that would be needed to facilitate the research such as motivating the respondents, printing fees and even daily transport to the organization to collect data. However the researcher would use self-initiatives and strategies to mobilize financial assistance from family.

Some people might delay to bring back the questionnaires which would affect the researcher's target time planned to analyze his study. This would be solved by issuing more questionnaires beyond the target and this would help him to cover up the gaps for those who might fail to return the questionnaires.

CHAPTER FOUR

PRESENTATION, INTERPRETATION AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter presents study findings. After collecting different data concerning role of monitoring and evaluation practices in the successful implementation of projects in Mukono District. Findings of the research were presented and analyzed according to the study that presented inform of tables, frequencies, and percentages in line with the stated objectives and the research questions of the study. This gives interpretation and analysis of findings made in an attempt to establish role of monitoring and evaluation practices in the successful implementation of projects in Mukono District. The findings are as a result of the questionnaires which were given to the respondents to fill. The study included different kinds of the respondents from Mukono District.

4.1 Geographical information

Study was conducted within Mukono district. It involved both government and nongovernment donor funded projects completed between 2018 and 2022, and had or were in the process of monitoring and evaluating using a defined M&E system. The Project managers, M&E staffs and project committee members of these projects were respondents of this study.

4.2 Demographic information

4.2.1 Gender of respondents

Respondents were asked to show their gender and the findings are presented as shown in the table below.

Table 2: showing respondents' gender

Sex	Frequency	Percentage (%)
Males	25	64
Females	11	36

Total	36	100

Source: primary data 2025

On gender basis, majority of the respondents were males and accounted for 64% while their female counterparts accounted for 36%. This indicates that male respondents largely participated in the study. Meaning a large number of MUKONO DISTRICT comprise of male employees as compared to their female counterparts.

4.2.2 Marital status.

Table 3: showing marital status.

Marital status	Number of respondents	Percentage (%)
Single	30	77
Married	6	23
Total	36	100

Source: primary data 2025

The highest number of the respondents was single were 77% and the married were 23% as the least.

4.2.3 Age of the respondents

Table 4: showing age of the respondents

Age bracket (years)	Number of respondents	Percentage (%)
20-30	8	21%
31-50	24	62%
51 and above	4	18%
Total	36	100

Source: primary data 2025

The study results from the table above indicate that a biggest number of the respondents came from the age bracket of (31-50) represented by 62% followed by those in the age bracket (20-30) with 21%, and age bracket 51 and above had 18% of

the total respondents. This indicates that all the people in different age bracket participated in the study.

4.2.4 Education Level of the Respondents

Table 5: showing Education Level of the Respondents

Education level	Frequency	Percentage (^{0}/0)
Certificate / diploma	9	23%
Bachelor degree	11	28%
Master's degree	6	8%
Doctorate	10	41%
Total	36	100

Source: Primary Data 2025

I found out that the knowledge of the staffs was satisfactory. Since all respondents were educated and had experience their lines of work.

4.2.5 Category of respondents

Table 6: showing Category of Respondents

Category of Respondents	Number of respondents	Percentage (%)
M&E officers or Project Managers and Coordinators	4	8%
Community leaders and members	32	92%
Total	36	100

Source; Primary data 2025

In Mukono District, the respondents are almost evenly split between community leaders and members, who make up 92%, and M&E officers, who comprise 8%.

4.2.6 Years worked in Mukono District

Table 7: showing for how long have respondents worked in Mukono District

Years Worked	**Number of respondents**	Percentage (%)
Less than a year	3	8%
1-3 years	10	26%
4-6 years	9	23%
Above 6 years	14	44%
Total	36	100

Source: Primary data 2025

The study results from the table above indicate that the biggest number and percentage of respondents 44% has worked for more than 6 years, followed by 26% that have worked for 1 to 3 years, 23%(4-6 years) and lastly 8% less than a year.

4.3 Presentations of the research findings as per the research objectives

4.3.1 The research findings on the extent to which data management influences successful implementation of projects? (Tick as Appropriate)

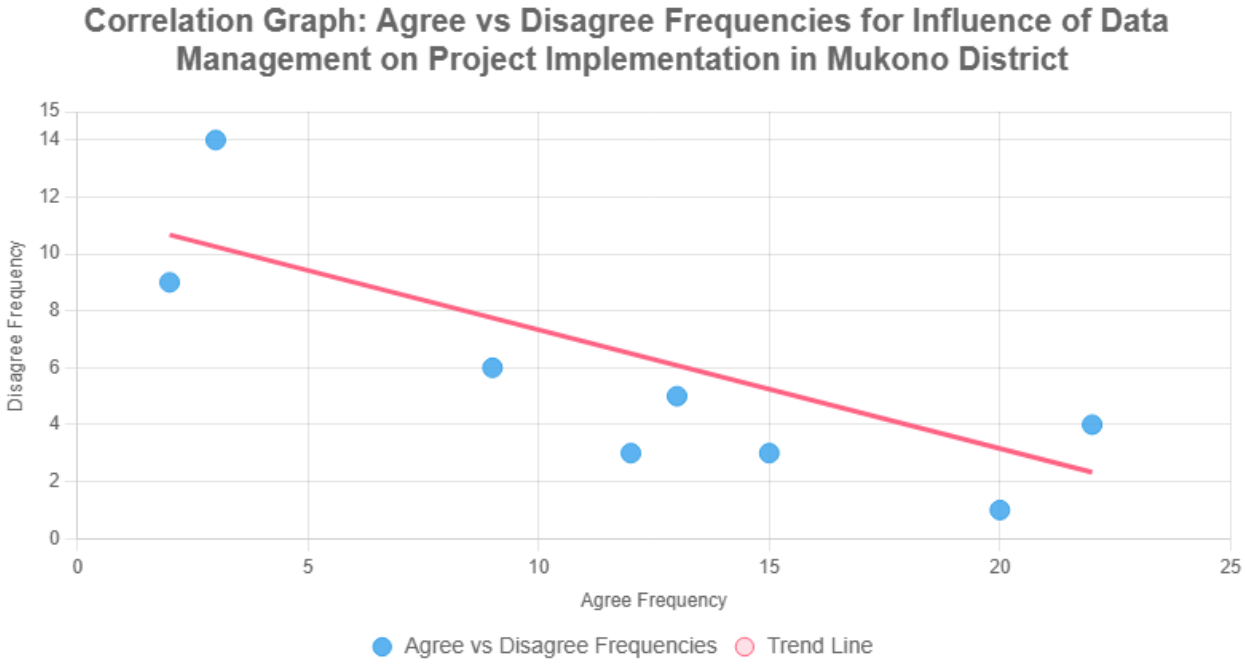
Indicate the extent to which you agree with the following observations on the extent to which data management influences successful implementation of projects in Mukono District on a scale of (1) = strongly disagree, (2) = disagree, (3) = not sure (4) = agree (5) = strongly agree.

Table 8: The extent to which data management influences successful implementation of projects?

SECTION	THE EXTENT TO WHICH DATA MANAGEMENT INFLUENCES SUCCESSFUL IMPLEMENTATION OF PROJECTS IN MUKONO DISTRICT?	AGREE Frequency (%)	DISAGREE Frequency (%)
I.	Accurate data management improves decision-making during healthcare project implementation	13 (33%)	5 (13%)
II.	Proper data storage and retrieval systems enhance the efficiency of healthcare project execution	20 (51%)	1 (14.3%)
III.	Well-managed data allows for effective monitoring and evaluation of healthcare project progress.	22 (56%)	4 (10%)
IV.	Access to real-time data improves healthcare project risk management	3 (8%)	14 (36%)
V.	Data security and confidentiality are essential for the successful implementation of healthcare projects.	9 (23%)	6 (15%)
VI.	Effective data management ensures better resource allocation in healthcare projects	12 (31%)	3 (8%)
VII.	Poor data management practices can negatively impact healthcare project outcomes	2 (5%)	9 (23%)
VIII.	Data management practices contribute to timely healthcare project delivery	15 (38%)	3 (8%)

Source: Primary data 2025

CORRELATION GRAPH



The above scatter plot visualizes the relationship between the frequencies of agreement and disagreement for each of the statements regarding the influence of data management on successful project implementation in Mukono District. Each point represents one statement, with the x-axis showing Agree Frequency and the y-axis showing Disagree Frequency.

The Pearson correlation coefficient is approximately -0.79, indicating a strong negative correlation. This suggests that as the frequency of agreement increases, the frequency of disagreement tends to decrease, which aligns with the opposing nature of the responses.

4.3.2 The research findings on the influence of communication of M&E findings on the successful implementation of projects in Mukono District (Tick as Appropriate)

Indicate the extent to which you agree with the following observations on the influence of communication of M&E findings on the successful implementation of projects in Mukono District on a scale of (1) = strongly disagree, (2) = disagree, (3) = not sure (4) = agree (5) = strongly agree.

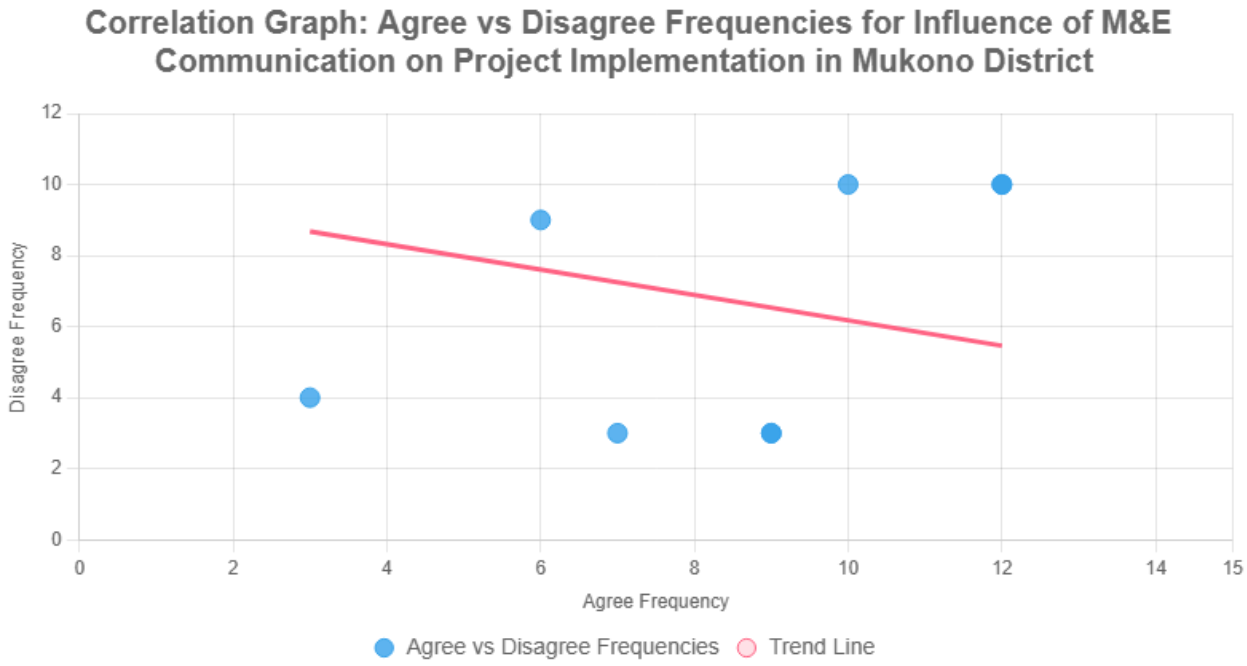
Table 9: showing the influence of communication of M&E findings on the successful implementation of projects in Mukono District

SECTION	WHAT IS THE INFLUENCE OF COMMUNICATION OF M&E FINDINGS ON THE SUCCESSFUL IMPLEMENTATION OF PROJECTS IN MUKONO DISTRICT?	AGREE Frequency (%)	DISAGREE Frequency (%)
I.	Effective communication of M&E data improves stakeholder engagement.	9 (23%)	3 (8%)
II.	Timely communication of M&E results leads to quicker adjustments in healthcare project activities.	12 (31%)	10 (26%)
III.	Regular sharing of M&E findings helps in identifying healthcare project risks early.	9 (23%)	3 (8%)
IV.	Frequent communication of M&E outcomes fosters transparency in healthcare project management.	7 (18%)	3 (8%)
V.	Lack of communication of M&E results causes confusion during healthcare project implementation.	3 (8%)	4 (10%)
VI.	healthcare Project timelines are better managed when M&E results are communicated effectively	6	9

		(15%)	(23%)
VII.	Stakeholder support for healthcare projects increases when M&E findings are shared regularly.	12 (31%)	10 (26%)
VIII.	Clear M&E reports enhance learning and improvement within healthcare project teams.	10 (26%)	10 (26%)

Source: Primary data 2025

CORRELATION GRAPH



The above scatter plot visualizes the relationship between the frequencies of agreement and disagreement for each of the statements regarding the influence of communication of M&E findings on successful project implementation in Mukono District. Each point represents a statement, with the x-axis showing Agree Frequency and the y-axis showing Disagree Frequency.

The Pearson correlation coefficient is approximately 0.58, indicating a moderate positive correlation. This suggests that as the frequency of agreement increases, the

frequency of disagreement tends to increase slightly, though the relationship is not strong. The trend line is a linear regression fit to the data for illustrative purposes.

4.3.3 The research findings on the influence of capacity of the M&E team i.e. personnel and finances on the successful implementation of projects in Mukono District (Tick as Appropriate)

Indicate the extent to which you agree with the following observations on the influence of capacity of the M&E team i.e. personnel and finances on the successful implementation of projects in Mukono District on a scale of (1) = strongly disagree, (2) = disagree, (3) = not sure (4) = agree (5) = strongly agree.

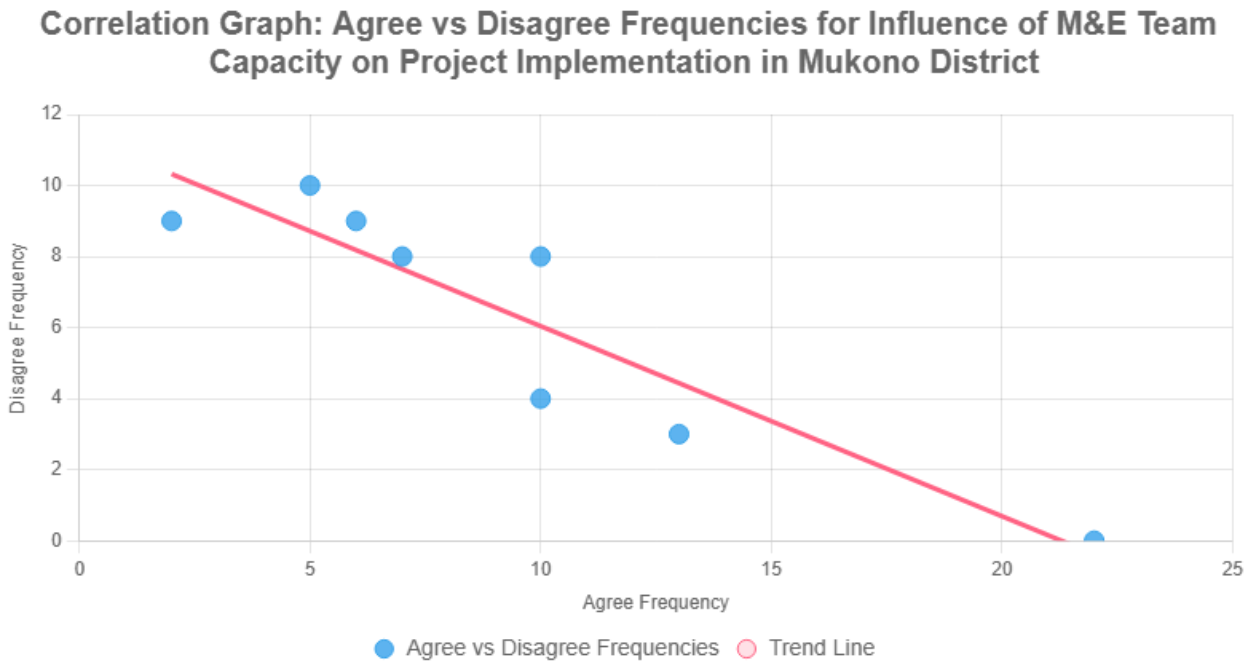
Table 10: The influence of capacity of the M&E team i.e. personnel and finances on the successful implementation of projects in Mukono District

SECTION	WHAT IS THE INFLUENCE OF CAPACITY OF THE M&E TEAM I.E. PERSONNEL AND FINANCES ON THE SUCCESSFUL IMPLEMENTATION OF PROJECTS IN MUKONO DISTRICT?	AGREE Frequency (%)	DISAGREE Frequency (%)
I.	The qualifications of M&E personnel are sufficient to track healthcare project progress effectively.	13 (33%)	3 (8%)
II.	The number of staff in the M&E team is adequate to handle the scope of the healthcare project.	22 (56%)	0 (0%)
III.	The allocation of finances to the M&E team is enough to conduct proper healthcare project evaluations.	6 (15%)	9 (23%)
IV.	M&E staff receive regular training to enhance their skills and capacity.	7 (18%)	8 (21%)
V.	A well-funded M&E team contributes to the timely completion of healthcare project milestones	10 (26%)	4 (10%)

VI.	M&E personnel are supported with modern technology to track and evaluate healthcare project activities.	2 (5)	9 (23)
VII.	The M&E team can conduct impact assessments due to their financial and technical capacity.	5 (13%)	10 (26%)
VIII.	The collaboration between M&E personnel and other project teams is crucial for healthcare project success.	10 (26%)	8 (21%)

Source: Primary data 2025.

CORRELATION GRAPH



The scatter plot above illustrates the relationship between the frequencies of agreement and disagreement for each of the statements on the influence of the M&E team's capacity (personnel and finances) on successful project implementation in Mukono District. Each point represents a statement.

The Pearson correlation coefficient is approximately -0.92, indicating a strong negative correlation. This suggests that as the frequency of agreement increases, the frequency of disagreement tends to decrease, which is intuitive given the opposing nature of the responses (though neutral responses are not shown).

4.3.4 The research findings on what are successful implementation of projects in Mukono District (Tick as Appropriate)

Indicate the extent to which you agree with the following observations on what are successful implementation of projects in Mukono District on a scale of (1) = strongly disagree, (2) = disagree, (3) = not sure (4) = agree (5) = strongly agree.

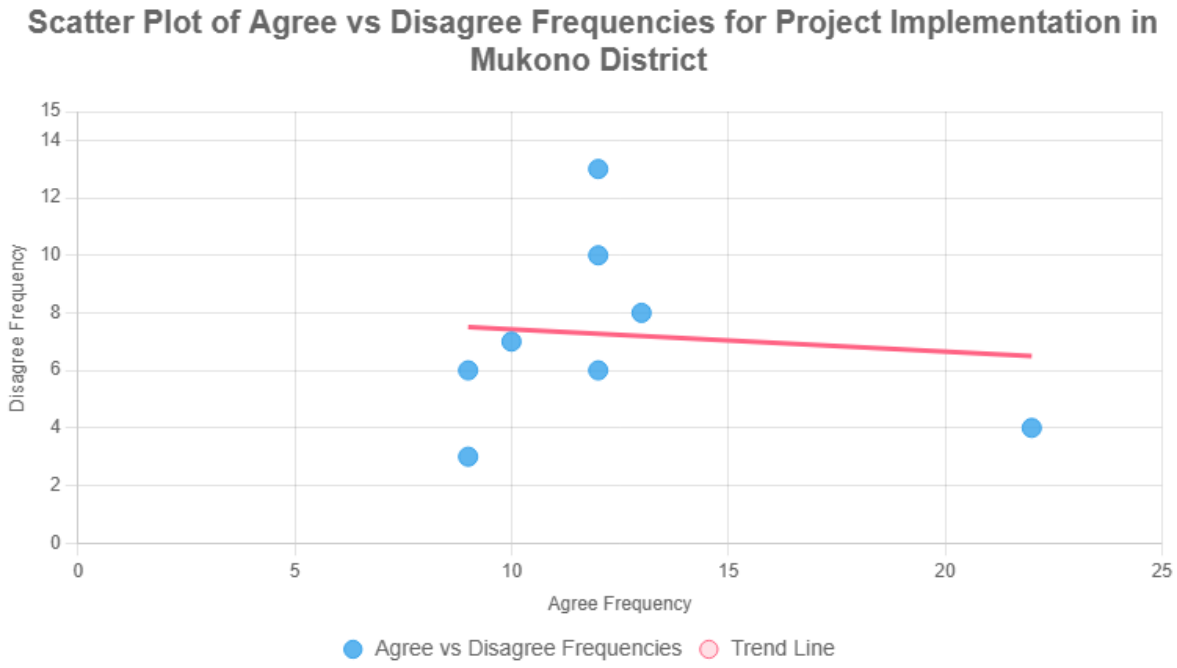
Table 11: showing the successful implementation of projects in Mukono District

SECTION	SUCCESSFUL IMPLEMENTATION OF PROJECTS IN MUKONO DISTRICT?	AGREE Frequency (%)	DISAGREE Frequency (%)
I.	Activities were implemented as per the schedule without major delays.	9 (23%)	6 (15%)
II.	The projects achieved its intended goals and objectives.	12 (31%)	10 (26%)
III.	The projects were implemented within the allocated budget.	9 (23%)	3 (8%)
IV.	The quality of projects outputs met expectations.	13 (33%)	8 (21%)
V.	The projects met the needs and expectations of its stakeholders.	22 (56%)	4 (10%)
VI.	Risks were well managed, minimizing delays and cost overruns.	12 (31%)	6 (15%)
VII.	The projects complied with all donor/government regulations and standards.	12 (31%)	13 (33%)

VIII.	Clear M&E reports enhance learning and improvement within healthcare project teams.	10 (26%)	7 (18%)

Source: Primary data 2025

REGRESSION GRAPH



Explanation:

- Data Points: Every point corresponds to one of the statements (I to VIII), with x as the Agree Frequency and y as the Disagree Frequency (for example, {x: 9, y: 6} for statement I).

- Trend Line: A simple linear trend line is approximated by selecting two points (start and end) based on the general trend of the data. For simplicity, I used the minimum and maximum x-values with approximate y-values to suggest a trend. A formal regression line would require statistical computation, which is not feasible here without additional tools.
- Chart Type: Scatter plot with an overlaid line for the trend. The scatter points are in blue, and the trend line is in red for contrast.
- Scales: The x-axis (Agree Frequency) ranges from 0 to 25, and the y-axis (Disagree Frequency) ranges from 0 to 15, covering the data range.
- Colors: Chosen to be distinctive and visible on both light and dark themes (blue for points, red for the trend line).

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This section presents summary, conclusion and recommendations of the study basing on the study findings.

5.1 Summary

5.1.1 The extent to which data management impacts on successful implementation of projects

The findings reveal that effective data management is crucial for the successful implementation of projects in Mukono District. Most respondents agreed that having proper data storage and retrieval systems facilitates efficiency by allowing project teams to quickly make knowledgeable and informed decisions (Nguyen et al., 2020). Well-managed data also enables monitoring and evaluation in order to address gaps and improve project outcomes (Kagoya et al., 2021). This allows the projects teams communicate through sharing gathered information at all cycles of the project. Nevertheless, there are some limitations like update of real-time data which is challenging for risk management and can cause postponing of necessary interventions (Munyua et al., 2022). Furthermore, these user concerns need to be addressed by implementing stronger protective measures to ensure compliance and maintain project integrity (ISO, 2021). This helps to show how and who accessed what information about projects so that incases of breaches those concerned have evidence. Addressing these gaps can optimize the role of data management in project success (Smith & Brown, 2023). Since data is kept safe, easily retrieved for reference and future use plus the restricted access for easy follow up; this makes monitoring and evaluation run smoothly throughout the entire project cycle.

5.1.2 The assessment of communication of M&E findings on successful implementation of projects

M&E findings of projects in Mukono District need to be communicated effectively for proper implementation of projects. According to [2], timely reporting of M&E finding brings stakeholders closer to the projects, improves coordination of efforts and resources, and promotes accountability. M&E findings should be shared regularly, which gives an early indication of potential risks and assists in making necessary adjustments to improve project outcomes (McCoy et al., 2020). This also allows informative decision making. On the other hand, improper communication of M&E findings can cause confusion, delays, and inefficiencies (Chirau et al., 2022). Confusion causes delays, which brings inefficiencies, for example using a language unknown to stakeholders, using illustrations unclear and hard to grasp thus confusion. Hence delays since decisions cannot be made as stakeholders are left out, bringing about inefficiencies. Transparent reporting builds trust, enables better resource allocation, and ensures meeting of project objectives within set timelines (World Bank, 2020). This brings stakeholders together and belonging to the project at hand. Strengthening M&E communication channels is key to enhancing project success (Patton, 2021). These communication channels should be able to cater for all sorts of stakeholders, convey clear information to target audience so as to achieve desired project outcomes.

5.1.3 Impact of capacity of M&E team (staff and finances) on the successful implementation of projects

The effectiveness of M&E teams in tracking and evaluating projects in Mukono District depends on their human and financial capacity. Skilled and adequately staffed teams enhance project monitoring and evaluation, enabling timely decision-making and intervention (Kusek & Rist, 2021). Skilling of these teams in terms of refresher courses over time due technological advancements and project demands. Adequate staffing of M&E teams is essential in their performance since projects have stages that is to say initiation, planning, execution, monitoring and control plus closure. Each stage

requires a set of hands for it this indicates that the team on ground should have enough players to ensure successful implementation. Insufficient personnel and funding, however, hinder data collection, reporting, and impact assessments, causing project delays (World Bank, 2020). Adequate financial support ensures access to modern technology and resources, improving efficiency and overall project success (Patton, 2021). Strengthening M&E capacity is key to achieving timely successful project implementation.

5.2 Conclusions

After testing of the hypotheses and basing on the findings in Chapter Four, these conclusions can be drawn:

i) The study underscores the critical role of effective data management in the successful implementation of projects in Mukono District. Proper data management ensures informed decision-making, efficient resource allocation, as well as effective monitoring and evaluation. On the other hand, improper data management practices contribute to project delays, inefficiencies, thus wastage of resources. Strengthening data management systems within the district is crucial to achieving improved project outcomes and ensuring effective resource usage.

ii) The communication of M&E findings plays a key role in the successful implementation of projects. Timely and clear communication improves stakeholder engagement, fosters transparency, and ensures better coordination among project teams. When M&E findings are shared clearly and regularly, it enables early identification of risks, quicker adjustments, and better decision-making. Conversely, the lack of communication of M&E findings leads to confusion, delays, and resource wastage. Improving M&E communication mechanisms is essential for the success of projects, ensuring that stakeholders remain informed and are actively involved throughout the project lifecycle.

iii) The capacity of the M&E team, in terms of both human resources and funds, is critical for the timely and successful implementation of projects. Adequately trained and sufficiently staffed M&E teams are better equipped to track

project progress, monitor and conduct evaluations, plus identifying potential risks early. Insufficient staffing and financial constraints, however, hinder the team's ability to perform these tasks effectively, leading to delays and reduced project quality. Strengthening the capacity of the M&E team through training, adequate staffing, and proper funding is essential for ensuring that projects are completed on time and meet their objectives.

This study indicates that effective data management, clear communication of M&E findings, and a well-equipped M&E team are critical for the successful implementation of projects in Mukono District. Proper data management ensures informed decisions, while effective communication fosters transparency and stakeholder engagement. A capable M&E team, backed by adequate financial resources and staffing, ensures timely project tracking and evaluation. Strengthening these areas will improve project outcomes and contribute to the success as well as sustainability of projects.

5.3 Recommendations

5.3.1 Recommendations for policy Makers.

Basing on the findings and conclusions drawn from the study hypotheses, the recommendations below can be made:

i) Policymakers should prioritize the development, implementation and maintenance of robust data management systems in projects. This includes investing in modern technology thus ensuring accurate data collection, storage, and retrieval to improve decision-making and project efficiency.
ii) Policymakers should establish and encourage clear but regular communication channels for sharing M&E findings among stakeholders. This will promote transparency, early identification of risks, and timely adjustments, leading to better project management and outcomes.
iii) Policymakers should allocate sufficient resources for training, staffing, and funding the M&E team. Ensuring that M&E personnel are adequately skilled and

equipped will enhance their ability to effectively track project progress, assess impact, and support timely decision-making.

5.3.2 Areas for further studies

Certainly, here are some recommendations for further research based on the findings and limitations of the current study:

The study was carried out in Mukono District. Hence, further studies should explore the impact of technology on M&E practices, particularly how advanced tools like data analytics and real-time tracking can enhance the effectiveness of project implementation in resource-limited settings. Additionally, research could evaluate the long-term effects of robust M&E systems on project outcomes, helping policymakers understand the broader benefits of investing in effective monitoring and evaluation. Finally, investigating the role of stakeholder engagement in M&E success would offer valuable insights into how various groups, including clients, project workers, and government bodies, contribute to or benefit from the communication of M&E results, thereby improving overall project effectiveness.

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APPENDIX

Appendix I: Study Questionnaire

Dear Respondent,

My name is **KIZITO GIDEON,** pursuing a BACHELOR'S OF PROJECT PLANNING AND ENTREPRENUERSHIP **S19B24/916** from Uganda Christian University Mukono. You have

been selected as one of the respondents in this research as I am investigating the **role of monitoring and evaluation practices in the successful implementation of projects in Mukono District.** All responses given should be genuine so as we come up with accurate data.

INSTRUCTIONS

Tick and fill in where necessary.

SECTION A: DEMOGRAPHIC INFORMATION

1. Gender

a) Male ☐ b) Female ☐

2. Marital status

a) Married ☐ b) Single ☐

3. Age bracket (years)

a) 18-24 ☐ b) 25-34 ☐ c) 35-44 ☐ d) 55 and above ☐

4. Academic qualifications

a) Diploma ☐ b) Certifica ☐ c) Bachelor ☐ degree c ☐ Master's ☐ degree e) PhD

5. Category of respondents

a) Community membe ☐ b) Project Managers or M&E ☐ fficer

6. How long have you lived/worked in Mukono District?

a) Less than a yea ☐ b) 1-3 years ☐ c) 4-6 years ☐ d) Above 6 years ☐

SECTION B: The extent to which data management influences successful implementation of projects in Mukono District? (Tick as Appropriate)

Indicate the extent to which you agree with the following observations on the extent to which data management influences successful implementation of projects in

Mukono on a scale of (1) = strongly disagree, (2) = disagree, (3) = not sure (4) = agree (5) = strongly agree.

Scale	**5**	**4**	**3**	**2**	**1**
Accurate data management improves decision-making during project implementation					
Proper data storage and retrieval systems enhance the efficiency of project execution					
Well-managed data allows for effective monitoring and evaluation of project progress.					
Access to real-time data improves project risk management					
Data security and confidentiality are essential for the successful implementation of projects.					
Effective data management ensures better resource allocation in projects					
Poor data management practices can negatively impact project outcomes					
Data management practices contribute to timely project delivery					

SECTION C: What is the influence of communication of M&E findings on the successful implementation of projects in Mukono District? (Tick as Appropriate)

Indicate the extent to which you agree with the following observations on the influence of communication of M&E findings on the successful implementation of projects in Mukono District on a scale of (1) = strongly disagree, (2) = disagree, (3) = not sure (4) = agree (5) = strongly agree.

Scale	5	4	3	2	1
Effective communication of M&E data improves stakeholder engagement.					
Timely communication of M&E results leads to quicker adjustments in project activities.					
Regular sharing of M&E findings helps in identifying project risks early.					
Frequent communication of M&E outcomes fosters transparency in project management.					
Lack of communication of M&E results causes confusion during project implementation.					
Project timelines are better managed when M&E results are communicated effectively					
Stakeholder support for projects increases when M&E findings are shared regularly.					
Clear M&E reports enhance learning and improvement within project teams.					

SECTION D: What is the influence of capacity of the M&E team i.e. personnel and finances on the successful implementation of projects in Mukono District? (Tick as Appropriate)

Indicate the extent to which you agree with the following observations on the influence of capacity of the M&E team i.e. personnel and finances on the successful implementation of projects in Mukono District on a scale of (1) = strongly disagree, (2) = disagree, (3) = not sure (4) = agree (5) = strongly agree.

Scale	**5**	**4**	**3**	**2**	**1**
The qualifications of M&E personnel are sufficient to track project progress effectively.					
The number of staff in the M&E team is adequate to handle the scope of the project.					
The allocation of finances to the M&E team is enough to conduct proper project evaluations.					
M&E staff receive regular training to enhance their skills and capacity.					
A well-funded M&E team contributes to the timely completion of project milestones					
M&E personnel are supported with modern technology to track and evaluate project activities.					
The M&E team can conduct impact assessments due to their financial and technical capacity.					
The collaboration between M&E personnel and other project teams is crucial for project success.					

SECTION E: What are successful implementation of projects in Mukono District? (Tick as Appropriate)

Indicate the extent to which you agree with the following observations on the successful implementation of projects in Mukono District on a scale of (1) = strongly disagree, (2) = disagree, (3) = not sure (4) = agree (5) = strongly agree.

Scale	**5**	**4**	**3**	**2**	**1**
Activities were implemented as per the schedule without major delays.					
The projects achieved its intended goals and objectives.					
The projects were implemented within the allocated budget.					
The quality of projects outputs met expectations.					
The projects met the needs and expectations of its stakeholders.					
Risks were well managed, minimizing delays and cost overruns.					
The projects complied with all donor/government regulations and standards.					
The projects results are likely to continue after the funding ends.					

THANK YOU

APPENDIX II: INTRODUCTORY LETTER

UGANDA CHRISTIAN UNIVERSITY
A Centre of Excellence in the Heart of Africa

Chief Engineer
Mukono District Municipal Council
Mukono, Uganda

Dear Sir,

RE: **Introduction of MR.KIZITO GIDEON - S19B24/916 for Data Collection Permission**

I am writing to introduce **Mr.** Kizito Gideon, a **Bachelor of** Project Planning and Entrepreneurship student at Uganda Christian University. **Mr.** Kizito is currently in the advanced stage of his academic journey and is conducting a dissertation on **"The role of Monitoring and Evaluation practices in the successful Implementation of Projects in Mukono District."**

As part of his research, Mr.Kizito is seeking permission from your office to collect relevant data and information. His study aims to investigate the **impact of Monitoring and Evaluation practices on the district's operational efficiency, with a focus on identifying areas of improvement and proposing evidence-based recommendations for enhanced service delivery.**

I assure you that Mr. Kizito will adhere to all ethical guidelines and treat any data collected with the utmost confidentiality. He is a responsible student dedicated to conducting a thorough and rigorous study.

We kindly request your support in granting **Mr.** Kizito access to relevant data and personnel within the **any department as well as any personnel with objective knowledge regarding his topic**. Your valuable insights will significantly contribute to the success and quality of his research.

Thank you for considering his request. Should you require any additional information, please do not hesitate to contact me on the address provided here below.

Sincerely,

.....

Mukisa Simon Peter
Lecturer and undergraduate
Research coordinator UCU School of Business
Email smukisa@ucu.ac.ug Mob. 0752938600

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