

**THE ROLE OF BUDGETING IN ACHIEVING ORGANIZATIONAL FINANCIAL
GOALS: A CASE STUDY AT TRANSCULTURAL PSYCHOSOCIAL
ORGANIZATION (TPO) UGANDA**

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DECLARATION

I KIRABO ESTHER GABRIELLA hereby declare to the best of my knowledge that the work presented here has never been presented to any other academic institution of higher learning of any academic award.

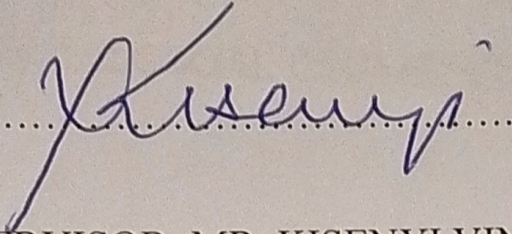
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APPROVAL

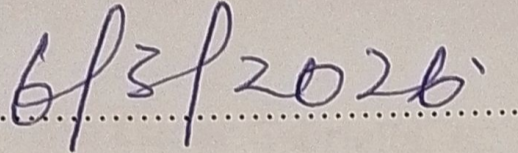
This research report has been submitted to the faculty of Business with my approval as the university supervisor.

SIGNATURE



NAME OF SUPERVISOR: MR. KISENYI VINCENT

DATE



DEDICATION

This dissertation is dedicated to my beloved parents, Pastor Nayiga Mary Grace and Mr. Sserwamukoko Godfrey for their enticed effort more encouragement and above all, spiritual enrichment which have proved a ground towards the superior excellence in my field of academics.

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LIST OF ACRONYMS

CD- Community Development

CIMA- Chartered Institute of Management Accountants

ECHO- European Civil Protection and Humanitarian Aid Operations

MHPSS- Mental Health and Psychosocial Support

NGO- Non-Government Organizations

TPO- Transcultural Psychosocial Organization

UNHCR- United Nation High Commissioner for Refugees

USAID- United States Agency for International Development

ABSTRACT

This study sought to investigate the role of budgeting in the achievement of financial goals in an organization. This research used Transcultural Psychosocial Organization (TPO) Uganda as the case study. This research was motivated by the financial challenges being experienced by non-governmental organizations (NGOs) in Uganda. These challenges are donor dependency, stringent rules and regulations, and demands for accountability and transparency. This research used a case study design involving quantitative and qualitative aspects. The researcher used structured questionnaires to sample 52 respondents from management staff, finance officers, and departmental coordinators. This research also used secondary sources of data from financial and audit reports. The researcher used descriptive statistics to analyze the collected data. The results of this research showed that TPO Uganda uses structured budgeting approaches in budget preparation and budgetary control. This research also showed that budgeting and financial goal attainment have a positive relationship. This is because budgeting improves the efficiency of resources, reduces costs, and enhances financial accountability and sustainability. This research concludes that budgeting is an important financial management technique for NGOs.

CHAPTER ONE

INTRODUCTION TO THE STUDY

1.0 Introduction

This research examined the role of budgeting in achieving organizational financial goals at Transcultural Psychosocial Organizational (TPO). With the interest of my desire professional experience in the organizational settings, this study examines the function of budgeting to attain its financial goals, analyzing the internal and external controls especially those imposed by donor requirements and government. This chapter enlists the background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, scope of the study, significance of the study and conceptual framework. This was guided by the following objectives, to assess the budgeting practices applied in TPO Uganda, to determine the relationship between budgeting and financial goal attainment at TPO Uganda and to evaluate the role of budgeting in resource allocation and cost control at TPO Uganda.

1.1 Background of the Study

Financial budgeting operated into quantifiable, accurate forecasts for the future. NGOs have a large number of external stakeholders like donors, local contributions or government grants to increase demand for transparency and accountability regarding the use of financial resources and performance. To support overall financial capacity, a financial control system is a great deal in ensuring stakeholders investment is properly guarded with the assets and data to the management in the organization. Organizations must implement fundamental skills such as cash management, generating financial statements, and sound accounting principles.

According to Agyemang et al. (2019), NGOs must maintain strong financial systems for sustainability, while Hove and Tarisai (2019) emphasize that budgeting enhances both strategic alignment and resource accountability.

It has brought concern how NGOs manage financial resources. Bearing in mind, it will remain crucial to acquire the certainty of effective and efficient budgeting in financial management practices would always contribute a critical role in ensuring all organizations persevere and expand. According to Ho (2018), budget is described as the financial plan for future activities and involves preparing detailed projections of future amounts in the projected revenues and expenditures. Similarly, Andre, S.M., Lam, M., and O'Donnell, M. (2016) defines budget as a management instrument that financially ensures the dimension of objectives, revenues, expenses, and results. Under NGO sector, the financial goals are targeted to maximizing profits in order to achieving long-term Financial Sustainability to ensure the expansion of organization programs. Kariuki (2021).

Budgeting is also an important aspect of managerial control. It ensures financial management and strategic goal alignment in organizations. Moolchand et al. (2012) states that budgeting is an important aspect of organizational performance, especially concerning resource allocation and deliberate level planning. Budgeting also is known as a systematic approach to planning and ensuring that financial objectives are designed to the capabilities of the organization's internal control systems. Budgeting in organizations assists in having a plan and estimating costs in resource allocation with an estimated time range. According to Aziz, Said, and Alam (2015), financial objectives are an important aspect of internal control systems, resulting in enhanced financial management.

NGOs in developing countries such as Uganda also come with unique challenges that are in the way of financial sustainability and efficiency. Financial insecurity is also another issue affecting NGOs in the country. This is attributed to the fact that they are mostly funded through donor money. Additionally, the funding can also come with the element of political manipulation. Financial compliance is also another issue in the country, and it must always be done every five years. This has put more pressure on NGOs to have flawless financial budgets (Mugambe,2021) The organization, which operates at national level and covers 43 districts, focuses on complex interventions such as Mental Health and Psychosocial Support, Child Care and Protection, and Livelihood Support. It has established control mechanisms such as Financial Management Policy, Procurement Policy, various levels of approval, and an Internal Auditor, whose responsibility is to report to the TPO Board, which prevents any abuse of resources. Audits, both general and specific, are conducted to ensure accountability.

TPO Uganda has pledged to follow an aggressive growth plan as outlined in its Strategic Plan for 2022-2027, which requires the sourcing of an estimated UGX 121 billion in five years. This amount is a major scale-up in financial terms from the UGX 30 billion budget that the organization had in 2020, underlining the absolute dependence on better budget management practices to handle the expected inflow of funds from bilateral, multilateral, and foundation donors. The capacity of TPO's systems to handle this quantum jump in the volume and complexity of funds is the major topic that requires investigation.

1.2 Statement of the Problem

Non-Governmental Organizations (NGOs) face financial instability due to reduced funding from donors, which may oblige them to downsize their activities. For example, the organization of USAID, which pulled out in most NGO organization leading to limited financial resources. Nabukeera (2020) indicated that weak budgeting can led to premature termination of NGO programs. NGO operations have expanded due to the result of increased funds and cash coming in from various sources. According to Wanjiru (2013), a lot of NGOs have had trouble getting donations because of poor financial management techniques that have provided to carrying out their missions. Instances of poor financial planning, this can be associated with the underperformance of NGOs and the premature ongoing projects such as the suspension of the licenses of some refugee service operations due to alleged corruption and mismanagement of funds that are meant to facilitate the refugees in Kiryandongo refugee camp. Kleinfeld (2023). This gives a picture how insufficient financial planning can affect the public and loss of donor support.

Therefore, there is a need to clear policies and internal controls through use of accounting software hence sensitize NGO managers in Uganda about training financial management and the significance of appealing in actual financial planning.

1.3 Purpose of the Study

The purpose of this study was to examine how budgeting contributes to the achievement of the organizational financial goal's attainment at TPO Uganda.

1.4 Objectives of the study

Specific objectives of the study were to.

- i. To assess the budgeting practices applied in TPO.
- ii. To evaluate the role of budgeting in resource allocation and cost control at TPO Uganda.
- iii. To determine the relationship between budgeting and financial goal attainment at TPO Uganda.

1.5 Research Questions

- i. What is the challenge of assessing budgeting practices to achieving its financial goals, particularly in the context of donor policy requirements?
- ii. What is the role of budgeting in resource allocation and cost control at the TPO Uganda?
- iii. What is the relationship between budgeting and the achievement of organizational financial goals at TPO Uganda?

1.6 Scope of the Study

The scope of the study covered three dimensions that is; geographical, time and content scope. These are discussed below in detail.

1.6.1 Geographical Scope

The study was conducted at the TPO Uganda Head Office. TPO is located at block 257, plot 652, Munyonyo Wamala Close P.O. Box 21646, Kampala, Uganda. Data will also encompass expenditure reports and programmatic budget adherence from field operations across the 43 districts where TPO operates, particularly where specialized MHPSS and protection services are delivered.

1.6.2 Time Scope

The research study covered a period of four months that is between September to December 2025, to analyze TPO's financial data and practices within the current strategic period, covering the years leading up to and immediately following the launch of the 2022-2027 Strategic Plan. This timeframe captures the critical period of strategic resource mobilization aimed at achieving the UGX 121 billion target.

1.6.3 Content Scope

The content scope study focused on the independent variables of budgeting practice planning monitoring, control mechanisms, resource allocation strategy, internal controls and their correlation with the dependent variable financial goal attainment/sustainability.

1.7 Significance of the Study

- i. This research provides direct utility to strengthen TPO Uganda's budgeting policy by offering empirical validation of its financial management policies, enhance donor's confidence, reduce audit risk, support sustainability of mental health and identifying operational weak points that could help the achievement of its ambitious strategic funding objective.
- ii. The findings assist management in optimizing budget implementation, accountability and enhancing fiscal responsibility. For international donors and partners (including USAID, UNHCR, and ECHO), the study offers audited evidence of accountability within a key implementing organization, crucial for ongoing due diligence.
- iii. Academically, the study contributes to specialized modern data on financial governance in the high-impact, complex Mental Health and Psychosocial Support

(MHPSS) sector in East Africa, filling a contextual gap in the nonprofit budgeting literature enriches the financial governance.

1.8 Justification of the Study

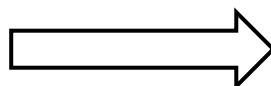
The necessity of this research was underscored by the unique confluence of challenges facing TPO, its specialized Mental Health and Psychosocial Support (MHPSS) mission, the sheer magnitude of its funding requirement and the vulnerability inherent in donor-dependent operations. A failure in the budgeting process is not merely a financial oversight but a direct threat to the continuation of life-sustaining psychosocial services.

1.9 Conceptual Framework

The conceptual framework illustrates the hypothesized relationships between the internal management processes and the desired organizational financial outcomes

INDEPENDENT VARIABLES

- Budgeting practices
- Management support
- Budgeting techniques
- Organizational culture



DEPENDENT VARIABLES

- Resources allocation and cost control
- Financial goal attainment
- Effective resource allocation
- Financial performance

Source: Libby& Lindsay (2019) modified researcher

The frame work assumes that budgeting is a critical practice that specifically influences that internal process to the attainment of financial goals. It discloses the effectiveness of budgeting practices, management support, budgeting techniques and organizational culture which increases in resource allocation and cost control, financial goal attainment, effective resource allocation and financial performance.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents literature that is applicable to the study giving allude to the study objectives, sub-divided into three sections. The first section reviews related literature on the different internal audit attributes used by an organization, followed by the subsection which reviews literature on the effect of internal auditing on financial performance of an organization. The final subsection reviews literature on the relationship between internal auditing and financial performance of an organization.

2.1. Budgeting

Budgeting is a systematic approach through which organizations strategies and plans are transformed into an approved financial blueprint, usually expressed in monetary terms over a predetermined period. At both managerial and operational levels, it is a forward-looking approach that identifies organizational needs and sets clear targets for their achievement. Budgetary control on the other hand, is responsible for controlling how well an organization is achieving its targets by checking whether they are actually being met and taking corrective measures whenever there is a deviation from what is expected (Mohamed, 2015).

Budgetary control is the advance preparation of revenue and expenditure budgets for an upcoming accounting period followed by continuous comparisons between actual performance and budgeted figures. This allows an organization to determine whether it has actually achieved its targets or whether it needs to take corrective measures to achieve its strategies (Mohamed, 2015).

The Chartered Institute of Management Accountants defines budgetary control as: “The establishment of budgets related to executive responsibilities, together with continuous comparison of actual performance against these budgets and the use of variances to guide policy changes or to secure objectives.”

Variance refers to the difference between the projected cost or revenue also known as the budget and the actual cost or revenue. Adverse variances occur when the actual performance is less than the planned performance indicating areas that need attention for corrective actions to take place (Mohamed, 2015).

Budgets can be classified into two main types: the operating budgets and the cash budgets. Operating budgets cover areas such as sales, production, materials, labor and overheads. On the other hand, the cash budgets cover the expected inflows and outflows of cash indicating the cash position at any given time. Therefore, the cash budgets ensure that the business does not experience cash shortages at any given time. Expenditure budgets which involve strategic planning, cover areas involving long-term capital investments in fixed assets, major projects and other long-term expenditures.

2.2 Organizational Financial Goals

However, the achievement of financial goals by the organization is a must, and it is done by budgeting and financial management (Agyemang & Arya, 2019; Bhimani et al., 2020; Ebrahim, 2020). Budgeting is an important part of financial management, as it enables the organization to plan and control financial resources properly (Guragai et al., 2022; Hyndman & McDonough, 2019; Khan, 2020). Budgeting involves the preparation of financial plans and budgets that show the financial goals and objectives of the organization (Moxham, 2019; Ntim et al., 2020; Obembe, 2022). It

also includes the control and monitoring of financial performance, making the necessary adjustments as required (Agyemang & Arya, 2019; Bhimani et al., 2020; Ebrahim, 2020). Budgeting is the key to the achievement of financial goals by the organization, as it enables the organization to use financial resources properly and effectively (Guragai et al., 2022; Hyndman & McDonough, 2019; Khan, 2020). Budgeting also enables the organization to cope with the changes that take place in the environment and to adapt to the new challenges that arise (Moxham, 2019; Ntim et al., 2020; Obembe, 2022). The financial objectives of an organization should be integrated with the overall strategy and mission of the organization (Agyemang & Arya, 2019; Bhimani et al., 2020; Ebrahim, 2020). Budgeting is a critical approach in the accomplishment of the financial objectives of an organization since it helps organizations to manage their financial resources (Guragai et al., 2022; Hyndman & McDonough, 2019; Khan, 2020).

Organizational financial goals are subject to several factors. These factors may be external in nature for example, market and environmental factors (Agyemang & Arya, 2019; Bhimani et al., 2020; Ebrahim, 2020). Similarly, internal factors such as the culture and leadership of an organization are also important in determining financial goals (Guragai et al., 2022; Hyndman & McDonough, 2019; Khan, 2020). Stakeholder expectations and interests also influence organizational financial goals (Moxham, 2019; Ntim et al., 2020; Obembe, 2022). Budgeting is an essential tool for managing these factors and achieving organizational financial goals (Agyemang & Arya, 2019; Bhimani et al., 2020; Ebrahim, 2020). Effective budgeting involves the preparation of financial plans and budgets that consider these factors (Guragai et al., 2022; Hyndman & McDonough, 2019; Khan, 2020). Budgeting also involves the monitoring and control of financial performance adjusting as necessary (Moxham,

2019; Ntim et al., 2020; Obembe, 2022). Organisational financial goals should be aligned with an organization's overall strategy and mission (Agyemang & Arya, 2019; Bhimani et al., 2020; Ebrahim, 2020). Budgeting is a critical component of organizational financial management, as it enables organizations to plan and control their financial resources effectively (Guragai et al., 2022; Hyndman & McDonough, 2019; Khan, 2020). Effective budgeting is essential for achieving organizational financial goals, as it ensures that resources are allocated efficiently and effectively (Moxham, 2019; Ntim et al., 2020; Obembe, 2022).

Organizational financial goals can be categorized into several types, including profitability, liquidity, and solvency goals (Agyemang & Arya, 2019; Bhimani et al., 2020; Ebrahim, 2020). Profitability goals relate to an organization's ability to generate profits and returns on investment (Guragai et al., 2022; Hyndman & McDonough, 2019; Khan, 2020). Liquidity goals relate to an organization's ability to meet its short-term financial obligations (Moxham, 2019; Ntim et al., 2020; Obembe, 2022). Solvency goals relate to an organization's ability to meet its long-term financial obligations (Agyemang & Arya, 2019; Bhimani et al., 2020; Ebrahim, 2020). Other forms of financial objectives of organizations include growth objectives, efficiency objectives, and sustainability objectives (Guragai et al., 2022; Hyndman & McDonough, 2019; Khan, 2020). Budgeting is an important activity in the achievement of financial objectives, as it helps organizations to make effective use of resources and manage financial risks (Moxham, 2019; Ntim et al., 2020; Obembe, 2022). Successful budgeting entails the preparation of financial plans and budgets that show the financial objectives and goals of an organization (Agyemang & Arya, 2019; Bhimani et al., 2020; Ebrahim, 2020). Budgeting entails the monitoring and controlling of financial performance, making adjustments when needed (Guragai et

al., 2022; Hyndman & McDonough, 2019; Khan, 2020). Financial goals of an organization should be aligned with the overall organizational strategy and mission (Moxham, 2019; Ntim et al., 2020; Obembe, 2022). Budgeting is an important mechanism that helps an organization attain financial goals by effectively controlling financial resources of the organization (Agyemang & Arya, 2019; Bhimani et al., 2020; Ebrahim, 2020).

2.3 Budgeting Practices Applied in TPO Uganda

Budgeting is an essential tool of financial management in NGOS, and it helps them manage their resources well and attain their goals (Agyemang & Arya, 2019). Effective budgeting practices are necessary for NGOS to ensure transparency, accountability, and sustainability (Ebrahim, 2020). NGOS face challenges in their budgeting processes due to a lack of resources, uncertain funding, and multiple stakeholders (Guragai et al., 2022). According to a study published in the *International Journal of Public Sector Management*, budgeting is an essential tool of management in NGOS, as it helps them attain their goals (Hyndman & McDonough, 2019). This literature review seeks to evaluate budgeting practices used in NGOs, focusing on best practices, challenges, and improvements. NGOs should embrace effective budgeting practices to ensure financial sustainability and meet their social goals (Khan, 2020). A study conducted by the *Journal of Accounting and Public Policy* revealed that NGOs that use effective budgeting practices generally have better financial performance and sustainability (Liguori et al., 2021). Effective budgeting practices also help NGOs to adapt to changes in their environment and meet new challenges (Moxham, 2019). Additionally, budgeting practices in NGOs should be aligned with their strategic goals and priorities (Ntim et al., 2020). In Uganda, NGOs

are very important in the provision of social services, and effective budgeting practices are key to their success (Obembe, 2022).

Budgeting Theories and Frameworks. Various theories and frameworks have been employed in NGOs, such as zero-base budgeting, incremental budgeting, and activity-based budgeting (Agyemang & Arya, 2019). Zero-base budgeting is a widely employed concept in NGOs, as it allows the organization to justify its expenses (Bhimani et al., 2020). Incremental budgeting is also a widely employed concept in NGOs, as it allows the organization to build upon previous budgets (Ebrahim, 2020). Activity-based budgeting is also a widely employed concept in NGOs, as it allows the organization to identify expenses (Guragai et al., 2022). As per a study conducted by the Journal of Accounting and Public Policy, NGOs should implement budgeting structures that emphasize transparency, accountability, and participation (Hyndman & McDonough, 2019). The International Journal of Public Sector Management also highlights the need for budgeting structures that emphasize sustainability and financial stability (Khan, 2020). NGOs should also implement budgeting structures that focus on risk management and scenario planning (Liguori et al., 2021). Budgeting structures should be aligned with the strategic objectives and priorities of NGOs (Moxham, 2019). In addition, budgeting structures should be flexible and dynamic (Ntim et al., 2020). In Uganda, NGOs should use budgeting systems that emphasize transparency, accountability, and sustainability (Obembe, 2022).

Budgeting Processes in NGOs. The budgeting process in NGOs goes through various steps, such as planning, preparation, approval, and implementation (Agyemang & Arya, 2019). For a budgeting process to be effective, it should involve different stakeholders, such as employees, management, and board members (Bhimani et al.,

2020). NGOs should also engage different external stakeholders, such as donors, in the budgeting process to ensure that there is transparency and accountability (Ebrahim, 2020). According to a study carried out by the Journal of Accounting and Public Policy, NGOs should emphasize budgeting processes that focus on participation, transparency, and accountability (Hyndman & McDonough, 2019). However, according to a study by the International Journal of Public Sector Management, NGOs also face challenges in their budgeting process due to limited technical capacity and no financial systems (Khan, 2020). Therefore, NGOs can overcome these challenges by implementing effective budgeting practices such as zero-based budgeting and activity-based budgeting (Agyemang & Arya, 2019). NGOs can also focus on transparency, accountability, and participation while implementing budgeting practices (Ebrahim, 2020). According to a study by the Journal of Accounting and Public Policy, NGOs can also focus on implementing budgeting practices that incorporate risk management and scenario planning (Hyndman & McDonough, 2019). NGOs can also focus on implementing budgeting practices that incorporate sustainability and financial stability, according to a study by the International Journal of Public Sector Management (Khan, 2020). NGOs can implement effective budgeting practices that align with their strategic objectives and priorities (Moxham, 2019). NGOs can also implement budgeting practices that are flexible and adaptable to circumstances (Ntim et al., 2020). In Uganda, NGOs should focus on budgeting practices that enhance transparency, accountability, and sustainability (Obembe, 2022).

Budgeting and Financial Sustainability. Effective budgeting practices are vital for the financial sustainability of NGOs, as they help NGOs manage resources effectively and achieve their objectives (Agyemang & Arya, 2019). According to a study by the

Journal of Accounting and Public Policy, NGOs with good budgeting practices are likely to achieve better financial sustainability and performance (Liguori et al., 2021). NGOs should focus on budgeting practices that enhance transparency, accountability, and participation (Ebrahim, 2020). The International Journal of Public Sector Management also emphasizes the need for NGOs to adopt budgeting practices that enhance sustainability and financial stability (Khan, 2020). NGOs should also consider using budgeting frameworks that involve risk management and scenario planning (Hyndman & McDonough, 2019). Effective budgeting practices should be aligned with the strategic objectives of NGOs (Moxham, 2019). Moreover, budgeting processes should be flexible and dynamic in adapting to changing environments (Ntim et al., 2020). In Uganda, NGOs should focus on budgeting processes that are transparent, accountable, and sustainable (Obembe, 2022). A study conducted by the Journal of Accounting and Public Policy revealed that NGOs with effective budgeting processes have better financial performance and sustainability (Liguori et al., 2021). NGOs should also engage donors and external parties in the budgeting process to ensure transparency and accountability (Guragai et al., 2022).

Budgeting and Accountability. Budgeting processes in NGOs should focus on accountability, transparency, and participation (Ebrahim, 2020). A study by the Journal of Accounting and Public Policy revealed that NGOs should use budgeting structures that are accountable and transparent (Hyndman & McDonough, 2019). The International Journal of Public Sector Management also highlights the need for budgeting frameworks that support sustainability and financial stability (Khan, 2020). NGOs must engage their donors and other external parties in the budgeting process to ensure transparency and accountability (Liguori et al., 2021). Best

budgeting practices must be integrated with the strategic goals and priorities of NGOs (Moxham, 2019). Moreover, best budgeting practices must be adaptable to changing environments (Ntim et al., 2020). In Uganda, NGOs must focus on budgeting practices that support sustainability, accountability, and transparency (Obembe, 2022). A study conducted by the Journal of Accounting and Public Policy revealed that NGOs with best budgeting practices exhibit better financial performance and sustainability (Liguori et al., 2021). NGOs must adopt budgeting frameworks that emphasize risk management and scenario planning (Guragai et al., 2022). Best budgeting practices are critical for the financial sustainability and accountability of NGOs (Agyemang & Arya, 2019).

Budgeting and Stakeholder Engagement. NGOs should involve stakeholders in the budgeting process to ensure transparency, accountability, and participation (Ebrahim, 2020). According to a study by the Journal of Accounting and Public Policy, NGOs should adopt budgeting frameworks that promote stakeholder engagement and participation (Hyndman & McDonough, 2019). The International Journal of Public Sector Management also highlights the significance of budgeting practices in promoting sustainability and stability (Khan, 2020). The NGOs in Uganda need to focus on promoting budgeting practices that enhance transparency, accountability, and participation (Liguori et al., 2021). The budgeting practices need to be aligned with the strategic objectives of the NGOs (Moxham, 2019). Additionally, the budgeting practices need to be flexible and adaptable (Ntim et al., 2020). The NGOs in Uganda need to focus on promoting budgeting practices that enhance transparency, accountability, and sustainability (Obembe, 2022). A study done by the Journal of Accounting and Public Policy indicated that NGOs with good budgeting practices are likely to have good financial performance and sustainability (Liguori et

al., 2021). NGOs are encouraged to use a budgeting framework that includes risk management and scenario planning (Guragai et al., 2022). Good budgeting practices are important for NGOs because they help in the determination of their financial performance.

Budgeting and Risk Management. NGOs should adopt budgeting frameworks that incorporate risk management and scenario planning (Guragai et al., 2022). According to a study by the Journal of Accounting and Public Policy, NGOs should prioritize budgeting practices that promote risk management and financial stability (Hyndman & McDonough, 2019). The International Journal of Public Sector Management also highlights the need for budgeting frameworks that support sustainability and stability (Khan, 2020). NGOs should engage stakeholders in budgeting to ensure transparency, accountability, and participation (Ebrahim, 2020). Best practices in budgeting should be aligned with the strategic goals and priorities of NGOs (Moxham, 2019). Moreover, budgeting practices should be adaptable to changing situations (Ntim et al., 2020). In Uganda, NGOs should focus on budgeting practices that support transparency, accountability, and sustainability (Obembe, 2022).

2.4 The Role of Budgeting in Resource Allocation and Cost Control

Introduction to Budgeting in Resource Allocation. Budgeting is an important aspect of resource allocation, as it helps organizations set priorities for resources and accomplish their goals (Agyemang & Arya, 2019). Good budgeting practices are important for organizations to allocate resources effectively and attain financial sustainability (Bhimani et al., 2020). Budgeting helps organizations to detect resource inefficiencies and take corrective actions (Ebrahim, 2020). According to Guragai et al. (2022), budgeting is a vital part of financial management, as it helps organizations allocate resources effectively. Budgeting also helps organizations to

react to changes in their environment and adapt to new challenges (Hyndman & McDonough, 2019). Moreover, budgeting practices should be integrated with the strategic objectives and priorities of an organization (Khan, 2020). Budgeting is an ongoing process that needs constant monitoring and evaluation (Moxham, 2019). Good budgeting practices also enhance accountability, transparency, and stakeholder engagement (Obembe, 2022). Budgeting is an important tool for organizations to accomplish their mission and vision (Ntim et al., 2020). Budgeting helps organizations to set resource priorities, manage risks, and attain financial sustainability (Agyemang & Arya, 2019). Budgeting and Resource Allocation; Budgeting is an essential part of the resource allocation system, as it helps an organization allocate resources appropriately (Agyemang & Arya, 2019). Effective budgeting practices are essential for an organization to allocate resources appropriately and attain financial stability (Bhimani et al., 2020). Budgeting, according to Ebrahim (2020), helps an organization to identify areas of inefficiency and take corrective actions to rectify them. Budgeting helps an organization to respond to environmental changes and adapt to new challenges (Guragai et al., 2022). Budgeting practices should always be aligned with the strategic objectives of an organization (Hyndman & McDonough, 2019). Budgeting is a continuous process that needs to be constantly monitored and evaluated (Khan, 2020). Effective budgeting practices are essential for an organization, as they enhance accountability, transparency, and stakeholder engagement (Moxham, 2019). Budgeting is an essential tool for an organization to attain its mission and vision (Obembe, 2022). Budgeting helps an organization to prioritize resources, manage risk, and attain financial sustainability (Ntim et al., 2020). Budgeting is an essential

tool for an organization, as it helps an organization allocate resources appropriately (Agyemang & Arya, 2019).

Budgeting and Cost Control. Budgeting plays an important role in cost control, and through budgeting, an organization is able to control costs and maintain financial stability (Agyal & Arya, 2019). Effective budgeting practices are necessary for an organization to control costs and maintain financial stability (Bhimani et al., 2020). Budgeting helps an organization to identify areas of inefficiency and take corrective actions, as mentioned in Ebrahim (2020). Budgeting helps an organization to cope with the changing environment and challenges (Guragai et al., 2022). Budgeting practices should be in line with the strategic objectives of an organization (Hyndman & McDonough, 2019). Budgeting is a continuous process that needs to be regularly monitored and evaluated (Khan, 2020). Effective budgeting practices are necessary for an organization to maintain accountability, transparency, and stakeholder engagement (Moxham, 2019). Budgeting is a significant tool for an organization to fulfill its mission and vision (Obembe, 2022). Budgeting helps an organization to prioritize resources, manage risk, and maintain financial sustainability (Ntim et al., 2020). Budgeting is an important tool for an organization to manage costs, and it plays a significant role in financial management (Agyemang & Arya, 2019).

Budgeting and Financial Performance. Budgeting has been identified to have an impact on an organization's financial performance, as it allows an organization to effectively utilize its resources (Agyemang & Arya, 2019). Effective budgeting practices are vital to an organization's financial sustainability (Bhimani et al., 2020). According to Ebrahim (2020), an organization uses budgeting to identify areas of inefficiency in its operations and take corrective action to address the challenges.

Budgeting allows an organization to effectively respond to changes in its environment and to new challenges that an organization may face (Guragai et al., 2022). Budgeting practices must be aligned with an organization's strategic objectives (Hyndman & McDonough, 2019). Budgeting is an ongoing process that requires an organization to monitor and evaluate its budgeting practices (Khan, 2020). Effective budgeting practices have been identified to promote accountability, transparency, and stakeholder engagement (Moxham, 2019). Budgeting is an important tool that an organization uses to achieve its mission and vision (Obembe, 2022). Budgeting allows an organization to effectively prioritize its operations, manage its risks, and achieve financial sustainability (Ntim et al., 2020). Budgeting is an important tool that an organization uses to manage its costs effectively (Agyemang & Arya, 2019).

Budgeting and Decision Making. Budgeting is an essential tool in decision-making, as it gives an organization a guideline to make appropriate decisions (Agyemang & Arya, 2019). The use of good budgeting practices is essential in an organization to make appropriate decisions and achieve organizational objectives (Bhimani et al., 2020). Ebrahim (2020) argues that the use of budgeting, an organization is able to identify areas of inefficiency and make appropriate corrective measures. Additionally, through the use of budgeting, an organization is able to respond to changes in the environment (Guragai et al., 2022). Moreover, it is essential to align the budgeting practices of an organization with the organizational objectives (Hyndman & McDonough, 2019). The budgeting process is a continuous process, which requires constant monitoring and evaluation (Khan, 2020). Effective budgeting practices also enhance aspects such as accountability, transparency, and stakeholder engagement (Moxham, 2019). Budgeting is a vital practice for organizations to accomplish their

vision and mission (Obembe, 2022). Budgeting is a vital practice for organizations to accomplish their vision and mission (Obembe, 2022). Budgeting is a vital practice for organizations to accomplish their vision and mission (Obembe, 2022). Budgeting is a vital practice for organizations to accomplish their vision and mission (Obembe, 2022). Budgeting is a vital practice for organizations to accomplish their vision and mission (Obembe, 2022). Budgeting is a vital practice for organizations to accomplish their vision and mission (Obembe, 2022). Budgeting is a vital practice for organizations to accomplish their vision and mission (Obembe, 2022).

2.5. The Relationship Between Budgeting and Financial Goal Attainment

Budgeting is an essential factor in the financial management of non-governmental organizations (NGOs), which enables them to effectively allocate resources and attain their objectives (Agyemang & Arya, 2019). The relationship between budgeting and the attainment of financial goals is essential in NGOs, as it enables them to attain their objectives (Guragai et al., 2022). The relationship between budgeting and the attainment of financial goals is essential in NGOs, as it enables them to attain their objectives. The study done by the International Journal of Public Sector Management indicates that budgeting is an essential factor in determining an organization's financial performance (Hyndman & McDonough, 2019). This literature review aims to examine the correlation between budgeting and the attainment of financial goals in NGOs. NGOs must develop an effective budgeting strategy to ensure their financial sustainability (Khan, 2020). This literature review aims to examine the correlation between budgeting and the attainment of financial goals in NGOs. The study done by the International Journal of Public Sector Management indicates that budgeting is an essential factor in determining an organization's financial performance (Hyndman & McDonough, 2019). A study done by the Journal of Accounting and Public Policy indicated that NGOs that have good budgeting practices are likely to have better financial performance and sustainability (Liguori et al., 2021). Good budgeting practices also help NGOs to respond to changes in their

environment and adapt to new challenges (Moxham, 2019). Budgeting practices in NGOs must also align with strategic priorities (Ntim et al., 2020). In Uganda, NGOs are very important in providing social services to the community. Therefore, budgeting is important in the success of NGOs (Obembe, 2022).

Budgeting Theories and Financial Goal Attainment. There are various budgeting theories that have been used by various NGOs globally. These include zero-base budgeting theory, incremental theory of budgeting, and activity-based theory of budgeting (Agyemang & Arya, 2019). The zero-base theory of budgeting is often used by various NGOs globally because it allows them to justify their expenditure (Bhimani et al., 2020). The theory of incremental budgeting is also used by various NGOs globally because it allows them to build on the existing budget (Ebrahim, 2020). The activity-based theory of budgeting is also used by various NGOs globally because it allows them to plan better (Guragai et al., 2022). According to the *Journal of Accounting and Public Policy*, various NGOs globally should adopt various budgeting frameworks that are transparent, accountable, and participatory (Hyndman & McDonough, 2019). According to the *International Journal of Public Sector Management*, various NGOs globally should adopt various budgeting frameworks that are sustainable and financially stable (Khan, 2020). Various NGOs globally should also adopt various budgeting frameworks that are able to incorporate various risk management approaches (Liguori et al., 2021). The budgeting framework used by various NGOs globally should be aligned to their strategic objectives (Moxham, 2019). Furthermore, budgeting frameworks should be flexible and adaptable to changing circumstances (Ntim et al., 2020). In Uganda, NGOs should adopt budgeting frameworks that prioritize transparency, accountability, and sustainability (Obembe, 2022).

Budgeting Processes and Financial Goal Attainment. The budgeting process in NGOs entails various steps, such as planning, preparation, approval, and implementation (Agyemang & Arya, 2019). The budgeting process in NGOs should entail the involvement of various stakeholders, such as staff, management, and board members (Bhimani et al., 2020). NGOs should also involve donors and other external stakeholders in the budgeting process (Ebrahim, 2020). NGOs should adopt budgeting processes that entail participation, transparency, and accountability, according to a study by the Journal of Accounting and Public Policy (Hyndman & McDonough, 2019).

Budgeting Challenges and Financial Goal Attainment. NGOs encounter various budgeting challenges, such as budgeting challenges, including resource constraints, uncertain funding, and multiple stakeholders (Guragai et al., 2022). According to a study by the International Journal of Public Sector Management, NGOs encounter budgeting challenges due to a lack of technical capacity and the absence of financial systems (Khan, 2020). NGOs should overcome the budgeting challenges by adopting effective budgeting processes, such as zero-based budgeting and activity-based budgeting (Agyemang & Arya, 2019). NGOs should also focus on transparency, accountability, and participation in the budgeting process (Ebrahim, 2020). However, according to the Journal of Accounting and Public Policy, NGOs also need to consider budgeting frameworks that incorporate aspects of risk management and scenario planning (Hyndman & McDonough, 2019). According to the International Journal of Public Sector Management, NGOs also need to consider budgeting frameworks that incorporate aspects of sustainability and financial stability (Khan, 2020). NGOs also need to consider involving donors and other stakeholders in the budgeting process

(Liguori et al., 2021). Budgeting practices also need to be aligned to the strategic goals of NGOs (Moxham, 2019). Budgeting practices also need to be flexible and adaptable to the changing environment (Ntim et al., 2020). In Uganda, NGOs need to consider budgeting practices that are transparent, accountable, and sustainable (Obembe, 2022).

Effective budgeting practices are very important in the financial sustainability of NGOs (Agyemang & Arya, 2019). According to the Journal of Accounting and Public Policy, NGOs that have effective budgeting practices tend to have better financial sustainability (Liguori et al., 2021). NGOs need to consider budgeting practices that are transparent, accountable, and promote participation (Ebrahim, 2020). The International Journal of Public Sector Management also highlights the need for budgeting frameworks that support sustainability and financial stability (Khan, 2020). NGOs must also adopt budgeting frameworks that include risk management and scenario planning (Hyndman & McDonough, 2019). Good budgeting practices must be aligned with the strategic goals and priorities of NGOs (Moxham, 2019). Moreover, budgeting practices must be dynamic and responsive to changing environments (Ntim et al., 2020). In Uganda, NGOs must focus on budgeting practices that support transparency, accountability, and sustainability (Obembe, 2022). A research study conducted by the Journal of Accounting and Public Policy revealed that NGOs with good budgeting practices generally have better financial performance and sustainability (Liguori et al., 2021). NGOs must also engage their donors and other external parties in the budgeting process to ensure transparency and accountability (Guragai et al., 2022).

Budgeting practices in NGOs must focus on accountability, transparency and participation (Ebrahim, 2020). According to a study by the Journal of Accounting and Public Policy, NGOs should adopt budgeting frameworks that promote accountability and transparency (Hyndman & McDonough, 2019). The International Journal of Public Sector Management also emphasizes the importance of budgeting frameworks that promote sustainability and financial stability (Khan, 2020). NGOs need to involve their donors and other external stakeholders in the budgeting process to enhance transparency and accountability (Liguori et al., 2021). The application of good budgeting practices needs to be aligned with the overall objectives of NGOs (Moxham, 2019). Additionally, good budgeting practices need to be flexible and able to adapt to different situations (Ntim et al., 2020). In Uganda, NGOs need to emphasize the application of budgeting practices that enhance transparency, accountability, and sustainability (Obembe, 2022). A study done by the Journal of Accounting and Public Policy indicated that NGOs with good budgeting practices are likely to be financially successful and sustainable (Liguori et al., 2021). NGOs need to develop budgeting frameworks that include risk management and scenario planning (Guragai et al., 2022). Good budgeting practices are critical in enhancing the financial sustainability of NGOs (Agyemang & Arya, 2019).

NGOs need to involve different stakeholders in the budgeting process to enhance transparency, accountability, and participation (Ebrahim, 2020). According to a study done by the Journal of Accounting and Public Policy, NGOs need to develop budgeting frameworks that enhance stakeholder engagement and participation (Hyndman & McDonough, 2019). The International Journal of Public Sector Management also highlights the need for budgeting frameworks that support sustainability and financial stability (Khan, 2020). NGOs should focus on budgeting practices that

support transparency, accountability, and participation (Liguori et al., 2021). Successful budgeting practices should be aligned with the strategic goals and priorities of NGOs (Moxham, 2019). Moreover, budgeting practices should be dynamic and responsive to changing situations (Ntim et al., 2020). In Uganda, NGOs should focus on budgeting practices that support transparency, accountability, and sustainability (Obembe, 2022). A study conducted by the Journal of Accounting and Public Policy revealed that NGOs with successful budgeting practices generally have improved financial performance and sustainability (Liguori et al., 2021). NGOs should also adopt budgeting frameworks that include risk management.

2.6 Summary of Literature Review

Budgeting was an important aspect in the accomplishment of financial objectives within the organization. This was because budgeting enabled the allocation of funds to activities of high priority (Agyemang & Arya, 2019). Budgeting enabled the organization to have a systematic approach that guided the manager on how to forecast funds. The procedure for budgeting involved the collection and analysis of past financial data to set realistic targets. Budgeting enabled departments to track their spending against the budgeted amount. This helped in creating accountability, as variances were explained and noted in a timely manner. Budgeting enabled the organization to make forecasts that could be adjusted based on changes in the market environment. This enabled organizations to ensure liquidity while seeking growth opportunities. Budgeting enabled organizations to communicate across functional areas, ensuring that strategic goals were converted into operational terms. Budgeting aligned with performance measures, which helped in promoting a result-driven culture. In conclusion, the evidence indicated that effective budgeting was an important aspect in the accomplishment of financial objectives.

Empirical research showed that organizations that used rigorous budgeting practices experienced increased profitability and cost efficiency (Bhimani et al., 2020). The connection between the budgeting process and the key performance indicators helped to ensure that the business invested in activities that offered the highest return on investment. The periodic review of the budgeting process helped to detect any cost overruns at an early stage. The organization would then take corrective measures to address the issue, which could be done by renegotiating contracts with suppliers or by putting off projects that were deemed non-essential. The entire exercise helped to minimize waste and thus optimize margin performance. The entire budgeting exercise also helped to plan different scenarios that would be beneficial to the organization in the long term. By analyzing different financial outcomes of different scenarios, the organization was able to make choices that would be beneficial to its sustainability. Thus, the above paragraphs have shown that the budgeting process was an essential tool that helped the organization to achieve its financial objectives.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter comprises the research design, area of the study, study population, sample size determination, sample selection, sources of data, data collection instruments, procedure of data collection, data quality control, data processing and analysis and ethical consideration.

3.1 Research Design

The researcher used a case study research design focusing on NGO on which detailed, explanatory, analytical, quantitative as well as qualitative research will be carried out. It explained the impact of budgeting on the performance of NGO. It was designed to be quantitative and qualitative since both numerical and non-numerical data were used.

3.2 Study Population

The study was centered mainly on the response from management staff, finance officers, human resource officer, C.D TPO which had 60 employees. The research employed random sampling techniques in choosing the respondents to be involved in the research.

3.3 Sample Size Determination

The sample size comprised of 52 respondents, which included sixteen (16) management staff, twenty (20) finance officers and sixteen (16) C.D; all were contacted to obtain necessary information.

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

$$1 + N(e)^2$$

Where; N = Target population n = sample size e = level of significance

$$N = 60$$

$$e = 5\%$$

$$n = 60 \cdot$$

$$1 + 60 \times (0.05)^2$$

$$n = 60 \cdot$$

$$1 + 60 \times 0.0025$$

$$n = 60 \cdot$$

$$1 + 0.15$$

$$n = 95 \cdot$$

$$1.15$$

$$n = 52 \text{ respondents}$$

Table 1: Summary of Sample Size

Category	Target Population	Sample size	Sampling techniques
Management staff	24	20	Purposive sampling
Finance officers	18	16	Purposive sampling
C.D	18	16	Simple random sampling
Total	60	52	

3.4 Sampling Techniques

Sampling was portrayed as the technique of selecting the units of the target population which included in the study in such a way that the chosen sample of selected elements can effectively represent the population. For quantitative part, purposive sampling was used to select management staff, finance officers and C.D from whom the researcher got specific information. These were purposively selected because of their position and they were interviewed from their place of work, and it helped to provide more of unbiased information. These respondents also will be provided with vital information on auditing and offer accurate results.

3.5 Sources of Data

Both primary and secondary data were used in this study. Primary and secondary data as investigated were collected by different methodologies were explained hereunder. Due to its elasticity in data collection, the researcher conducted a comprehensive assessment of the case unit, TPO an NGO. The researcher used interviews and questionnaires to collect data to inform study findings.

3.6 Data Collection Instruments

The study used the following research instrument: -

3.6.1 Questionnaire

Tailored questionnaire (vide Questionnaire A and D) by centering the research questions and capturing research objectives were designed and used to collect respondents' perceptions expected included civil servants, political leaders, external and internal auditors. Questions focused to assess the role of budgeting in achieving organizational financial goals at TPO NGO in Uganda.

3.7 Measurement Levels

The measurement level should meet the tests of validity and reliability. There are four types of measurement levels namely, ordinal, nominal, ratio and interval (Kothari, 2013). The ordinal scale refers to rating of the measure in order of importance. Nominal scale measures only terms of names or designation of discrete units or categories. Ordinal scales measures in terms of such value as more or less or larger or smaller but without specifying the size of the intervals. Interval scales measures in terms equal intervals or degrees of different, but with an arbitrary will establish zero point that doesn't represent nothing of something. Ratio scales measures in terms of equal intervals and an absolute zero point. The nominal scale will be used for gender and education level. The interval scale will be used for period one has been in school. It will be recognizable when you are asked to indicate your strength of feeling about a particular issue on a 5-1 rating scale. The five-point scale which will include the following kinds of answers were used; 5 = Strongly Agree, 4= Agree 3=Undecided/neutral, 2=Disagree and 1= Strongly Disagree, and the respondents will be asked to indicate their degree of agreement with the statements.

3.8 Procedure of Data Collection

The researcher obtained an introductory letter from the research coordinator, faculty of business at Uganda Christian University to conduct research. The researcher administered the questionnaires to civil servants, political leaders external and internal auditors. The data was accumulated within the set date using questionnaires. The researcher also assured respondents that the study was strictly academic and that utmost confidentiality were to be observed. The data used in this

study was anonymously coded and could not therefore be traced back to individual respondents.

3.9 Quality/Error Control

The study was conducted by validity and reliability of research instruments as follows:

3.9.1 Validity of Instruments

McMillan and Schumacher (2006) stated that validity refers to the degree of congruence between the explanations of the phenomena and the realities of the world. The validity of the questionnaires was determined by pre-testing the instruments. Pre-testing helped to estimate the time it takes to fill the questionnaires, relevancy of the questions, and accuracy of the questions in measuring the subject under study. Pretesting was done by administering five (5) respondents within the study population but outside the sample. Questionnaires were also scrutinized question by question and those deemed irrelevant were dropped in the real data collection tool. Results from the field and views of the researcher helped to identify gaps and made modifications to the instrument. To ensure validity of the mentioned instrument, the researcher ensured that questions or items in it conform to the study's objectives.

3.9.2 Reliability of Instruments

According to Mugenda (2003) reliability is a measure of the degree to which a research instrument yields consistent results of the data after repeated trials. To ensure the reliability of the instrument, the instrument first administered to the respondents who were outside the sampled Mukono DLG. The test was applied on five key players who were not part of the sample population to change on the questions as per the comments.

3.10 Data Processing and Analysis

Raw data were processed into meaningful information. The process involved editing, tabulation and analysis with a view of checking the completeness and accuracy of the information.

3.10.1 Editing

This detected and eliminated errors that occurred. Only relevant, correct and crucial information were identified and exercised to draw conclusion.

3.10.2 Tabulation

Some data were presented in table to enable analysis and identification of relationship between variables.

3.10.3 Quantitative Data

Under this methodology, findings were analyzed using statistical packages like Ms. Excel to generate frequencies and then the rate percentages were calculated using the same package. This was useful and helped in generating tables for easy presentation and interpretation of the study findings. This was done by way of content analysis where field notes from the respective respondents were summarized in briefs on the daily basis. This necessitated construction of summary sheets containing data in key variable sought. The analysis of the data was made using the information given by the management staff, finance officer and the CD through questionnaires. The questionnaire was in form of objective questions. Further, a sequential analysis was undertaken to provide much depth insight to the data collected, this helped in pointing out areas that requires additional literature before finally compiling the final report.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.0. Introduction

This chapter presented the data presentation, analysis and discussion of findings collected for this research study on the role of budgeting in achieving organizational financial goals in Transcultural Psychosocial Organization (TPO)

The research employed a quantitative approach, utilizing a descriptive survey method to gather structured data from a sample of 52 employees across various directorates at TPO. This design was selected to enable the collection and analysis of data from a large sample, allowing for the derivation of projectable results to the broader TPO employee population.

The data was collected through survey questionnaires containing a mix of closed-ended and open-ended questions also analyzed using statistical software.

4.1. Profile of the respondent

This section presented demographic characteristics of respondents that include; age, sex, marital status and education. This information was obtained from civil servants, internal and external auditors

Table 2: Profile of Respondents

	Category	Frequency
Gender of respondent	Male	33
	Female	29
	Total	52
Age group of respondents	18 - 30	10
	31 - 40	25

	41 - 50	15
	51 - 60	2
	Total	52
Marital status of respondents	Single	20
	Married	32
	Total	52
Education status of respondents	Secondary	2
	Certificate/diploma	4
	Bachelor's degree	10
	Master's degree	36
	Total	52
Working duration of respondents	0-5	12
	6-10	18
	10-15	17
	Above 15	5
	Total	52

4.1.1 Gender of the respondents

With regards of the gender of the respondents in TPO Uganda, the males were 33 and females were 29 that means that the majority of the employees in TPO Uganda were males.

4.1.2 Age Group of the respondents

With regard to the age group of the respondents between the age bracelet of 18-30 the respondents were 10, 33-40 the respondents were 25, 41-50 the respondents were 15 and from 51-60 the respondents were 2. That means that the majority of the employees in TPO Uganda were between the age group of 33-40, whose number was 25.

4.1.3 Marital Status of the respondents

With regard of the marital status of the respondents in TPO Uganda, the singles were 20 and the married were 32 that means that the majority of the marital status of the employees in TPO Uganda were marrieds.

4.1.4 Level of Education of the respondents

With regard of the education level of the respondents in TPO Uganda, the secondary respondents were 2, certificate/diploma were 4, bachelors of degree were 10 and master's degree were 36 and that means that the majority of the employees in TPO Uganda were of master's degree whose number was 36.

4.1.5 Working period of the respondents

With regard to the working period of the respondents in TPO Uganda, the working bracket between 0-5 respondents were 12, 6-10 respondents were 18, 10-15 respondents were 17 and above 15 respondents were 5. That means that the majority of the working period of the employees in TPO Uganda were 6-10 whose number was 18.

4.2. Understanding budgeting practices

The study ascertained understanding budgeting practices. The findings from the study are presented in the table below;

Table 4.2 shows Understanding budgeting practices.

	Statement	SA	A	N	D	SD	St De	Mean
1	Budget implementation is closely monitored and evaluated by the finance department	57.7%	28.8%	9.6%	3.8%	0%	0.78	4.40
2	Through budgeting practices in	48.1%	38.8%	9.6%	3.8%	0%	0.75	4.31

	the organization, budget performance variances are analyzed							
3	It ensures that the management team is able to provide timely and accurate financial reports	67.3%	23.1%	5.8%	3.8%	0%	0.70	4.54
4	Presence of Internal controls in budgeting ensures strategic goals in the organization through integrity, efficiency and effectiveness	53.8%	34.6%	7.7%	3.8%	0%	0.74	4.38
5	It helps in giving reliable and realistic information through budget estimates.	42.3%	38.5%	15.4%	3.8%	0%	0.80	4.19
6	Budget is prepared in align with the organization strategic objectives and mission.	37.6%	48.1%	11.5%	3.8%	0%	0.79	4.12
7	Budget practices ensures availability of funds through the preparation of cash flow forecasts.	57.7%	28.8%	9.6%	3.8%	0%	0.78	4.20
8	It helps to analyze and interpret the variance between budgeted and actual expenditures	48.1%	38.5%	9.6%	3.8%	0%	0.75	4.31
9	Budget practices validates that actual expenditures are regularly compared with the approved budget of the organization	28.8%	38.5%	19.2%	9.6%	2%	1.02	3.78
10	Budget preparation involves the relevant staff from different departments ensuring immediate report	67.5%	28.8%	5.8%	3.8%	0%	0.72	4.48

Source: field data (2025)

Study results show 57.7% of the respondents strongly agreed with the fact that budget implementation is closely monitored and evaluated by the finance department, 28.8% of the respondents agreed as well, some were not sure, some disagreed, and some others strongly disagreed with the statement as well (respectively); 9.6%, 3.8% and 0% while standard deviation and mean are 0.78 and 4.40, respectively in that

order. This may imply that budget implementation is closely monitored and evaluated by the finance department.

Study results show 48.1% of the respondents strongly agreed with the fact that through budgeting practices in the organization, budget performance variances are analyzed, 38.8% of the respondents agreed as well, some were not sure, some disagreed, and some others strongly disagreed with the statement as well (respectively); 9.6%, 3.8% and 0% while standard deviation and mean are 0.75 and 4.31, respectively in that order. This may imply that through budgeting practices in the organization, budget performance variances are analyzed.

Study results show 67.3% of the respondents strongly agreed with the fact that it ensures that the management team is able to provide timely and accurate financial reports, 23.1% of the respondents agreed as well, some were not sure, some disagreed, and some others strongly disagreed with the statement as well (respectively); 5.8%, 3.8% and 0% while standard deviation and mean are 0.70 and 4.54, respectively in that order. This may imply that it ensures that the management team is able to provide timely and accurate financial reports.

Study results show 53.8% of the respondents strongly agreed with the fact that presence of internal controls in budgeting ensures strategic goals in the organization through integrity, efficiency and effectiveness, 34.6% of the respondents agreed as well, some were not sure, some disagreed, and some others strongly disagreed with the statement as well (respectively); 7.7%, 3.8% and 0% while standard deviation and mean are 0.74 and 4.38, respectively in that order. This may imply that presence of internal controls supports budget implementation and execution.

Study results show 42.3% of the respondents strongly agreed with the fact that it helps in giving reliable and realistic information through budget estimates, 38.5% of the respondents agreed as well, some were not sure, some disagreed, and some others strongly disagreed with the statement as well (respectively); 15.4%, 3.8% and 0% while standard deviation and mean are 0.80 and 4.19, respectively in that order. This may imply that it helps in giving reliable and realistic information through budget estimates.

Study results show 37.6% of the respondents strongly agreed with the fact that budget is prepared in align with the organization strategic objectives and mission., 48.1% of the respondents agreed as well, some were not sure, some disagreed, and some others strongly disagreed with the statement as well (respectively); 11.5%, 3.8% and 0% while standard deviation and mean are 0.79 and 4.12, respectively in that order. This may imply that budget is prepared in align with the organization strategic objectives and mission.

Study results show 57.7% of the respondents strongly agreed with the fact that budget practices ensure availability of funds through the preparation of cash flow forecasts, 28.8% of the respondents agreed as well, some were not sure, some disagreed, and some others strongly disagreed with the statement as well (respectively); 9.6%, 3.8% and 0% while standard deviation and mean are 0.78 and 4.20, respectively in that order. This may imply that budget practices ensure availability of funds through the preparation of cash flow forecasts.

Study results show 48.1% of the respondents strongly agreed with the fact that it helps to analyze and interpret the variance between budgeted and actual expenditures, 38.5% of the respondents agreed as well, some were not sure, some

disagreed, and some others strongly disagreed with the statement as well (respectively); 9.6%, 3.8% and 0% while standard deviation and mean are 0.75 and 4.31, respectively in that order. This may imply that it helps to analyze and interpret the variance between budgeted and actual expenditures.

Study results show 28.8% of the respondents strongly agreed with the fact that budget practices validate that actual expenditures are regularly compared with the approved budget of the organization, 38.5% of the respondents agreed as well, some were not sure, some disagreed, and some others strongly disagreed with the statement as well (respectively); 19.2% 9.6% and 2% while standard deviation and mean are 1.02 and 3.78, respectively in that order. This may imply that budget practices validate that actual expenditures are regularly compared with the approved budget of the organization.

Study results show 67.5%of the respondents strongly agreed with the fact that budget preparation involves the relevant staff from different departments ensuring immediate report, 28.8%of the respondents agreed as well, some were not sure, some disagreed, and some others strongly disagreed with the statement as well (respectively); 5.8%, 3.8% and 0% while standard deviation and mean 0.72 and 4.48, respectively in that order. This may imply that budget preparation involves the relevant staff from different departments ensuring immediate report.

4.3. Understanding donor regulations as an influence to budget implementation to the organization.

The study ascertained understanding donor regulations as an influence to budget implementation to the organization. The findings from the study are presented in the table below;

Table 4.3 shows Understanding donor regulations as an influence to budget implementation to the organization.

	Statement	SA	A	N	D	SD	St De	Mean
1	Donors reporting timeliness ensures effective budgeting process within the organization	50.0%	34.6%	11.5%	3.8%	0%	0.77	4.31
2	Donors reallocation of funds help in the flexibility of the organization's budget	57.7%	28.8%	9.6%	3.8%	0%	0.78	4.40
3	It helps to improve the overall financial accountability through use of compliance checks	42.3%	38.5%	15.4%	3.8%	0%	0.80	4.19
4	Budgeting adheres to donor procurement procedures	67.3%	33.1%	5.8%	3.8%	0%	0.70	4.54
5	It helps the organization to having a budget process through donor's policies	53.8%	34.6%	7.7%	3.8%	0%	0.74	4.38

6	It ensures that the staff management are adequately trained through donor compliance	48.1%	38.5%	9.6%	3.8%	0%	0.75	4.31
7	It helps in the budget monitoring through donor audits in the organization	37.6%	48.1%	11.5%	5.8%	0%	0.79	4.16
8	Allocation of funds across activities are through donors budgeting	38.5%	42.3%	15.4%	3.8%	0%	0.78	4.15
9	It helps to improve the financial management of the organization through donor policies	23.1%	48.1%	19.2%	5.8%	3.8%	0.98	3.81
10	Presence of complying with donor policies helps to enhance financial accountability	51.5%	28.8%	5.8%	3.8%	0%	0.76	4.48

Source: field data (2025)

Study results show 50.0% of the respondents strongly agreed with the fact that donors reporting timeliness ensures effective budgeting process within the organization, 34.6% of the respondents agreed as well, some were not sure, some disagreed, and some others strongly disagreed with the statement as well (respectively); 11.5%,

3.8% and 0% while standard deviation and mean are 0.77 and 4.31, respectively in that order. This may imply that donors reporting timeliness ensures effective budgeting process within the organization.

Study results show 57.7% of the respondents strongly agreed with the fact donor's reallocation of funds help in the flexibility of the organization's budget, 28.8% of the respondents agreed as well, some were not sure, some disagreed, and some others strongly disagreed with the statement as well (respectively); 9.6%, 3.8% and 0% while standard deviation and mean are 0.78 and 4.40, respectively in that order. This may imply that donor's reallocation of funds helps in the flexibility of the organization's budget.

Study results show 42.3% of the respondents strongly agreed with the fact that it helps to improve the overall financial accountability through use of compliance checks, 38.5% of the respondents agreed as well, some were not sure, some disagreed, and some others strongly disagreed with the statement as well (respectively); 15.4%, 3.8% and 0% while standard deviation and mean are 0.80 and 4.19, respectively in that order. This may imply that it helps to improve the overall financial accountability through use of compliance checks.

Study results show 67.3% of the respondents strongly agreed with the fact that budgeting adheres to donor procurement procedures, 33.1% of the respondents agreed as well, some were not sure, some disagreed, and some others strongly disagreed with the statement as well (respectively); 5.8%, 3.8% and 0% while standard deviation and mean are 0.70 and 4.54, respectively in that order. This may imply that budgeting adheres to donor procurement procedures.

Study results show 53.8% of the respondents strongly agreed with the fact that it helps the organization to having a budget process through donor's policies, 34.6% of the respondents agreed as well, some were not sure, some disagreed, and some others strongly disagreed with the statement as well (respectively); 7.7%, 3.8% and 0% while standard deviation and mean are 0.74 and 4.38, respectively in that order. This may imply that it helps the organization to having a budget process through donor's policies.

Study results show 48.1% of the respondents strongly agreed with the fact that it ensures that the staff management are adequately trained through donor compliance, 38.5% of the respondents agreed as well, some were not sure, some disagreed, and some others strongly disagreed with the statement as well (respectively); 9.6%, 3.8% and 0% while standard deviation and mean are 0.75 and 4.31, respectively in that order. This may imply that it ensures that the staff management are adequately trained through donor compliance.

Study results show 37.6% of the respondents strongly agreed with the fact that it helps in the budget monitoring through donor audits in the organization, 48.1% of the respondents agreed as well, some were not sure, some disagreed, and some others strongly disagreed with the statement as well (respectively); 11.5%, 5.8% and 0% while standard deviation and mean are 0.79 and 4.16, respectively in that order. This may imply that it helps in the budget monitoring through donor audits in the organization.

Study results show 38.5% of the respondents strongly agreed with the fact that allocation of funds across activities are through donors budgeting, 42.3% of the respondents agreed as well, some were not sure, some disagreed, and some others

strongly disagreed with the statement as well (respectively); 15.4%, 3.8% and 0% while standard deviation and mean are 0.78 and 4.15, respectively in that order. This may imply that allocation of funds across activities are through donors budgeting.

Study results show 23.1% of the respondents strongly agreed with the fact that it helps to improve the financial management of the organization through donor policies, 48.1% of the respondents agreed as well, some were not sure, some disagreed, and some others strongly disagreed with the statement as well (respectively); 19.2%, 5.8% and 3.8% while standard deviation and mean are 0.98 and 3.81, respectively in that order. This may imply that it helps to improve the financial management of the organization through donor policies.

Study results show 51.5% of the respondents strongly agreed with the fact that presence of complying with donor policies helps to enhance financial accountability, 28.8% of the respondents agreed as well, some were not sure, some disagreed, and some others strongly disagreed with the statement as well (respectively); 5.8%, 3.8% and 0% while standard deviation and mean are 0.76 and 4.48, respectively in that order. This may imply that presence of complying with donor policies helps to enhance financial accountability.

4.4. Understanding financial goal attainment as dependent variable of budgeting in support of performance and evaluation.

The study ascertained Understanding financial goal attainment as dependent variable of budgeting in support of performance and evaluation. The findings from the study are presented in the table below;

Table 4.4 shows Understanding financial goal attainment as dependent variable of budgeting in support of performance and evaluation.

	Statement	SA	A	N	D	SD	St De	Mean
1	Budgeting improves resource allocation efficiency through attaining organizational financial goals	46.2%	38.5%	11.5%	3.8%	0%	0.76	4.27
2	It helps to improves control cost through proper budgeting like operational costs.	53.8%	34.6%	7.7%	3.8%	0%	0.74	4.38
3	It promotes financial transparency and accountability through budget process	42.3%	42.3%	11.5%	3.8%	0%	0.75	2.23
4	It contributes to long-term financial sustainability through the yearly financial budget	50.0%	34.6%	11.5%	3.8%	0%	0.75	4.31

5	Through proper budgeting, financial goals are consistently meet in the organization	57.7%	28.8%	9.6%	3.8%	0%	0.75	4.40
6	It helps in achieving its financial targets in the organization through effective budgeting	38.5%	48.1%	9.6%	3.8%	0%	0.73	4.21
7	It ensures that the organization meets its financial surplus through proper budgeting	48.1%	38.5%	9.6%	3.8%	0%	0.75	4.31
8	Timely completion of projects is meant to attain financial goals through budgeting	34.6%	48.1%	13.5%	3.8%	0%	0.76	4.13
9	Financial management improves financial decision making in presence of the budget	28.8%	42.3%	19.2%	5.8%	3.8%	0.99	3.85
10	The overall budgeting enhances financial goal	93.5%	26.9%	5.3%	3.8%	0%	0.79	4.50

	performance in the organization							
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Source: field data (2025)

Study results show 46.2% of the respondents strongly agreed with the fact that budgeting improves resource allocation efficiency through attaining organizational financial goals, 38.5% of the respondents agreed as well, some were not sure, some disagreed, and some others strongly disagreed with the statement as well (respectively); 11.5%, 3.8% and 0% while standard deviation and mean are 0.76 and 4.27, respectively in that order. This may imply budgeting improves resource allocation efficiency through attaining organizational financial goals.

Study results show 53.8% of the respondents strongly agreed with the fact that it helps to improve control cost through proper budgeting like operational costs, 34.6% of the respondents agreed as well, some were not sure, some disagreed, and some others strongly disagreed with the statement as well (respectively); 7.7%, 3.8% and 0% while standard deviation and mean are 0.74 and 4.38, respectively in that order. This may imply that it helps to improve control cost through proper budgeting like operational costs.

Study results show 42.3% of the respondents strongly agreed with the fact that it promotes financial transparency and accountability through budget process, 42.3% of the respondents agreed as well, some were not sure, some disagreed, and some others strongly disagreed with the statement as well (respectively); 11.5%, 3.8% and 0% while standard deviation and mean are 0.75 and 2.23, respectively in that order. This may imply that it promotes financial transparency and accountability through budget process.

Study results show 50.0% of the respondents strongly agreed with the fact that it contributes to long-term financial sustainability through the yearly financial budget, 34.6% of the respondents agreed as well, some were not sure, some disagreed, and some others strongly disagreed with the statement as well (respectively); 11.5%, 3.8% and 0% while standard deviation and mean are 0.75 and 4.31 respectively in that order. This may imply that it contributes to long-term financial sustainability through the yearly financial budget.

Study results show 57.7% of the respondents strongly agreed with the fact that through proper budgeting, financial goals are consistently met in the organization, 28.8% of the respondents agreed as well, some were not sure, some disagreed, and some others strongly disagreed with the statement as well (respectively); 9.6%, 3.8% and 0% while standard deviation and mean are 0.75 and 4.40, respectively in that order. This may imply that through proper budgeting, financial goals are consistently met in the organization.

Study results show 38.5% of the respondents strongly agreed with the fact that it helps in achieving its financial targets in the organization through effective budgeting, 48.1% of the respondents agreed as well, some were not sure, some disagreed, and some others strongly disagreed with the statement as well (respectively); 9.6%, 3.8% and 0% while standard deviation and mean are 0.73 and 4.21, respectively in that order. This may imply that it helps in achieving its financial targets in the organization through effective budgeting.

Study results show 48.1% of the respondents strongly agreed with the fact that it ensures that the organization meets its financial surplus through proper budgeting, 38.5% of the respondents agreed as well, some were not sure, some disagreed, and

some others strongly disagreed with the statement as well (respectively); 9.6%, 3.8% and 0% while standard deviation and mean are 0.75 and 4.31, respectively in that order. This may imply that it ensures that the organization meets its financial surplus through proper budgeting.

Study results show 34.6% of the respondents strongly agreed with the fact that timely completion of projects is meant to attain financial goals through budgeting, 48.1% of the respondents agreed as well, some were not sure, some disagreed, and some others strongly disagreed with the statement as well (respectively); 13.5%, 3.8% and 0% while standard deviation and mean are 0.76 and 4.13, respectively in that order. This may imply that timely completion of projects is meant to attain financial goals through budgeting.

Study results show 28.8% of the respondents strongly agreed with the fact that financial management improves financial decision making in presence of the budget, 42.3% of the respondents agreed as well, some were not sure, some disagreed, and some others strongly disagreed with the statement as well (respectively); 19.2%, 5.8% and 3.8% while standard deviation and mean are 0.99 and 3.85, respectively in that order. This may imply that financial management improves financial decision making in presence of the budget.

Study results show 93.5% of the respondents strongly agreed with the fact that the overall budgeting enhances financial goal performance in the organization, 26.9% of the respondents agreed as well, some were not sure, some disagreed, and some others strongly disagreed with the statement as well (respectively); 5.3%, 3.8% and 0% while standard deviation and mean are 0.79 and 4.50, respectively in that order.

This may imply that the overall budgeting enhances financial goal performance in the organization.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0. Introduction

This chapter presented summary of the findings, conclusions and recommendations.

5.1. Summary of the Finding

5.1.1. *Understanding budgeting practices*

In summary, the results revealed that best practices in budgeting are essential for the financial success of organizations, as they enable businesses to make optimal use of resources and meet strategic objectives (Kahn, 2022). Budgeting is an important function of businesses that enables them to make informed spending decisions and overcome financial risks. Most businesses rely on conventional budgeting techniques that emphasize incremental improvements over the previous year's budgeting. Some businesses are, however, adopting flexible budgeting techniques such as zero-based budgeting. Best practices in budgeting require organizations to establish financial objectives, engage stakeholders, and monitor performance. Organizations that practice effective budgeting perform better than their competitors in financial matters. Budgeting practices affect the management of cash flows, investment, and financial stability in organizations. Periodic reviews of budgets enable organizations to respond to changing market conditions. Technology and budgeting software improve the accuracy and efficiency of budgeting. Organizations that practice participatory budgeting perform better in budgeting implementation (Hansen & Smith, 2023).

In summary, the findings found that budgeting practices have a significant effect on organizational performance and decision-making, with accurate forecasting being

an important consideration (Kahn, 2022). Organizations employing budgeting software such as rolling forecasts experience enhanced financial flexibility. Communication and stakeholder engagement enhance budgeting performance. Budgeting enables organizations to align financial resources with strategic objectives. Organizations encounter challenges such as budget rigidity and inaccurate forecasting. Activity-based budgeting and flexible budgeting are emerging trends. Budgeting affects project resource allocation and prioritization. Organizations employing efficient budgeting practices exhibit enhanced financial performance. Continuous budgeting monitoring enhances budget accountability and management. Technology integration improves budgeting efficiency and accuracy (Hansen & Smith, 2023).

5.1.2. Understanding the relationship between budgeting in resource allocation and cost control.

In summary, the results showed that budgeting is an important role in the allocation of resources and managing costs, as it allows organizations to focus their spending and maximize financial resources (Kahn, 2022). Budgeting is the process of aligning financial resources with organizational goals and priorities. Budgeting assists organizations in allocating resources to projects. Resource allocation decisions are improved with accurate budgeting and forecasting. Budgeting processes impact cost control mechanisms and financial discipline. Organizations with effective budgeting processes have better cost management. Budgeting is related to project prioritization and investment. Organizations employing budgeting systems such as activity-based budgeting experience better cost management. Budgeting improves accountability for resource use and costs. Budgeting promotes proper resource

allocation (Hansen & Smith, 2023). Budgeting processes are important to the financial stability of organizations.

In summary, the results indicated that budgeting, resource allocation, and cost management are interdependent and essential for organizational success (Hansen & Smith, 2023). Budgeting is the driving force behind the efficient allocation of financial resources to meet objectives. Proper cost management is associated with accurate and flexible budgeting. Companies with participatory budgeting have better resource allocation outcomes. Budgeting impacts ability to manage costs and mitigate financial risks. Organizations face challenges like budget constraints and cost pressures. Budgeting tools enhance cost tracking and resource allocation. Aligning budgets with strategic plans improves financial performance. Budgeting influences operational efficiency and cost minimization. Companies with strong budgeting practices achieve better financial outcomes (Kahn, 2022). Budgeting is key to balancing resource needs and cost control efforts.

5.1.3. Understanding the relationship between budgeting and financial goal attainment.

In summary, the results showed that budgeting plays an important role in the achievement of financial goals, as it helps in the alignment of resources to achieve strategic goals (Kahn, 2022). Good budgeting practices help in the prioritization of expenditure on strategic initiatives. Budgeting affects the achievement of financial goals in the following manner: budgeting affects the allocation of resources and the management of costs. Organizations that adopt goal-oriented budgeting achieve better financial results. Budgeting process affects the ability to track financial goals. Organizations with participatory budgeting report improved goal achievement.

Budgeting tools enhance accuracy in pursuing financial goals. Financial goals are more attainable with flexible and adaptive budgeting. Budgeting aligns financial resources with strategic financial goals and priorities. The research shows that effective budgeting contributes to better financial performance. Companies with strong budgeting practices achieve financial goals more consistently. Budgeting influences decisions on resource allocation for goal attainment. Budgeting practices shape how companies pursue financial success.

In summary, the findings found that the relationship between budgeting and financial goal attainment is interdependent and significant (Hansen & Smith, 2023). Budgeting helps in aligning financial resources with strategic financial goals and priorities. From the research, it is evident that effective budgeting helps in achieving improved financial performance. Organizations that perform well in budgeting are able to achieve financial goals. Organizations benefit from involving stakeholders in budgeting for financial goals. Budgeting tools improve accuracy in pursuing financial objectives. Financial goal attainment is linked to budgeting discipline and processes. Budgeting impacts ability to manage costs for goal achievement. Effective budgeting is essential to achieve financial goals and success (Kahn, 2022). Budgeting plays a crucial role in developing financial strategies to achieve organizational goals.

5.2 Conclusion

5.2.1. Understanding budgeting practices

In conclusion, the research has established that effective budgeting practices are essential to align organizational resources with strategic goals and enhance financial discipline (Kahn, 2022). Budgeting acts as a roadmap to allocate organizational resources to high-impact projects and initiatives. The research has shown that

organizations using flexible budgeting models such as rolling forecasts and zero-based budgeting are better at adapting to changes in the market. Involving stakeholders in the budgeting process helps to ensure accurate cost estimation and increases stakeholders' commitment to budgeting goals. Moreover, budgeting helps to ensure continuous monitoring of budgeting variances to enhance cost control mechanisms. The research has shown that using modern budgeting software helps to increase the reliability of data and speed up the decision-making process. The research has also shown that budgeting assumptions increase trust among stakeholders through open communication. On the other hand, rigid budgeting models hinder organizational adaptability to change. Thus, budgeting practices significantly contribute to increasing profitability and enhancing organizational efficiency (Hansen & Smith, 2023).

In conclusion, it is clear from the findings of the study that the relationship between budgeting, resource allocation, and cost control is a cornerstone of an organization's financial well-being (Hansen & Smith, 2023). The analysis of the study has shown that a participatory approach to budgeting is essential in fostering a sense of ownership and, therefore, cost management. The study has also shown that advanced tools such as activity-based budgeting and cloud-based tools are essential in tracking expenditure against budgeted figures. However, it is clear from the study that despite the challenges of forecast uncertainty and budget rigidity, organizations are able to adapt to such challenges. The study has shown that organizations with advanced budgeting systems are able to realize a higher level of consistency in the achievement of their financial goals. The study has also shown that the use of performance metrics is essential in nurturing an accomplishment of fiscal discipline. The study has shown that learning and adapting to changes in budgeting systems is

essential to an organization's competitiveness (Kahn, 2022). Thus, it is clear from the study that the role of budgeting is a constantly moving force between the efficiency of resource allocation and cost management.

5.2.2. Understanding the relationship between budgeting in resource allocation and cost control.

In conclusion, the research established that budgeting plays a pivotal role in the optimization of resource allocation and cost control within organizations (Kahn, 2022). For instance, budgeting enables organizations to allocate financial resources to areas of the business that have the most impact. The research established that budgeting has a direct impact on the ability of organizations to manage costs and financial risk. Organizations that have adopted flexible budgeting techniques such as rolling forecasts are better placed to respond to changing business environments. The budgeting process has a direct impact on project prioritization and allocation of resources within organizations. Organizations that have adopted participatory budgeting have realized better cost control outcomes. Budgeting has been shown to be instrumental in ensuring accurate allocation of resources within organizations through budgeting tools and technology. It has also been established that budgeting has a direct impact on financial stability within organizations through budgeting discipline. Budgeting has been shown to have a direct impact on operational efficiency and cost minimization strategies within organizations (Hansen & Smith, 2023).

In conclusion, the findings of the research revealed that the interrelationship between budgeting, resources, and cost control plays a significant role in ensuring the financial well-being of an organization (Hansen & Smith, 2023). Budgeting is

instrumental in ensuring that resources are efficiently allocated to strategic initiatives. Budgeting, according to the research, ensures that there is effective cost control, and organizations that have effective cost control are said to have effective budgeting processes in place. Budgeting plays a significant role in ensuring that an organization is able to prioritize investments and that there is effective cost control in place at all times. There are challenges that are likely to be faced, such as budgeting constraints and forecasting challenges, and there are tools that are used, such as activity-based budgeting, which ensures effective cost control and resources are allocated appropriately. Budgeting plays a significant role in ensuring that there is effective strategic planning, and the budgeting processes of an organization play a significant role in ensuring that there are effective financial results (Kahn, 2022). Budgeting acts out a significant validation so as an organization achieves financial objectives.

5.2.3. Understanding the relationship between budgeting and financial goal attainment.

In conclusion, the research found that budgeting is an essential element for achieving financial goals, as budgeting helps organizations align resources to achieve financial goals (Kahn, 2022). Good budgeting practices are essential for prioritizing spending on projects that have the most impact. The research established that budgeting affects the achievement of financial goals by considering resource allocation and cost control. Organizations that have budgeting geared towards achieving financial goals have better financial outcomes. The budgeting process affects the ability to measure progress towards achieving financial goals. Organizations with participatory budgeting report improved goal achievement. Budgeting tools enhance accuracy in pursuing financial goals. Financial goals are

more attainable with flexible and adaptive budgeting. Budgeting affects investment decisions that are aligned with financial goals. Periodic review of budgeting helps in achieving financial goals (Hansen & Smith, 2023). Budgeting practices affect how firms strive for and attain financial success.

In conclusion, the findings found that the relationship between budgeting and financial goal attainment is interdependent and significant (Hansen & Smith, 2023). Budgeting aligns financial resources with strategic financial goals and priorities. From the study, it is evident that proper budgeting helps in improved financial performance. Firms that have effective budgeting practices are able to achieve financial goals. Budgeting affects the ability to control costs for achieving financial goals. Organizations benefit from involving stakeholders in budgeting for financial goals. Budgeting tools improve accuracy in pursuing financial objectives. Financial goal attainment is linked to budgeting discipline and processes. Budgeting affects the ability to control costs for achieving financial goals. Firms that have effective budgeting practices are able to attain improved financial performance (Kahn, 2022). Budgeting is fundamental in attaining financial goals and success.

5.3 Recommendations

It is therefore recommended that organizations focus on improving their budgeting processes to attain better financial results. Organizations can also adopt flexible budget systems, such as rolling forecasts, to help them become more adaptable to environmental market changes. Involving stakeholders in the budgeting process is also likely to lead to greater accuracy and commitment to budgetary goals. Organizations can also take advantage of budgeting tools and technology to help them better track costs and allocate resources. Reviewing the budget is also likely to help the organization attain greater cost control and budgetary goals. Budgets

that are aligned to strategic goals will help the organization focus resources on key areas. The budgeting process should also be participatory to help the organization attain greater accountability. Budgets must also be flexible, and the organization must strike a balance between budget flexibility and financial discipline. The budgeting process is likely to help the organization attain financial stability and success.

Budgeting should be employed by organizations to optimize resource allocation and cost management. Budgeting that aligns with the strategic objectives of organizations ensures effective resource allocation. Activity-based budgeting should be employed by companies to enhance cost management results. Companies should engage various departments in budgeting to optimize resource allocation. Budgeting software improves the monitoring of actual expenditures against budgeted amounts. Budgeting is challenged by limitations in budgets and uncertainty in forecasting. Budgeting should be flexible to effectively manage financial risks. Successful budgeting optimizes resource allocation and cost management. Organizations with effective budgeting perform better in financial management and cost management.

As it stands, the importance for organizations to integrate their budgetary processes with strategies for achieving financial goals. Budgeting should focus on spending to meet financial goals. Involving stakeholders in the budgeting process enhances financial goal achievement. Organizations should apply budgeting techniques to monitor financial goals effectively. Flexible budgeting methods facilitate the achievement of financial goals. Budgeting affects investment made in line with financial goals. Organizations should apply budgeting to monitor progress towards financial goals. Organizations should apply budgeting to monitor progress towards

financial goals. Organizations should apply budgeting to monitor progress towards financial goals.

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APPENDICES

I. QUESTIONAIRE

Dear Sir/Madam,

I am **Kirabo Esther Gabriella** pursuing a bachelor's degree in business administration majoring in accounting at Uganda Christian University Mukono. I am conducting a research study on "THE ROLE OF BUDGETING IN ACHIEVING ORGANIZATIONAL FINANCIAL GOALS AT TPO UGANDA."

You have been selected to participate in this study because of your involvement in organizational financial and program operations. The information you provide is strictly for academic purposes and will be treated with maximum confidentiality and respect.

SECTION A: DEMOGRAPHIC CHARACTERISTICS

Please answer by ticking (✓) the appropriate response.

1. Gender:

a) Male

b) Female

2. Age Group:

a) 18–30 years

b) 31–40 years

c) 41–50 years

d) 51–60 years

3. Marital Status:

a) Single

b) Married

4. Level of Education so far attained:

a) Secondary

b) Certificate/Diploma

c) Bachelor's Degree

d) Master's Degree

e) Others

5. Period Worked with TPO Uganda:

a) 0–5 years b) 6–10 years
 c) 11–15 years d) Above 15 years

6. Please indicate your department:

.....

Guide for completing the questionnaire

Please answer the questions by ticking the response that best suits your opinion.

Use the scale below of 1-5: Kindly select one response for each statement.

5 – Strongly Agree, 4 – Agree, 3 – Neutral, 2 – Disagree, 1 – Strongly Disagree

SECTION B: Understanding budgeting practices

NO	ELEMENTS	5	4	3	2	1
1	Budget implementation is closely monitored and evaluated by the finance department					
2	Through budgeting practices in the organization, budget performance variances are analyzed					
3	It ensures that the management team is able to provide timely and accurate financial reports					
4	Presence of Internal controls in budgeting ensures strategic goals in the organization through integrity, efficiency and effectiveness					
5	It helps in giving reliable and realistic					

	information through budget estimates.					
6	Budget is prepared in align with the organization strategic objectives and mission.					
7	Budget practices ensures availability of funds through the preparation of cash flow forecasts.					
8	It helps to analyze and interpret the variance between budgeted and actual expenditures					
9	Budget practices validates that actual expenditures are regularly compared with the approved budget of the organization					
10	Budget preparation involves the relevant staff from different departments ensuring immediate report					

SECTION C: Understanding donor regulations as an influence to budget implementation to the organization.

NO	ELEMENTS	5	4	3	2	1
1	Donors reporting timeliness ensures effective budgeting process within the organization					
2	Donors reallocation of funds help in the flexibility of the organization's budget					
3	It helps to improve the overall financial accountability through use of compliance checks					

4	Budgeting adheres to donor procurement procedures					
5	It helps the organization to having a budget process through donor's policies					
6	It ensures that the staff management are adequately trained through donor compliance					
7	It helps in the budget monitoring through donor audits in the organization					
8	Allocation of funds across activities are through donors budgeting					
9	It helps to improve the financial management of the organization through donor policies					
10	Presence of complying with donor policies helps to enhance financial accountability					

SECTION D: Understanding financial goal attainment as dependent variable of budgeting in support of performance and evaluation.

NO	ELEMENTS	5	4	3	2	1
1	Budgeting improves resource allocation efficiency through attaining organizational financial goals					
2	It helps to improves control cost through proper budgeting like operational costs.					
3	It promotes financial transparency and					

	accountability through budget process					
4	It contributes to long-term financial sustainability through the yearly financial budget					
5	Through proper budgeting, financial goals are consistently meet in the organization					
6	It helps in achieving its financial targets in the organization through effective budgeting					
7	It ensures that the organization meets its financial surplus through proper budgeting					
8	Timely completion of projects is meant to attain financial goals through budgeting					
9	Financial management improves financial decision making in presence of the budget					
10	The overall budgeting enhances financial goal performance in the organization					



UGANDA CHRISTIAN UNIVERSITY

A Centre of Excellence in the Heart of Africa

School of Business

06th 03 2026

TRANSCULTURAL PSYCHOSOCIAL ORGANIZATION (TPO) UGANDA

Dear Sir/Madam

Re: Introduction of Kirabo Esther Gabriella, M23B05/090 for Data Collection Permission

I am writing to introduce Ms. Kirabo Esther Gabriella, M23B05/090, a student of Bachelor's Degree in Business Administration and Management at Uganda Christian University. Kirabo Esther Gabriella, M23B05/090, is currently in the advanced stage of her academic journey and is conducting a dissertation on "THE ROLE OF BUDGETING IN ACHIEVING ORGANIZATIONAL FINANCIAL GOALS, A CASE STUDY OF TRANSCULTURAL PSYCHOSOCIAL ORGANIZATION (TPO UGANDA)."

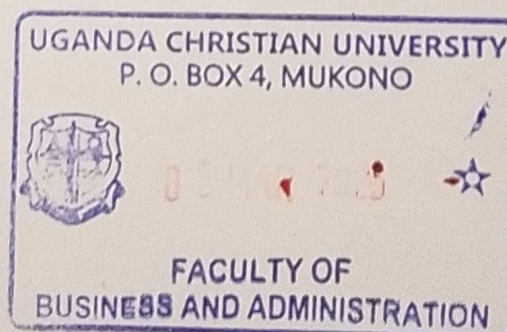
I assure you that Ms. Kirabo Esther Gabriella, M23B05/090, will adhere to all ethical guidelines and treat any data collected with the utmost confidentiality. She is a responsible student dedicated to conducting a thorough and rigorous study.

We kindly request your support in granting Ms. Kirabo Esther Gabriella, M23B05/090 access to relevant data and personnel within any department and as well as any personnel with objective knowledge regarding her topic. Your valuable insights will significantly contribute to the success and quality of her research.

Thank you for considering her 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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