Performance Management Systems and Program Performance: A Case Study of Uganda Women Entrepreneurship Program (UWEP) in Buhweju District

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Abstract

The study aimed at establishing the relationship between performance management systems and performance of UWEP in Buhweju District in order to address the problem of persistent declining performance of UWEP in Buhweju District. The study was guided by the following specific objectives: to examine the relationship between performance planning and UWEP performance, to determine the influence of performance monitoring on UWEP performance and to establish the influence of performance evaluation on UWEP performance. The study adopted a cross sectional study design and the population was 30 UWEP coordinators and 1,560 UWEP beneficiaries in Buhweju District. The data was collected using purposive, simple random and stratified sampling from a sample of 150 UWEP members and 20 UWEP coordinators. A questionnaire was administered to UWEP members while UWEP coordinators were interviewed. The study found out that: there is a statistically significant substantial positive correlation between performance planning and UWEP performance in Buhweju district (r=.696**, P<.01), there is a statistically significant moderate positive correlation between performance monitoring and UWEP performance in Buhweju district (r=.537**, P<.01) and there is a statistically significant low positive correlation between performance evaluation and UWEP performance in Buhweju district (r=.378**, P<.01). The study concludes that: performance planning is a key predictor of UWEP performance in Buhweju district since there exists a significant substantial positive relationship between it and UWEP performance; performance monitoring is a major driver of UWEP performance in Buhweju district since there exists a significant positive correlation between it and UWEP performance and performance evaluation also determines UWEP performance in Buhweju district since there exists a significant positive relationship between it and UWEP performance. The study recommends that UWEP members, UWEP coordinators and policy makers: should do more performance planning through better goal setting, setting performance agreements and ensuring performance development; they should improve performance monitoring through conducting constant ongoing superior support, continuous assessment & training and lastly, they should do more performance evaluation by doing more performance appraisal and encouraging more dialogue/feedback.

Keywords: Performance Management Systems, Program Performance, Women Entrepreneurship Program

INTRODUCTION

Background of the Study

Performance Management Systems (PMSs) refer to a set of organizational activities and processes that are interrelated and are treated holistically as an "integrated and key component" of the approach taken by an organization in the management of performance through its people and the development of the required skills and capacities of its human capital (Armstrong, 2009). It is also a means of getting better results from the whole organization or teams or individuals within it, by understanding and managing performance within an agreed framework of planned goals, standards and competence requirements (Kagari, Munene & Ntayi, 2010; Herman 2019). Some of the salient features of PMSs include the alignment of the system to the existing strategies and set in place by an organization; the commitment demonstrated by the organization's leadership; continuous process of monitoring, generation of feedback and dissemination (Waal, 2007). On the other hand, program performance is a measure of the results achieved in relation to a programs' objectives/goals (Suwanda et al. 2021).

All over the world, government-initiated programs aiming at improving the livelihoods of their citizens have not been performing as expected of them (Liao et al. 2021). In Philippines for example, the Philippines Sustainable Livelihood Programme, whose goals is to reduce poverty and inequality by generating employment among poor households and by moving highly vulnerable households into sustainable livelihoods and toward economic stability; has failed to live up to expectations as it has been facing issues of cost ineffectiveness reporting a low burn rate of funds every year (Acosta, & Avalos, 2018). The quality of services offered to clients has been comprised as a result of pressure arising from attaining the set targets due to the struggling state of the program (McCord, 2018). In Bangladesh, the Chars Livelihoods Programme (CLP) which works with extreme poor households living on island chars in north western Bangladesh was started with the aim of improving the livelihoods of over one million people. However, the program didn't perform as expected and has been extended up to 2030 in a bid to meet program targets (Hossain, 2021).

In Africa, struggling government livelihoods are common. In Zambia for example, Feed the Minds program was started in 2017 by the Zambian government in collaboration with Ndola Nutrition Organization (NNO) as its grassroots partner to improve the quality of life of 2,200 vulnerable people in Masaiti District, Zambia, through increased livelihood capacity and subsequent income (M'fundisi-Holloway, 2019). Five years down the road, only 376 vulnerable adults and youth (17%) have been enrolled to the program, reflecting bad performance (M'fundisi-Holloway, 2019). In Mozambique, the Job creation and Livelihoods Improvement Project was started in 2016 to promote inclusive economic opportunities and gender equality, with a view to reducing poverty in Mozambique especially among women by 2021 (Bruna, 2019). The project targeted 403,000 inhabitants (including 205,530 women) in Gurué district (Zambézia province) and the 324,000 inhabitants (including 165,240 women) in Chimbunila district (Niassa province). Out of the targeted 403,000 beneficiaries, 151,528 (37.6%) had been enrolled by 2021 which reflects low program deliverables (Bruna, 2021).

In Uganda, the Uganda Women Entrepreneurship Programme (UWEP) is an initiative of the Government of Uganda that is aimed at improving access to financial services by women and equipping them with skills for enterprise growth, value addition and marketing of their products and services. UWEP is intended to empower Ugandan women for economic development (Ministry of Gender, Labour and Social Development, 2020). In the year 2015, the government of Uganda launched UWEP targeting women aged 18-65 under the second National Development Plan (NDP II) (Nansereko, 2017).

Other government programs in Buhweju district before UWEP include the Youth Livelihood Program (YLP), which was introduced by government in 2011/12 financial year basically to equip the youth with entrepreneurship skills and then benefit from the Venture Capital Fund; the National Agricultural Advisory Services (NAADS) whose goal was to contribute to the transformation of the agriculture sector through the provision of agricultural inputs, agribusiness and value chain development for improved household food security and incomes; Operation Wealth Creation (OWC) which was introduced by government in July 2013 as an intervention to efficiently facilitate national socioeconomic transformation, with a focus on raising household incomes and wealth creation by transforming subsistence farmers into commercial farmers; Poverty Eradication Action Fund (PEAP) which was basically introduced as a framework for economic growth and transformation among households (Buhweju District Local Government Statistical Abstract, 2022).

Government programs in Buhweju district after UWEP include the Parish Development Model whose purpose is to deepen the decentralization process; improve household incomes; enable inclusive, sustainable, balanced and equitable socio-economic transformation; and increase accountability at local levels; the Presidential Initiative on Wealth and Job creation (Emyooga) launched in August 2019 as part of the broad government strategy to facilitate the socio-economic transformation of households from subsistence to the money economy (Buhweju District Local Government Statistical Abstract, 2022).

The government much recognizes funding of organized women's groups under UWEP and channels funds to registered women groups to empower them to improve on their livelihoods mainly through income growth (Nansereko, 2017). UWEP is an initiative of the Government of Uganda which was launched in financial year 2015/16 whose aim is to improve access to financial services by women and equipping them with skills for enterprise growth, value addition and creation of market for their products and services (Ministry of Gender, Labor and Social Development, 2017).

UWEP has three components, notably Capacity and Skills Development [CSD], Women Enterprise Fund [WEF] and Institutional Support [IS]. Funds are allocated among the three components of UWEP as follows: both Institutional support & Capacity & skills development take 15% each and WEF takes 70%.WEF and C&S funds are disbursed directly to individual women groups bank accounts for implementation of their approved projects while the institutional support funds are used for administrative and coordination expenses at the district/municipality or division levels (Ministry of Gender, Labour and Social Development, 2017).

The criteria for qualification for loanable funds under UWEP are that any interested woman aged 18 - 64 years joins a group of 10-15 members involved in income generating activities. The group then passes through a validation process in order to register. The beneficiary women groups are identified and selected through a community participatory process that involves Local Council 1 (LC 1) and Women Council leaders as trusted members of the community. The selection of the women to benefit under the UWEP is undertaken by the Beneficiary Selection Committee chaired by the Sub-County Chief with members including the Chairperson of the Sub-County, Women Council and the Community Development Officer (Ministry of Gender, Labour and Social Development, 2020).

The respective LC 1 Chairpersons report that the selected women group members are bona fide Ugandans who reside within their respective communities (the catchment area for the group membership may be a village, parish and must not go beyond a Sub County/ Town Council/ City Division). The certified/reported groups are required to open a group bank account in any commercial bank where the funds are wired by the Ministry of Gender, Labour and Social Development (MGLSD). After a period of

1 year which is interest free, the groups are supposed to start making monthly re-payment installments (Ministry of Gender, Labour and Social Development, 2020).

However, according to the MGLSD Report 2020/2021, poor performance of UWEP has become a vast challenge as most women's groups under the program (69%) continue to default and others over delay to pay up their group loans, which presents time overlaps and high supervision costs as the program was postponed for another five years from financial year 2020/21 to 2024/25.

Existing studies such as Inkinen (2016); Hanaysha (2016); Okeke, Onyekwelu and Akpua (2019); Cook, (2014) etc have associated program performance with performance management systems. These studies argue that performance management systems through performance monitoring and evaluation are essential in auditing of the progress of programs and projects which helps to determine performance results. However, these studies have been conducted in other countries such as Nigeria for example Okeke, Onyekwelu and Akpua (2019), but not in Uganda and particularly on UWEP program. This study therefore sought to examine the influence of PMSs on program performance of UWEP Buhweju District.

Problem Statement

In Buhweju district, the Government of Uganda through Buhweju District Local Government since the financial year 2015/16 has been allocating money to registered women groups with development agendas so as to be in position to achieve the targets of the National Development Plan (NPD) 2 and Uganda Vision 2040. Under UWEP, formal women groups are given interest free funds worth at least Uganda shillings 5,000,000 for a period of one year depending on the type of activity or business they intend to start. Beyond 1 (one) year, the groups are required to pay a 5% annual interest rate (Ministry of Gender, Labor and Social Development, 2019).

On the contrary, performance of UWEP Buhweju District has been poor over the years. In terms of program deliverables, the program, since its inception in 2015/16 financial year, had planned to enroll at least 2,000 women in the district under the Districts National Development Plan (NPD) 2 by 2025 (Buhweju District Local Government Statistical Abstract, 2022). However, only 846 women (42.3%) had been enrolled by end of financial year 2020/21 (Buhweju District UWEP Beneficiary Load Report, 2022) (deliverables). Additionally, the program has been struggling with issues of low recovery rate as far as program funds are concerned a justification of poor program performance. Initially, the program had targeted at least 50% recovery rate of funds in the district by close of 2020/21 financial year. However, out of Ugx 426,891,887 disbursed to the 104 women groups in financial years 2015/16 and 2016/17, only Ugx132,404,300 (31%) had been recovered as of June 30th 2020 leaving a staggering Ugx294,487,587 (69%) unrecovered funds (quality and time lags). This also reflects poor program deliverables an indicator of poor program performance.

It remained unclear whether there are gaps in performance management systems such as monitoring and evaluation that could be responsible for the poor performance of UWEP in Buhweju District based on the program deliverables. The study sought to find out answers to this by investigating the relationship between performance management systems and performance of UWEP in Buhweju District.

Purpose of the Study

To establish the relationship between Performance Management Systems and performance of UWEP in Buhweju District.

LITERATURE REVIEW

Theoretical Review

Scientific Management Theory

This study was underpinned by the Scientific Management Theory advanced by Federick Taylor in 1909 (Taylor, 2023). The theory states that flaws or errors in a given work process could be scientifically solved through improved management methods and that the best way to increase labor productivity is to optimize the manner in which the work is done (Merkle, 2022).

Frederick Taylor devised the following four scientific management principles;

(1) Select methods based on science, not "rule of thumb" (Performance planning). Rather than allowing each individual worker the freedom to use their own „rule of thumb" method to complete a task, a manager should instead use the scientific method to determine the "one best way" to do the job. (2) Assign workers jobs based on their aptitudes. Instead of randomly assigning workers to any open job, a manager should assess which ones are most capable of each specific job and train them to work at peak efficiency. (3) Monitor worker performance (performance monitoring). A manager should assess his/her workers" efficiency and provide additional instruction when necessary to guarantee that they are working productively. Properly divide the workload between managers and workers. Managers should plan and train, while workers should implement what they have been trained to do (performance evaluation).

The theory was relevant to the current study in a sense that if management of Buhweju District implements performance planning, performance monitoring and performance evaluation, it is in position to closely monitor and supervise UWEP program employees, which indicates how performance management systems is important for Buhweju District UWEP coordinators if UWEP performance is to improve.

Credit Risk Theory

The study was also guided by the Credit Risk Theory proposed by Melton (1974). The theory provides a foundation through which organizations are able to not only measure but also manage credit risk exposure, which is through among others, imposing terms on credit. In this case, the government of Uganda should not only measure but also manage credit risk exposure of UWEP groups through funds qualification criteria.

The theory views default of loans to an embedded put option which is available to the borrower when the circumstances are economically favorable for the borrower to exercise their option to default. In this case, the government is reluctant to arrest UWEP group members who fail their loan obligations, but instead keeps pumping more money to more groups every 5 years, which is favorable and encourages women to exercise their options to default. Crosby et al (2003) further adds that currently the main credit risk analysis methods include structural approach, appraisal form and information completeness approach as per Credit Risk Theory.

The importance of this theory is that it describes the procedures in credit risk management by providing an option-theoretic framework which may be individualized for specific borrowers and used as a basis for modeling the default occurrence. The theory affirms that credit management through credit terms is dynamic and has a standard approach to managing and mitigating default risks. However, if the credit terms have gaps, borrowers can exploit them to default, the same case with UWEP funds which do not have any form of collateral security before loan disbursements, which the women take advantage of to exercise 'the defaulting option'.

Empirical Review

Performance planning and program performance

Lutaaya and Obino (2018) studied the relationship between Performance Planning and Performance of East African Community Secretariat in Arusha, Tanzania. Data was collected from 57 respondents; employees of East African Community Secretariat using both questionnaires and interviews. Data analysis was done both qualitatively and quantitatively; for qualitative data, analysis took the form of thematic content analysis. Quantitative data was analyzed through descriptive and inferential statistics. Results established a positive and moderate correlation (0.529**, P<.01) between performance development plans and organizational performance, implying that enhanced performance planning through development plans could have a positive bearing on performance, other factors being constant. This study took place in Tanzania while the current study was conducted in Buhweju District, Uganda thus a geographical gap.

Inkinen (2016) studied practices for performance management systems, knowledge management and firm performance in US. This was necessitated by the need to rank knowledge management as an emerging issue to new management models with a systematic review process. The findings demonstrated that knowledge management as part of performance management practices had a positive and significant association to organization performance. The above study reveals a geographical gap that the current study sought to fill. The study was carried out in the United States of America unlike the current study that was conducted in Uganda specifically in on UWEP program in Buhweju district.

According to Hanaysha (2016) presentation on effects of performance management systems aspects of teamwork, employee training and employee empowerment on organizational commitment in Malaysia. The study sampled 242 employee's university employees and established that employee empowerment at workplace was significantly related to performance management systems. This study reveals a statistical gap since no inferential statistics were used to test the relationship between performance management systems and program performance. The current study sought to bridge this gap by using inferential statistics to test the relationship between performance management systems and program performance with specific reference to UWEP in Buhweju district, south western Uganda.

Okeke, Onyekwelu and Akpua (2019) undertook a study in South East Nigeria, with the view of establishing the impact of performance management systems on the productivity of its employees. The study specifically considered how 360-degree feedback appraisal, self-assessment, performance review and evaluation have on employee productivity using a sample size of 366 respondents. Findings indicated a 360-degree feedback appraisal had a positive and significant influence on the productivity of employees. The study above reveals a scope gap since it was conducted among employee's contrary to the current study that was conducted among UWEP beneficiaries in Buhweju district of Uganda.

Murithi (2015) assessed continuous improvement relating to performance-based compensation emphasized on the need for the leaders to champion in effective and efficient platforms meant to uplift organizations and employees through training, recognition and reward system. Omusebe and Musiega (2013) presented a study relating to strategy to effect performance management systems to improve performance and productivity of organizational employees in Kenyan banks. The study indicated that performance appraisal system is paramount in undertaking HRM (Human Resource Management) and must be adhered to if organization is to achieve and make use of it human resources. These studies were conducted in Kenya in contrast to the current study which was conducted in Buhweju district, Uganda.

Planning at individual level is guided by a performance plan which clearly outlines one's outputs, performance indicators and performance targets which are linked to the annual work plan of the Ministry,

Department, Agency or Local Government. Individual performance planning is carried out at the beginning of every financial year. Each individual staff is required to agree with their supervisor on what is to be achieved within the financial year based on the available resources. Basing on the output and results, senior manager's performance did not improve as expected in the presence of clear and measurable goals contrary to Verbeeten's (2007) assertion, leaving a gap on whether the process of assessing the achievement provides better strategies for improved program performance. The study revealed that after setting targets, employees develop personal plans which guide them on how to execute their day-to-day activities. In addition, monitoring is a continuous process at the Ministry of Local Government, which is done to ensure that employees do not deviate from carrying out the Ministry's activities.

McAfee (2001) conducted a study on the impact of enterprise information technology adoption on operational performance of high technology companies in the United States (US). Findings of the study revealed that in performance planning, US high tech companies found it important to identify long-term and short-term goals, along with an action plan around how they would be achieved. Goals were weighted to identify priorities and discussions made on how progress against goals was evaluated, which was found to influence performance of the companies. These studies were conducted in Kenya in contrast to the current study which was conducted in Buhweju district, Uganda.

Performance evaluation and program performance

According to Cook (2014), performance evaluation refers to the process of identifying, examining, measuring and growing performance of employee in the firm. Okeke, Onyekwelu and Akpua (2019) undertook a study in South East Nigeria, with the view of establishing the impact of performance management systems on the productivity of its employees. The study specifically considered how 360-degree feedback appraisal, self-assessment, performance review and evaluation have on employee productivity using a sample size of 366 respondents. Findings indicated a 360-degree feedback appraisal had a positive and significant influence on the productivity.

Carol and Florah (2019) evaluated the significance of performance management techniques on staff output at the State Department of Labor in Nairobi, Kenya, and measured performance management practices using employee appraisal and performance feedback. The study used well-ordered questionnaires for primary data collection, from a target population of 278 respondents that were identified using random stratified sampling method. With a sample size of 68 respondents the study achieved a 67.6% response rate. Regression analysis, mean, percentages and standard deviation were used to analyze the data. Employee productivity was found to have a substantial affirmative association linking employee appraisal and feedback on employee performance. Geographical gaps emerged in the above study as it was conducted in Nairobi, Kenya while the current study was conducted in Mbarara, Uganda specifically on UWEP program in Buhweju district.

Through an assessment of small and medium-sized IT organizations in India, Thangavelu and Sudhahar (2017) studied the relationship between employees' role clarity, performance feedback, and employees'' perceptions of their performance. The study used the Job Satisfaction dimension (job clarity, role conflict, and role content), as well as the performance feedback dimension and employee opinion of performance, to assess role clarity. Explanatory research design was employed and data was gathered from 553 respondents using self-administered validated questionnaire and used Z-test and Chi-test to quantitatively analyze data. A considerable relationship between role clarity, performance feedback, and employee happiness in terms of performance perception was found. In addition, a substantial link was discovered between performance feedback and employee perceptions of their performance. This study was carried

out among small and medium-sized IT organizations in India while the current study was conducted among UWEP groups in Buhweju thus revealing a contextual gap.

Kim (2016), presented a study titling the effect on performance evaluation system implied to civil service performance to have a better pay. The study targeted human resource directors in the United States after civil reforms in performance evaluation of 30 state agencies. The study was motivated by the need to have perceived justice of evaluation of performance and established out those macroeconomics factors on politicization of perceived evaluation of employee productivity was unhelpfully and considerably associated with the pay for usefulness of performance. The aspect of the importance of evaluation was of relevant and considerably correlated to pay for usefulness of performance. The pay for performance was found to be affected by variation in demographic features example; gender, age, level of experience and education in state differences. The above study reveals a geographical gap that the current study sought to fill. The study was carried out in the civil service of the United States of America unlike the current study that was conducted in the civil service of Uganda with specific reference to UWEP program.

Hamzah et al (2014) defined performance evaluation as the act of appraising/assessing progress of organizational performance with regard to set of tasks as stipulated by the performance standards in a given time period. Aguinis (2011) argued that performance evaluation should be conducted at least once a year. He further noted that with no ongoing effort to provide feedback and coaching by managers in the organization, there is no true performance management system and organizational performance can't be improved. In Uganda, performance evaluation has been a challenge to organizations and this is attributed to several factors including; staffing gaps, failure to attract and retain qualified employees, lack of a training policy for employees, transfers and job rotation in organization (Basaza, 2016). The author also added that these have been responsible for poor performance of employees in Uganda's public and private sector over the years. The factors for poor performance need to be brought to book and strategies put across on how best to address them. This would assist management and employees to know their responsibilities and duties in an organizational setting.

The above study reveals a contextual gap that the current study sought to fill. It was carried out in the context of both public and private sectors unlike the current study that was conducted only in the content of the public sector, with specific reference to UWEP program in Buhweju district.

Managers need to consider that absence of performance evaluation in relation to organizational performance seeks to increase exposure to litigation and poor performance evaluations was exist in the organization because there is no performance management system to guide the entire process (Aguinis, 2011). The evaluations activities conducted require that management of the organization needs to make employees able to emulate good performers and learn much form them. Therefore, in relation to this study, increased evaluation is a key to increased performance levels from employees and this may harmonize high performance levels in the organization.

Hamzah et al (2014) argued that in an organization, with performance evaluation, the behavioral aspects of an organizational performance require a match with the work and working environment. The choice of behavior undertaken by an employee then shapes the means through which set goals and objectives are to be met by the employee. He or she also becomes responsible for the performance outcomes on the job and work to improve for before over and over.

Patll et al (2014) argued that performance evaluation needs to be considered as a platform that offers employees a change of felling part of the organization through satisfaction, exercise of autonomy and skills at hand and management needs to ensure that all these are sufficiently utilized since they have

influence to employee work performance. When literature is linked to this study, the literature is silent about how the performance evaluation can lead to employee employability within organizations and how this can be achieved if the evaluation reflects loopholes in organizational performance and management of peoples" attitudes is not easy and this needs to inclusive as evaluations are made.

Results from a study conducted by Kolibacova, (2014), it was noted that key performance indicators of the employee need to be used while conducting a performance evaluation. In his study it was found that performance evaluation was conducted based on the annual and quarterly basis with goals and key performance indicators (KPIs) or parameters as scale of measurement. However, the information presented by the author there was no reflection of the performance indicator and their link to any compensation factors within the organisation. If this was done, it would enable management, staff and any persons to ascertain the impact such factors may have towards performance of employees in the organisation.

Performance management in an organization where annual performance appraisal is carried out goes with the identification of the performance appraisal mechanisms and congregations organized by mainly the management team depending on the weekly, monthly quarterly and annual perspectives (Amie, 2013). An effective annual performance appraisal must address the goals of the organization and show how these (Goals) match with the given performance standards and procedures and they should be accepted by employees to avoid resistance (Mustapha & Daud, 2012).

Performance monitoring and program performance

Adam (2020) investigated the impact of performance standards, performance measurements, quality improvement processes, and progress reporting on UN-Somalia Habitats program. The study demonstrated that there is no association between performance criteria, performance assessment, or quality improvement techniques and program performance. The study did show a strong favourable association between progress reports and employee performance. Additionally, regression analysis demonstrated that progress reporting had a very beneficial impact on program performance.

Busingye (2018) studied the relationship between PMSs and performance of the United Nations Regional Centre for Services. The objectives of the study were to (i) investigate the correlation between staff performance in the United Nations Regional Centre for Services and performance planning; (ii) determine the correlation between staff performance and performance monitoring; and (iii) look into the connection between employees' performance and performance evaluation in Regional Services of the United Nations. 103 workers and 2 key informants" quantitative data were gathered quantitatively utilizing survey questionnaire and interview guide, respectively. Performance assessment and training and performance of the UN Regional Centre for Services had a strong positive and statistically significant association, according to the Pearson Correlation Coefficient values, holding other factors constant.

According to International Federation of Red Cross and Red Crescent Societies, (2011) performance monitoring refers to a series of activities undertaken by management through its employees to ascertain success and failure possibilities with regard to set standards. It seeks to reveal the level of progress by employees for a certain activity under implementation. Performance monitoring is a period when the goals are observed at to understand how well one is going to meet those (Elnaga & Amen, 2013). This means monitoring performance outcomes on a regular basis against plans and guaranteeing that corrective action is appropriated when obligatory. This means employees monitor and manage their own performance while managers give feedback, support and guidance. It furthermore means updating objectives, and incessant learning on the job or through coaching (Armstrong, 2015).

In Uganda, performance monitoring among employees within organization is still a challenge reflected by absence of performance appraisal systems, lack of a strong internal monitoring and evaluation system for projects especially those that are government and lack of trained staff to conduct the performance monitoring process (Byaruhanga & Basheka, 2017). In relation to this study, the challenges surrounding performance monitoring needed to be unlocked with focus to Uganda. However, one may note that corruption and moral decay among people are some of them. This offers responsibilities to the management team with the duty of monitoring to be aware of such and their effect towards performance of employees and the entire organization.

A study conducted by Byaruhanga and Basheka (2017) regarding monitoring and performance of contractors for government road projects in Uganda revealed that there is a need to establish an independent monitoring unit for contractors, sub-contractors and supervisors of Government infrastructural projects as well as putting in place an appraisal system in order to obtain good performance outcomes among such employees in the roads sector. However, in relation to this study, the authors forget to articulate other factors that may inhibit establishment of these facilities (An independent monitoring unit and appraisal system) such as corruption that is rampant in Uganda especially in Government agencies.

The above study reveals a contextual gap as it was carried out in the context of the road sector unlike the current study that was carried out in the context of the livelihood sector since UWEP is a livelihood-based program of uplifting the status of women to minimize poverty.

Zhang (2014) noted that to every organization that carries out performance management through a system there should be monitoring of organizational performance undertaken under a positive approach to work, revisiting initial set objectives, performance standards, feedback and mutual relationship to manage the performance management process between the employees and the employers/ supervisors. As reflected by this literature, system existence is a requirement and building such requires concerted effort between employers, employees and other external stakeholders. However, the author remained silent over this and the roles of each with an organizational context.

According to Kolibacova (2014) managers' monitoring of employee competencies with regard to their respective performance makes them be in position to calculate performance for that matter in order to be able to monitor every employee's performance. In relation to this study, it can be noted that monitoring competencies may not be enough but rather there should be a system where commitment to competencies is promoted to allow permanent execution of duties in a competent manner. This may be done through rigorous staff training and appraisal undertaken among employees at a given time interval.

According to Mulwa and Weru (2017), a PMS improves employee performance in commercial banks in Kitui Town, Kitui County, Kenya by giving employees a trustworthy performance metric, boosting their productivity, and helping them reach their goals. The study came to the conclusion that implementing a PMS improves employee performance by helping them set personal goals that are linked to the larger organizational objectives, identifying skills gaps that need to be filled through training, and generally raising employee productivity levels. The study made several recommendations for management, including raising employee awareness of the importance of the PMS filling training gaps, rewarding top performers, conducting evaluations in a professional manner, and providing detailed notes on employee performance following the assessment process.

According to Zhang (2014) it is vital to note that with performance monitoring, feedback is always ignored and is made complex in the organizational setting. Feedback is said to have a positive effect to

organizational performance in terms of improving it but under certain situations. In addition, Aguinis, (2009) argued that the rationale for feedback among employees is to enable them get motivated, engaged, changed in terms of behavior and satisfied with their job to be able to perform well in terms of quality and quantity. Focusing on the literature, the degree of feedback needs not to be compromised by anyone within the organization. For, if this happens resistance and counterproductive behaviors may be witnessed from a section of employees who feel left out with regard to the organizational matters.

Literature Summary and research gaps

The literature cited above reveals that PMSs influence program performance. However, the literature reveals some contextual gaps which the current study seeks to bridge. Contextually, none of the studies cited in the literature was carried out in the context of UWEP or even any other government programmes in Uganda such as Youth Livelihood Fund and Parish Development Model, hence making this study relevant.

RESERCH METHODS

Research Design

Orodho (2008) defines a research design as the scheme, outline or plan that is used to generate answers to research problems. This study used cross sectional research design, which is a design in which data is collected at one point in time. As such, data on performance management systems and performance of UWEP in Buhweju district was collected at one point in time, and that was in October and November, 2023.

Study Population

According to Parahoo (2014), population is the total number of units from which samples are selected for measurement and includes; objects or items, individuals, organizations, events among others (Parahoo, 2014). Saunders et al. (2012) submitted that a population is the full set of cases from which a sample is taken. The population for this study was 30 UWEP coordinators and 1,560 UWEP beneficiaries in Buhweju District (Buhweju District LG Statistical Abstract, 2022). The reason of using beneficiaries is that they are the ones with real data concerning the study variables.

Sample Size

According to Avwokeni (2004), sample size refers to the number of subjects or individual elements chosen from the population under study.

For UWEP beneficiaries

One hundred and four (104) formal women's groups are registered under UWEP in Buhweju District with average of 10 to 15 members. This makes an average of 15x104 = 1,560 women. As such, the sample size was determined using Kombo and Tromp (2006) recommendation that a sample size (n) of 10% to 30% is representative enough for a study where the total population is less than 2,000 people (Kombo & Tromp, 2006).

Therefore, using a 10% recommendation; n n = 10 x 1,560

    100

n = 0.1 x 1,560 n = 156

Data was collected from 156 UWEP beneficiaries.

For UWEP Coordinators

This was determined basing on Krejcie and Morgan (1970) table of population size and sample size determination (refer to appendix 4). From Krejcie and Morgan (1970), if N (Population) = 30, then n (sample size) = 28.

Data was collected from 28 UWEP coordinators in Buhweju District.

Total Sample size

UWEP beneficiaries -	156
UWEP coordinators -	28
Total -	**184**

Sampling Methods

Simple Random Sampling

Sampling is the process of selecting segment of the population for investigation Rahi (2017). Stratified sampling was used to divide Buhweju District into sub counties as strata and within the stratas, simple random sampling was used to select UWEP groups. This means that some groups were part of the study and others were not because random sampling does not cater for all the groups. Simple random sampling is a sampling technique where samples of the same size have equal chances of participation (Johnson et al., 2007).

Purposive Sampling

On the other hand, purposive sampling was used to select the UWEP coordinators in Buhweju district. The researcher believed these categories of respondents have vital information on performance management systems used in managing the UWEP program. In purposive sampling technique, people or other units are chosen for a particular purpose (Leedy & Ormorod, 2000).

Data collection methods

Interviews

Interviews were used to obtain data from the UWEP Coordinators in Buhweju District. An interview refers to an oral interaction between an interviewer and the respondent. The interviews were used to obtain qualitative data and there was face to face discussion between the interviewer (researcher) and the respondent. Interviews were used because they eliminate response errors since it is the researcher who controls the interview process. The interviews carried out using interview guides as the tools. It is from this that the researcher was sure that the selected respondents were actually the ones who answered the questions. Interviews were used so as to obtain in-depth information from the UWEP coordinators on performance monitoring of UWEP groups' activities and how they ensure that the groups utilize UWEP funds for the UWEP goals.

Questionnaire Method

This was used to obtain data from the UWEP beneficiaries. One of the strategies utilized to get primary data from respondents was to provide replies regarding the research variables that is, performance management systems and program performance with the distribution of questionnaires. Because the target demographic is largely literate and did not have any trouble answering the questionnaire questions, this methodology was used (Oso & Onen, 2018). This strategy was used because it uses less time, money, or energy in the research process.

Data Collection Tools

Interview Guides

Interview guides were used to obtain data from UWEP coordinators in Buhweju District. This is because they are believed to possess key information about UWEP activities and how they are coordinated and monitored in the district. An interview guide is a list of topics or questions that the interviewer hopes to cover during the course of an interview (Brenner, 2006). The interviews lasted for between 30 minutes and One hour. Interview guides was used because they help interviewers to explain, better understand, and explore research subjects' opinions, behavior and experiences about particular topics (Gill, Stewart, Treasure, & Chadwick, 2008). Interviewing the district UWEP coordinators helped to bring out detailed information about the relationship between Performance Management Systems (PMSs) and performance of UWEP in Buhweju District.

Self-Administered Questionnaire

According to Amin (2005), a questionnaire is a self-reporting tool used to collect data on the research's variables of interest, performance management systems and program performance. To collect information from UWEP beneficiaries, the researcher employed structured questionnaires that were self-administered by the respondents. Because the target population was literate and did not have trouble answering to questionnaire items, this tool was primarily used on beneficiaries (Oso & Orren, 2018). Additionally, the tool was regarded efficient in terms of research time, cost, and energy.

Sources of Data

This study relied on primary data. Primary data is raw data that has been gathered for the first time and has never been reported anywhere (Roston, 2001). Primary data was collected from the field by use of questionnaires and interview guides from women groups under UWEP and the UWEP Coordinators in Buhweju District.

Data Quality Control

Reliability of Research Instruments

The researcher carried out pre-testing of the data collection tools, which was piloted and revised in consultation with the research supervisors to clarity in a way that they would generate the required information to meet the study objectives before actual data collection. Reliability indicates the extent to which a variable or set of variables is consistent in what it is intended to measure (Hair, Black, Babin, & Anderson, 2009). The reliability of the instruments was tested using Cronbach's Alpha by entering the data of all questions in the questionnaire into the Statistical Package for Social Sciences (SPSS) program and proper values for reliability analysis were obtained. All alpha (α) coefficient values found to be greater or equal to 0.7 (70%); that is $\alpha \geq 0.7$ is sufficient enough for the questionnaire to be regarded reliable according to Amin (2005).

Validity of Research Instruments

Validity is "the degree to which a measure accurately represents what it is supposed to", and thus validity is concerned with how well the concept is defined by the measure(s) (Kothari, 2004). The validity of the questionnaire was tested using content validity where by assessment of the validity of the research instruments was carried out using Content Validity Index (CVI) where;

CVI = K/N

$$\text{C.V.I} = \frac{\text{Total No. of questions declared valid/relevant}}{\text{Total No. of questions in the questionnaire}}$$

Where K = Total number of questions declared valid.

N = Total number of questions in the questionnaire.

0.7. as marginal level of significance

All C.V.I values found to be greater or equal to 0.7 (70%); that is CVI ≥ 0.7 is sufficient enough for the questionnaire to be regarded valid for data collection (Kothari, 2004).

Table 3.1: Validity and Reliability results of the study instrument

Variables	CVIs	Cronbach's Alpha values	No. of items
Performance Planning	.713	.782	10
Performance Monitoring	.704	.746	10
Performance Evaluation	.801	.754	10
Program Performance	.805	.773	10

Source: Primary data, 2023

Reliability and validity for the interviews (qualitative), a pilot study was conducted by pre-testing the interviews on UWEP coordinators in another district (Rubirizi). The pre-test results were used by the researcher to confirm that the interviews would generate valid and reliable data from UWEP coordinators in Buhweju District.

Procedure of Data Collection

When the research supervisors approved the research proposal and tools of data collection, a recommendation letter of the study was issued for commencement of data collection. Testing of the research instruments was carried out to ensure validity and reliability. The researcher sought permission from Buhweju District Local Government top management to allow her conduct the study. After words, the researcher visited the UWEP office in Buhweju district so as to access the contacts of the UWEP beneficiaries. Thereafter, the researcher made appointments with them and sought for their consent regarding participation in the study. Questionnaires were then administered to the respective respondents and interview appointments were fixed.

Community Engagement Plan

The researcher engaged communities of Buhweju district by explaining to them the importance of the study. This enabled them provide enough necessary data for the study that enhanced the researcher to present and discuss valid findings to the study**.** The community benefited from this study since people discovered ways of avoiding poverty and achieve sustainable development. The study helped the community in that add to the existing body of literature on performance management systems and performance of government programmes, hence providing more information to future researchers, scholars and other academic practitioners on which they can base in identifying gaps that they need to fill in their future studies on the same topic. The study was useful to policy makers such as the government through the Ministry of Gender, Labour and Social Development and the administration of Buhweju District Local Government to evaluate the successes and weaknesses of the program so far in the district. This enables the policy makers to ascertain whether with the current status, the ultimate programme goal of empowering women through financial inclusion to enhance productivity is achievable. In case of any gaps, stakeholders may be able to take corrective measures in a bid to achieve the prior set programme goals. All these are hoped to enable the community develop and achieve sustainable development in time.

Data Analysis Plan

Qualitative Data Analysis

Completed answers generated from interviews were crosschecked for completeness, accuracy, uniformity and comprehensiveness. The interview guide was used to check the feedback from the respondents, noting the relationships between the given answers and asked questions. Additionally, data was categorized according to themes generated from the research questions. Thematic content analysis is a product of thorough reading and re-reading of field notes, from which the researcher construct's themes and sub-themes emerging from the various phases and approaches in the data collection.

Primary data collected like interviewees' responses was analyzed for content and finding patterns was discussed in line with the research objectives in order to establish areas of convergence and divergence. The analysis involved listing and summarizing data in compilation sheets of developed themes. According to Bryman (2006), the themes and sub-themes emerge from the repeated statements by the respondents in the text, which are later applied to the data.

Quantitative Data Analysis

The data collected was summarized using descriptive analysis such as frequencies and measures of central tendency that is mean and standard deviation statistics by use of SPSS version 25 to enable the researcher to meaningfully describe the distribution of scores or measurements. The data was presented in the form of descriptive tabulations, percentages, frequencies, mean and standard deviation before a comprehensive analysis of statistics was generated. Inferential statistics analysis by use of the Pearson correlation model and regression analysis was used because it is most suitable to find the effect of the independent variables on the dependent variable (Mugenda & Mugenda, 1999).

Ethical Considerations

The researcher sought permission from REC of Bishop Stuart University. Written informed consent was obtained from all the study participants by briefing them about the study topic, its objectives and programed outcomes. Honesty and freedom from harm was guaranteed to the respondents and they make informed decisions on whether to accept or decline participation in the study.

The confidentiality and privacy of respondents was ensured by not revealing their names at any stage of reporting the research findings. To ensure this, the researcher used substituting codes for participant identifiers and storing data in locked cabinets. Therefore, ethical issues that were considered include informed consent, confidentiality and privacy.

DATA PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

Introduction

The study focused on the relationship between performance management systems and performance of UWEP in Buhweju district. This chapter gives the description of the background variables, data analysis, and presentation and interpretation of the findings. The study was grounded on the following specific objectives; to examine the relationship between performance planning and performance of UWEP in Buhweju district; to determine the relationship between performance monitoring and performance of UWEP in Buhweju district; and to establish the relationship between performance evaluation and performance of UWEP in Buhweju district. The data was aggregated to arrive at the following results.

Response rate

The table below shows the rate at which the data was provided from UWEP coordinators and beneficiaries in Buhweju district.

Table 4.1: Response Rate

Unit	Expected Number	Actual	Rate
UWEP beneficiaries	156	150	96.1%
UWEP coordinators	28	20	71.4%

Table 4.1 above shows that 96.1% of the expected UWEP beneficiaries were involved in the study by filling questionnaires while 71.4% provided information by being interviewed. Therefore, sample size was reliable enough and was a true representative of the study population. According to Stedman, Connelly, Heberlein, Decker, and Allred (2019), a response rate of a minimum of 70% is considered sufficient.

Background Characteristics

The following demographic characteristics were considered important for the study: gender, highest level of education, marital status and time spent as a member. The results for all the background characteristics were presented in table 4.2.

Table 4.2: Showing the Demographic Characteristics N=170

Characteristic	Details	Frequency	%	Cumulative %
Experience	≤5 yrs	70	41.3	41.3
	> 5 yrs	100	58.7	100.0
Age Group	18-30 yrs	29	17.3	17.3
	31-40 yrs	92	54.0	71.3
	41-50 yrs	32	18.7	90.0
	Above 50 yrs	17	10.0	100.0
Highest level of education	Primary	40	23.3	23.3
	Secondary	100	58.7	82.0
	Post-Secondary	31	18.0	100.0
Marital status	Single	34	20.0	20.0
	Married	87	51.3	71.3
	Divorced/separated	31	18.0	89.3
	Widow	18	10.7	100.0

Source: Primary Data, 2023

Results from table 4.2 indicated that the majority (58.7%) of the respondents had participated In Uganda Women Entrepreneurship Program for more than 5 years, while the rest 41.3 % for a period below 5 years. This implies that respondents had participated in UWEP activities for adequate time to affect performance of the program.

In addition, basing on findings from table 4.2, all the respondents were adults since they were all above the majority age of 18 years. In addition, majority (54.0%) were from 31 to 40 years of age. This implies that most respondents, were middle aged people who likely to impact performance of the groups since they are also of a highly productive age.

The findings also indicated that majority (58.7%) of the study participants had a completed secondary and thus indicating that majority of the study respondents had reasonably good education qualifications, the desired skills and knowledge to impact the UWEP program in Buhweju District.

Lastly, table 4.2 indicated that the majority (51.3%) of the respondents were married followed by 20.0% who were single, then 10.7% were widows and 18% were divorced/ separated. This implies that the data was collected from all categories of women and the majority being married would also imply that they are

more responsible enough to affect performance of UWEP program.

Descriptive statistics

Performance management systems was expressed in form of its constructs and the overall level of performance management and level of performance of UWEP in Buhweju district was established as shown in table 4.3. The data obtained from the questionnaires was aggregated using SPSS Version 25. The scores were obtained from a 10-item questionnaires of performance planning, performance monitoring, performance evaluation and UWEP performance that ranged from 10 to 50 on a five-point liker scale where scores from 10 to 25 were taken as low score, a score of 26 to 35 were taken as moderate score while scores from 36 to 50 were taken as high score.

Qualitative data was analysed using thematic content analysis. Thematic content analysis was done by making transcripts which were then annotated by labelling relevant words, phrases, sentences, and sections with codes. The data was further segmented by creating a spreadsheet to easily compile the data and identify phrases that match with quantitative results. Then lastly concurrent nested triangulation with qualitative results written using verbatim quotes in italics. Finally, a conclusion was made after comparing qualitative with quantitative results.

Table 4.3: Descriptive statistics for the study variables

	N	Minimum	Maximum	Mean	Std. Deviation
Performance Planning	150	14.00	47.00	31.0600	4.30886
Performance Monitoring	150	15.00	35.00	25.9333	4.85591
Performance Evaluation	150	13.00	36.00	24.7400	4.75074
UWEP Performance	150	21.00	43.00	31.0933	4.58235
Valid N (listwise)	150				

Source: Primary Data, 2023

Findings in Table 4.3 revealed that the levels of performance planning of UWEP in Buhweju district was moderate since the mean was 31.0600 in the range of 26 to 35 which is described as moderate performance planning. This finding is in agreement with the statements made by the UWEP coordinators that *Women are trained on how to implement their workplans for the submitted projects* (UWEP coordinator, male aged 43, 2024). Another coordinator said; *Before the funds are disbursed to the groups, plans are made on the amounts supposed to be disbursed to the groups and of course the mode/method of disbursement, which is strictly through active group bank accounts projects* (UWEP coordinator, female aged 46, 2024). Another coordinator was quoted to have said; *During planning, the number of group applications are assessed and compared to the amount of funds released by the ministry. Then emphasis is made to ensure that the groups have clearly set goals known by all group members* (UWEP coordinator, female aged 39, 2024). Another coordinator said that; *In planning, we first know the number of qualified groups which are identified and selected through community participatory processes that involve local council one's and women council leaders as trusted members of communities* (UWEP coordinator, male aged 51, 2024).

In addition, findings in table 4.3 revealed that the levels of performance monitoring of UWEP in Buhweju district was low since the mean was 25.9333 in the range of 10 to 25 which is described as low performance monitoring. This finding is in agreement with the statements made by the UWEP coordinators that; *As a district, we do monitoring to check the progress of the activities of the women's activities. This gives us hope that the money is being used for its purposes* (UWEP coordinator, male aged 48, 2024). Another coordinator was quoted to have said; *There is a team at the district to keep watch on the remittances made*

by each group since they are supposed to make monthly payments as part of the process of refunding government money (UWEP coordinator, female aged 45, 2024). Another UWEP coordinator who is a sub county chief in Buhweju District said that; *As coordinators, we make analysis of the groups' payment schedules and we get information from the bank statements for verification and this gives us a true picture of the compliance rates of payment by the groups* (UWEP coordinator, male aged 41, 2024). Another coordinator said that; *Monitoring of the groups' activities is done by the lower local governments including chairpersons of women councils, sub county chairpersons, members of sub county technical planning committees while at the district, it is done by the Chief Administrative Officer, District Community Development Officer and Senior Community Development Officer* (UWEP coordinator, male aged 55, 2024).

Furthermore, the findings revealed that the levels of performance evaluation of UWEP in Buhweju district was low since the mean was 24.7400 in the range of 10 to 25 which is described as low performance evaluation. This finding is in agreement with the statements made by the UWEP coordinators, a sub county chief who had this to say; *Before the funds are released to the groups, we do verification to make sure that the groups indeed exist and are active on ground at least known in the communities. This ensures that the money is disbursed to existent groups with a purpose* (UWEP coordinator, female aged 49, 2024). Another coordinator said that; *We appraise the groups through frequent trainings on how best to utilize government funds through profitable business ventures* (UWEP coordinator, male aged 52, 2024).

Lastly, the findings in table 4.3 revealed that the levels UWEP performance in Buhweju district were also moderate since the mean was 31.0600 in the range of 26 to 35 which is described as moderate performance. This finding is in agreement with the statements made by the UWEP coordinators who said that; *To be sincere, the amount of funds recovered from the groups is still little compared to the disbursed funds* (UWEP coordinator, female aged 41, 2024). Another coordinator had this to say; *Sometimes you hear women saying that it's their share of government money since they support NRM, and so are reluctant to pay back* (UWEP coordinator, female aged 42, 2024).

Correlation analysis and hypothesis testing

Pearson correlation analysis was run in order to establish the relationship between the study variables. Pearson product moment correlation index was used to determine the strength of the relationship. The hypotheses were tested using levels of significance. All the global variables and their constructs were coded and correlated with the dependent variable UWEP performance. The codes and correlations of the constructs were explained in the brief write up after the correlation matrix. The study findings were as shown in table 4.4

Table 4.4: Pearson Correlation Matrix

	1	2	3	4	5	6	7	8	9	10	11	12
Goal_Setting (1)	1											
Performance_Agreement (2)	.424**	1										
Performance_Development (3)	.316**	.196*	1									
Performance Planning (4)	.852**	.714**	.626**	1								
Ongoing_Superior_Support (5)	.346**	.250**	.193*	.157	1							
Cont_Assessment & Training (6)	.321**	.393**	.232**	.425**	.389**	1						
Perfprmance Monitoring (7)	.308**	.246**	.218**	.353**	.698**	.931**	1					
Performance_Appriasal (8)	.375**	.211*	.156	.258*	.435**	.333**	.430**	1				
Dialogue_and_Feedback (9)	.197*	.255**	.227**	.217**	.267**	.156	.227**	.186*	1			

Talent_Development (10)	.182*	.278**	.264**	.309**	.218*	.278*	.207*	.225**	.393**	1		
Performance Evaluation (11)	.253**	.325**	.181*	.306**	.386**	.272**	.364**	.707**	.663**	.765**	1	
Program_Performance (12)	.697**	.469**	.307**	**.696****	.389**	.493**	**.537****	.320**	.306**	.159	**.378****	1
**. Correlation is significant at the 0.01 level (2-tailed).												
*. Correlation is significant at the 0.05 level (2-tailed).												

Source: Primary Data, 2023

Relationship between Performance planning and Program Performance

Study findings in table 4.4 indicated that the Pearson correlation between performance planning and performance of UWEP in Buhweju district was substantial (r=.696** P<.01) and statistically significant. Further analysis revealed that all the constructs of performance planning including goal setting (r=.697**, P<.01), performance agreement (r=.469**, P<.01) and performance development (r=.307**, P<.01) were also positively correlated with UWEP performance. This means that there is a substantial positive correlation between performance planning and performance of UWEP in Buhweju district which is statistically significant. Since the p-value < 0.01, the first hypothesis "there is a positive relationship between performance planning and performance of UWEP in Buhweju district" is retained. This implies that an improvement in performance planning is associated with an improvement in performance of UWEP in Buhweju district.

Relationship between Performance monitoring and Program Performance

Study findings in table 4.4 also indicated that the Pearson correlation between performance monitoring and performance of UWEP in Buhweju district was moderate (r=.537** P<.01) and statistically significant. Further analysis revealed that both constructs of performance monitoring including ongoing superior support (r=.389**, P<.01) and continuous assessment & training (r=.493**, P<.01) were also positively correlated with UWEP performance. This means that there is a moderate but positive correlation between performance monitoring and performance of UWEP in Buhweju district which is statistically significant. Since the p-value < 0.01, the hypothesis "there is a positive relationship between performance monitoring and performance of UWEP in Buhweju district" is upheld as true. This implies that an improvement in performance monitoring is associated with an improvement in performance of UWEP in Buhweju district.

Relationship between Performance evaluation and Program Performance

Study findings in table 4.4 further indicated that the Pearson correlation between performance evaluation and performance of UWEP in Buhweju district was low (r=.378** P<.01) and statistically significant. Further analysis revealed that two of the constructs of performance evaluation including performance appraisal (r=.320**, P<.01) and dialogue/feedback (r=.306**, P<.01) were also positively correlated with UWEP performance. This means that there is a low positive correlation between performance evaluation and performance of UWEP in Buhweju district which is statistically significant. Since the p-value < 0.01, the hypothesis "there is a statistically significant relationship between performance evaluation and performance of UWEP in Buhweju district" was considered. This implies that an improvement in performance evaluation is associated with an improvement in performance of UWEP in Buhweju district.

Regression Analysis

In order to confirm the correlation between the study variables, regression analysis was performed and also to show direction of causation and the results are presented in table 4.5

Table 4.5: Regression Model Summary

Model	R					Change Statistics

		R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.791ᵃ	.625	.618	2.83308	.625	81.268	3	147	.000
a. Predictors: (Constant), Performance planning, performance monitoring and performance evaluation									

Source: Primary Data, 2023

Results in table 4.5 indicated that performance management systems in terms of its dimensions (performance planning, performance monitoring and performance evaluation) has a substantial positive correlation (r = 0.791, p<.01) with performance of UWEP in Buhweju district. Further analysis also indicates that performance management systems (performance planning, performance monitoring, performance evaluation) explains 61.8% (Adjusted R Square = .618) of the variations in performance and this further implies that the remaining 38.2% of the changes in performance is explained by other variables not considered in this study like organisational behaviour, government policy, environmental and economic factors. Lastly, basing on the fact that performance management predicts more than 50.0% of the variability in UWEP performance, it implies good model fitness of the results.

Table 4.6: ANOVA Results

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1956.846	3	652.282	81.268	.000ᵇ
	Residual	1171.847	147	8.026		
	Total	3128.693	150			
a. Dependent Variable: Performance						
b. Predictors: (Constant), performance planning, performance monitoring, performance evaluation						

Source: Primary Data, 2023

The Anova results in table 4.6 revealed that there is a statistically significant difference between the means at the different levels of the UWEP performance with respect to performance management systems. This is based in the fact that the F-value is 81.268, which is significant since the p-value=0.000 which is less than .01 level of significances.

Table 4.6: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta (β)		
1	(Constant)	4.868	1.840		2.646	.009
	Performance planning	.424	.039	.494	10.786	.000
	Performance monitoring	.296	.069	.249	4.302	.000
	Performance evaluation	.218	.052	.226	4.147	.000
a. Dependent Variable: UWEP performance						

Source: **Primary data, 2023**

Table 4.6 indicates that performance planning, performance monitoring and performance evaluation have an effect on performance of UWEP in Buhweju district. The multiple regression equation of the model is: UWEP performance = 4.868+ 0.494* Performance Planning +0.249* performance monitoring +.226* performance evaluation +ε.

The model indicates that, if ε is the error term and keeping all other factors constant (constant = 4.868);

for any unit improvement in performance planning, UWEP performance in Buhweju district will increase by 49.4%, for any unit improvement in performance monitoring, performance of UWEP in Buhweju district will increase by 24.9% and for any unit improvement in performance evaluation, performance of UWEP in Buhweju district will increase by 22.6%. As such, performance planning is the best form of performance management system that greatly improves UWEP performance.

Chapter Summary

Generally, the study found out that majority of the UWEP members and coordinators in Buhweju district, had participated In Uganda Women Entrepreneurship Program for more than 5 years (58.7%); had completed secondary (58.7%); were married (51.3%) and were aged from 31 to 40 years (54.0%). Furthermore, the study revealed that Performance Management Systems (performance planning, performance monitoring and performance evaluation) and all its dimensions had a statistically significant positive relationship with performance of UWEP in Buhweju District.

SUMMARY OF FINDINGS, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presents the discussion of the study findings by comparing with previous related studies and makes conclusions and recommendations basing on the findings in chapter four. The chapter then provides suggestions for further studies basing on the gaps and limitations in the findings. The chapter is also organized in chronological order of the research objectives.

Summary of Findings

Relationship between Performance planning and UWEP performance

Study findings revealed that there is a statistically significant substantial positive correlation between performance planning and UWEP performance in Buhweju district (r=.696**, P<.01). In addition, a unit increase in performance planning is associated with an increase of 49.4% in UWEP performance based on regression analysis results. Basing on the descriptive statistics, it was also revealed the levels of performance planning were moderate and so were the levels of UWEP performance. Therefore, the levels of UWEP performance can be associated with the levels of performance planning in Buhweju district. This finding can be confirmed by the statement made by one of the UWEP coordinators who was quoted to have said, "*All group members participate in setting goals and performance expectations for their respective group activities and help to improve commitment of the group in its activities so that it can pay back the loan*".

This finding is consistent with Murithi (2015) who assessed continuous improvement relating to performance-based compensation emphasized on the need for the leaders to champion in effective and efficient platforms meant to uplift organizations and employees through training, recognition and reward system.

Relationship between Performance monitoring and UWEP performance

Study findings revealed that there is a statistically significant moderate positive correlation between performance monitoring and UWEP performance in Buhweju district (r=.537**, P<.01). In addition, a unit increase in performance monitoring is associated with an increase of 24.9% in UWEP performance according to regression analysis results. Basing on the descriptive statistics, it was also revealed the levels of performance monitoring were moderate while the levels of UWEP performance were also moderate. Therefore, the moderate correlation between performance monitoring and UWEP performance can be

associated with the moderate levels of performance monitoring in Buhweju district. This finding can be confirmed by the statement made by one of the UWEP coordinators who said, "*good performance monitoring is the logic behind the good performance of these women's groups*". Also, Adam (2020) investigated the impact of performance standards, performance measurements, quality improvement processes, and progress reporting on UN-Somalia Habitats program, and favourable association between progress reports and employee performance.

Relationship between Performance evaluation and UWEP performance

Study findings revealed that there is a statistically significant low positive correlation between performance evaluation and UWEP performance in Buhweju district (r =.378**, P<.01). In addition, regression analysis results revealed that a unit increase in performance evaluation is associated with an increase of 22.6% in UWEP performance. Basing on the descriptive statistics, it was also revealed the levels of performance evaluation were low as compared to the moderate levels of UWEP performance. Therefore, the levels of UWEP performance can be associated with the levels of performance evaluation in Buhweju district. This finding can be confirmed by the statement made by one of the key informants who said, "*the evaluation process helps to plan very well for the next performance strategies*".

Similarly, Okeke, Onyekwelu and Akpua (2019) undertook a study in South East Nigeria, with the view of establishing the impact of performance management on the productivity of its employees; and indicated a 360-degree feedback appraisal had a positive and significant influence on the productivity of employees.

Discussion of Findings

Relationship between Performance planning and UWEP performance

Study findings revealed that there is a statistically significant substantial positive correlation between performance planning and UWEP performance in Buhweju district. Furthermore, the results revealed that all the constructs of performance planning including goal setting, performance agreement and performance development were also related to performance of UWEP in Buhweju district. The findings of this study are in agreement with the previous study of Lutaaya and Obino (2018) who studied the relationship between Performance Planning and Performance of East African Community Secretariat in Arusha, Tanzania, and established a positive and moderate correlation (0.529**, P<.01) between performance development plans and organizational performance, implying that enhanced performance planning through development plans had a positive bearing on performance, other factors being constant.

The findings are also in agreement with Hanaysha (2016) who presented the effects of performance management aspects of teamwork, employee training and employee empowerment on organizational commitment in Malaysia and established that employee empowerment at workplace was significantly related to performance management systems.

The existence of a positive and statistically significant relationship between performance planning and UWEP performance in Buhweju district concurs with McAfee (2001) who conducted a study on the impact of enterprise information technology adoption on operational performance of high technology companies in the United States (US). Findings of the study revealed that in performance planning, US high tech companies found it important to identify long-term and short-term goals, along with an action plan around how they will be achieved. Goals were weighted to identify priorities and discussions made on how progress against goals will be evaluated, which was found to influence performance of the companies.

Relationship between Performance Monitoring and UWEP performance

Study findings revealed that there is a statistically significant moderate positive correlation between perfo-

rmance monitoring and UWEP performance in Buhweju district. Furthermore, the results revealed both constructs of performance monitoring including ongoing superior support and continuous assessment & training were also related to performance of UWEP in Buhweju district. The findings of this study are in agreement with the previous study of Adam (2020) who investigated the impact of performance standards, performance measurements, quality improvement processes, and progress reporting on UN-Somalia Habitats program. The study demonstrated that there is no association between performance criteria, performance assessment, or quality improvement techniques and program performance. The study did show a strong favourable association between progress reports and employee performance. Additionally, regression analysis demonstrated that progress reporting had a very beneficial impact on program performance.

The findings are also supported by the past study of Busingye (2018) who investigated the relationship between PMSs and performance of the United Nations Regional Centre for Services. The objectives of the study were (i) to investigate the correlation between staff performance in the United Nations Regional Centre for Services and performance planning; (ii) determine the correlation between staff performance and performance monitoring; and (iii) look into the connection between employees' performance and performance evaluation in Regional Services of the United Nations. 103 workers and 2 key informants' quantitative data were gathered quantitatively utilizing survey questionnaire and interview guide, respectively. Performance assessment and training and performance of the UN Regional Centre for Services had a strong positive and statistically significant association, according to the Pearson Correlation Coefficient values, holding other factors constant.

The existence of a positive and statistically significant relationship between performance monitoring and UWEP performance in Buhweju district agrees with Byaruhanga and Basheka (2017) who studied monitoring and performance of contractors for government road projects in Uganda revealed a relationship between the two. The authors recommended that there is a need to establish an independent monitoring unit for contractors, sub-contractors and supervisors of Government infrastructural projects as well as putting in place an appraisal system in order to obtain good performance outcomes among such employees in the roads sector.

Relationship between Performance Evaluation and UWEP performance

Study findings revealed that there is a statistically significant moderate positive correlation between performance evaluation and UWEP performance in Buhweju district. Furthermore, the results revealed that two of the constructs of performance evaluation including performance appraisal and dialogue/feedback were also related to performance of UWEP in Buhweju district. The findings of this study are in agreement with Okeke, Onyekwelu and Akpua (2019) who undertook a study in South East Nigeria, with the view of establishing the impact of performance management on the productivity of its employees. The study specifically considered how 360-degree feedback appraisal, self-assessment, performance review and evaluation have on employee productivity using a sample size of 366 respondents. Findings indicated a 360-degree feedback appraisal had a positive and significant influence on the productivity.

The findings are also consistent with the previous study of Carol and Florah (2019) who evaluated the significance of performance management techniques on staff output at the State Department of Labor in Nairobi, Kenya, and measured performance management practices using employee appraisal and performance feedback. Employee productivity was found to have a substantial affirmative association linking employee appraisal and feedback on employee performance.

The existence of a positive and statistically significant relationship between performance evaluation and UWEP performance in Buhweju district agrees with Thangavelu and Sudhahar (2017) who studied the relationship between employees' role clarity, performance feedback, and employees' perceptions of their performance. A considerable relationship between role clarity, performance feedback, and employee happiness in terms of performance perception was found. In addition, a substantial link was discovered between performance feedback and employee perceptions of their performance.

Conclusions of the study

Relationship between Performance planning and UWEP performance

The study concludes that performance planning is a key predictor of UWEP performance in Buhweju district since there exists a significant substantial positive relationship between it and UWEP performance.

Relationship between Performance monitoring and UWEP performance

The study also concludes that performance monitoring is a major driver of UWEP performance in Buhweju district since there exists a significant positive correlation between it and UWEP performance.

Relationship between Performance evaluation and UWEP performance

The study further concludes that performance evaluation also determines UWEP performance in Buhweju district since there exists a significant positive relationship between it and UWEP performance.

Recommendations

Relationship between performance planning and UWEP performance

The study recommends that UWEP members, UWEP coordinators and policy makers should do more performance planning through better goal setting, setting performance agreements and ensuring performance development.

Relationship between performance monitoring and UWEP performance

The study recommends that UWEP members, UWEP coordinators and policy makers should improve performance monitoring through conducting constant ongoing superior support, continuous assessment and training.

Relationship between performance evaluation and UWEP performance

The study recommends that UWEP members, UWEP coordinators and policy makers should do more performance evaluation by doing more performance appraisal and encouraging more dialogue/feedback from the program's beneficiaries.

Study Limitations and Areas for Further study

Study limitations

- The study adopted a cross sectional research design where data was collected at one point in time and the findings from this study were limited to the current study period only and hence reducing their levels of generalizability and transferability.
- The study relied on a questionnaire method and key informant's interviews to elicit information from the respondents meaning that other features that can be observed using other data collection method like focus group discussions and documentary review were not included in the findings.

Areas recommended for further research

Basing on the study gaps, subject and time scope, the following study areas were not concluded and are

thus recommended for further research by future scholars;

- The influence of managerial competence on UWEP performance.
- The influence of economic conditions such as inflation on UWEP performance.

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