The Influence of Stakeholder Participation in Monitoring on Road Transport Sector Performance in Uganda, Bushenyi District

Dr. Benard Nuwatuhaire, Janan Mubehamwe
Valley University of Science and Technology, Uganda

Abstract: **This study sought to establish whether stakeholder participation in monitoring, influenced road transport sector performance of in Bushenyi District. The study adopted a cross-sectional design using both quantitative and qualitative research approaches on a sample of 112 respondents. Quantitative data involved the use of descriptive statistics particularly frequencies, percentages and the mean. Inferential analysis methods were correlation and regression. The main findings of the study were that stakeholder participation in monitoring had a positive influence on road transport sector performance in in Bushenyi District. Therefore, it was concluded that stakeholder participation in monitoring is a necessary requirement for road transport sector performance. Thus, it was recommended that stakeholder participation in monitoring should be made apriority in implementation of road transport sector projects to enhance performance of road transport sector; and stakeholder feedback should be encouraged.**

***Key words*: Stakeholder, monitoring and sector performance.**

I. INTRODUCTION

Stakeholders are any group or individual, who can affect, or is affected by the achievement of an organisation's purpose (Fontaine, Haarman & Schmid, 2006). The stakeholder monitoring approach is very much concerned about active management of the project environment, relationships and the promotion of shared interests in order to ensure social economic development in the country (Nuwatuhaire 2018). The approach assists local governments to fit into the larger global development environment, analyse how standard operating procedures affect stakeholders when they are involved in government project monitoring within the country and beyond. (Ahamed, 2013).

II. THEORETICAL REVIEW

This study adopted the "participation theory". The theory argues for a move from the global, a spatial, top-down strategies that dominated early development initiatives to more locally sensitive methodologies. The participation theory developed from deferent sources that are community development movement of the 1950s and 1960s (Midgley, Hall, Hardiman & Narine, 1986); the legacy of western ideology, the influence of community development and the contribution of social work and community radicalism (Midgley et al., 1986); modernisation theory (Lane, 1995); the recognition that the worlds' poor have actually suffered because of development, and that everyone needs to be involved in development decisions, implementation and benefits (Holcombe, 1995); and political sciences and development theory Buchy, Ross and Proctor (2000).The theory urges that there should be involvement of stakeholders and empowerment of community participants in programs at all levels, from local to national, provides a more effective path for solving sustainable resource management issues. The theory postulates that there should be involvement of stakeholders and empowerment of community participants in programs at all levels, from local to national, provides a more effective path for solving sustainable resource management issues. Buchy, Ross and Proctor (2000).

III. REVIEW OF RELATED LITERATURE

Stakeholder Participation in Monitoring and Performance of the Infrastructure Sector

Monitoring is the systematic collection and analysis of information as a project progresses. It helps to keep the work on track, and can let management know when things are going wrong (Shapiro, 2001). Stakeholder monitoring involves stakeholder inspection, monitoring teams, and continuous monitoring. In relation to stakeholder monitoring, Gaspar, Tausi and Mkasiwa (2014) studied the use of performance information by local government stakeholders in Tanzania. Through interviews, they established that stakeholders were involved in monitoring government projects and indeed councillors, local government officials, central government and parliament because of their power and interest demanded performance information from local government officials to establish if there was efficiency and/ or legitimacy in projects implementation.

Monitoring requires teams for monitoring. These play an important role as an intermediary between management and operational employees. These monitor the organisational policies, procedures and plans (Azman, 2009). Burns and Zhou (2010) assessed Performance Management in the Government of the People's Republic of China. In the findings of their study in Xi'an City, they established existence of various inspection teams that inspected local governments' projects to ensure compliance with key financial and revenue targets. Inspection teams also checked on the progress of all indicators and objectives on a monthly

basis. On their part, Gibson, Lacy and Dougherty (2005) carried out a meta-analysis on improving performance and accountability in local government with citizen participation in the USA. The results of the study revealed that many communities were involved in some forms of community engagement processes that involved residents in various aspects of the governance process in terms of advisory committees. These citizen committees were most often appointed in specific sectors to provide advice on specific issues such as land use planning, zoning, recreation, transportation, economic development, and sometimes on budget and finance. This thus promoted accountability because of stakeholder teams inspecting local government projects.

Stakeholders help in measuring progress towards targets. Indicators can be selected and used to measure changes, make comparisons and assess whether the targets are being met (Richter, 2007). Measuring progress helps to extract from past and ongoing activities, relevant information that is subsequently used as the basis for programmatic fine-tuning, reorientation and planning (Guthridge-Gould, 2002). Tooley, Hooks and Basnan (2010) carried out a study on performance reporting by Malaysian local authorities to identify stakeholder needs measuring progress toward targets. T-test results of the study showed that stakeholders placed more importance on what local authorities had achieved or intended to achieve with entrusted resources (financial and non-financial performance), and were less concerned with the stewardship of resources (financial and non-financial position). This means that they can help in monitoring progress of projects.

Significantly, monitoring such as stakeholder monitoring should be a continuous function. This should use systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention (Kusek & Rist, 2004). To achieve the goals set, it is important regularly to monitor the progress of program execution and periodically to conduct an evaluation of its impact (Slukhai, 2011). Simson, Sharma and Aziz (2011) indicate that to gain an understanding of how public funds have been utilised, and how they contribute to government policies, it is important to continuously monitor the results of expenditure. This has led to the establishment of government monitoring systems. A common feature of such systems involves responsible bodies keeping spending agencies in check by requesting reports on financial and non-financial performance. Therefore, stakeholders can keep requesting reports on financial and non-financial performance.

Much effort was made by scholars of the studies above to relate stakeholder participation in monitoring and organisational performance in local governments. However, all the studies were carried outside the Rwandan Context. The study by Gaspar et al. (2014) was carried out in Tanzania, the study by Gibson, Lacy and Dougherty (2005) in the USA, the study by Tooley et al. (2010) in Malaysian local authorities. Besides, studies by Gibson et al. (2005) and Simson et al. (2011) were meta-analyses. Again, at empirical level the empirical studies by Gaspar et al. (2014) and Tooley et al. (2010) used the positivist approach hence lack of in-depth analysis. This called for further empirical analysis by this study in the Ugandan context and using a pragmatist approach for both generalisation and in-depth analysis.

Sample size determination and sampling method.

The sample size of the study was a minimum of 120 respondents drawn from a population of 337 determined according to the Small Sample Technique by Krejcie and Morgan (1970). For each category of the respondents, the sample was determined using proportionate sampling. The sample size determined is presented in table 1.

Table 1: Population, Sample Size and Selection Technique

Respondents	Target population	Sample Size	Sampling technique
District Executive Committee	9	6	Purposive
Heads of Civil Organisations	10	7	Purposive
Administrative	22	15	Stratified random
Finance	17	12	Stratified random
Works	22	15	Stratified random
Planning Unit	06	4	Stratified random
Internal Audit	06	4	Stratified random
Local council (Mudugudu) staff	82	57	Stratified random
Total	174	120	

Data Analysis.

In analysis of qualitative data, patterns and connections within and between categories of data collected were established. Data was presented in form of notes, word-for-word transcripts, single words, brief phrases and full paragraphs (Powell & Renner, 2003). Data was interpreted by content analysis composing explanations and substantiating them using the respondents open responses. While analysing qualitative data, conclusions were made on how different variables are related.

Quantitative Data

Quantitative data was analysed at three levels, namely univariate, bivariate and multivariate. The data analysis at univariate level was carried out using descriptive statistics that were the frequencies, mean and standard deviation. At bivariate level, the dependent variable road infrastructure performance was correlated with each of the three independent variables from which hypotheses were developed, namely stakeholder participation in planning, stakeholder participation in monitoring and stakeholder feedback . At multivariate level, the dependent variable was

regressed on the three independent variables. The Statistical Package for Social Sciences (SPSS 22.0) was used for data analysis.

IV. RESULTS AND DISCUSSION

Table 2: Frequencies, Percentages and Means on Items of Performance of Road Infrastructure Sector

Performance of Road Infrastructure Sector	F/%	SD	D	U	A	SA	Mean
Infrastructure projects are completed effectively	F	12	33	20	36	3	2.86
	%	11.5	31.7	19.2	34.6	2.9	
Infrastructure projects are carried out efficiently	F	18	30	24	32	-	2.67
	%	17.3	28.8	23.1	30.8	-	
Implementation of infrastructure projects reveals productiveness	F	6	30	26	36	6	3.06
	%	5.8	28.8	25.0	34.6	5.8	
Implementation of infrastructure projects meets the intended objectives of government	F	9	30	13	46	6	3.10
	%	8.7	28.8	12.5	44.2	5.8	
Infrastructure projects performance involves high initiative	F	15	49	18	19	3	2.48
	%	14.4	47.1	17.3	18.3	2.9	
Implementation of infrastructure projects involves creativity	F	6	39	26	33	-	2.83
	%	5.8	37.5	25.0	31.7	-	
Infrastructure projects completion meet set deadlines	F	6	9	36	47	6	3.37
	%	5.8	8.7	34.6	45.2	5.8	
Infrastructure projects meet formal performance requirements	F	3	15	31	52	3	3.36
	%	2.9	14.4	29.8	50.0	2.9	
Value for money is obtained in the implementation of infrastructure projects	F	-	17	17	64	6	3.57
	%	-	16.3	16.3	61.5	5.8	
Assigned infrastructure projects have been completed	F	3	33	27	29	12	3.13
	%	2.9	31.7	26.0	27.9	11.5	

The results in Table 2 with respect to whether infrastructure projects were completed effectively, cumulatively the larger percentage (43.2%) of the respondents disagreed, 19.2% were undecided while 39.5% agreed. The mean = 2.86 was just below 3 which on the five-point Likert scale used to measure the items corresponded to undecided. The results being just below code 3 that is undecided which is the average this meant that the respondents indicated to a lesser extent, infrastructure projects were completed effectively. With respect to whether infrastructure projects were carried out efficiently, cumulatively the larger percentage (46.1%) of the respondents disagreed, 23.1% were undecided while 30.8% agreed. The mean = 2.67 was just below 3 which corresponded with undecided. The results being just below 3 meant that to a lesser extent, infrastructure projects were carried out efficiently.

About implementation of infrastructure projects revealing productiveness, cumulatively the larger percentage (40.4%) of the respondents agreed, 25.0% were undecided while 34.6% agreed. The mean = 3.06 was close to 3 which corresponded with undecided. The results suggested that fairly, implementation of infrastructure projects revealed productiveness. As regards implementation of infrastructure projects meeting the intended objectives of government, cumulatively the larger percentage (50.0%) of the respondents agreed, 12.50% were undecided while 37.5% agreed. The mean = 3.10 was close to 3 which corresponded with undecided. The results suggested that fairly, implementation of infrastructure projects meeting the intended objectives of government. With respect to whether infrastructure projects performance involved high initiative, cumulatively the majority percentage (61.5%) of the respondents disagreed, 17.3% were undecided while 21.2% agreed. The mean = 2.48 was close to 2 which corresponded with disagreed. The results suggested that the respondents indicated that infrastructure projects performance did not involve high initiative.

Regarding whether implementation of infrastructure projects involved creativity, cumulatively the larger percentage (43.3%) of the respondents agreed, 25.0% were undecided while 31.7% agreed. The mean = 2.83 was just below 3 which corresponded with undecided. The results suggested that to a lesser extent, implementation of infrastructure

projects involved creativity. As regards to whether infrastructure projects completion meeting set deadlines, cumulatively the larger percentage (51.0%) of the respondents agreed while 34.6% were undecided and 14.5% disagreed. The mean = 3.37 was close to 3 which corresponded with undecided. The results implied that fairly, infrastructure projects completion meeting set deadlines. Concerning whether infrastructure projects met formal performance requirements, cumulatively the larger percentage (52.9%) of the respondents agreed while 29.8% were undecided and 17.3% disagreed. The mean = 3.36 was close to 3 which corresponded with undecided. The results meant that fairly, infrastructure projects met formal performance requirements. About there being value for money in the implementation of infrastructure projects, cumulatively the majority percentage (66.3%) of the respondents agreed while 16.3% were undecided and another 16.3% disagreed. The mean = 3.57 was close to 3 which corresponded with undecided. The results meant that fairly, there was value for money in the implementation of infrastructure projects.

With respect to whether assigned infrastructure projects had been completed, cumulatively the larger percentage (39.4%) of the respondents agreed, 26.0% were undecided while 34.6% disagreed. The mean = 3.1 was close to 3 which corresponded with undecided. The results implied that fairly, assigned infrastructure projects had been completed. The overall mean = 3.04 for all the 10 items measuring performance of road infrastructure sector was close to 3 which corresponded with undecided. This implied that the respondents suggested that there was fair performance of road infrastructure sector. To find out whether the results obtained above were normally distributed and thus could be subjected to correlation and regression analyses and appropriate results got, a histogram was constructed to portray the normality of the results. The curve in Figure 1 shows normal distribution of the average index on performance of road infrastructure sector.

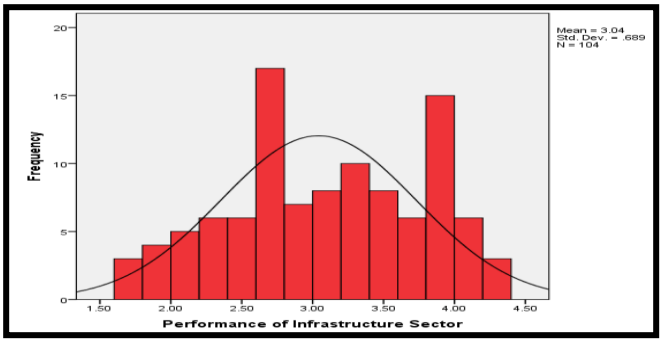

Figure 1: Histogram Indicating Distribution of Performance of Road Infrastructure Sector

Besides the quantitative data above, interview data was collected on the performance of the road sector in the district. One respondent stated, "The projects would be completed in time if only the equipments were enough and breakdown is addressed immediately. Lack of resources has made road infrastructure implementation an impossible task for the district. There is lack of sufficient funding for roads projects implementation." Another respondent remarked, "Performance of road infrastructure meets the expectations of stakeholders, though there are challenges of meeting deadlines, effectiveness and efficiency in some few instance due to budgetary constraints as a result of market prices fluctuations and delayed availability of resources." In addition, another respondent said, 'The road works in the district are good and regularly maintained but there still need for the centre to increase funding for road works." Further still, another respondent remarked, "The performance of road infrastructure road projects in the district is generally low especially in terms of value for money. Many roads become impassable soon after they have been done." Similarly, another respondent said, "The performance of road sector infrastructure in the district is moderate because the resources availed for implementation of projects are very little as compared to the needs of the sector." Overall, the qualitative results above reveal that road sector performance was not good. Problems included limited resources, lack of equipment and misuse of money. However, the results are consistent with the results from the descriptive statistics which indicated that the performance of the roads sector in the district was fair.

Table 3 Frequencies, Percentages and Means on Items of Stakeholder Participation in Monitoring

Stakeholder Participation in Monitoring	F/%	SD	D	U	A	SA	Mean
There is monitoring of efficiency in infrastructure projects implementation	F	8	18	9	65	4	3.38
	%	7.7	17.3	8.7	62.5	3.8	
The infrastructure projects are legitimately implemented	F	6	35	8	41	14	3.21
	%	5.8	33.7	7.7	39.4	13.5	
Inspection teams review how infrastructure projects implemented	F	4	18	16	62	4	3.42
	%	3.8	17.3	15.4	59.6	3.8	
There are advisory committees that review	F	13	19	5	52	15	3.36

infrastructure projects and their progress	%	12.5	18.8	4.8	50.0	14.4	
The stakeholders show concern over performance of infrastructure projects	F	-	6	5	62	31	4.13
	%	-	5.8	4.8	59.6	29.8	
There is periodic evaluation of infrastructure projects of the district	F	-	48	7	39	10	3.11
	%	-	46.2	6.7	37.5	9.6	
Financial performance reports on infrastructure projects are checked	F	9	5	1	70	19	3.82
	%	8.7	4.8	1.0	67.3	18.3	

The results in Table 3 on whether there was monitoring of efficiency in infrastructure projects implementation, cumulatively the majority percentage (66.3%) of the respondents disagreed, 8.7% were undecided while 25.0% agreed. The mean = 3.38 was close to 3 which on the five-point Likert scale used to measure the items corresponded to undecided. This means that fairly, there was monitoring of efficiency in infrastructure projects implementation. With respect to whether the infrastructure projects were legitimately implemented, cumulatively the larger percentage (52.9%) of the respondents agreed, 7.7% were undecided while 59.5% disagreed. The mean = 3.21 was close to 3 which corresponded with undecided. The results suggested that fairly, the infrastructure projects were legitimately implemented. With regard to whether inspection teams reviewed how infrastructure projects implemented, cumulatively the majority percentage (63.4%) of the respondents agreed, 15.4% were undecided while 21.1% disagreed. The mean = 3.42 was close to 3 which corresponded with undecided. The results suggested that fairly, inspection teams reviewed how infrastructure projects implemented.

With respect to whether there were advisory committees that reviewed infrastructure projects and their progress, cumulatively the majority percentage (64.4%) of the respondents disagreed, 4.8% were undecided while 31.3% agreed. The mean = 3.36 was close to 3 which corresponded with undecided. The results implied that fairly, there were advisory committees that reviewed infrastructure projects and their progress. As regards to whether stakeholders showed concern over performance of infrastructure projects, cumulatively the majority percentage (89.4%) of the respondents agreed, 4.8% were undecided while 5.8% agreed. The mean = 4.13 was close to 4 which corresponded with agreed. The results meant that stakeholders showed concern over performance of infrastructure projects. Regarding whether there was periodic evaluation of infrastructure projects of the district, cumulatively the larger percentage (47.1%) of the respondents agreed, 6.7% were undecided while 46.2% disagreed. The mean = 3.11 was close to 3 which corresponded with undecided. The results suggested that fairly, there was periodic evaluation of infrastructure projects of the district.

As to whether financial performance reports on infrastructure projects were checked, cumulatively the larger percentage (85.6%) of the respondents agreed, 1.0% were undecided while 13.1% disagreed. The mean = 3.82 was close to 4 which corresponded with agreed. The results suggested that financial performance reports on infrastructure projects were checked. The summary mean = 3.49 for all the seven items measuring stakeholder feedback was close to 3 which corresponded with undecided. This meant that the respondents indicated that fairly, there was participation in monitoring. To find out whether the results obtained above were normally distributed and thus could be subjected to correlation and regression analyses and appropriate results got, a histogram was constructed to portray the normality of the results. The curve in Figure 2 shows normal distribution of the average index on stakeholder participation in monitoring.

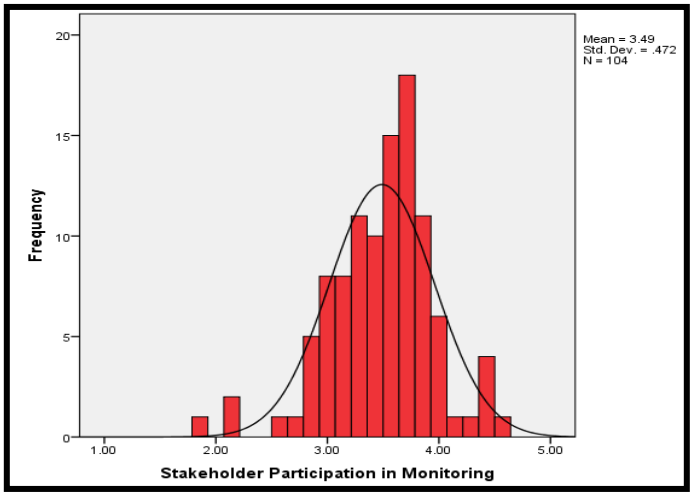

Figure 2: Histogram Indicating Distribution of Stakeholder Participation in Monitoring

Alongside quantitative data, qualitative data was collected. The respondents gave several responses to the effect of stakeholder participation in monitoring. One respondent said, "There is active stakeholder participation in monitoring and different groups such as the community leaders, local council executives at various levels and civil society organisations make their reports about the progress of projects including even in the media." Another respondent indicated, "There is some level of stakeholder monitoring. The monitoring groups normally help to identify gaps in the implementation of

projects. Evaluation is done on quarterly basis." Relatedly, another respondent remarked;

> At times monitoring is done properly by all parties including the citizens, political leaders, civil society organisations and the district technical staff. However, sometimes some stakeholders are sidelined. The official monitoring is largely that of the district monitoring team which however takes place once in a quarter.

Further, another respondent stated, "The monitoring of roads infrastructure projects in the district is efficiently done and the stakeholders show concern over performance."

However, there were those respondents who were dissatisfied with the level of stakeholder participation in monitoring. One respondent stated, "Stakeholder monitoring is done, however, it is of limited consequence because issues identified are not always corrected." Another respondent said;

> Stakeholders are involved and they make good reports because they are on the ground. However, local governments lack measurement and evaluation systems within the structures and this at times renders monitoring by the different stakeholders irrelevant. Stakeholder monitoring works when may be the people puts pressure on the leaders and implementers of projects.

In addition, another respondent expounded that, "There is a big weakness in monitoring because it is largely left to the technical staff. The public is not fully involved and not concerned. Thus, the technical staff at times collude with the contractors and hence delivering poor quality projects." The responses above suggest that somehow, different stakeholders provided monitoring, however, there were a number of weaknesses such as lack measurement and evaluation systems within the structures and lack of follow up. As with the quantitative data on the item, the qualitative results suggest that stakeholder participation in monitoring was fair.

Stakeholder Participation In monitoring and Road Transport Sector Performance

To establish whether to establish whether stakeholder participation in monitoring influenced road transport sector performance, at the initial level, the researcher correlated the two variables. Stakeholder participation in monitoring and road sect performance. The results were given as in Table 4.

Table 4. Correlation Matrix of Stakeholder Participation in Monitoring and Road Transport Sector Performance

	Performance of Infrastructure Sector		Stakeholder Participation in Monitoring	
Performance of Infrastructure Sector	1		0.419**	
Participation in Monitoring			1	

**. Correlation is significant at the 0.01 level (2-tailed).

The results in Table 4 suggest that stakeholder participation had a significant relationship with road transport sector performance ($p < 0.01$). Therefore, stakeholder participation in monitoring ($r = 0.419$, $p = 0.000$) had a significant relationship with road transport sector performance.

Regression Model for Prediction of Road Transport Sector Performance using stakeholder participation in monitoring

At the confirmatory level, to confirm whether stakeholder participation in monitoring influenced road transport sector performance, regression of the two variables was carried out. Stakeholder participation was studied in terms of stakeholder participation in monitoring 5.

Table 5: Regression Model for Road Transport Sector Performance by Stakeholder Participation in monitoring

Stakeholder Participation	Standardized Coefficients	Significance
	Beta (β)	p
Stakeholder Participation in Monitoring	0.035	0.710
Adjusted $R^2 = 0.447$, $F = 29.914$, $p = 0.000$		

Dependent Variable: Performance of Infrastructure (road) Sector

The results in Table 5 show that, stakeholder participation in terms monitoring and stakeholders 44.7% of the variation in performance of infrastructure sector (adjusted $R^2 = 0.447$). This means that 55.3% of the variation was accounted for by other factors not considered in this study. The results indicated that stakeholder participation in monitoring ($\beta = 0.035$, $p = 0.710$) was positive predictor performance of infrastructure sector This means that hypothesis (H1), was positively and significantly influenced performance of infrastructure sector was accepted. The magnitude of the respective betas show that stakeholder participation in monitoring was more significant.

V. CONCLUSION

Stakeholder participation in is not the most probable requirement for road transport sector performance. This is so when efficiency of monitoring, legitimacy of projects and periodic evaluation are low. In addition, this is also true when inspection teams review and advisory committees are performing moderately.

VI. RECOMMENDATION

Stakeholder participation in monitoring should be made apriority in implementation of road transport sector projects to enhance performance of road transport sector; and stakeholder feedback should be encouraged.

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