

**STAFF DEVELOPMENT AND PERFORMANCE OF SELECTED
NON-GOVERNMENTAL ORGANISATIONS
IN KAMPALA DISTRICT, UGANDA
(HOSPICE AFRICA, IBFAN)**

BY

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1153-06404-02086

**A RESEARCH REPORT SUBMITTED TO THE COLLEGE OF HUMANITIES
AND SOCIAL SCIENCE IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE AWARD OF BACHELORS
DEGREE IN PUBLIC ADMINISTRATION OF
KAMPALA INTERNATIONAL
UNIVERSITY**

JULY, 2018

DECLARATION

I JAFARI GITA hereby declare that this research report is due to my own knowledge, effort and it has never been submitted by any other person for any academic purposes or otherwise in any institution

Signature

Date


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13/7/2018
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APPROVAL

"I confirm that the work in this Report is carried out by the candidate under my supervision and submitted for examination with my approval"

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ACKNOWLEDGEMENT

First and foremost I would like to appreciate the Almighty God for the wonderful gift of wisdom, strength, patience and good health throughout my academic life. My sincere thanks go to my supervisor Ms.Tumwizukyes Ruth for the encouragement, correction and guidance given to me

I would like to express my heartfelt gratitude to my loving parents, brothers and sisters for all the moral and financial support they have extended to me throughout my academic cycle.

I acknowledge all the efforts and support of the entire lecturers and staff of Kampala International University for their contributions towards the success of my studies in the University.

Finally I thank all those who contributed to the outcome of this piece of work especially the selected NGOs for their support in providing the necessary information for this study. I am grateful and appreciative to you all, and may the almighty God bless you abundantly.

LIST OF ACRONYMS

IBFAN	The International Baby Food Action Network
NGO	Non Governmental Organizations
INGO	International Non Governmental Organizations
HIV	Human Immune Virus
AIDS	Acquired Immune Deficiency Syndrome
HRM	Human Resource Management
HRD	Human Resource Development
SPSS	Simple Package for social sciences
IBFAN	The international Baby Food Action Network
HA	Hospice Africa
ECOSOC	The United Nations Economic and Social Council
WHPCA	World Hospice and Palliative Care Alliance

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ABSTRACT

The study established the effect of staff development programmes on performance of Non-Government Organizations in Uganda especially Kampala District. This study is guided by three specific objectives and these were i) to determine the effects of training and performance of NGOs in Kampala district Uganda. ii) to evaluate the effect of staff empowerment and performance of NGOs in Kampala Uganda. and iii) To examine the employees participation on performance of NGOs in Uganda. This research used a descriptive correlation design to describe the relationship between staff development and performance of NGOs. The study used a population of 148 and a sample size of 108. In reaching respondents, Questionnaires were used who were randomly selected to be part of the study and the data collected was organized and analyzed to generate information which came from the research. The findings showed the following: staff development was rated satisfactory, hence indicating that the employees in the selected NGOs in Kampala district, Uganda are effectively trained, empowered and have a right to participate on issues concerning the Organization, the performance of NGOs was rated satisfactory, hence indicating that the selected NGOs in Kampala district always perform their duties through implementing programmes effectively, acquiring quality outcomes and accomplishing of projects the way required by their funders, the findings indicated a positive and significant relationship between staff development and staff performance of selected NGOs in Kampala district, Uganda, and hence implying that improvement in staff development activities increases the level of performance of NGOs in Kampala district, Uganda. The researcher concluded that; employees in the selected NGOs in Kampala district, Uganda are effectively trained, empowered and have a right to participate on issues concerning the Organisation, the selected NGOs in Kampala district always perform their duties through implementing programmes effectively, acquiring quality outcomes and accomplishing of projects the way required by their funders, and lastly improvement in staff development programmes, also increases the performance of NGOs in Kampala district, Uganda, and therefore among all the aspects of staff development, training accounted for the biggest influence on performance of NGOs.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

Staff development is one of the most important functions of human resource Management. Staff development means to develop the abilities of an individual staff and organization as a whole; hence staff development consists of individual or staff and overall growth of the staff as when staffs of the organization would develop the organization, organization would be more flourished and the staff performance would increase (Champathes, 2006). Organizational performance is described as an organization's ability to acquire and utilize its scarce resources and valuables as expeditiously as possible in the pursuit of its operations goals (Yaqoob, 2009). This chapter covers the background of the study, statement of the problem, purpose of the study, objectives, scope of the study, significance of the study and definition of key terms.

1.1 Background of the study

This consisted of the historical perspective, theoretical perspective, conceptual perspective and contextual perspective.

1.1.1 Historical perspective

According to Johanna, (2011), international non-governmental organizations have a history dating back to at least the late 18TH C. It has been estimated that by 1914, there were 1083 NGOs. International NGOs were important in the anti-slavery movement and the movement for women's suffrage, and reached a peak at the time of the World Disarmament Conference. However, the phrase "non-governmental organization" only came into popular use with the establishment of the United Nations Organization in 1945 with provisions in Article 71 of Chapter 10 of the United Nations Charter for a consultative role for organizations which are neither governmental nor member states see Consultative Status. The definition of "international NGO" (INGO) is first given in resolution 288 (X) of ECOSOC on February 27, 1950: it is defined as "any international organization that is not founded by an international treaty". The vital role of NGOs and other "major groups" in sustainable development was recognized in Chapter 27 of Agenda 21, leading to intense arrangements for a consultative relationship between the United Nations and non-governmental organizations. It has been observed that the number of INGO founded or dissolved

matches the general "state of the world", rising in periods of growth and declining in periods of crisis (Graham, 2010).

In Uganda, the growth of the NGOs sector goes back to the 1970s and 1980s, when many NGOs came in to fill the gap left by the collapse of governmental. The movement was first initiated by faith-based organizations, principally large established churches. This movement was subsequently reinforced by international NGOs, before being relayed by governmental donors and, more recently, by the Ugandan governmental itself. The Ugandan governmental is now considering relying more heavily on the NGO sector for a variety of welfare and development objectives. In particular, it is considering subcontracting the delivery of certain services to NGOs which would receive public funding to accomplish their task. NGOs have been in Uganda for a long time now, and do staff development activities annually depending on the work plan of the year. For the International Baby Food Action Network as one of the NGOs is registered in different countries such as Kenya, South Arica and in Uganda it had its registration as a Non-Governmental Organization in 2006, since then it is employing staff in the programs and developing them accordingly to do its operational activities in the different parts of the country (The constitution of the "The International Baby food Action network, Uganda", 2006).

1.1.2 Theoretical perspective

The study was guided by Edwin (1968) employee development theory which states that an employee can perform his /her work through expected organization goals. Edwin Locke noted that employee development has been found to inspire individuals and is a critical key to self-management. In many cases, employee development creates an alternative purpose for work and provides the challenge that enables individuals to overcome even the most physically exhausting tasks. He further argued that performance evaluations serve as a vital component, one that is of interest to both the organization and the employee. From the organizational perspective, sound performance developments can ensure that the correct work is being done and assists in meeting departmental goals. In a simplistic rendition, each employee's work should support the activities of his or her boss' performance objectives. Ultimately, Edwin (1968) theory of goal setting proposes that works are measured by establishing specific, measurable, achievable, realistic and time-targeted objectives.

The theory indicates how the employee accepts a hard task, he or she will exert a high level of

effort until it is achieved, lowered, or abandoned. People will do better when they get feedback on how well they are progressing toward their goals and identification of discrepancies between what they have done and what they want to do; that is, feedback acts to guide behavior, the quality of a workers performance as noted by Wellard (2009). To them any development should not be viewed as an end in itself, but rather as an important process within a broader performance management system that links organizational objectives, professional development and rewards, relationship, efficiency, high moral to perform, and personal development. Properly operating performance development systems provide a clear communication of worker goals. This theory therefore helps in identifying the different staff development programs.

1.1.3 Conceptual Perspective

According to Johanna (2011) staff development is the process of creating a work environment or setting in which people are enabled to perform to the best of their abilities.

According to George (2004), he noted that performance is as an organization's ability to acquire and utilize its scarce resources and valuables as expeditiously as possible in the pursuit of its operations goals. Thus staff development is not a one stop process but an ongoing or continuous process in the life

The purpose of staff development is to enable the employees get acquainted with their present or prospective jobs and also increase their knowledge and skills. Training makes new employees more productive and efficient and makes old employees familiar with new methods and techniques by refreshing their knowledge as long as the organization or institution still remains in business of an Organization. It helps the employees to achieve satisfaction and gives confidence, security, and self-actualization to the workers. It was conceptualized that when staff members attend staff development programmes, they acquire more knowledge and skills that latter improve on their daily performance and especially the way they attend to the work needs.

According to Mwita (2007) staff development is a process, which involves a wide range of situational training forms and includes appraisal of existing organizational practices for employees. Staff development quite often works as a ladder for promotion of employees to higher positions in the organization.

1.1.4 Contextual perspective

According to IBFAN Uganda operations manual for 2013, IBFAN Uganda has about 20 contract staff; it also has 30 volunteer members and over 300 registered members to subscribe to the network of the organization. Hospice Africa on the other started in 1993 by Dr. Merriman with three nurses and three months worth of funding Twenty-five years later (2018), located in Makindye Road, Kampala. PO Box 7757, Hospice Uganda Africa operates in three care centre Kampala, Mbarara and Hoima. They provide palliative care for patients with Cancer or HIV, with clinics for patients who are well enough to travel and a day care centre. Home care teams leave the hospice centers each day to visit the patients who are too unwell to make the journey to the centre.

Kampala is the centre of operations and incorporates the Education and International Programs. Hospice Uganda now employs over 120 medical and support staff and supports over 1000 patients every month HAU has cared for over 31,000 patients and Uganda has been internationally recognized as the only country in Africa with comprehensive palliative care by the WHO and WHPCA (World Hospice and Palliative Care Alliance 2016) and is now seen as the model for palliative care for African countries had over 300 staff located in different parts of the country with Kampala office having about 30 staff members and volunteer staff. Out of these, an average of 67% of staffs in IBFAN-Uganda and 54 % of staffs in Hospice Africa in Kampala Uganda were been performing poorly due to limited skills, employees are not well trained and their outputs have been low, the extent to which the promotion, transfer, training and job re-categorization are placed is also poor which has led to poor performance. Staff development in IBFAN-Uganda and HOSPICE AFRICA, Uganda in Kampala was still poor which did not allow these NGOs to ensure skilled, committed and well-motivated workforce and these two NGOs have been chosen as a sample for Kampala District to find out whether the assumption is true. (Report by; the human resource department of Uganda National NGO forum 2013/2014).

1.2 Statement of the problem

According to the Annual report of the Uganda National NGO (2013) forum it was indicated that majority of NGOs in Uganda have performed their activities but not to their expectations due some difficulties, this has been caused by failure to apply enough staff development programs such as staff training, coaching, staff participation and empowerment and this has decreased

employee work performance, there are still a lot of assumption on complaints from the members and staff plus other stakeholders. Johanna (2011) also noted that low levels of staff development among these NGOs has discouraged the employees to perform better in attending to the Organization stakeholders who maybe the patients they serve, it reduces accountability and responsibility which creates uncommon understanding of the business of the organization. It is against this background that the researcher was inspired to carry out a study with the aim of establishing the perception of employees on the effect of staff development on performance of those selected NGOs in Kampala, Uganda.

1.3 Purpose of the study

The purpose of this study was to establish the effect of staff development on performance of Non-Governmental Organizations in Uganda especially in Kampala District.

1.4 Research Objectives

This study objected to the following:

1. To determine the effects of training and performance of NGOs in Kampala district Uganda.
2. To evaluate the effect of staff empowerment and performance of NGOs in Kampala Uganda.
3. To examine the employees participation on performance of NGOs in Uganda.

1.5 Research questions

1. What are the effects of staff training on performances of NGOs in Kampala district, Uganda?
2. What was the effect of staff empowerment on the performance of NGOs in Kampala District Uganda?
3. will the employees participation improve on performance of NGOs in Kampala District, Uganda?

1.6 Research hypothesis

There was a relationship between staff development and performance of NGOs in Kampala district, Uganda.

1.7 Scope

1.7.1 Geographical scope

The research was carried out from two selected Non-Governmental Organisations (IBFAN Uganda and Hospice Africa-Uganda). The International Baby Food action Network (IBFAN) Uganda is a Non-Governmental Organization that is part of the International Baby Food Action Network with Head Office at Plot 17 Martyr's Way Road, Ntinda. P. O. Box 27694, Kampala, Uganda. Founded on 8th August 2006, IBFAN (U) is a nationwide network of organizations and individuals, who actively promote, protect and support appropriate feeding and health care practices of women and their children. IBFAN (U) operates within the framework of the Global Strategy for Infant and Young Child Feeding. It works in the area of Nutrition, HIV/AIDS, Child and Reproductive Health as well as Health Promotion and Education.

On the other Hospice Africa (HA) began in 1992 by Doctor Anne Marriman, as a small charity in Liverpool, U.K. The vision, **"palliative care for all in need in Africa,"** was born from the founder's experiences in Nigeria in '60s, Singapore in the 80's and Kenya in the 90's, where she had witnessed intense unrelievable physical suffering. In Uganda it is located at Mobutu Road Makindye, Kampala 7757 Uganda and the study looked to see in details how these two NGOs conduct their staff development programs in Kampala District.

1.7.2 Content scope

In terms of content, staff development was measured mainly in terms of staff training, promotion, and job re-categorization in these two Organizations which also focused on assessing the effect of staff training practices on performances of NGOs, examine the effect of staff empowerment development and to establish employees' participation on how NGOs perform and can be enhanced to generate a significant positive responsiveness to their work performance especially those in the Non-Governmental Organizations.

1.7.3 Time scope

The study therefore looked at the period of the last five years of operation of the Organizations. That is since 2013 to the end of 2016 as the latest date of operation. The study will take a period of four months from May 2018 and completed in August 2018.

1.8 Significance of the study

The study has the following significances to the Organizations and other beneficiaries like other Nongovernmental Organizations that may have access to the report.

The research helped other Non Governmental Organizations who read the report to see the best staff development trainings and employee relationship building.

In IBFAN Uganda, the researcher used the training report and be able to see the gaps in their staff development strategies and come up with some positive changes that helped both the employees and the management as a whole.

There was consensus between the NGO employees on the best ways to take up the Organisation activities since each would have understand each other's side of thinking.

The study was also of significant importance to the students of Kampala International University and other universities who was able to read the report and know how to planfor their staff development strategies for better work performance in their organizations.

1.9 Operation definitions of Key Terms

Staff Development

Staff development or Human Resource Development (HRD) is the frameworks for helping employees develop their personal and organizational skills, knowledge, and abilities. Human Resource Development includes such opportunities as employee training, employee career development, performance management and development, coaching, mentoring, succession planning, key employee identification, tuition assistance, and organization development.

Non-GovernmentalOrganizations

A non-governmental organization (NGO) is any non-profit, voluntary citizens' group which is organized on a local, national or international level. Task-oriented and driven by people with a common interest, NGOs perform a variety of services and humanitarian functions, bring citizen concerns to Governmental, advocate and monitor policies and encourage political participation

through provision of information. Some are organized around specific issues, such as human rights, environment or health. They provide analysis and expertise, serve as early warning mechanisms and help monitor and implement international agreements. Their relationship with offices and agencies of the United Nations system differs depending on their goals, their venue and the mandate of a particular institution.

Performance

Performance management is the process of creating a work environment or setting in which people are enabled to perform to the best of their abilities. It ends when an employee leaves your organization.

1.10 Organization of the dissertation

The dissertation was organized as follows: In chapter one it presents the background information, statement of the problem, purpose of the study, research objectives, research questions, research hypothesis, scope, significance of the study and operation definitions of key terms. Specifically, Chapter two covers review of related literature, theoretical review and the conceptual framework. Chapter three discusses the methodology in detail, including research design, research population, sample size, sampling techniques, data collection methods, validity and reliability of research instrument, data gathering procedure, data analysis, study limitations and ethical considerations. In Chapter four of the dissertation there is the presentation, analysis and interpretation of results. Chapter five describes the discussions, conclusions and the recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter looked at the theoretical review, the conceptual frame work of the study and the related literature as per the objectives. The purpose of the review was to see how earlier researchers reviewed the same problem, to identify the strengths and weaknesses within the literature.

2.1 Theoretical Review

The study was based on Edwin's (1968) employee development theory which states that an employee can perform his /her work through expected organization goals. Edwin Locke noted that employee development has been found to inspire individuals and is a critical key to self-management, in many cases; employee development creates an alternative purpose for work and provides the challenge that enables individuals to overcome even the most physically exhausting tasks. Yaqoob, (2009) further argued that goals indicate and give and better task performance direction to an employee about what needs to be done and how much efforts are required to be put in. This gives an individual a feeling of pride and triumph when he attains and sets him up for attainment of next goal. Better and appropriate feedback of results directs the employee behavior and contributes to higher performance than absence of feedback. It helps employees to work with more involvement and leads to greater job satisfaction.

The goals of an individual may come into direct conflict with the employing organization. Without aligning goals between the organization and the individual, performance may suffer, for complex tasks; employee development may actually impair performance. In these situations, an individual may become preoccupied with meeting the goals, rather than performing tasks, employees are more likely to "buy into" a goal if they feel they were part of creating that goal, feedback provides opportunities to clarify expectations, adjust goal difficulty, and gain recognition. It's important to provide benchmark opportunities or targets, so individuals can determine for themselves how they are doing (Julie Anny, 2003).

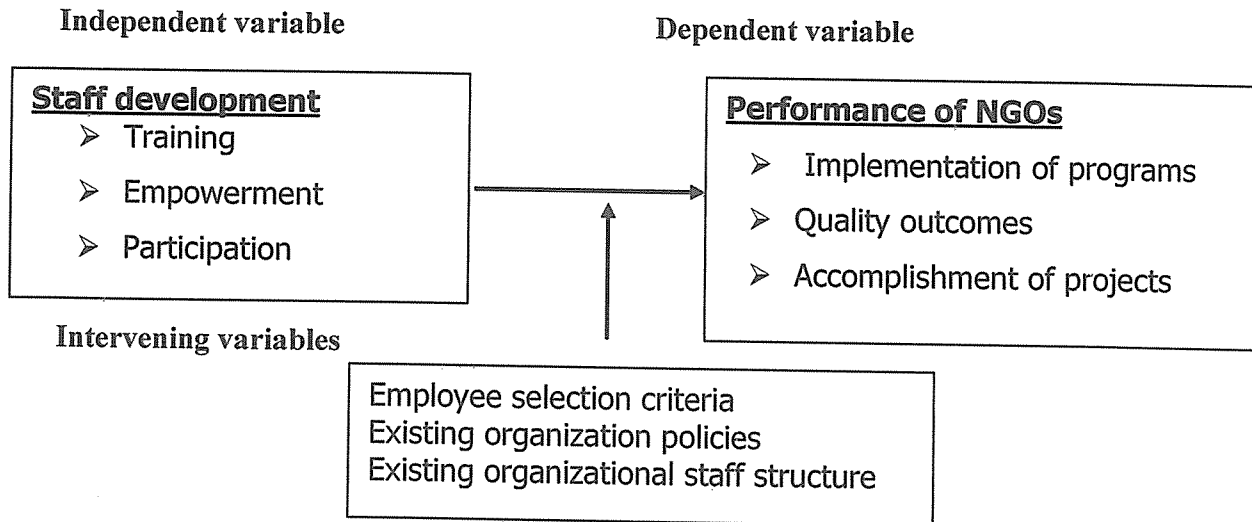
According to Hwang (2003), training and development is the permanent change in behavior. Staff should be taught how to do a particular task, development is a long term process. Empowerment means to increase the capacity of the staff and also provide freedom of work which builds the

confidence among them by letting staffs participate in organizations policies or decision making which can lead them to enhance their performance. They are able to make more smart decisions. Delegation; if managers delegate authority to the Staffs to perform a particular task, what they want can also lead to enhance performance. Staffs do those activities which they can perform more easily. This leads to the achievement organizational goals and thus enhancement organizational performance (effectiveness).

2.2 Conceptual framework

This study was also based on the conception that staff development programmes have a significant importance to employee responsiveness to performance, however, it is conceived that there are other factors other than staff development that can affect staff performance irrespective of the existence of staff development programmes like trainings, motivation. Staff can still under perform despite the effort of the Organization to train them or develop them in any other way. Therefore the researcher will look to see the reality in this, that Staff development can be achieved through several ways such as conferences, workshops, seminars, training most especially and skill learning. Therefore this process is proved to be a positive response to performance. So the researcher will pursue to see how NGOs put this in action here in Kampala district and this was done a lot by looking at things like the different training programmes that the organizations have and the progress they made in the last five years.

Figure 1: Conceptual Framework



Source: developed by the researcher basing on Locke's (1968) employee development theory

2.3 Review of related Literature

2.3.1 Introduction

An attempt was made in this section to review the existing literature related to staff development and according to the major themes of the study, staff development practices, ways of enhancing staff development and the relationship between staff development and employee performance in workplace is unparalleled. Relevant materials drawn from different sources for the researcher believed that any literatures relevant to the study irrespective of the place or time are substantial to form a basis for this study. An attempt was made to bridge the research gap between the past and the present situation, for time can greatly influence occurrences. However, a conceptual framework has been given to provide an insight to the literature review that's before a review of the relevant literature.

2.3.2 Staff development in Organizations

Staff development involved the development of high performance work systems which enhance performance incentives, management development, compensation systems, and training activities as per the organization's policy.

However Champathes (2006) argued that a good staff development programme enhances motivation by introducing policies and processes which ensure that people are valued and rewarded for what they do and achieve, with regard to level of skill and competence at work place, It creates a climate which is productive and harmonious relationships through partnership between management and employees to enhance teamwork. Magni (2006) also argued that to ensures recognition of employees and values them as stake holders in the organization which helps to develop a climate of cooperation and mutual trust

Staff development ensures that equal opportunities are available to all and that unethical approach to fairness and transparency is eliminated from the Organization .It helps in managing a diverse workforce, taking into account individual and group-differences in employment needs, work style and aspirations. If all these aspects are contained in a staff development programme, they enhance growth and productivity of the organization because efficiency and effectiveness of staff development practices directly affect the productivity of the organization.

Limited staff development programmes has resulted into poor performance work systems hence denying staff incentives, compensation systems, management development and training activities as per the organization's policy According to Becker (2004)

Staff training and performance of NGOs

Staff training is a planned effort by a company to facilitate Staffs' learning of job- related competencies; these competencies include knowledge, skills, or behaviors that are critical for successful job performance. The goal of training is for Staffs to master the knowledge, skill, and behaviors emphasized in training programs and to apply them to their day-to-day activities (Abbas, 2009). However some trainings are project related so knowledge gained maybe for performing well in a particular project activity and in future projects. For a company to gain a competitive advantage, its training has to involve more than just basic skill development. That is, to use training to gain a competitive advantage, a company should view training broadly as a way to create intellectual capital. Intellectual capital includes basic skills (skills needed to perform one's job), advanced skills (such as how to use technology to share information with other Staffs), an understanding of the customer or manufacturing system, and self-motivated creativity (Yaqoob, 2009).

Training and development is a permanent change in behavior. Staffs were taught how to do a particular task, development is a long term process (Leibowitz, 2005). Empowerment means to increase the capacity of the staff and also provide freedom of work which builds the confidence among the staffs by letting them participate in Organizations policies or decision making, which can lead the staff to enhance their performance. They can then be able to make more smart decisions. If managers delegate authority to the Staffs to perform the task, what they want can also lead to enhance performance. Staffs were able to do those activities which they can perform more easily.

Field (2009) also noted that training or mentoring enables Staffs to see the alternative behaviors to what they are now doing. The feedback that is the essential part of coaching, along with goal setting, gives staffs something concrete to be committed to and provides a road map by which they can guide their behavior. Coaching does not take the place of progressive discipline and performance appraisal, because organizations still need to protect themselves from unwarranted liability (Magni, 2006). Instead, coaching is a prelude to progressive discipline; when coaching is done properly it obviates the necessity for discipline. Managers who wait until formal performance review time to discuss behavior and performance are missing valuable opportunities to improve good or bad performance, to stimulate workers, to challenge, and to motivate (Field, 2009). Think of how an athletic coach functions of observing behavior, providing feedback, and encouraging players to their best efforts. This may lead to achievement of organizational goals and thus enhance organizational performance (effectiveness) (Drysdale, 2009).

Staff empowerment and performance of NGOs

Staff empowerment is the process of shifting authority and responsibility to staffs at lower level in the Organizational hierarchy. It is a transfer of power from the managers to their subordinates. It occurs when a person works for some years he develops a thorough idea, knowledge, skill, ability over the job and gets everything into his grip. If such person is given overall charge of the work he does, with adequate authority and responsibility he can take decision on his own and can effectively and efficiently accomplish the job (Collins, 2004).

Most human beings have expectations that they should have power, authority, recognition, status, responsibility; and when they get all these, they exert drives to utilize their full potential, energy, abilities and competences in an attempt to excel their performance. Empowerment programme is designed to delegate power, authority by managers to their subordinates and share responsibility

with them. All these will enhance status, recognition of empowered staffs. Such Staff prepare their mindset to perform, to win and to strive their best to go ahead to achieve individual goals, team goals and organizational goals (Holton, 2004).

Employee participation and performance of NGOs

Employee participation can be seen as an umbrella title under which can be found a wide range of practices, potentially serving different interests, any exploration of 'employee participation' has therefore to encompass terms as wide-ranging as industrial democracy, co-operatives, employee share schemes, employee involvement, human resource management (HRM) and high-commitment work practices, collective bargaining, employee empowerment, team working and partnership to capture the full picture of participation (David, 2009). Work-related participation comes in a number of forms: individual or collective, and direct (i.e. face-to-face) or indirect (i.e. via a representative) participation. These can be grouped into two main types of work-related participation: traditional collective participation, which aims for a more equitable distribution of power throughout the Organization, and 'new' forms of participation, which are more direct and individualized and have tended to grow out of management strategies, such as HRM, aimed to secure employee commitment to Organizational objectives through sophisticated communication procedures and individualized reward and developmental initiatives such as performance appraisal linked to performance-related pay. Possibly the most clear-cut example of traditional collective participation is the co- operative, where participation includes both ownership and control elements (Paul, 2009).

Staff development can be important in organizations at all the organization ends and there are some clear forces of change driving this momentum, there are however a number of factors that justify why Organizations should invest in staff development and these include the fact that many enterprises are continually in some form of transformation-mergers, alliances, downsizing and rightsizing generating the need for constant attention through communication and information provision (Johanna, 2005). According to Mwita (2007) staff development helps to improve the utilization of human resources by helping the management forecast the recruitment needs in terms of both numbers as well as types of skills required and develop ways to avoid or correct problems before they become serious and disrupt operations.

George (2004) contends that job description and efficiency at work increases achievement in terms of a common aim which tends to build a sense of group identity. Internal communication and a developed team spirit based upon past success make a group much more likely to do well in its task area. This incidentally provides a more satisfactory climate for the individual, hence increasing organizational standards. This study, therefore, took the urgency to establish whether the verdicts of staff development vis-à-vis better Organizational or institutional standards exist in NGOs in Uganda.

As a result of competition within the service, Organizations are always in the process of renaming themselves or particular products and as a result this requires communication to all stakeholders including employees, new ways of working require organizations and staff to constantly learn new skills and sometimes these are acquired through alliances which hence mean that building a learning company should be an important future consideration (Ellingeic, 2003). Commitment to promote staff development can be an umbrella for this effort. The review of the literature indicates that there are a number of activities all claiming to address Staff development. In order to check the validity of these competing claims" what is required is a set of criteria against which to assess each definition.

The main elements of staff development include employee motivation and satisfaction, employee development through training, staff orientation and staff satisfaction, inter-functional co-ordination and integration, employee relationship development both internally and externally, marketing-like approach to the above and implementation of specific corporate or functional strategies (Magni, 2006).

According to Ellingeic (2003), he regarded staff training as the process of providing employees with specific skills or helping those correct deficiencies in their performance. Training strongly influences the present level of service performance. To be successful, training programs must have clearly stated and realistic goals that guide both the program's content and determine the criteria by which its effectiveness is to be judged. Effective training can improve the moral of the employees and increase an organization's potential. Poor, inappropriate or inadequate training can be a source of frustration for everyone involved. For a training program to be effective, it must encompass the entire training process which consists of three major phases, that is, the need for assessment, development and conduct of training phase and the evaluation phase. The effectiveness of the training program may be

measured in monetary terms (dollars/shillings saved by reducing the number of defects) or non-monetary terms (fewer employees' complaints). The most important consideration is for the evaluation criteria to reflect needs that the training was supposed to address (Chay-Hoon, 2003).

According to Dixon (2005) staff development programs can be enhanced by constantly refreshing the knowledge of old ones to help them learn new skills and knowledge required for performance in a higher job. He also added that it is not known whether employee development programs as Cascio puts, do exist everywhere. Besides the staff development programs' need for existence, this study therefore went further and found out the impact of the whole staff development process on the employee performance.

Staff development can be enhanced by the creation of a staff development officer who can streamline the staff development programmes such that each employee can, with equal chances, access staff development programmes. He also added that staff development can be enhanced by a range of situational teaching forms (Paul, 2009). It also includes appraisal of existing organizational practices so as to evaluate the performance of those who attend staff development programmes. Staff development should work as a ladder to promotion of employees to higher positions in their organizations. This way, it helps the employees to achieve satisfaction of a number of needs at a higher level in the hierarchy of needs. It provides psychological satisfaction and gives confidence, security, and, self actualization to the workers (David, 2009).

According to Holton (2004) a high handed approach to explain how staff development in organization/institution like IBFAN Uganda and World Vision Uganda can be enhanced. He portrayed that employee performance can be enhanced if the features of staff development are detailed, that an employee can identify what skills are needed to be successful in the future. Therefore, for a successful staff development program to take place, employees should take up responsibilities for, and plan their own career development. Staff development can be enhanced when employees realize that both employees and managers are continuously challenged for staff development programs to make it clear that roles are not fixed or static; they are more adaptable to the unpredictability of today's business or working conditions. What was still remaining of urgency was whether staff development in NGOs in Uganda, if at all it is there, is of any importance towards employee performance. Such is what the researcher endeavored to find out as shall see in the

conclusions below (Copestake, 2009).

Non-Governmental organizations (NGOs) are voluntary and autonomous organizations, their life exists between the citizens on one hand and the state and market on the other (Wellard, 2009). NGOs only benefit their own members and also citizens and hence they are membership organizations. NGOs, though generally are not founded out of private initiatives and can't also be public entities benefiting third parties. They can't be "client-oriented" versus "member-oriented" organizations (Fowler, 2000).

Looking at the African perspective, Non-Governmental Organizations like in East Africa play important roles in addressing socio-economic issues in the society. They gather their membership from international, regional and national and work with a host of groups. They operate programmes in education, health, social welfare and economic improvement, especially among disadvantaged sectors. In recent years, they have also been at the centre of renewed searches for sustainable processes of social, environmental and economic development and actions on issues such as peace, democracy, human rights, gender equity and poverty eradication (Amutabi, 2006).

In Uganda some NGOs like Action Aid Uganda (AAU) is among the larger international NGOs in Uganda and its vision is "a world without poverty and injustice in which every person enjoys their right to a life of dignity." Its mission is "to work with poor and excluded people to eradicate poverty and injustice." Action Aid has worked in Uganda over the last 20 years. Its programme scope covers 28 counties and the national head office is in Kampala. It works directly with over one million poor Ugandans across the country, building their capabilities to secure their basic rights. AAU has supported the work of over thirty NGOs active in the field of poverty eradication and included measures to strengthen their boards and management (Mapulwa, 2004).

NGOs engage with governmental at all levels and with major bilateral and multinational donors. They are active on a host of poverty reduction issues at the national policy level (Graham, 2010). NGOs' strategy rests on two pillars; strengthening poor people and their organizations to claim their rights and creating an enabling institutional and policy environment for poverty eradication. The political economy of Uganda and its analysis of poverty worked to transform the identity and role of

NGOs in Uganda. It clearly identified unjust power relations as the root cause of poverty and inequity. NGOs traced factors within Uganda that both promoted and hindered development. These formed the basis for strategies that led to significant growth, diversification and transformation of NGOs' programmes and internal culture and style (Wanjohi, 2003).

NGOs are considered the first part of call by governmental, donors and other NGOs for policy advice on matters related to poverty. NGOs are a key player in the poverty reduction and empowerment strategic process (PRSP) as well as, the Uganda rural development strategy, the Uganda position on the World Trade Organization (WTO) and so on. However, NGOs need to be careful that they do not excessively dominate the policy landscape and stifle other civil society actors and voices. There is need to improve the quality of the many coalitions and networks established so that they gain a clearly independent voice and identity (Raftopoulos and Mupawaenda, 2004).

The performance of NGOs has to be driven by committed and dedicated staff members who bring fresh ideas and energies to the complex problems of chronic poverty and their partners. However, challenges facing NGOs is the implementation of the strategy relates to the unpredictable nature of policy agendas, shifting attention of some actors involved in development, constraints in funding and partnership management (Buckland, 2010).

According to Bebbington, (2004), he noted that NGOs need to function at the highest level of operational efficiency and performance effectiveness because they are using public and donors' funds. Nicolae advocated that NGOs need to use strategic planning due to their exclusive reliance on public and donors' funds. Consequently, they can utilize planning to perform strategically to retain public credibility by being accountable to funding partners who want the assurance that their money is best channeled through non-profit activities for some good reasons .

NGOs have developed strategic plans to meet donor requirements or conditions, the plans have been developed without in-depth involvement of key stakeholders hence lack of ownership in the strategy development and implementation process.

Staff development is a challenging process in that several staff development instruments have been developed in recent years to diagnose organizational ills and help design strategies to strengthen organizations (Aguirre, 2005). The Peace Corps acquired and modified one of these tools, the NGO Capacity Profile, to assist Volunteers and their Counterparts with NGO organizational development. It facilitates change by enabling users to look at an NGO's systems in a structured way and providing indicators of healthy systems that point the way to positive change (Namdar, 2005).

According to Asea (2007), he noted that Programs are the strongest signal of the success and value of an NGO. The organization may have excellent governance, effective administrative procedures, and highly skilled staffs, but it must use these resources to deliver quality services to its constituents and community. A well-run NGO ensures that its programs are sustained in addition to having appropriate quality services delivered in cost-effective ways. Most NGOs provide services rather than products, and the variety of services NGO programs deliver is truly amazing. They provide activities for youth, increase awareness of the environment, deliver relief services, sponsor cultural events, promote health practices to prevent chronic diseases like HIV/AIDS and other diseases, engage in micro-lending, and address women's issues (Asea, 2007).

Providing effective quality programs requires an understanding of community needs, specialized technical knowledge, and unique approaches to service delivery (Bizimana, 2005). A for-profit service business faces similar challenges. However, one characteristic of NGO service delivery differs from for-profit businesses, the efficiency of service delivery is measured by client benefit/cost, not sales dollars/cost. Assessing the impact what changes in clients' lives as a result of an NGO's services is an integral piece of program capacity. Performance of NGOs begins at the planning stage by looking for the ways of staff development and how volunteers can easily collect data over time. NGOs should design better projects and persuade donors to support those projects. Often NGOs request Peace Corps Volunteers with technical expertise and know how to assist them in improving their programs and services. Often these Volunteers find that improving performance also requires building the capacity of the NGO (Antony, 2009).

According to Dicklitch (2010) argued that staff development provides the leadership, direction, and legitimacy for an organization, typical NGO founders are always charismatic individuals with a

strong commitment to a cause or purpose and a definite set of ideas about how to serve that cause. However, other staff and constituents need to share the founders' understanding and commitment if the organization is to be sustained. Staff development is more effective if it is open to a wide variety of opinions and talents. Effective NGO leaders use the talents and enthusiasm of all NGO stakeholders' board members, staff, community members, clients, and even donors. Staff development is also more effective if it is focused, consistent and followed. Above all, good NGO staff fosters the involvement and participation of the NGO's stakeholders and the community (Bebbington, 2008).

NGO staff must articulate and maintain the organization's mission, an NGO's staff includes members of the organization's board and staff in management positions, the board's function is to provide policy direction, ensure organizational planning, and hire and direct the NGO's senior manager, the board customarily performs fundraising and public relations functions (Kemigisha, 2011). Management is responsible for the day-to-day operations of the organization and implementing the board's policies and plans. Both the board and management monitor the internal and external environment and are responsible for adapting to change. All too often, boards tend to micromanage and managers take on the role of the board in setting the NGO's direction and policies, and the common issue in NGO governance is the different roles of the board and management (Kwesiga, 2013).

The NGO staff determines what functions need to be performed to achieve its mission and allocates the work or assigns tasks, the staff regularly updates assignments in light of changing plans and priorities, management aims for an optimum match between the human resources (staff and volunteers), their skills and expertise, and the tasks they are assigned (Robinson, 2008). An NGO's human resources (staff and volunteers) need skills, motivation, and opportunities to make the best contribution they are capable of. It is necessary to organize staff and volunteers so they relate to each other in ways that are most conducive to productive outcomes, how these people make decisions, resolve conflicts, communicate, and conduct meetings is as important as how the work is designed and how jobs are organized and work allocated (Marsden, 2001).

A viable NGO has systems and procedures in place to ensure it has the funds to purchase the goods and services needed to conduct its affairs and is delivering services to constituents in a cost-effective

manner, NGOs cannot be burdened with unnecessarily complicated procedures or systems, an NGO can better serve if it has simple mechanisms in place for organizing cash disbursements and receipts, maintaining ledgers/journals and bank accounts, and meeting payroll, petty cash, and daily expenses (Swift, 2004). It is critical as well that the financial systems meet the requirements of donors, lenders, or clients who pay for the goods and services. Separate accounts probably were needed for each significant donor, so that the funds can be tracked to assure money is spent in accordance with the conditions of the gift (Chay-Hoon, 2003).

Accordingly, Norman (2003) noted that an NGO should have a diverse resource base and long-term plans for meeting its financial needs. Reliance on one or a few funding sources may result in serious problems. He also added that an NGO is more financially sound if it can diversify its funding base, secure multiyear rather than short-term grants, and build up reserves to see the organization through tough financial times. It is also helpful if the organization can recover from constituents or clients some of its costs with fees and charges, or if it can generate other forms of support such as in-kind contributions or revenue from income-generating activities (Bruvold, 2003).

External relations are essential for an NGO to build links and supportive partnerships, since these relationships depend on the NGO becoming known within pertinent communities and establishing an image and track record that reflect its achievements (Champathes, 2006). Building these types of relationships strengthens and widens its impact through partnerships and collaboration with governmental agencies and other organizations and NGOs active in the same sectors and geographic areas. The NGO's primary relationship is with the community or constituency it serves, whether as an advocate or as a direct service provider. Additionally, the NGOs wanted to make contacts and enhance its reputation with governmental agencies and officials, with other NGOs, and with the for-profit business sector. Communities and the NGO's constituents are best served when the governmental, business, and NGO sectors cooperate to deliver the goods and services citizens need and want (Johanna, 2011).

Conclusively, the reviewed literature in this research pointed to the fact that the existence of staff development programs lead to improved responsiveness to work performance in Organizations. This study therefore, was intended to establish the validity of this claim empirically, focusing on NGOs in Uganda.

Identifying the gaps

This study was meant to establish the effect of staff development on performance of Non-Governmental Organizations in Uganda especially in Kampala District. Therefore this clearly will indicate that no study had been undertaken on the effect of staff development to organization's performance in NGOs in Kampala Uganda. The knowledge gap necessitates this research study conducted on staff development programmes and choices that influence performance in non-governmental organizations and in particular IBFAN and Hospice Africa- Uganda. The negative effect in staff development and performance of NGOs in Uganda include; failure to secure support for the plan, failure to communicate the strategy, failure to adhere to the plans, and failure to adapt to significant changes, accountability and commitment to the budgeting.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This part of the study described the research design, study population, sample selection, research instruments, validity and reliability of the instruments, procedure and data analysis.

3.1 Research design

Descriptive research design was used in the study. This is an ideal methodology when collecting information about people's attitudes, opinions, habits or any of the variety of education or social issues Orodho and Kombo (2002). It is a method of collecting information by interviewing or administering a questionnaire to a sample of individuals. The descriptive research design also helped the researcher to describe and explain the detailed information on staff development and performance of NGOS. The quantitative approach was also used which focused on testing variables measured with numbers and analyzed with statistical procedures. This design is chosen because it is appropriate for opinion and habits fact finding and yields a great deal of information, which are accurate

3.2 Research population

The study involved only 148 respondents from two Organizations' staff and most especially the middle staff members in International baby food action network and Hospice Africa (IBFAN), Managers (12) were used, non-staff members (91) who are not directly employees of the organization but directly influence the mandate of the organization through their decision making responsibilities and project officers (16). Likewise in Hospice Africa, manager (10), and project officers (19). These give a population of 148 who are considered as the total research population.

3.3 Sample size

A sample of 108 respondents was chosen from the population using the Slovene method of calculating the sample size. The sample is restricted to the information required and the purpose of the study a sample of 80 respondents was chosen for the purpose of the study

Table 3.3.1: Sampling, data collection methods and types of samples

NGO	Category	Population	Sample size
IBFAN	Staff members (managers)	12	9
	IBFAN Non staff members	91	66
	Project officers	16	12
Hospice Africa	Managers	10	7
	Project officers	19	14
Total		148	108

Slovene's formula

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

Where; N = the known population size; n = the required sample size; and α = the level of significance (0.05).

$$n = \frac{N}{1 + N\alpha^2}$$

$$n = \frac{148}{1 + 148 (0.05)^2}$$

$$n = \frac{148}{1 + 148 * 0.0025}$$

$$n = \frac{148}{1.37}$$

$$n = 108$$

Sampling techniques

The researcher used two sample selection techniques to determine the selection of subjects.

Purposive sampling was used on the management staff like the managers for they were the major key informants because they happened to exist naturally due to their office. Random sampling techniques was applied to the rest of the staff and members as it was easy to make a sampling frame basing on the staff lists available in the Organizations data base.

Random sampling technique was used to select the respondents to be included in the study. Random sampling technique is a technique that identifies sub groups in the population and their proportions and select from each group to form a sample adapted. It aimed at proportionate representation with a view of accounting for the difference and similarities in the group characteristics. Random sampling technique was used to ensure that the target population was divided into different homogeneous groups and each group was represented in the sample in a proportion equivalent to its size in the accessible population.

3.5 Source of data collection

The researcher collected data from both primary and secondary sources;

3.5.1 Primary Data

The data was collected from the field by use of questionnaires which were given to the respondents. However respondents will also be randomly selected (random sampling technique).

3.5.2 Secondary data

This was sourced by reviewing of documented resources for example newspapers, journals, reports, presentations, magazines and online publications. This was done in order to first identify the existing information (literature) on the research topic.

3.6 Data collection methods

A number of data collection methods were used to facilitate data collection from the respondents. These included questionnaires, interview guide and observation guide and document analysis.

3.6.1 Questionnaire method

A questionnaire method is a data collection method which has instructions on paper to guide and explain to the participant, according to the response. According to Paul, (1997.191) a questionnaire

is suitable for collecting data that is deep within minds or attitudes, feeling or reactions of people. He argued that a questionnaire can be mailed to people thousand miles away, whom the researcher may never see. It was administered to the middle staff members of the organization. It is also less expensive than interviews thus reaching many people in a short period of time

3.6.2 Documents Analysis

The document analysis method was helpful in getting the details of information about the staff development programs as concerns the variables under investigation. The records concerned about employee training, accomplishments in terms of expenditure and also on the management of employee salary benefits was captured using this method.

The researcher reviewed documents, especially those which had relevant information with regard to staff development and performance of NGOs.

3.7. Validity and reliability of research Instrument

The questionnaire was given two lecturers to judge the validity of questions according to the objectives. After the assessment of the questionnaire, the necessary adjustments were made bearing in mind the objectives of the study. Then a **content validity index (CVI)** was computed using the following formula,

$$CVI = \frac{\text{No. of questions declared valid}}{\text{total No. of questions in the questionnaire}}$$

$$CVI = \frac{25}{30}$$

= 0.83, a minimum of 0.83 of CVI was used to test validity.

The researcher used the test-retest method to ensure reliability of the instrument. That is to say; the questionnaire was given to 10 people and after one week, the same questionnaire was given to the same people and the data was computed using SPSS (Cronbatch Alpha).

3.8 Data gathering Processing

In this section the researcher ensured that responses and data collected is processed into logical, consistent and relevant information. The researcher classified answers to the questions into categories as a process which involves editing, copying and tabulating the research findings as was presented in chapter four of this research study.

3.9 Data Analysis

Data analysis was mainly done by use of qualitative and quantitative methods. Under qualitative method, data was thematically analyzed from the themes and sub themes developed from the research objectives.

Under quantitative method the computer package of SPSS and MS Excel were used to tabulate data and generate tables with percentages and frequency distributions.

3.10 Ethical Considerations

The following ethical issues was expected

The researcher complied with ethical procedures to protect the rights of the research participants, involving the principle of voluntary participation which requires that participants do not need to be coerced into participating in this research.

Right of the participant In this study, no attempt was made to harm participants deliberately and those who could experience any form of harm be it through victimization, emotional or otherwise, were informed in advance of their right to withdraw from participating in the study.

Confidentiality and anonymity Confidentiality means that information from participants was not going to be divulged to the public nor made available to colleagues, subordinates or superiors. In this study, all information about participants was treated with confidentiality and the participants were anonymous. A covering letter also assured respondent that all responses would be treated with utmost confidentiality and anonymity

3.11 Study Limitations

In conducting the research, the researcher faced number of methodological and practical impediments as highlighted below;

In view of the following threats to validity, the researcher claimed an allowable 5% margin of error. Mitigating measures was taken to minimize if not to eradicate threats to validity of findings of the study as shown below;

Instrumentation: The research instruments on resource availability and utilization may not be standardized. Therefore a validity and reliability test was done to produce credible measurements of the research variables.

Testing: The use of research assistants could bring about inconsistency in the administration of questionnaires in terms of time administration, understanding of the items in the questionnaires and explanations given to the respondents. To minimize this threat, the research assistants was oriented on the procedures that was done in data collection.

Extraneous variables which were beyond the researchers control such as respondents honesty, personal biases and uncontrolled setting of the study.

Attrition/Mortality: Not all questionnaires were retrieved back due to circumstances on the part of the respondents such as being busy or sickness. In anticipation to this the researcher had to reserve more respondents exceeding the minimum sample size.

Securing appointment say interviews were rather hard due to the tight schedules of the employees of the NGO and their management; the researcher thus, was forced to look for alternative respondents and also became a bit difficult to get them.

Respondents may be not willing to avail the researcher with the required information due to negative attitudes, suspiciousness and speculations.

CHAPTER FOUR

DATA PRESENTATION, INTERPRETATION AND ANALYSIS

4.0 Introduction

This chapter shows the profile information of respondents, training and performance of NGOs, staff empowerment and performance of NGOs, the employee's participation on performance of NGOs in Uganda and the relationship between staff development and performance of NGOs. Data will be analyzed objective by objective and interpretation will be based on the following key interpretations;

Key to interpretation of means

Mean range	Response range	Interpretation
3.26 - 4.00	strongly agree	Very satisfactory
2.51 - 3.25	Agree	Satisfactory
1.76 - 2.50	Disagree	Unsatisfactory
1.00 - 1.75	strongly disagree	Very unsatisfactory

4.1 Profile of respondents

Respondents were asked to provide information regarding their gender, age, education level and working experience. Their responses were summarized using frequencies and percentage distributions as indicated in table 4.1;

Table 4. 1: Profile of respondents

Profile	Frequency	Percent
Gender		
Male	60	55.5
Female	48	44.5
Total	108	100
Age		
Below 20 years	22	20
21-30 years	51	48
31-40 years	27	25
41 and above years	8	7
Total	108	100
Education Qualification	10	

Certificate		9.3
Diploma	60	55.6
Degree	33	30.6
Masters	5	4.5
Total	108	100
Working Experience		
Less than one year	10	9
1-2 years	18	17
3-4 years	25	24
5 and above	55	50
Total	108	100

Source: Primary data, 2017

Results in Table 4.1 indicated that male respondents (over 55.5%) were more than female respondents (over 44.5%). This indicates genderis respected by NGOs in Kampala district, Uganda.

Regarding age group, respondents in this sample were dominated by those between 21-30 years (48%), 25% were between 31-40 years, 20% were below 20 years and only 7% were 41 and above years, suggesting that most of respondents in this sample are youth. This also indicates a quite young workforce among workers in NGOs in Kampala district, Uganda.

With respect to education qualification, majority of the respondents in this sample (55.6%) were diploma holders, indicating that most of the positions are for Diploma holders in the NGOs, these were followed by those with bachelor's degree (30.6%), 9.3% were certificate holders and only 4.5% were masters' degree holders.

Concerning working experience, majority of these respondents (50%) had an experience of 5 years and above, indicating that respondents in this sample were highly experienced and there is a high level of retention in the organizations, these were followed by those between 3-4 years (24%), 17% had worked for 1-2 years and only 9% had worked for less than one year.

4.2 The effects of training and performance of NGOs in Kampala district Uganda.

Based of the first objective the researcher sought to first present the variable (training) into Attending training about effective communication helped you to understand how to communicate with people in this Organization, Training improved staff relationship between top managers and subordinates, After attending effective training, team work improved among employees, Effective communication workshops helped the organization to work out some organizational conflicts between the employees, Training improved effectiveness and efficiency of organizational performance

Table 4.2: Staff training

Items on staff training	Mean	Interpretation	Rank
Training			
Attending training about effective communication helped you to understand how to communicate with people in this Organization	3.32	Very satisfactory	1
Training improved staff relationship between top managers and subordinates	3.15	Satisfactory	2
After attending effective training, team work improved among employees	3.07	Satisfactory	3
Training improved effectiveness and efficiency of organizational performance	2.55	Satisfactory	4
Effective communication workshops helped the organization to work out some organizational conflicts between the employees	2.45	Unsatisfactory	5
Average mean	2.908	Satisfactory	

Source: Primary data, 2017

Results in table 4.2 indicated that the staff training is rated satisfactory and this was indicated by the overall mean of 2.87, implying that the employees NGOs in Kampala district, Uganda are effectively trained empowered and have a right to participate on issues concerning the Organization. Results further indicated that the staff development programmes used in NGOs differ on different items and in different perspectives; for example, regarding training, the respondents rated this as satisfactory (average mean=2.908), implying that training has improved staff relationship between top managers

and subordinates with the Organization and this has helped the staff to carry out different tasks given to them this is with accordance to Field (2009) who noted that training or mentoring enables Staffs to see the alternative behaviors to what they are now doing. The feedback that is the essential part of coaching, along with goal setting, gives staffs something concrete to be committed to and provides a road map by which they can guide their behavior. Attending training about effective communication has helped the staff to understand how to communicate with people within the Organization (mean=3.32), Grice et al. (2006) suggests that managers should invest in strategies which invoke identification with a superordinate level, such as the organization, in order to enhance information sharing and communication across different work groups, after attending effective training, the level of team work improves among staff (mean=3.07), however even though training is carried out, this has not helped the organization to work out some organizational conflicts between the staff.

4.3 Staff empowerment and performance of NGOs in Kampala district Uganda.

The staff development, the independent variable in this study (staff empowerment) was broken into five constructs and these were; organization has always facilitated community empowerment. The staff have the capacity to express their interests, The staff members are also included in programmes where issues are discussed and decisions are made, organization always help to achieve individual, team, and organization goals, and Employees having access to information concerning Organization activities

4.3 staff empowerment

Items on staff Empowerment			
Empowerment			
Employees have access to information concerning Organization activities	3.33	very Satisfactory	1
The staff members are also included in programmes where issues are discussed and decisions are made	3.12	Satisfactory	2
The staff have the capacity to express their interests	2.85	Satisfactory	3
This organization always help to achieve individual, team, and organization goals	2.55	Satisfactory	4
This organization has always facilitated community empowerment.	2.25	Unsatisfactory	5
Average mean	2.82	Satisfactory	

With respect to empowerment; five items were used to measure how staff are empowered, results indicated that only one item was rated very satisfactory and this was the fact that the employees have

access to information concerning Organization activities (mean=3.33), staff members are also included in programmes where issues are discussed and decisions are made (mean=3.12), the staff also have the capacity to express their interests (mean=2.85), and also organization always help to achieve individual, team, and organization goals (2.55), however the management bodies in these NGOs have not adequately facilitated community empowerment yet they are working within community members, and this was shown by the mean of 2.25 which was interpreted as unsatisfactory. The above results are relation to Wood (2007) also did a study which found that employee empowerment was the key to improving performance and promoting innovation among manufacturing firms. The study found that empowerment is the only practice that has significant effects on performance in all companies surveyed.

4.4Employee's participation on performance of NGOs in Uganda.

This was broken into four parts and these are; This organization always allows you to participate during decision making, This NGO always gives more opportunities to staff to express their problemsThis NGO always gives more opportunities to staff to express their problems, Your organization always shares important financial data with the staff Organization always consider staff to be part of it in all activities

4.4:the employee's participation

Items Staff participation	Mean	Interpretation	Rank
Staff participation			
This organization always allows you to participate during decision making	3.46	Very satisfactory	1
This NGO always gives more opportunities to staff to express their problems	3.08	Satisfactory	2
Your organization always shares important financial data with the staff	2.63	Satisfactory	3
Organization always consider staff to be part of it in all activities	2.52	Satisfactory	4
Average mean	2.89	Satisfactory	

Concerning staff participation; this construct was rated satisfactory and this was indicated by the average mean of 2.89, hence implying that the selected NGOs in Kampala district always allow their staffs to participate during decision making as a way of development (mean=3.46), this is done giving more opportunities to staff to express their problems (mean=3.08), and sharing important

financial data with the staff (mean=2.63) and Organization always consider staff to be part of it in all activities which was rated satisfactory (2.52). This is supported in a study by Han et al. (2010), who found that participation in decision-making positively predicted employees' experience of psychological ownership towards the organization.

4.5 The performance of NGOs in Kampala district Uganda

This was broken into three parts and these are; implementation of programmes (with 5 questions in the questionnaire), quality outcomes (with five items) and accomplishment of projects (with four questions in the questionnaire). These questions were based on a four point Likert scale and respondents were asked to rate the performance of NGOs by indicating the extent to which they strongly agree, agree disagree, and strongly disagree with each question or item.

Table 4.5: Performance of NGOs

Variables	Mean	Interpretation	Rank
Implementation of programmes			
NGOs have always signed on the projects' contracts as a way of following the right procedures	3.51	Very satisfactory	1
NGOs always elect a committee of members who make follow up of different projects	3.29	Very satisfactory	2
This NGO is always transparent in handling money provided by the funders	2.89	Satisfactory	3
The Organization activities are always implemented successfully	2.58	Satisfactory	4
NGOs have set up rules and regulations guiding the implementation process	1.93	Unsatisfactory	5
Average mean	2.84	Satisfactory	
Quality outcomes			
The projects done by this NGO are always of good quality	3.42	Very satisfactory	1
The management always create a "to do" list followed by staff in order to come up with good work	3.27	Very satisfactory	2
You always keep a clean and orderly workspace in order to achieve expected objectives	3.08	Satisfactory	3
You always make sure that you have the supplies and all the tools needed during your project activities	2.88	Satisfactory	4
You always set a timeframe and deadline for your most important projects	2.55	Satisfactory	5
Average mean	3.04	Satisfactory	
Accomplishment of projects			
You always write down and share with your friends the organizational goals to be accomplished	3.26	Very satisfactory	1
You always vet the Organization goals through spending much of your time internalizing such goals	3.19	Very satisfactory	2
You always explore the strengths and resources required for success and compare them to the current weaknesses	2.96	Satisfactory	3
The management recommends you do some of the work from home as a way of accomplishing certain goals	2.26	Unsatisfactory	4
Average mean	2.92	Satisfactory	
Overall mean	2.93	Satisfactory	

Source: Primary data, 2017

Results in table 4.5 indicated that the performance of NGOs was rated satisfactory and this was indicated by the overall mean of 2.93, which implies that the selected NGOs in Kampala district always perform their duties through implementing programmes effectively, acquiring quality outcomes and accomplishing of projects the way required by their funders.

Implementation of programmes as the first construct on the dependent variable was measured using five items and this was rated satisfactory (mean=2.84), this implied that the selected NGO in Kampala district always implement their programmes effectively. The results still indicated that the NGOs have always signed on the projects' contracts as a way of following the right procedures (mean=3.51), NGOs always elect a committee of members who make follow up of different projects (mean=3.29), NGO have always been transparent in handling money provided by the funders (mean=2.89), NGO activities are always implemented successfully (mean=2.58), however the selected NGOs have to a certain extent failed to set up rules and regulations guiding the implementation process (mean=1.93), hence slowing their operations.

With respect to quality outcomes, results indicated that this was also rated satisfactory and this was indicated by the average mean of 3.04, hence implying that the selected NGOs in Kampala district have always come up good quality outcomes in relation to their activities, this is because the projects done by these NGOs are always of good quality (mean=3.42), their management always create a "to do" list followed by staff in order to come up with good work (mean=3.27), these NGOs always make sure that their employees keep a clean and orderly workspace in order to achieve expected objectives (mean=3.08), they always make sure that they have the supplies and all the tools needed during project activities (mean=2.88), since they always set a timeframe and deadline for the most important projects within the Organization (mean=2.55).

Concerning accomplishment of projects; this was rated satisfactory and this was indicated by the average mean of 2.92, this implies that the NGOs' projects are always completed well and in time, this has been done through writing down and sharing the organizational goals to be accomplished among staff (mean=3.26), the staff members in the selected NGOs always vet the Organization goals through spending much of their time internalizing such goals (mean=3.19), within these NGOs there is exploring of the strengths and resources required for success and comparing them to the current weaknesses within the Organization (mean=2.96), however the management has not always recommended workers do some of the work from home as a way of accomplishing certain goals, hence affecting the accomplishment of projects in time. Keissler (2002) argues that career development facilitates the organizations objective of showing a well-articulated growth oriented yet flexible a path to its employees. This also in relation to

Luis (2001) considered on-job trainings as a training tool that asks the managers to assess a worker's on-job training.

4.7 The effect of staff development on performance of NGOs

The study was to establish the effect of staff development on performance of NGOs. The researcher stated a null hypothesis that there is a relationship between staff development and performance of NGOs, but to achieve this and to test this null hypothesis, the researcher used the Pearson's Linear Correlation Coefficient as indicated in table

Table 4. 7: The effect of staff development on performance of NGOs

Variables correlated	r-value	Sig	Interpretation	Decision on Ho
Staff development Vs Performance of NGOs	.595	.000	Significant correlation	Rejected

Source: Primary data, 2017

Table 4.4 revealed a positive significant correlation between staff development and performance of NGOs ($r = .595$; $Sig = 0.000$). The null hypothesis was rejected meaning that staff development and performance of NGOs are significantly related, this also leads to an implication that improvement in staff development, it also increases the level of performance of NGOs in Kampala district, Uganda.

4.8: Regression Analysis

Table 4.8: Regression Analysis between the Dependent and Independent Variables

Variables regressed	Adjusted r^2	F-value	Sig.	Interpretation	Decision on H_0
Performance of NGOs VS Staff development	0.856	17.545	0.000	Significant effect	Rejected
Coefficients	Beta	t-value	Sig		
(Constant)		3.944	0.001	Significant effect	Rejected
Training	0.627	7.683	0.000	Significant effect	Rejected
Empowerment	0.457	5.081	0.000	Significant effect	Rejected
Staff participation	0.375	2.060	0.042	Significant effect	Rejected

Source: Primary data, 2017

Regression analysis results in table 4.8 revealed that staff development accounted for 85.6% on

performance of NGOs and this was indicated by adjusted r squared of 0.856 leading to an implication that staff development significantly affects the performance of NGOs. The coefficients section of this table denoted that of all the aspects on staff development, training accounted for the biggest influence on performance of NGOs ($\beta=0.627$, Sig=0.000).

Basin on the above findings, there is a relationship between development and performance of organizations as Noe (2001), organizations that embrace training and development practices are able to retain customers, suppliers, employees, stakeholders and shareholders in the long-run as they are deemed more trustworthy and better custodians of the interests of the various stakeholders. This translates into better financial performance of the business. Rudara (2001) that, "Training primarily focuses on teaching organization members on how to perform their current jobs and helping them to acquire knowledge and skills they need to be effective performers." This means that the skills will reinforce the effective delivery of services to the community by the organization.

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the findings, conclusions, recommendations and suggested areas that need further research following the study objectives and study hypothesis.

5.1 Discussion of findings

This study was set to establish the effect of staff development programmes on performance of Non-Governmental Organizations in Uganda and especially Kampala District, three specific objectives guided this study and these were i) determine the effects of training and performance of NGOs in Kampala district Uganda.; ii) evaluate the effect of staff empowerment and performance of NGOs in Kampala district Uganda; and (iii) examine the employees participation on performance of NGOs in Uganda. The results of the exercise recorded the information as said by the interviewees and the replies from other exercises.

5.1.1 Examining the staff development programmes in NGOs

Data analysis using means indicated that staff development was rated satisfactory, hence confirming that the employees in the selected NGOs in Kampala district, Uganda are effectively trained, empowered and have a right to participate on issues concerning the Organization; this finding is in line with Champathes (2006) who argued that a good staff development programme enhances motivation by introducing policies and processes which ensure that staff members are valued and rewarded for what they do and achieve, with regard to level of skill and competence. It creates a climate which is productive and harmonious relationships through partnership between management and employees to enhance teamwork.

According to the Interviewees in the two Organizations and also as explained by Abbas (2000), some trainings are project related so knowledge gained maybe for performing well in a particular project activity and in future projects. He added that for a company to gain a competitive advantage, its training has to involve more than just basic skill development but also the knowledge to manage a certain project.

Whereas Yaqoob, (2009) noted that staff development helps in managing a diverse workforce, taking into account individual and group-differences in employment needs, work style and aspirations. He added that it also ensures that equal opportunities are available to all and that unethical approach to fairness and transparency is eliminated from the Organisation. If all these aspects are contained in a staff development programme, they enhance growth and productivity of the organization because efficiency and effectiveness of staff development practices directly affect the performance of the organization.

Staff training and performance of NGOs

Staff training is a planned effort by a company to facilitate Staffs' learning of job- related competencies; these competencies include knowledge, skills, or behaviors that are critical for successful job performance. The finding indicated that the staff training was rated satisfactory and this was indicated by the overall mean of 2.87, implying that the employees NGOs in Kampala district, Uganda are effectively trained and have a right to participate on issues concerning the Organization. The goal of training is for Staffs to master the knowledge, skill, and behaviors emphasized in training programs and to apply them to their day-to-day activities (Abbas, 2009). However some trainings are project related so knowledge gained maybe for performing well in a particular project activity and in future projects. For a company to gain a competitive advantage, its training has to involve more than just basic skill development. Results further indicated that the staff development programmes used in NGOs differ on different items and in different perspectives; for example, regarding training, the respondents rated this as satisfactory (average mean=2.908), implying that training has improved staff relationship between top managers and subordinates with the Organization and this has helped the staff to carry out different tasks given to them. Attending training about effective communication has helped the staff to understand how to communicate with people within the Organization. That is, to use training to gain a competitive advantage, a company should view training broadly as a way to create intellectual capital. Intellectual capital includes basic skills (skills needed to perform one's job), advanced skills (such as how to use technology to share information with other Staffs), an understanding of the customer or manufacturing system, and self-motivated creativity (Yaqoob, 2009).

Training and development is a permanent change in behavior training or mentoring enables Staffs to see the alternative behaviors to what they are now doing. Staffs were taught how to do a particular task,

5.2 Evaluating the effect of staff empowerment on performance of NGOs

The findings indicated that empowerment of staffs on the performance of NGOs was rated satisfactory, hence confirming that the selected NGOs in Kampala district always perform their duties through shifting of power, authority from the managers to their subordinates at lower level in the Organizational hierarchy. Empowerment increases the capacity of the staff and also provide freedom of work which builds the confidence among the staffs by letting them participate in Organizations policies or decision making, which can lead the staff to enhance their performance. This occurs when a person works for some years he develops a thorough idea, knowledge, skill, ability over the job and gets everything into his grip. If such person is given overall charge of the work he does, with adequate authority and responsibility he can take decision on his own and can effectively and efficiently accomplish the job (Collins, 2004).

Most human beings have expectations that they should have power, authority, recognition, status, responsibility; and when they get all these, they exert drives to utilize their full potential, energy, abilities and competences in an attempt to excel their performance. Empowerment of staffs lead to implementation of programmes effectively, quality outcomes and accomplishment of projects the way required by their funders, this finding is in line with Swift Antony (2004) who noted that a viable NGO should have systems and procedures in place to ensure it has the funds to purchase the goods and services needed to conduct its affairs and is delivering services to constituents in a cost-effective manner, NGOs cannot be burdened with unnecessarily complicated procedures or systems, an NGO will be better served if it has simple mechanisms in place for organizing cash disbursements and receipts, maintaining ledgers/journals and bank accounts, and meeting payroll, petty cash, and daily expenses.

Whereas Asea, (2007) noted that programs to be performed after empowerment of staffs, are the strongest signal of the success and value of an NGO. The organization may have excellent governance, effective administrative procedures, and a highly skilled staff, but it must use these resources to deliver quality services to its constituents and community. A well-run NGO ensures that

its programs are sustained through empowerment of employees in addition to being appropriate quality services delivered in cost-effective ways. He continued saying that most NGOs provide services rather than products after empowerment. They provide activities for youth, increase awareness of the environment, deliver relief services, sponsor cultural events, promote health practices to prevent HIV/AIDS and other diseases, engage in micro-lending, and address women's issues, therefore all indicating the performance of NGOs.

5.1.3 examining the employee's participation and performance of NGOs in Uganda.

The findings indicated a positive and significant relationship between employee's participation and performance of selected NGOs in Kampala district, Uganda. Therefore implying that improvement in staff development activities through participation increases the level of performance of NGOs in Kampala district, Uganda, the findings still indicated that the NGOs' performance is influenced by the involvement and participation of staffs in different activities and this was rated satisfactory indicated by the average mean of 2.89, hence implying that the selected NGOs in Kampala district always allow their staffs to participate during decision making as a way of development. This is also in line with Robinson (2008) who noted that the NGO staff determines what functions need to be performed to achieve its mission and allocates the work or assigns tasks, the staff regularly updates assignments in light of changing plans and priorities, management aims for an optimum match between the human resources (staff and volunteers), their skills and expertise, and the tasks they are assigned. An NGO's human resources (staff and volunteers) need skills, motivation, and opportunities to make the best contribution they are capable of.

5.2 Conclusions

From the findings of the study, the researcher concluded that;

Objective one

Staff training was rated satisfactory, hence concluding that the employees in the selected NGOs in Kampala district, Uganda are effectively trained, and have a right to participate on issues concerning the Organization. This has however helped these NGOs to survive and also retain their employees as they feel considered by the organization they work with.

Objective two

The empowerment of organizational staff of selected NGOs in Kampala district, Uganda was rated satisfactory, hence concluding staffs in the selected NGOs in Kampala district are empowered

always perform their duties through implementing programmes effectively, acquiring quality outcomes and accomplishing of projects the way required by their funders. For any employee to feel part of the organization he needs to exercise autonomy over the job occupied as this will at the end develop them.

Objective three

There is a positive increase in employees participation and shows significant relationship between staff development and performance of NGOs, hence concluding that improvement in staff participation as well as increase in the performance of NGOs in Kampala district, Uganda, and among all the aspects of staff development, training accounted for the biggest influence on performance of NGOs.

5.3 Recommendation

1. The researcher recommends to the management of these NGOs in Kampala district, and the overall NGO body in Uganda to organize effective communication workshops in order to work out some organizational conflicts between the employees.
2. The researcher recommends to the management of these NGOs in Kampala district, Uganda to also facilitate community empowerment but not only their staff because they always carry out activities with the aim of serving the community.
3. Still the researcher recommends to the workers in NGOs to always set themselves a timeframe and deadline for their most important projects but not waiting for the management to do it for them, hence improving performance of NGOs.
4. The researcher recommends to the to the management of these NGOs in Kampala district, Uganda to put in place a set of organizational culture to be followed by all workers as a way of increasing quality of performance in the organization.
5. The researcher recommends to the management of these NGOs in Kampala district, Uganda to give an opportunity to the workers to always have "a say" during decision making, this can be done by allowing them to contribute during Organisation meetings.

5.4 Areas for further research

Prospective researchers are encouraged to research on the following areas;

1. ExamineEffect of staff development programmes in Kampala district, Uganda.
2. Staff development and completeness of work among staff in NGOs in Kampala district, Uganda.

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APPENDIX II A: QUESTIONNAIRE ON STAFF DEVELOPMENT

DIRECTION: rate your ability, knowledge or skill on the following item by ticking the right number corresponding with each question. Key; 1=strongly disagree; 2 = Disagree; 3 = Agree; 4 = strongly agree.

Staff development	1	2	3	4
Training				
After attending effective training, team work improved among employees				
Attending training about effective communication helped you to understand how to communicate with people in this organization				
Effective communication workshops helped the organization to work out some organizational conflicts between the employees				
Training improved staff relationship between top managers and subordinates				
Training improved effectiveness and efficiency of organizational performance				
Empowerment				
This organization has always facilitated community empowerment.				
The staff have the capacity to express their interests				
The staff members are also included in programmes where issues are discussed and decisions are made				
This organization always help to achieve individual,team,and, organization goals				
Employees have access to information concerning Organization activities				
Staff participation				
Organization always consider staff to be part of it in all activities				
This NGO always gives more opportunities to staff to express their problems				
This Organization always allows you to participate during decision making				
Your Organization always shares important financial data with the staff				

APPENDIX II B: QUESTIONNAIRE ON PERFORMANCE OF NGOs

DIRECTION: rate your ability, knowledge or skill on the following items by ticking the right number corresponding with each question. key; 1=strongly disagree; 2 = Disagree; 3 = Agree; 4 = Strongly agree.

	1	2	3	4
Implementation of programmes				
NGOs have set up rules and regulations guiding the implementation process				
This NGO is always transparent in handling money provided by the funders				
The Organization activities are always implemented successfully				
NGOs have always signed on the projects' contracts as a way of following the right procedures				
NGOs always elect a committee of members who make follow up of different projects				
Quality outcomes				
The management always create a "to do" list followed by staff in order to come up with good work				
The projects done by this NGO are always of good quality				
You always keep a clean and orderly workspace in order to achieve expected objectives				
You always make sure that you have the supplies and all the tools needed during your project activities				
You always set a timeframe and deadline for your most important projects				
Accomplishment of projects				
The management recommends you do some of the work from home as a way of accomplishing certain goals				
You always explore the strengths and resources required for success and compare them to the current weaknesses				
You always vet the Organization goals through spending much of your time internalizing such goals				
You always write down and share with your friends the organizational goals to be accomplished				



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DEPARTMENT OF POLITICAL AND ADMINISTRATIVE STUDIES

July 11, 2018

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: INTRODUCTION LETTER FOR MR. JAFARI GITA
REG NO. 1153-06404-02086

The above mentioned candidate is a bonafide student of Kampala International University pursuing a Bachelor's Degree in Public Administration.

He is currently conducting a field research for her dissertation entitled, "STAFF DEVELOPMENT AND PERFORMANCE OF SELECTED NON-GOVERNMENTAL ORGANIZATIONS IN KAMPALA DISTRICT, UGANDA (HOSPICE AFRICA, IBFAN)"

Your organisation has been identified as a valuable source of information pertaining to his Research Project. The purpose of this letter then is to request you to accept and avail him with the pertinent information he may need.

Any data shared with him will be used for academic purposes only and shall be kept with utmost confidentiality.

Any assistance rendered to him will be highly appreciated.

Yours faithfully
2018

Mr. Muzaare Gerald

HOD, Department of Political & Administrative Studies