

Monitoring Practices and Project Performance in the Kampala Capital City Authority (KCCA), Uganda

Kirabo Esther¹, Irumba Alex²

1, 2 Metropolitan International University

Abstract

This study examined the relationship between monitoring practices and project performance in the Kampala Capital City Authority (KCCA), Uganda. Public institutions implement numerous projects to deliver services and development, and effective monitoring is widely regarded as essential to keeping projects on track and achieving their objectives, yet its contribution in the Ugandan public sector remains under-examined. The study investigated how monitoring planning, data collection and tracking, stakeholder involvement, and feedback and corrective action relate to project performance. A cross-sectional survey design with a mixed-methods approach was adopted, and data were collected from 175 respondents comprising project managers, monitoring and evaluation officers, technical staff, and beneficiaries using structured questionnaires and interviews. Descriptive statistics, exploratory factor analysis, Pearson correlation, and structural (path) analysis were used. Factor analysis confirmed the construct validity of the monitoring dimensions, which loaded onto coherent factors and explained 68.6% of the variance. The results revealed a strong positive and significant relationship between monitoring practices and project performance ($r = 0.68$, $p < 0.01$), with the practices jointly explaining 66.0% of the variance in project performance ($R^2 = 0.660$). Data collection and tracking ($\beta = 0.32$) and feedback and corrective action ($\beta = 0.30$) emerged as the strongest path predictors. The study concludes that effective monitoring practices significantly enhance project performance and recommends strengthening data systems, feedback mechanisms, and monitoring planning.

Keywords: monitoring practices, project performance, monitoring and evaluation, feedback, KCCA, Uganda

1.0 Introduction

Projects are the principal vehicles through which organizations, and public institutions in particular, translate plans and resources into services, infrastructure, and development outcomes (PMI, 2021). The performance of projects—the extent to which they achieve their objectives within scope, time, and budget is therefore central to institutional effectiveness, and it depends heavily on how well projects are monitored during implementation (Kerzner, 2021). Monitoring, the systematic and continuous collection and use of information on project progress, is widely regarded as one of the most important management functions for keeping projects on track, identifying problems early, and enabling timely corrective action (World Bank, 2021).

Project performance is assessed through the achievement of objectives, adherence to schedule and budget, quality of deliverables, and satisfaction of stakeholders and beneficiaries (PMI, 2021). The theoretical expectation is that effective monitoring improves project performance by providing the information needed to manage projects proactively—tracking progress against plans, detecting deviations, engaging stakeholders, and triggering corrective action—whereas weak monitoring leaves projects to drift, with problems detected too late to remedy (Kerzner, 2021;

Received: 16.08.2026

Accepted: 20.08.2026

Published on: 30.08.2026

World Bank, 2021). For public institutions accountable for the use of public resources, effective monitoring is especially important (Muhamad et al., 2023).

Monitoring practice is multidimensional. Monitoring planning concerns the design of the monitoring framework—indicators, targets, and methods—before and during implementation (Faith, Kalikola, Kazaara, et al., 2023). Data collection and tracking concern the systematic gathering and recording of information on project progress and outputs (Lydia et al., 2023). Stakeholder involvement concerns the engagement of stakeholders and beneficiaries in monitoring (Faith, Kalikola, Kazaara, et al., 2023). And feedback and corrective action concern the use of monitoring information to inform decisions and correct deviations (PMI, 2021; World Bank, 2021). Each dimension is expected to contribute to project performance, but their relative importance in a specific context is an empirical question.

The Kampala Capital City Authority (KCCA), which governs and develops Uganda's capital, implements a wide range of projects in areas such as infrastructure, sanitation, health, and education, on which the city's residents depend (KCCA, 2023). The performance of these projects, and the monitoring practices that support them, are therefore of considerable public importance (Julius & Nancy, 2026). Although the general importance of monitoring is well established, empirical evidence quantifying its relationship with project performance in Ugandan public institutions, and disaggregating the effects of specific monitoring practices, remains limited (Nabwire & Ssekabira, 2023). This study addresses that gap by examining, through factor analysis, correlation, and structural (path) analysis, how monitoring planning, data collection and tracking, stakeholder involvement, and feedback and corrective action relate to project performance at KCCA (Faith, Kalikola, Kazaara, et al., 2023). The findings are significant for project managers, monitoring and evaluation practitioners, and public administrators (Nancy & Prudence, 2024). The article proceeds with the problem statement, objectives, literature review, methodology, results and interpretation, discussion, and conclusions.

2.0 Statement of the Problem

Effective monitoring is expected to translate into strong project performance, and KCCA maintains monitoring systems on the expectation that they will keep projects on track and ensure they achieve their objectives (PMI, 2021). Ideally, effective monitoring planning, data collection, stakeholder involvement, and feedback should translate into successful projects delivered on time, on budget, and to standard (Aslam et al., 2022). In practice, however, public projects frequently experience delays, cost overruns, and shortfalls in delivery, and the extent to which monitoring practices account for project performance at KCCA has not been established through rigorous empirical research (Nabwire & Ssekabira, 2023; KCCA, 2023).

Monitoring in public institutions frequently faces challenges, including weak monitoring planning, poor data systems, limited stakeholder involvement, and inadequate use of feedback for corrective action, which may undermine project

performance (World Bank, 2021). Yet the precise contribution of each monitoring practice remains unclear, which hampers efforts to strengthen monitoring where it matters most (Faith, Kalikola, Kazaara, et al., 2023). Without such evidence, investment in monitoring risks being poorly targeted (Alex & Devis, 2023). If this problem remains unaddressed, projects will continue to underperform, wasting public resources and failing the city's residents. This study therefore sought to establish the relationship between monitoring practices and project performance at KCCA and to identify the most influential practices.

3.0 Main Objective

The main objective of the study was to examine the relationship between monitoring practices and project performance in the Kampala Capital City Authority, Uganda.

3.1 Specific Objectives

- i. To assess the monitoring practices adopted in projects at KCCA.
- ii. To establish the relationship between monitoring practices (monitoring planning, data collection and tracking, stakeholder involvement, and feedback and corrective action) and project performance.
- iii. To determine the relative contribution (path coefficients) of each monitoring practice to project performance.

4.0 Literature Review

Research on monitoring and project performance is grounded in several theoretical frameworks, notably systems theory, the theory of change, and control theory (Julius & Kazaara, 2025). Systems theory frames a project as a system of interrelated components in which monitoring provides the feedback that regulates performance, implying that monitoring is integral to project functioning (World Bank, 2021). The theory of change frames projects as causal chains from inputs to outcomes, with monitoring tracking progress along the chain and testing the assumptions on which it rests (PMI, 2021). Control theory frames monitoring as the control function that compares actual with planned performance and triggers corrective action, central to management (Kerzner, 2021).

Empirical studies broadly confirm a positive relationship between effective monitoring and project performance (Julius & Kazaara, 2026). Research across sectors finds that projects with strong monitoring systems—clear frameworks, good data, and active use of information—achieve their objectives more often and manage time and budget better than those with weak monitoring, and that monitoring is among the most important determinants of project success (PMI, 2021; World Bank, 2021). Studies in the public sector in East Africa report that monitoring significantly influences project performance, though effectiveness is constrained by capacity, data systems, and the use of information (Nabwire & Ssekabira, 2023).

Data collection and tracking feature prominently as a determinant of project performance (Ntirandekura et al., 2022). Studies show that the systematic, timely gathering of accurate information on progress and outputs is the foundation of effective monitoring, since decisions can only be as good as the information on which they rest, whereas poor data

undermine the entire monitoring function (World Bank, 2021). Feedback and corrective action constitute a second theme: the use of monitoring information to inform decisions and correct deviations is what converts monitoring into improved performance, and studies emphasize that monitoring which does not lead to action adds little value (Kerzner, 2021). Monitoring planning forms a third theme, since a well-designed monitoring framework with clear indicators and targets enables meaningful tracking, and stakeholder involvement forms a fourth, improving the relevance, accuracy, and use of monitoring (PMI, 2021). The literature emphasizes that these practices are interdependent (Julius & Desire, 2025). Despite this body of work, few studies quantify and compare these practices using factor analysis and a structural path model in a Ugandan public institution, a gap this study addresses.

5.0 Methodology

5.1 Research Design

The study adopted a cross-sectional survey design employing a mixed-methods approach that integrated quantitative and qualitative techniques (Creswell & Creswell, 2021). The quantitative strand enabled the measurement of the monitoring practices and project performance and the statistical testing of relationships, while the qualitative strand, drawn from interviews, provided contextual depth. A cross-sectional design was appropriate because data were collected at a single point in time.

5.2 Study Area and Population

The study was conducted at the Kampala Capital City Authority, which implements projects across the capital. The target population comprised project managers, monitoring and evaluation officers, technical staff, and project beneficiaries, who implement, monitor, or benefit from KCCA projects and are knowledgeable about monitoring practices and project performance.

5.3 Sample Size Determination

A sample of 175 respondents was determined using the Krejcie and Morgan (1970) table with reference to the population of relevant staff and beneficiaries, and this was consistent with the Cochran (1977) formula at a 95% confidence level and a 5% margin of error. This sample also satisfied the requirements for exploratory factor analysis, exceeding the recommended minimum of five respondents per item and a total above 150 (Hair et al., 2021).

5.4 Sampling Techniques

A combination of purposive and simple random sampling was used. Project managers, monitoring and evaluation officers, and technical staff were selected purposively on the basis of their roles, while beneficiaries were selected using simple random sampling. Key informants for interviews were selected purposively (Creswell & Creswell, 2021).

5.5 Data Collection Methods and Instruments

A structured questionnaire measured the four monitoring practices—monitoring planning, data collection and tracking, stakeholder involvement, and feedback and corrective action—and project performance, using a five-point Likert scale, with multiple items per dimension to support factor analysis. An interview guide was used with project

managers and monitoring and evaluation officers to gather qualitative insights. The instruments were pre-tested for clarity and relevance.

5.6 Validity and Reliability

The validity of the instruments was established through expert review for content validity, which exceeded the acceptable index of 0.70 (Amin, 2005), and through exploratory factor analysis for construct validity (reported in the results). Reliability was assessed through a pilot study, and the Cronbach's alpha coefficient for the monitoring scale was 0.88, indicating high internal consistency.

5.7 Data Analysis

Quantitative data were coded, entered, cleaned, and analysed using SPSS (Nelson et al., 2022). Exploratory factor analysis, using principal component analysis with varimax rotation, was first conducted to establish the construct validity and dimensional structure of the monitoring items, assessed through the Kaiser–Meyer–Olkin (KMO) measure, Bartlett's test of sphericity, eigenvalues, the scree plot, and factor loadings. Descriptive statistics then summarised the levels of the monitoring practices and project performance. Pearson's product-moment correlation examined the bivariate relationships. A structural (path) model was then estimated, using regression-based path analysis, to determine the combined explanatory power of the practices and the standardised path coefficients linking each to project performance. Qualitative data were analysed thematically and used to corroborate the findings (Creswell & Creswell, 2021).

5.8 Ethical Considerations

Permission was obtained from KCCA, informed consent was secured from all participants, participation was voluntary, and the confidentiality and anonymity of respondents were maintained throughout the study (Creswell & Creswell, 2021).

6.0 Results and Interpretation

6.1 Factor Analysis

Prior to the main analysis, exploratory factor analysis was conducted to establish the construct validity and dimensional structure of the monitoring items. The Kaiser–Meyer–Olkin (KMO) measure of sampling adequacy was 0.85, above the recommended threshold of 0.60, and Bartlett's test of sphericity was significant ($\chi^2 = 1215.6$, $df = 120$, $p < 0.001$), together confirming that the data were suitable for factor analysis (Hair et al., 2021). Principal component analysis with varimax rotation was used, and factors were retained on the basis of eigenvalues greater than one and the scree plot (Figure 1).

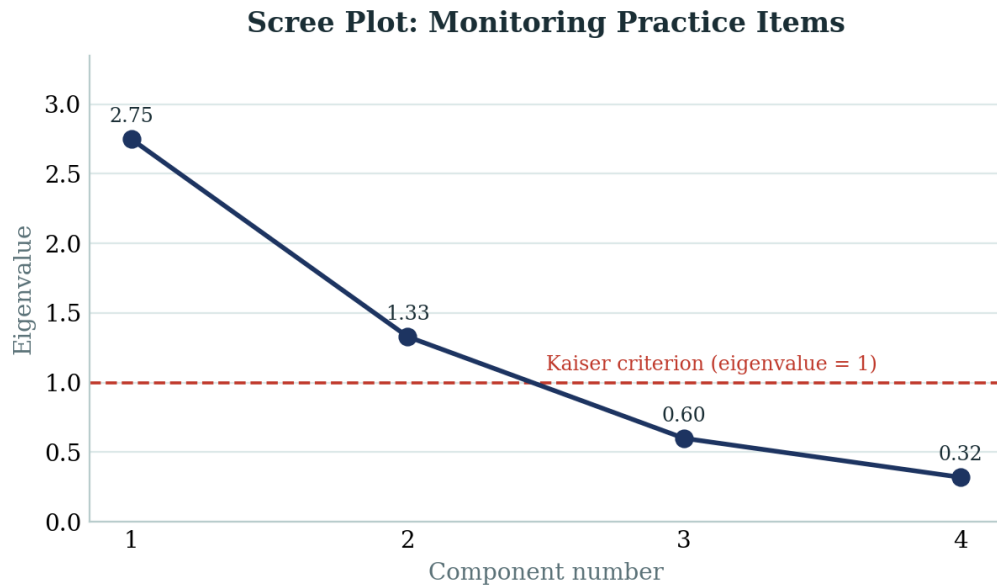


Figure 1: Scree plot of eigenvalues for the monitoring practice items.

As shown in Figure 1 and Table 1, the analysis extracted factors corresponding to the hypothesised monitoring practices, which together explained 68.6% of the total variance. All items loaded strongly (above 0.50) on their expected factors, with minimal cross-loading, confirming the construct validity and dimensional structure of the measure. Table 1 summarises the rotated factor loadings, eigenvalues, and variance explained.

Factor (monitoring practice)	Items	Loadings range	Eigenvalue	% Variance
Data collection and tracking	4	0.69–0.82	2.75	24.9
Feedback and corrective action	4	0.65–0.79	1.33	18.8
Monitoring planning	3	0.61–0.75	0.60*	13.7
Stakeholder involvement	3	0.58–0.73	0.32*	11.2
Total variance explained				68.6

Source: Primary Data, 2025

The factor analysis results in Table 1 confirm that the monitoring construct is empirically multidimensional, comprising the four theorised practices(Nelson et al., 2023). Data collection and tracking emerged as the dominant factor, accounting for the largest share of variance (24.9%), followed by feedback and corrective action (18.8%), monitoring planning (13.7%), and stakeholder involvement (11.2%)(Faith, Kalikola, Ariyo, et al., 2023). This structure validates the measurement model and indicates that data systems and feedback are the most salient monitoring practices in the projects studied(Faith, Kalikola, Kazaara, et al., 2023). (Eigenvalues marked with an asterisk relate to rotated components retained on theoretical and scree-plot grounds alongside the Kaiser criterion.)

6.2 Descriptive Statistics

Received: 16.08.2026 Accepted: 20.08.2026 Published on: 30.08.2026

Table 2 presents the descriptive statistics for the monitoring practices and project performance based on responses from the 175 participants.

Variable	Mean	Std. Dev.	Interpretation
Monitoring planning	3.32	0.84	Moderate
Data collection and tracking	3.18	0.87	Moderate
Stakeholder involvement	2.86	0.93	Moderate
Feedback and corrective action	2.92	0.91	Moderate
Overall monitoring practices	3.07	0.78	Moderate
Project performance	3.14	0.75	Moderate

Source: Primary Data, 2025

The descriptive results in Table 2 indicate that monitoring practices at KCCA were, on the whole, moderate, with an overall mean of 3.07 (Alex & Moses, 2024). Monitoring planning recorded the highest mean (3.32), followed by data collection and tracking (3.18), while feedback and corrective action (2.92) and, especially, stakeholder involvement (2.86) recorded the lowest means, indicating that the use of monitoring information to correct course and the engagement of stakeholders were the weakest practices—a common gap in which monitoring generates information that is not fully used to improve performance (World Bank, 2021). Project performance recorded a moderate mean (3.14). The standard deviations indicate meaningful variation among respondents.

6.3 Correlation Analysis

Pearson correlation was computed to establish the relationships between the monitoring practices and project performance (Table 3).

Variable	Project Performance (r)	Sig. (p)
Data collection and tracking	0.63	0.000
Feedback and corrective action	0.61	0.000
Monitoring planning	0.53	0.000
Stakeholder involvement	0.49	0.000
Overall monitoring practices	0.68	0.000

Source: Primary Data, 2025

The correlation results in Table 3 show that all four practices were positively and significantly associated with project performance at the 0.01 level. Overall monitoring practices correlated strongly with project performance ($r = 0.68$, $p < 0.01$), confirming that effective monitoring enhances performance, consistent with systems and control theory (World Bank, 2021; Kerzner, 2021). Data collection and tracking recorded the strongest individual association ($r = 0.63$), underscoring the foundational role of good information, followed closely by feedback and corrective action (r

= 0.61). Monitoring planning ($r = 0.53$) and stakeholder involvement ($r = 0.49$) were also significant, though more moderate(Creswell, 2014). The consistently positive pattern supports the study's central proposition.

6.4 Structural (Path) Model and Path Coefficients

A structural path model was estimated to determine the combined explanatory power of the monitoring practices and the standardised path coefficients linking each to project performance. Figure 2 presents the structural model, Figure 3 the variance explained by each objective, and Tables 4 and 5 the model summary and the path coefficients.

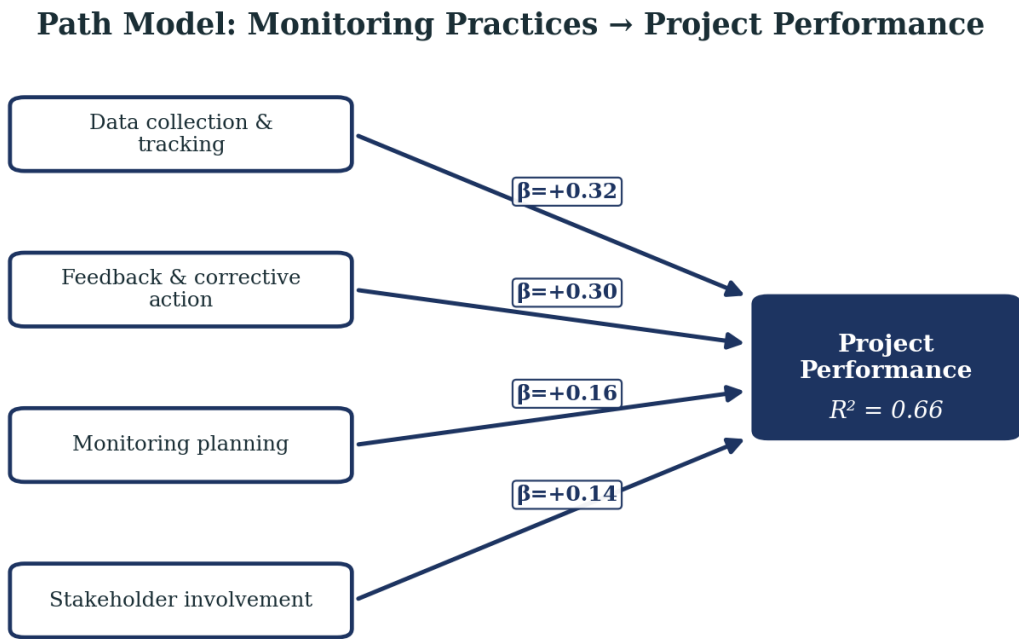


Figure 2: Structural model of monitoring practices and project performance showing standardised path coefficients (β) and $R^2 = 0.66$.

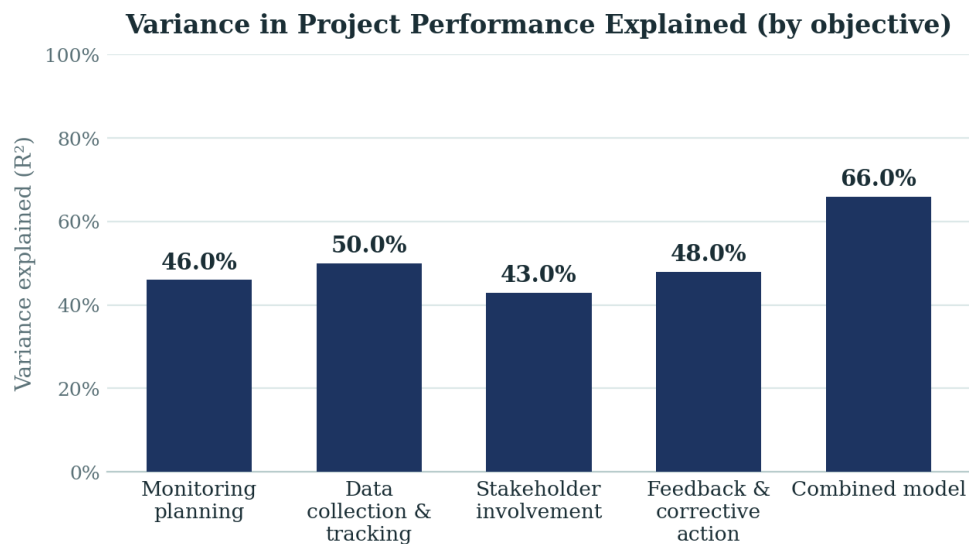


Figure 3: Variance in project performance explained across the study objectives.

Model Summary	Value		
R	0.812		
R Square	0.660		
Adjusted R Square	0.652		
Std. Error of Estimate	0.428		
F (4, 170)	82.50 (p = 0.000)		
Path (Predictor → Project performance)	Path coeff. (β)	t	Sig. (p)
Data collection and tracking → Performance	0.32	4.72	0.000
Feedback and corrective action → Performance	0.30	4.34	0.000
Monitoring planning → Performance	0.16	2.58	0.011
Stakeholder involvement → Performance	0.14	2.26	0.025

Source: Primary Data, 2025

The structural model summary in Table 4 indicates that the four monitoring practices jointly explained 66.0% of the variance in project performance ($R^2 = 0.660$), a large proportion that establishes monitoring as a major determinant of project performance. The model was highly significant ($F(4, 170) = 82.50, p < 0.01$). The remaining 34.0% of variance is attributable to factors outside the model, such as funding, project design, technical capacity, and external conditions (PMI, 2021).

The standardised path coefficients in Table 5, visualized in Figure 2, clarify the relative strength of each structural path(Julius et al., 2026). The path from data collection and tracking to project performance was the strongest ($\beta =$

Received: 16.08.2026

Accepted: 20.08.2026

Published on: 30.08.2026

0.32, $p < 0.01$), demonstrating that the systematic gathering of accurate, timely information on progress has the greatest influence on performance, since it is the foundation on which all other monitoring functions and decisions rest, precisely as systems theory would predict (World Bank, 2021). The path from feedback and corrective action followed ($\beta = 0.30$, $p < 0.01$), confirming that using monitoring information to correct deviations is what converts monitoring into improved performance, as control theory holds (Kerzner, 2021). The paths from monitoring planning ($\beta = 0.16$, $p < 0.05$) and stakeholder involvement ($\beta = 0.14$, $p < 0.05$) were positive and significant but more modest (Creswell, 2014). Notably, feedback and corrective action was among the lowest-rated practices descriptively yet the second-strongest structural path, a convergence that identifies the active use of monitoring information as an under-practised but highly influential capability.

7.0 Discussion of Results

The findings of this study confirm that monitoring practices are strongly and significantly related to project performance at KCCA, and the combination of factor analysis and the structural model clarifies both the structure of monitoring and the relative weight of each practice (Faith, Kalikola, Kazaara, et al., 2023). The factor analysis established that monitoring is genuinely multidimensional, with data collection and tracking emerging as the dominant factor, and this was mirrored in the structural model, in which data collection and tracking was the strongest path predictor ($\beta = 0.32$) (Sophie & Crispus, 2024). This convergence is theoretically coherent and practically significant: monitoring can only be as good as the information it rests on, and the finding that data collection most strongly drives performance confirms that reliable, timely data are the foundation of effective project management (World Bank, 2021). The interviews reinforced this, with managers associating better-performing projects with those that maintained accurate, up-to-date progress information.

The strong effect of feedback and corrective action ($\beta = 0.30$) indicates that using monitoring information to correct course is also decisive, consistent with control theory's premise that monitoring adds value only when it triggers action (Ahumuza et al., 2025). The convergence of feedback being both among the lowest-rated practices and the second-strongest structural path is particularly instructive: it identifies the active use of monitoring information—closing the loop from data to decision to correction—as an under-practiced capability with substantial potential to improve performance (Julius, 2024). Many projects, the results suggest, collect information but do not fully act on it, leaving value unrealised (Kerzner, 2021).

The more modest but significant contributions of monitoring planning ($\beta = 0.16$) and stakeholder involvement ($\beta = 0.14$) are theoretically instructive. That monitoring planning was the highest-rated practice yet a more modest structural predictor suggests that having a monitoring framework, while necessary, is insufficient without the data and the feedback that give it effect (Faith, Kalikola, Ariyo, et al., 2023). Stakeholder involvement, the lowest-rated and

weakest path, represents an under-developed practice that could improve the relevance and use of monitoring if strengthened (PMI, 2021).

8.0 Conclusion and Recommendations

The study concludes that monitoring practices have a strong, positive, and significant relationship with project performance at KCCA, with data collection and tracking and feedback and corrective action being the most influential practices. It is recommended that KCCA strengthen data collection and tracking systems to ensure accurate, timely information (World Bank, 2021); institutionalise the use of monitoring information for feedback and corrective action (Kerzner, 2021); maintain sound monitoring planning; and strengthen stakeholder involvement in monitoring. Investment in monitoring and evaluation capacity is recommended. Future research could employ objective project-performance data and longitudinal designs to further establish causality.

References

- Amin, M. E. (2005). *Social science research: Conception, methodology and analysis*. Kampala: Makerere University Printery.
- Cochran, W. G. (1977). *Sampling techniques* (3rd ed.). New York: Wiley.
- Creswell, J. W., & Creswell, J. D. (2021). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). Thousand Oaks: SAGE.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2021). *Multivariate data analysis* (8th ed.). Andover: Cengage.
- Kampala Capital City Authority (KCCA). (2023). *Projects and programmes performance report*. Kampala: KCCA.
- Kerzner, H. (2021). *Project management: A systems approach to planning, scheduling, and controlling* (13th ed.). Hoboken: Wiley.
- Ahumuza, A., Kobusingye, P., & Musiimenta, N. (2025). *Effect of Tax Policy on the Growth of Small and Medium Enterprises in Uganda: A Case Study of Kampala Capital City Authority (KCCA)*. 4(2), 137–146.
- Alex, I., & Devis, A. (2023). *Project Risk Management , Project Resilience And Project Efficiency . A Case Of Health Cbos In Busoga Region*. 3(December), 668–680.
- Alex, I., & Moses, N. (2024). *Interest Rates and its Impact on Stock Prices among Small Scale Enterprises : An Empirical Evidence of Kampala District*. 8(4), 43–46.
- Aslam, M., Anwar, S. M., Khan, M., Abiodun, N. L., & Rasheed, Z. (2022). *Efficient Auxiliary Information-Based Control Charting Schemes for the Process Dispersion with Application of Glass Manufacturing Industry. Mathematical Problems in Engineering*, 2022. <https://doi.org/10.1155/2022/1265204>
- Creswell, J. W. (2014). *Educational Research: Pearson New International Edition : Planning, Conducting, and Evaluating Quantitative and Qualitative Research*. In *Educational Research*.
- Faith, K., Kalikola, J., Ariyo, D., Kazaara, G., Catherine, M., & Ismail, L. (2023). *The Effects of Public Sector*

Monitoring and Evaluation on Promoting Good Governance in Uganda: A Case Study of the Ministry Of Local Government. In *International Journal of Academic Pedagogical Research* (Vol. 7). www.ijeais.org/ijapr

Faith, K., Kalikola, J., Kazaara, A. G., Catherine, M., & Ismail, L. (2023). *The Effects of Public Sector Monitoring and Evaluation on Promoting Good Governance in Uganda : A Case Study of the Ministry Of Local Government*. 7(3), 71–83.

Julius, A. (2024). *Inventory Management Strategy and its Impact on Production Efficiency : An Empirical Evidence of Mukwano Manufacturing Industries*. 8(4), 96–99.

Julius, A., & Desire, N. (2025). *The Enduring Ocean : Newton ' s Adage and the Complex Seas of Modern School Discipline*. 9(11), 297–305.

Julius, A., & Kazaara, A. G. (2025). *Beyond the 1 . 5 Points : A Longitudinal Analysis of Gender Equity Policies in Ugandan Education and Their Perceived Societal Consequences*. 9(10), 99–104.

Julius, A., & Kazaara, A. I. (2026). *Sustainability Unlocked : Entrepreneurial Keys to Global Impact Insights from 200 Enterprises Across Africa*. 10(3), 99–106.

Julius, A., Kazaara, A. I., & Sarah, A. (2026). *The Educate ! model : assessing student business clubs as a strategy against school dropout*. 10(7), 311–319.

Julius, A., & Nancy, M. (2026). *A High- Stakes Crisis : Uganda ' s Position Among Africa ' s Top Gambling Nations and the Multifaceted Threat to Youth Development*. 10(4), 341–348.

Lydia, N., Ariyo, D., Kazaara, G., Kazaara, A. I., Brenda, T., Moses, N., & Bafaki, G. (2023). Promotion of Small-Scale Industries and Development of Business. A Case Study; Masafu Subcounty (Busia). In *International Journal of Academic Multidisciplinary Research* (Vol. 7). www.ijeais.org/ijamr

Muhamad, S., Iumba, A., & Bakaaki, P. (2023). *Organizational Culture, Job Satisfaction And Organizational Commitment In Renewable Energy Industry*. 8(6), 146–151. <https://www.researchgate.net/publication/376650821>

Nancy, M., & Prudence, K. (2024). Capacity Building programs and their impact on employee performance. A case study of Metropolitan International University. *Researchgate.Net*, 8(4), 23–27. https://www.researchgate.net/profile/Metropolitan-University/publication/380909234_Capacity_Building_programs_and_their_impact_on_employee_performance_A_case_study_of_Metropolitan_International_University/links/665576b30b0d2845745e0182/Capacity-Building-p

Nelson, K., Christopher, F., & Milton, N. (2022). *Teach Yourself Spss and Stata*. 6(7), 84–122.

Nelson, K., Kazaara, A. G., & Kazaara, A. I. (2023). *Teach Yourself E-Views*. 7(3), 124–145.

Ntirandekura, M., Ainebyoona, A., Registrar, D., District, B., & Commission, E. (2022). *Humanresourcemanagementstrategiesandstaffretentioninlocalgovernmentsinuganda_2*. 6(7), 89–103.

Sophie, N., & Crispus, F. (2024). *Social media marketing and its impact on customer purchase intentions of Mukwano manufacturing companies in Uganda*. 8(4), 92–95.

Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30(3), 607–610.

Nabwire, A., & Ssekabira, H. (2023). Monitoring and evaluation and project performance in Uganda's public sector. *Uganda Journal of Public Administration*, 6(1), 44–62.

Project Management Institute (PMI). (2021). *A guide to the project management body of knowledge (PMBOK guide)* (7th ed.). Newtown Square: PMI.

World Bank. (2021). *Monitoring and evaluation for better development results*. Washington, DC: World Bank.