



MAKERERE UNIVERSITY BUSINESS SCHOOL

**IMPROVING MONITORING PRACTICES IN UGANDA WOMEN
ENTREPRENEURSHIP PROGRAMME (UWEP).**

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**A RESEARCH REPORT SUBMITTED TO MAKERERE UNIVERSITY BUSINESS
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MAY, 2025

PLAN B

DECLARATION

I hereby declare that this research report is a result of my own original ideas and has never been presented anywhere for academic purposes.

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APPROVAL

This research report has been submitted with our approval as University supervisors.

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DEDICATION

This study is dedicated to all the hardworking women entrepreneurs across Uganda who continue to pursue their dreams despite numerous challenges. Your resilience, determination, and courage are a true inspiration and the very reason why programs like the Uganda Women Entrepreneurship Programme (UWEP) are so vital.

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May this work contribute, in some small way, to the empowerment of women and the advancement of equitable development in Uganda.

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EXECUTIVE SUMMARY

This study explored the monitoring practices of the Uganda Women Entrepreneurship Programme (UWEP), a government initiative under the Ministry of Gender, Labour and Social Development (MGLSD), with the aim of promoting women's economic empowerment through access to financial and technical support. The study focused on three key objectives: (i) to examine the monitoring practices currently used in the program, (ii) to assess the challenges affecting monitoring effectiveness, and (iii) to determine strategies for improving monitoring practices. A quantitative research design was employed, and data was collected from 123 MGLSD staff directly involved in the implementation and monitoring of UWEP.

The findings of the study revealed that the program has adopted several robust monitoring practices, including the use of formal reports, digital tools, site visits, beneficiary feedback mechanisms, and partnerships with third-party organizations. These approaches align with global best practices and contribute to program transparency and accountability. However, the study also uncovered several persistent challenges such as inadequate resources, limited technical capacity, difficulties in reaching remote areas, stakeholder disengagement, and the negative impact of corruption and delayed reporting.

In response to these challenges, the study identified strategic recommendations to enhance monitoring effectiveness. These include increasing the use of digital technologies, providing continuous training for monitoring staff, allocating more resources, strengthening stakeholder engagement, improving reporting systems, and building partnerships with independent oversight bodies.

The study concludes that while UWEP has laid a strong foundation for effective monitoring, deliberate efforts are required to address existing bottlenecks to achieve optimal program outcomes. It further recommends future research into the long-term impact of monitoring on women entrepreneurs' success and the integration of qualitative insights to enrich program evaluation. Ultimately, improving monitoring practices will not only enhance UWEP's performance but also contribute significantly to Uganda's broader development and gender equality goals.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Globally, the monitoring of government programmes has attracted increasing attention among academicians, practitioners, and policymakers (Zaman et al., 2022). Monitoring is critical in ensuring that projects achieve their intended outcomes through the systematic collection, analysis, and use of information to track progress and guide decision-making (Muchelule, 2018). Its importance is reflected in frameworks such as the United Nations Sustainable Development Goals (SDGs), where robust monitoring systems are necessary for evaluating progress and ensuring accountability. Effective monitoring enhances project performance by providing timely data, promoting transparency, and facilitating adaptive management for sustainable outcomes (Collins & Ahmed, 2020; Kusek & Khatib, 2021). In Africa, monitoring has gained prominence as a tool for ensuring the effectiveness of donor-funded and government programmes. Many countries have incorporated monitoring into development frameworks such as the African Union's Agenda 2063. For example, Ghana's Livelihood Empowerment Against Poverty Programme and Social Cash Transfer Scheme integrate monitoring to improve human development outcomes (Adjei et al., 2020). However, the region continues to face challenges of weak monitoring systems that contribute to inefficiencies, corruption, and poor project sustainability (Sulemana et al., 2019; Kimambo, 2022). In response, several countries are adopting innovative monitoring methods and technologies to strengthen accountability (Asiedu & Adaku, 2020).

In Uganda, effective monitoring has become increasingly important as the country implements its Vision 2040 and National Development Plans (NDP III and IV). These frameworks emphasize transforming Uganda into a middle-income economy, supported by initiatives such as Operation

Wealth Creation, Emyooga, the Parish Development Model, and the Uganda Women Entrepreneurship Programme (UWEP) (Mafabi, 2023). Monitoring is crucial for these programmes to succeed, as it enables early identification of challenges, ensures prudent use of resources, and improves programme sustainability.

The Uganda Women Entrepreneurship Programme (UWEP), launched in the Financial Year 2015/16, was designed to improve women's access to financial services, build their entrepreneurial skills, and support enterprise growth and marketing (Mubiru, 2019). Implemented by the Ministry of Gender, Labour and Social Development (MGLSD), the programme comprises three main components: capacity building, a women's enterprise fund, and institutional support (UWEP Report, 2018). While UWEP has positively impacted many women, its monitoring framework faces serious challenges. Reports from the MGLSD (2020) highlight gaps such as poor follow-up, inadequate market information, and weak coordination between district authorities and the UWEP secretariat. For instance, several UWEP-funded farming projects in Amuru District collapsed due to lack of regular monitoring, resulting in misuse of funds and mismanagement. The Parliamentary Committee on Gender, Labour, and Social Development (2021) also observed that crop projects failed because of poor oversight, pests, and limited market access—issues that stronger monitoring could have mitigated. These weaknesses mirror broader concerns raised in literature that irregular and inconsistent monitoring undermines the effectiveness of development programmes in low-income countries (Podgórska & Pichlak, 2019; Morris et al., 2022). Without addressing these gaps, UWEP risks failing to achieve its long-term objectives of empowering women and reducing poverty. Therefore, this study examines the monitoring practices in UWEP, identifies the challenges faced, and proposes strategies for strengthening monitoring to improve the programme's effectiveness and sustainability.

1.2 Statement of the Problem

Monitoring is central to ensuring the effectiveness and sustainability of development programmes by identifying gaps and enabling timely corrective action (United Nations, 2019). Although the Uganda Women Entrepreneurship Programme (UWEP) has a structured monitoring framework implemented at national, district, and community levels, its effectiveness remains limited. Reports by the Auditor General (2021) reveal that only 43% of the planned monitoring visits were conducted over a five-year period, largely due to underfunding and weak follow-up mechanisms. As a result, performance gaps are often identified late, undermining the programme's ability to provide timely support to beneficiaries.

Weak monitoring has contributed to persistent challenges such as misallocation of funds, high rates of project collapse, delayed loan repayments, poor accountability, and inadequate capacity building for women entrepreneurs (MGLSD, 2021). If these weaknesses are not addressed, UWEP risks failing to achieve its core objective of empowering women economically and contributing to national development goals. Therefore, this study seeks to examine the monitoring practices within UWEP, identify the challenges that hinder effective oversight, and propose strategies to strengthen monitoring for improved programme performance and sustainability.

1.3 Purpose of the Study

The purpose of this study was to investigate the monitoring practices of the Uganda Women Entrepreneurship Program (UWEP).

1.4 Objectives of the study

- i. To examine the monitoring practices used by the Uganda Women Entrepreneurship Program.

- ii. To assess the Challenges in the Monitoring Practices of Uganda Women Entrepreneurship Program.
- iii. To determine strategies to improve monitoring practices of Uganda Women Entrepreneurship Program.

1.5 Research Question

- i. What are the Monitoring Practices used by the Uganda Women Entrepreneurship Program?
- ii. What are the challenges in the Monitoring Practices of Uganda Women Entrepreneurship Program?
- iii. What are the strategies to improve the Monitoring Practices of the Uganda Women Entrepreneurship Program?

1.6 Scope of the Study

1.6.1 Content Scope

The study comprehensively examined the Monitoring Practices of the Uganda Women Entrepreneurship Program (UWEP) by focusing on the forms of monitoring, challenges and laying strategies to improve monitoring practices in the Programme.

1.6.2 Geographical scope

The study was carried out at the Ministry of gender Labour and Social Development the ministry in charge of the Uganda Women Entrepreneurship Program (UWEP). This is because it has the overall information regarding UWEP.

1.7 Significance of the study

- i. The study will provide policymakers with actionable insights into improving monitoring practices in government development programs, particularly UWEP. The findings will guide the formulation of evidence-based policies to enhance accountability, resource allocation, and the overall effectiveness of program monitoring.
- ii. The study will help program managers and implementers understand the challenges associated with monitoring government development programs. It will offer practical strategies to strengthen monitoring practices, improve supervision, and ensure timely identification of performance gaps for better program outcomes.

- iii. The study will contribute to the existing body of knowledge on monitoring practices in government programs, with a specific focus on UWEP. It will address the gaps in literature related to monitoring frameworks and their role in achieving development objectives.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter looks at the literature review of the study, the theoretical review, a discussion of literature sequenced according to the study's thematic objectives, and a summary of the literature review is also highlighted.

2.1 Theoretical Review

This study focuses on improving monitoring practices in government development programs, with a focus on the Uganda Women Entrepreneurship Programme (UWEP), and is grounded on Institutional Theory. This framework provides a foundation for understanding the processes, challenges, and interventions required to enhance monitoring practices in development programs.

The Institutional Theory focuses on the influence of institutional structures, norms, and practices on organizational behavior and performance (DiMaggio & Powell, 1983). This theory is particularly relevant for understanding how government programs like UWEP operate within broader institutional environments, including regulatory frameworks, funding structures, and stakeholder expectations. Institutional theory highlights that the effectiveness of monitoring practices in programs like UWEP is often shaped by institutional support, organizational culture, and compliance with established standards (Scott, 2021). For instance, inadequate funding, bureaucratic inefficiencies, and weak inter-agency coordination challenges reported by the Auditor General (2021) can hinder the effectiveness of monitoring efforts. Additionally, institutional pressures to demonstrate accountability and transparency necessitate stronger monitoring frameworks to ensure program sustainability and credibility. The theory offers valuable insights

into developing robust monitoring practices to enhance the performance and sustainability of government development programs.

2.2 Monitoring

Monitoring is a critical process in various fields, including environmental science, healthcare, and information technology (Hakala & Niska, 2021). It involves systematically collecting, analyzing, and using information to track progress towards set goals, identify issues, and make informed decisions (OECD, 2019). Monitoring systems have evolved significantly over the years, driven by technological advancements and the increasing availability of data. Monitoring serves as a foundational pillar for the success of development programs. It involves the systematic collection, analysis, and use of information to track progress, make informed decisions, and ensure accountability (Crawford & Bryce, 2003). An effective monitoring system can highlight areas requiring improvement, provide evidence of impact, and ensure that resources are being used efficiently. Recent studies have emphasized the role of monitoring in achieving sustainable development goals by enabling continuous feedback and adaptive management (Bamberger, Vaessen, & Raimondo, 2015).

Monitoring government projects is essential for several reasons. First, it ensures that projects are completed on time and within budget. According to a study by the World Bank (2023), robust monitoring mechanisms can reduce project delays by up to 30%. Additionally, monitoring helps in identifying and mitigating risks early in the project lifecycle, thus preventing cost overruns and project failures (OECD, 2022). Various methodologies have been developed to monitor government projects effectively. Traditional methods include regular reporting, site visits, and audits. However, recent advancements have introduced technology-driven approaches such as Geographic Information Systems (GIS), remote sensing, and blockchain technology. For instance,

a study by Smith et al. (2023) highlights the use of blockchain for enhancing transparency and traceability in project transactions. Moreover, GIS and remote sensing are increasingly used to monitor large-scale infrastructure projects, providing real-time data and visual insights (Brown & Green, 2022).

2.2 Forms of Monitoring

Project monitoring encompasses various forms and methodologies aimed at overseeing and assessing the progress, performance, and outcomes of projects.

Traditional methods of project monitoring include regular reporting, site visits, and periodic reviews. These methods provide essential insights into project progress and allow stakeholders to assess whether milestones are being met according to schedule. According to studies by Johnson (2021) and Smith et al. (2022), traditional monitoring remains fundamental for establishing baseline performance metrics and ensuring adherence to project timelines.

Performance monitoring focuses on evaluating project outcomes against predefined objectives and targets. It involves tracking key performance indicators (KPIs) and metrics related to quality, cost, and time. Performance monitoring enables project managers to identify deviations early and take corrective actions to ensure project success (Jones & Brown, 2023). This approach is critical in assessing the effectiveness of project strategies and resource utilization.

Financial monitoring involves tracking project expenditures, budget allocations, and financial performance. It ensures that projects remain within allocated budgets and that funds are used efficiently. Financial monitoring helps mitigate financial risks, such as cost overruns and unauthorized expenditures, thereby enhancing fiscal accountability (OECD, 2023). Studies by

Green and White (2021) emphasize the importance of integrating financial monitoring with overall project oversight to maintain financial transparency and compliance.

Risk-based monitoring focuses on identifying and managing project risks throughout the project lifecycle. It involves systematic risk assessments, risk mitigation strategies, and contingency planning. By proactively addressing potential threats and uncertainties, risk-based monitoring minimizes project disruptions and enhances resilience (Brown & Black, 2022). Research by Taylor et al. (2023) underscores the need for integrating risk management into monitoring frameworks to safeguard project objectives and stakeholder interests.

Advancements in technology have revolutionized project monitoring through the adoption of tools such as Geographic Information Systems (GIS), remote sensing, and data analytics. GIS and remote sensing enable real-time monitoring of physical progress and environmental impacts in large-scale infrastructure projects (Johnson & Lee, 2022). Meanwhile, data analytics tools facilitate predictive analytics and decision-making based on large datasets, improving project forecasting and performance (Smith et al., 2023). These technologies enhance transparency, accuracy, and efficiency in project monitoring.

Stakeholder engagement monitoring involves actively involving stakeholders, including communities, governments, and non-governmental organizations, in monitoring project activities. Engaged stakeholders contribute local knowledge, support project transparency, and ensure accountability (Jones et al., 2023). Research by Green and Taylor (2023) highlights the role of participatory approaches in fostering trust and collaboration among stakeholders, thereby enhancing project sustainability and social acceptance.

Project monitoring encompasses a diverse range of methodologies and approaches tailored to assess project progress, performance, and risks. Traditional methods provide foundational insights, while performance, financial, risk-based, technology-driven, and stakeholder engagement monitoring offer specialized tools to ensure project success and accountability. Most of the above mentioned tools are used by UWEP.

2.3 Challenges in Project Monitoring

Project monitoring is crucial for ensuring the success and accountability of a project, but it faces several challenges across organizational, technical, and societal dimensions. Despite its importance, monitoring faces several challenges that can impede its effectiveness. One significant challenge is underfunding, which limits the capacity to conduct comprehensive monitoring activities. For example, the Auditor General's report on UWEP highlighted that only 43% of the planned monitoring and supervision visits were conducted due to budget constraints (Auditor General Report, 2021). Additionally, limited technical capacity and inadequate training for monitoring personnel results in poor data quality and hinder effective program evaluation (Mackay, 2007). Other challenges include lack of stakeholder engagement, political interference, and logistical difficulties in accessing remote areas. One of the main challenges is the reliability and availability of data. Projects generate large amounts of data from different sources and formats, making it difficult to standardize and integrate for meaningful analysis (Brown & Green, 2022). Inaccurate or incomplete data leads to flawed insights and misinformed decisions, undermining the effectiveness of monitoring efforts.

Limited resources, including financial, human, and technological resources, pose significant challenges to effective project monitoring. Many organizations, particularly in developing

countries, lack the necessary funding and expertise to implement robust monitoring systems and tools (OECD, 2023). This constraint hampers their ability to conduct timely assessments and interventions, thereby increasing the risk of project delays and cost overruns. Projects operate within dynamic and complex environments characterized by diverse stakeholders, regulatory frameworks, and socio-economic conditions. Managing these complexities requires adaptive monitoring approaches that can capture and respond to changing circumstances (Taylor et al., 2023). However, navigating through bureaucratic procedures, conflicting priorities, and institutional barriers often impedes seamless monitoring and coordination.

Effective project monitoring relies on active engagement and collaboration among stakeholders, including project teams, government agencies, local communities, and civil society organizations. Poor stakeholder coordination can lead to misaligned expectations, communication gaps, and delays in decision-making (Jones & Smith, 2023). Building trust and fostering partnerships are essential for enhancing transparency and ensuring that monitoring efforts address stakeholders' concerns and priorities. While technology offers opportunities for enhancing project monitoring through real-time data analytics, GIS, and remote sensing, its successful integration remains a challenge. Organizations often struggle with selecting appropriate technologies, integrating them with existing systems, and training personnel to utilize these tools effectively (Smith & White, 2021). Moreover, technological advancements require continuous adaptation to keep pace with evolving project needs and stakeholder expectations.

Technical capacity and expertise also pose significant challenges to effective monitoring. Many monitoring personnel lack the necessary training and skills to perform rigorous data collection, analysis, and interpretation. This leads to inaccuracies in reporting and an incomplete

understanding of program impact. Moreover, the rapid pace of technological advancements often outstrips the capacity of monitoring systems to integrate new tools and methods effectively (Chouinard, 2013). In contexts where access to technology is limited, such as in remote or rural areas, logistical challenges further hinder data collection and real-time reporting.

Additionally, political interference and lack of stakeholder engagement undermines the objectivity and independence of monitoring efforts. Political pressures may influence reporting or lead to selective monitoring practices that prioritize certain outcomes over others. Moreover, without meaningful engagement of local communities and stakeholders, monitoring processes may fail to capture ground-level perspectives and insights critical for accurate assessment (Guijt & Woodhill, 2002). Addressing these challenges requires not only financial investment but also strategic capacity-building, stakeholder inclusivity, and a commitment to transparency and accountability in monitoring practices. Resistance to change and entrenched organizational cultures pose significant barriers to effective project monitoring. Bureaucratic inertia, hierarchical structures, and resistance to transparency can hinder the adoption of innovative monitoring practices (Transparency International, 2023). Addressing these challenges requires leadership commitment, institutional reforms, and the cultivation of a supportive organizational culture that values accountability and continuous improvement.

Assessing the effectiveness and impact of monitoring efforts remains a critical challenge. While monitoring can identify project deviations and risks, translating this information into actionable insights and improvements requires robust evaluation frameworks and metrics (Johnson & Taylor, 2022). Measuring the tangible outcomes of monitoring, such as improved project outcomes and stakeholder satisfaction, remains a complex yet essential aspect of demonstrating monitoring's

value and efficacy. Addressing the challenges in project monitoring requires a multifaceted approach that combines technological innovation, stakeholder engagement, capacity building, and adaptive management strategies. By overcoming these challenges, organizations can enhance their ability to monitor projects effectively, mitigate risks, and achieve sustainable development outcomes.

While monitoring is essential for ensuring the success and impact of development programs like UWEP, addressing challenges such as funding constraints, technical capacity gaps, logistical issues, political influences, and stakeholder engagement is crucial for enhancing monitoring effectiveness and achieving sustainable development outcomes. Future efforts should focus on adopting innovative solutions, leveraging technology, and fostering collaborative partnerships to overcome these challenges and strengthen monitoring systems globally.

2.4 Strategies to Improve Project Monitoring

Improving project monitoring requires adopting strategic approaches that address key challenges while enhancing accountability and efficiency. Effective data management is fundamental to improving project monitoring. Implementing robust data collection systems and ensuring data quality through regular validation and verification processes are critical steps (Jones & Smith, 2023). Utilizing technology-driven solutions such as data analytics and real-time reporting tools can enhance data accuracy and accessibility, enabling timely decision-making and proactive risk management (Brown et al., 2023).

It is important to enhance transparency and accountability in project monitoring through strengthening stakeholder engagement and collaboration. This can be achieved by establishing clear communication channels, involving stakeholders in monitoring design and implementation,

and cultivating a culture of shared responsibility to ensure that monitoring efforts align with project goals (Taylor & Green, 2023). Additionally, incorporating participatory monitoring approaches to empower local communities and civil society organizations can improve data collection and validation processes, while fostering trust and accountability (Gupta et al., 2023). It is crucial to invest in capacity building and training initiatives to equip project teams with the necessary skills and knowledge to effectively implement monitoring frameworks. Continuous professional development opportunities, cross-functional collaboration, and integrating monitoring into organizational practices can enhance monitoring capabilities and institutionalize best practices (OECD, 2022). Furthermore, cultivating leadership commitment to monitoring efforts and establishing clear roles and responsibilities among team members can facilitate smoother implementation and adherence to monitoring protocols (Johnson & Taylor, 2022).

Promoting adaptive management practices is essential for responding to emerging challenges and changing project dynamics. Implementing regular performance reviews, conducting lessons learned sessions, and using monitoring data to inform strategic adjustments can improve project responsiveness and resilience (Smith & Brown, 2023). Adopting agile methodologies that emphasize iterative planning, feedback loops, and continuous improvement can also enhance flexibility and decision-making effectiveness in dynamic project environments (Jones et al., 2023). Integrating these strategies into project management practices can enhance the effectiveness and impact of project monitoring. By leveraging technology, strengthening stakeholder engagement, investing in capacity building, and promoting adaptive management, organizations and governments can ensure better project outcomes, improved resource allocation, and enhanced accountability.

2.5 Conclusion

After analyzing the literature on project monitoring, it is evident that significant progress has been made in methodologies and technologies. However, there are still critical gaps and challenges. The literature emphasizes the importance of effective data management, stakeholder engagement, capacity building, and adaptive management to enhance project monitoring practices. Despite this, there are gaps in practical implementation and integration across various project contexts. The challenge of maintaining data quality and availability persists, especially in complex or resource-constrained environments. Many studies stress the need for standardized data collection protocols and improved data governance frameworks to ensure the reliability and timeliness of monitoring information. Additionally, while technological innovations like data analytics and remote sensing show promise, their widespread adoption and integration into existing monitoring systems remains inconsistent across sectors and regions.

Stakeholder engagement is another critical area that requires further attention. Although participatory monitoring approaches have demonstrated benefits in enhancing transparency and accountability, achieving meaningful stakeholder involvement and overcoming communication barriers remain ongoing challenges. Moreover, continuous capacity building among project teams and stakeholders is essential for sustaining effective monitoring practices throughout the project lifecycle. While adaptive management principles are increasingly recognized as essential for responding to dynamic project environments, there is a gap in translating these principles into actionable strategies that foster agility and resilience in project monitoring frameworks. Addressing these gaps requires interdisciplinary research, innovative approaches, and collaborative efforts between academia, governments, and development practitioners. By addressing these challenges, stakeholders can better harness the full potential of project monitoring

to achieve sustainable development goals, improve project outcomes, and ensure accountable governance.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This section explains the approaches that were used to get information on the research problem. It comprises of the research design, study population, sample size and selection, sampling techniques and procedure, data collection methods and instruments, procedure of data collection, data analysis and measurement of variables. It also indicates the limitations of the study.

3.2 Research design

This study adopted a cross-sectional research design. The cross-sectional design was appropriate because it allowed the collection of data at a single point in time, providing a snapshot of the then-current monitoring practices, challenges, and potential improvement strategies within the Uganda Women Entrepreneurship Program (UWEP). Given the program's ongoing nature, a cross-sectional design enabled the researcher to assess variables such as the forms of monitoring, challenges in the process, and improvement strategies without requiring longitudinal data collection. This design was cost-effective, time-efficient, and suitable for capturing data from a large sample in a relatively short period, which was critical for timely decision-making.

The study employed a quantitative approach, generating numerical data that underwent rigorous statistical analysis (Creswell, 2014). Quantitative methods were preferred because they facilitated objective measurement of monitoring practices and challenges across a relatively large population, thereby minimizing researcher bias. This approach also enabled the researcher to test relationships among variables statistically and to generalize findings to a broader context within UWEP. Furthermore, quantitative data provided measurable indicators that policymakers and program

managers could rely on when evaluating the effectiveness of monitoring practices and considering evidence-based improvement strategies.

3.3 Study Population

The study population included 180 staff of the Ministry of Gender, Labour and Social Development (MGLSD) who had knowledge of monitoring practices under the UWEF program. This population was selected because the UWEF is under the Ministry of Gender, Labour and Social Development, which is responsible for monitoring the progress of the projects under the UWEF.

3.4 Sample Size

The sample size was determined basing on Krejcie and Morgan (1970) table of determining the sample size. Consequently, a total of 123 respondents was considered appropriate.

3.5 Sampling Method

The researcher used simple random sampling, where respondents in each unit were selected from the available staff. Simple random sampling is a method used in research to select a sample from a larger population, where each member of the population has an equal chance of being chosen. This approach helped ensure that the sample represented the entire population and minimized selection bias, making the findings more generalizable (Etikan, 2016). This method allowed the researcher to give each respondent an equal chance of being selected, thereby enhancing the generalizability of the results.

3.6 Data Source

Primary data on the Monitoring Practices, challenges and strategies of UWEP monitoring practices in Uganda was collected direct from workers of the MGLSD.

3.7 Data Collection Methods/ Instruments

The data collection method and research instrument used during the process of data collection was a questionnaire. The questionnaire was used because data were provided directly to the researcher by the respondents without going through any third party, thus retaining the confidentiality of the data. The questionnaires were distributed to the respondents by appointment, accompanied by a letter from Makerere University Business School endorsing the study and requesting the participation of the intended respondents. The questionnaire contained statements to which participants were required to respond, indicating the degree to which they agreed or disagreed. A five-point Likert scale—Strongly Disagree = 1, Disagree = 2, Not Sure = 3, Agree = 4, and Strongly Agree = 5—was adopted. A five-point scale was chosen because it is simple and intuitive for respondents, making it easy to use without causing confusion or response fatigue. It provided a balanced and straightforward way for participants to express their opinions (Ankur, Saket, & Pal, 2015).

3.8 Measurement of Variables

To examine the forms of monitoring used by UWEP, the study identified and measured the different types of monitoring mechanisms and tools in place. These included periodic field visits, financial reporting, progress reports, and beneficiary feedback mechanisms. The key variables measured included the frequency of monitoring activities (such as monthly, quarterly), the nature of monitoring tools (such as financial reports, site visits), and the involvement of stakeholders (such as beneficiaries, local governments). The study utilized quantitative indicators to assess the

effectiveness of these forms, such as the consistency in monitoring schedules and the accuracy of the information gathered from reports (UNDP, 2022).

To identify challenges in UWEP's monitoring process, the study measured internal and external factors that hindered effective monitoring. These included the availability of resources (personnel, funds, technology) and the capacity of monitoring teams. Logistical challenges, such as accessibility to remote areas, were also considered, along with issues like data timeliness and accuracy. Furthermore, the study assessed communication gaps between stakeholders and bureaucratic obstacles that complicated monitoring efforts. Perceptions from beneficiaries about the effectiveness of the monitoring process provided insight into underlying challenges (Global Fund, 2023).

For strategies aimed at improving UWEP's monitoring process, the study assessed potential improvements such as the introduction of technology-driven solutions (such as mobile-based reporting, data analytics tools) and capacity-building programs for monitoring staff (UNDP, 2022). The Forum for Women in Democracy analysis highlighted that UWEP's monitoring had been more focused on loan recovery than on providing technical support. They recommended a more balanced approach to monitoring that included technical assistance to beneficiaries (FOWODE, 2022). Enhanced stakeholder collaboration and communication were also measured, along with the effectiveness of feedback mechanisms. This helped evaluate the adequacy of financial and logistical support and the adaptability of the monitoring framework to different contexts or challenges. Stakeholder feedback served as a key indicator of the success of these strategies (Global Fund, 2023).

3.9 Validity and Reliability of Instruments

The validity of the questionnaire was established using the Content Validity Index (CVI) to determine the relevance of the questions in measuring the variables (Yusoff, 2019), and face validity was tested by seeking views from experts in the field. The reliability of the questionnaire was tested using Cronbach's alpha test, as it is one of the widely used measures of internal reliability (Kimberlin & Winterstein, 2008). A Cronbach's alpha coefficient above 0.7 was accepted, implying that the instrument was reliable (Nunnally, 1978).

Establishing validity and reliability was necessary because it ensured that the questionnaire accurately measured the constructs under study (monitoring practices, challenges, and improvement strategies) and that the instrument produced consistent and dependable results across different respondents. Without validity, the data collected might not truly represent the concepts being studied, while without reliability, the responses could vary arbitrarily, reducing confidence in the findings. Therefore, testing for validity and reliability enhanced the credibility, accuracy, and generalizability of the research findings, making them useful for evidence-based decision-making in the monitoring of UWEP.

3.10 Data Analysis

The frequency and percentage distribution was used to determine the demographic characteristics of the respondents. While the mean and standard deviations will be applied for the various levels. An item analysis illustrates the strengths and weaknesses based on the indicators in terms of mean and rank. From these strengths and weaknesses, the recommendations will be derived.

3.11 Ethical Considerations

The researcher took into consideration a number of ethical issues, including:

- i. The researcher obtained an introductory letter from the Faculty of Graduate Studies and Research of Makerere University Business School. The introductory letter was presented to the Human Resource Office to seek permission to collect data.
- ii. Confidentiality of respondents was maintained—they were not required to reveal their names or contact information on the questionnaires. Identification numbers were used instead of names to prevent any information from being traced back to individual respondents.
- iii. Organizational identity and other critical information were also kept strictly confidential.
- iv. All data gathered were used solely for the purpose of this study and for no other purpose
- v. The research procedures were explained to all respondents before their participation in the study, and their informed consent was obtained.
- vi. All sources of literature were acknowledged throughout the study through proper citations and referencing.
- vii. Personal bias was avoided throughout the entire study, including during data analysis and reporting.

CHAPTER FOUR

PRESENTATION, ANALYSIS, AND INTERPRETATION OF FINDINGS

4.0 Introduction

This chapter analyzes and presents the findings of the study. The findings are presented in tables showing frequencies. The following research objectives guided the results;

- i. To examine the monitoring practices used by the Uganda Women Entrepreneurship Program.
- ii. To assess the Challenges in the Monitoring Practices of the Uganda Women Entrepreneurship Program.
- iii. To determine strategies to improve the monitoring practices of the Uganda Women Entrepreneurship Program.

4.1 Background information

The study data were analysed to determine the characteristics of the study population. Statistical tables showing the frequency distribution of each demographic variable, including age, position, gender, work period, and education level, were created. The demographic results of the study provide valuable insights into the characteristics of the respondents involved in analyzing the monitoring practices of the Uganda Women Entrepreneurship Program.

Table 1: Demographics of respondents

		Frequency	Percent
Gender of Respondents	Male	24	19.5
	Female	99	80.5
	Total	123	100.0
Age of Respondents	18-24 years	37	30.1
	25-35 Years	43	35.0
	36-45 years	39	31.7
	46-55 Years	1	0.8
	Above 55 years	3	2.4
	Total	123	100.0
Education level of Respondents	Diploma	2	1.6
	Degree	9	7.3
	Postgraduate	68	55.3
	Others (please specify)	44	35.8
	Total	123	100.0
Period Worked	1-3 years	4	3.3
	4-7years	42	34.1
	7 and above	77	62.6
	Total	123	100.0

Source: Primary Data

Regarding gender distribution, the findings indicate a significant female majority among the respondents, with 80.5% being female and only 19.5% male. This aligns with the nature of the UWEP, which primarily focuses on empowering women, suggesting that the program is largely staffed with female professionals who may bring gender-sensitive perspectives to the design, implementation, and monitoring of women-centered development initiatives.

In terms of age, the majority of respondents were within the youthful and early middle-age brackets. Specifically, 35.0% were aged between 25-35 years, followed closely by 31.7% aged 36-45 years, and 30.1% in the 18-24 years category. Only a small fraction, 0.8%, were between 46-55 years, and 2.4% were above 55 years. This age distribution implies that the workforce implementing and monitoring UWEP is relatively young and dynamic, potentially offering

innovation and adaptability in managing monitoring practices, albeit with a possible need for additional mentorship from more experienced professionals.

With regard to education, the majority of respondents were highly educated. Over half (55.3%) of the participants held postgraduate qualifications, while 35.8% indicated having attained other forms of education, which may include certifications or specialized training. Only a small proportion held a diploma (1.6%) or undergraduate degree (7.3%). The high level of education among staff suggests that they possess the technical knowledge and analytical skills necessary for effective monitoring and evaluation of development programs like UWEP.

Finally, the data on work experience shows that most respondents had been with the Ministry for an extended period, with 62.6% having worked for seven years or more, and 34.1% having 4–7 years of experience. Only 3.3% had worked for 1–3 years. This indicates a seasoned workforce with deep institutional knowledge and practical experience, which is crucial for the successful monitoring and continuous improvement of long-term programs like UWEP.

4.2 Monitoring Practices Used by the Uganda Women Entrepreneurship Program

Descriptive analysis was conducted to examine the Monitoring Practices Used by the Uganda Women Entrepreneurship Program. SD is the extent to which the views obtained from the respondents vary from the mean scores. It implies that a higher SD had varying opinions towards the given response (SD above 1), and when the SD is below 1, closer to 0, it means uniformity in the opinions provided in the study. The results were presented in Table 2

Table 2: Monitoring Practices Used by the Uganda Women Entrepreneurship Program

Descriptive Statistics					
	N	Min	Max	Mean	Std. Deviation
The Uganda Women Entrepreneurship Program uses formal reports to track project progress	123	1.00	5.00	4.398	.755
Site visits are regularly conducted to monitor the implementation of the program.	123	1.00	5.00	3.976	1.112
UWEP relies on beneficiary feedback as part of its monitoring process	123	1.00	5.00	4.537	.705
The program uses digital tools to monitor the progress of beneficiaries.	123	1.00	5.00	4.569	.588
Third-party organizations are involved in the monitoring of the program	123	1.00	5.00	4.439	.642
I feel confident that monitoring is done regularly	123	1.00	5.00	4.488	.533
Valid N (listwise)	123				

Source: Primary Data

The descriptive statistics reveal insightful findings regarding the monitoring practices used by the Uganda Women Entrepreneurship Programme (UWEP), reflecting the perceptions of staff from the Ministry of Gender, Labour and Social Development (MGLSD). The analysis indicates a generally strong implementation of various monitoring mechanisms within the program, with most responses leaning toward agreement and strong agreement on key monitoring aspects.

Firstly, the use of formal reports to track project progress scored a high mean of 4.40 (SD = 0.75), suggesting that structured documentation and reporting are integral components of UWEP's monitoring framework. This is complemented by the program's reliance on beneficiary feedback, which had an even higher mean of 4.54 (SD = 0.70). The strong score in this area highlights the

participatory nature of UWEP's monitoring approach, ensuring that feedback from the women beneficiaries informs program adjustments and improvements.

Digital tools appear to be a well-established aspect of the program's monitoring strategy, with the highest mean score of 4.57 (SD = 0.59). This indicates a modern and efficient approach to tracking the progress of beneficiaries, aligning with global best practices in monitoring and evaluation through technology. Similarly, third-party organizations are reportedly involved in monitoring activities, reflected in a high mean score of 4.44 (SD = 0.64). This suggests a level of objectivity and accountability in the monitoring process, which can enhance the credibility of findings and promote transparency.

Although the mean for regular site visits was slightly lower at 3.98 (SD = 1.11), it still indicates a positive perception, albeit with more variability in responses. This could suggest logistical or budgetary challenges in consistently conducting field visits across different regions. Nonetheless, staff confidence in the regularity of monitoring was high, with a mean of 4.49 (SD = 0.53), reinforcing the overall strength of the monitoring system.

In summary, the findings on the first objective show that UWEP employs a comprehensive mix of monitoring practices, including formal reporting, beneficiary feedback, digital tools, and third-party involvement. These mechanisms appear to function effectively, as evidenced by the high mean scores and low standard deviations in most areas. Strengthening the consistency of site visits could further enhance the program's monitoring capacity, ensuring that all components of the monitoring system are equally robust and reliable.

4.3 Challenges in the Monitoring Practices of the Uganda Women Entrepreneurship Program

Descriptive analysis was conducted to examine the challenges faced in monitoring practices by the Uganda Women Entrepreneurship Program. SD is the extent to which the views obtained from the respondents vary from the mean scores. It implies that a higher SD had varying opinions towards the given response (SD above 1), and when the SD is below 1, closer to 0, it means uniformity in the opinions provided in the study. The results were presented in Table 3

Table 3: Challenges in the Monitoring Practices of the Uganda Women Entrepreneurship Program

Descriptive Statistics					
	N	Min	Max	Mean	Std. Deviation
There is a lack of adequate resources to effectively monitor the program.	123	1.00	5.00	4.472	.782
The program faces difficulties in accessing remote areas for monitoring purposes.	123	1.00	5.00	3.488	1.428
There is limited technical capacity among staff to effectively monitor the program	123	1.00	5.00	3.350	1.504
Delays in reporting negatively affect the monitoring process.	123	1.00	5.00	3.285	1.468
Monitoring activities are hindered by a lack of stakeholder involvement.	123	1.00	5.00	3.578	1.373
Corruption and mismanagement of funds affect the monitoring process.	123	1.00	5.00	3.764	1.221
Valid N (listwise)	123				

Source: Primary Data

The most prominent challenge identified is the lack of adequate resources to support effective monitoring, which had the highest mean score of 4.47 (SD = 0.78). This indicates a widespread consensus among respondents that insufficient funding, logistical support, or staffing levels are major hindrances to the program's ability to conduct thorough monitoring activities. Without

adequate resources, critical tasks such as field visits, data collection, and follow-up assessments may be limited or inconsistent.

Accessing remote areas for monitoring purposes also presents a considerable challenge, with a mean score of 3.49 (SD = 1.43). The high standard deviation suggests variability in responses, possibly due to geographical differences in operational areas. Some regions may be easier to monitor than others, particularly where infrastructure and transportation are poor. These difficulties compromise the program's ability to ensure equitable oversight across all beneficiary groups.

Another notable concern is the limited technical capacity among staff to carry out effective monitoring, which had a mean of 3.35 (SD = 1.50). This reflects the need for ongoing training and capacity-building initiatives to equip staff with the skills needed for data analysis, use of digital tools, and evidence-based reporting. Similarly, delays in reporting were highlighted as a challenge (mean = 3.29, SD = 1.47), suggesting that bureaucratic inefficiencies or weak communication channels may slow down the timely flow of monitoring data, which is essential for responsive decision-making.

Stakeholder involvement also emerged as a moderate challenge, with a mean score of 3.58 (SD = 1.37). This implies that while stakeholders play a role in the program, their level of engagement in monitoring activities may be insufficient. Greater stakeholder participation—especially from local leaders, community groups, and beneficiaries could improve transparency, accountability, and the relevance of monitoring findings.

Lastly, corruption and mismanagement of funds were identified as serious concerns affecting the integrity of the monitoring process, with a relatively high mean of 3.76 (SD = 1.22). This points to the need for stronger governance mechanisms and ethical standards to ensure that monitoring is not only thorough but also trustworthy and free from malpractice.

4.4 strategies to improve the monitoring practices of the Uganda Women Entrepreneurship Program

Table 4: Strategies to improve the monitoring practices of the Uganda Women Entrepreneurship Program

Descriptive Statistics					
	N	Min	Max	Mean	Std. Dev
Increasing the use of digital tools would improve the effectiveness of monitoring.	123	4.00	5.00	4.642	.4813
Involving local communities in the monitoring process would enhance accountability.	123	1.00	5.00	4.366	.631
Providing more training to staff on monitoring tools and techniques would improve the process.	123	2.00	5.00	4.415	.652
Improving resource allocation would enhance the program's monitoring capacity.	123	1.00	5.00	4.317	.978
Establishing stronger partnerships with third-party organizations would improve the quality of monitoring.	123	2.00	5.00	4.455	.631
Increasing the frequency of site visits would lead to better program outcomes	123	2.00	5.00	4.358	.748
Enhancing stakeholder involvement at all levels would strengthen the monitoring process	123	1.00	5.00	4.276	.978
Valid N (listwise)	123				

Source: Primary Data

A key finding is the overwhelming consensus on the importance of increasing the use of digital tools, which received the highest mean score of 4.64 (SD = 0.48). This suggests that respondents strongly believe that technological integration, such as mobile data collection, real-time dashboards, and digital beneficiary tracking, can significantly enhance the speed, accuracy, and

accessibility of monitoring information. Given the program's wide geographical coverage and the complexity of its implementation, digital solutions can provide cost-effective and scalable monitoring options.

Another highly rated strategy is providing more training to staff on monitoring tools and techniques, with a mean of 4.42 (SD = 0.65). This highlights the recognition that building technical capacity among MGLSD personnel is crucial for improving the quality and consistency of monitoring efforts. Well-trained staff are better equipped to gather, interpret, and act on data, leading to more informed program adjustments.

Strengthening partnerships with third-party organizations also received strong support (mean = 4.46, SD = 0.63). This implies that collaborative monitoring with independent institutions, NGOs, or academic bodies can improve objectivity, credibility, and technical depth in the evaluation of program outcomes. Similarly, involving local communities in the monitoring process scored a high mean of 4.37 (SD = 0.63), suggesting that community engagement is seen as a powerful way to enhance transparency and foster ownership at the grassroots level.

Improving resource allocation was another key strategy identified (mean = 4.32, SD = 0.98). The relatively higher standard deviation indicates varied perceptions, possibly due to differing experiences across departments or regions. Nevertheless, adequate funding and logistical support are seen as essential for sustaining frequent field visits, data management systems, and stakeholder coordination.

Increasing the frequency of site visits (mean = 4.36, SD = 0.75) and enhancing stakeholder involvement at all levels (mean = 4.28, SD = 0.98) were also recognized as impactful strategies. Frequent site visits provide on-the-ground insights and allow for timely identification of

challenges, while broad stakeholder involvement ensures that multiple perspectives are considered, ultimately leading to more responsive and inclusive program monitoring.

Thus, the findings on the third objective reflect a strong collective understanding of the multifaceted strategies required to improve UWEP's monitoring practices. Emphasizing digital transformation, capacity building, community engagement, strategic partnerships, and resource enhancement will be instrumental in making the program more accountable, adaptive, and results-oriented. Implementing these strategies can significantly contribute to the overall success and sustainability of UWEP in empowering women entrepreneurs across Uganda.

CHAPTER FIVE

DISCUSSIONS, CONCLUSION, AND RECOMMENDATION

5.0 Introduction

This chapter presents the discussion, conclusion, and recommendations of findings based on the study objectives.

5.1 Discussion Of findings

5.1.1 Monitoring Practices Used by the Uganda Women Entrepreneurship Program

The findings on the monitoring practices used by the Uganda Women Entrepreneurship Programme (UWEP) reveal a structured and multi-faceted monitoring approach that aligns with global best practices in public sector program evaluation. The integration of formal reports, beneficiary feedback mechanisms, digital monitoring tools, and third-party oversight suggests a deliberate effort to promote accountability, data-driven decision-making, and transparency in program implementation. This is consistent with existing literature, which emphasizes the importance of robust monitoring frameworks in improving the effectiveness and responsiveness of development programs (Kusek & Rist, 2004). According to the United Nations Development Programme (UNDP, 2009), the use of technology and stakeholder involvement enhances real-time tracking and participatory governance, leading to better program outcomes. Similarly, studies by Chelimsky (1997) and Bamberger et al. (2012) highlight that involving beneficiaries in the monitoring process not only improves the relevance of interventions but also empowers communities and fosters sustainability. The UWEP's practices, as revealed by the findings, reflect a growing recognition within Uganda's public sector of the value of integrating modern monitoring approaches, reinforcing the need for continuous improvement through innovation and inclusive participation.

5.1.2 Challenges in the Monitoring Practices of the Uganda Women Entrepreneurship Program

The challenges identified in the monitoring practices of the Uganda Women Entrepreneurship Programme (UWEP) highlight systemic and operational barriers that are common in the implementation of public sector development initiatives, particularly in developing countries. Key constraints such as inadequate resources, limited technical capacity, difficult access to remote areas, and issues of corruption and stakeholder disengagement reflect the complex environment within which government programs operate. These challenges are well documented in existing literature. For instance, World Bank (2004) reports emphasize that limited financial and human resources are a major hindrance to effective monitoring in low-income countries. Additionally, Bamberger et al. (2012) argue that logistical constraints and lack of trained personnel compromise the quality and coverage of monitoring systems. Moreover, the difficulty in accessing remote areas for monitoring purposes resonates with studies such as that of Estrella and Gaventa (1998), which stress the importance of context-sensitive approaches in monitoring, especially in geographically dispersed regions. Corruption and weak accountability mechanisms, as discussed by Transparency International (2013), further exacerbate monitoring weaknesses, undermining the integrity of data and decision-making processes. These findings call for strategic reforms that prioritize resource mobilization, capacity building, anti-corruption safeguards, and inclusive stakeholder engagement to strengthen the overall monitoring framework of UWEP and similar initiatives.

5.1.3 Strategies to improve the monitoring practices of the Uganda Women Entrepreneurship Program

The strategies identified to improve the monitoring practices of the Uganda Women Entrepreneurship Programme (UWEP) align with widely recommended reforms in the monitoring of development programs. Emphasis on digital transformation, enhanced training for staff,

stakeholder engagement, and strengthened partnerships with third-party organizations reflects a comprehensive approach to addressing systemic weaknesses in public sector monitoring. Literature underscores the critical role of technology in enhancing data accuracy, timeliness, and efficiency in monitoring systems, as noted by the OECD (2010), which advocates for the adoption of digital tools to streamline monitoring processes and improve real-time decision-making. Similarly, UNDP (2009) highlights the need for continuous capacity building to ensure that monitoring staff are equipped with the skills to use evolving tools and methodologies effectively. The participatory aspect of monitoring is also strongly supported in the literature, with authors like Estrella and Gaventa (1998) emphasizing that involving communities and stakeholders in the monitoring process not only improves accountability but also fosters ownership and sustainability. Furthermore, collaboration with third-party organizations introduces objectivity and credibility to the monitoring process, a point echoed by Bamberger et al. (2012) who advocate for independent verification mechanisms in complex development programs. Collectively, these strategies represent a progressive shift toward more inclusive, transparent, and technologically enabled monitoring practices that can significantly enhance the impact and responsiveness of UWEP.

5.2 Conclusion

Based on the findings of the study, it is evident that the Uganda Women Entrepreneurship Programme (UWEP) has made significant strides in establishing structured monitoring practices to ensure effective implementation and accountability. The use of formal reports, digital tools, beneficiary feedback, and collaboration with third-party organizations reflects a deliberate effort by the Ministry of Gender, Labour and Social Development (MGLSD) to institutionalize robust monitoring frameworks. However, despite these strengths, the study reveals that several challenges continue to undermine the effectiveness of monitoring. These include inadequate resources,

limited technical capacity, difficulties in accessing remote areas, delays in reporting, low stakeholder involvement, and the effects of corruption and mismanagement. These challenges suggest that while systems may exist on paper, practical implementation faces numerous barriers that limit the full realization of program goals. To overcome these obstacles and improve program outcomes, the study identifies key strategies such as increasing the use of digital tools, enhancing staff training, fostering community involvement, improving resource allocation, and establishing strong partnerships with third-party organizations. These strategies align with global best practices and existing literature on monitoring and evaluation in development programs. In conclusion, the success and sustainability of UWEP depend not only on the continuation of current monitoring efforts but also on the strategic enhancement of capacity, governance, and community engagement to ensure that the program remains responsive, transparent, and impactful in empowering women entrepreneurs across Uganda.

5.3 Recommendations

Based on the findings of the study on improving monitoring practices in the Uganda Women Entrepreneurship Programme (UWEP), the following recommendations are proposed:

The Ministry of Gender, Labour and Social Development (MGLSD) should invest in upgrading and expanding the use of digital tools and technologies for real-time data collection, analysis, and reporting. This will improve efficiency, reduce manual errors, and facilitate timely decision-making.

Continuous training and professional development programs should be provided for staff involved in monitoring. This includes training on modern monitoring tools, data analysis software, and participatory monitoring techniques to build technical competence.

Adequate financial and logistical resources should be allocated specifically for monitoring purposes. This includes budgeting for transportation, data collection tools, staff facilitation, and other operational needs, especially for reaching remote areas.

Local communities and beneficiaries should be actively engaged in the monitoring process to enhance transparency, accountability, and ownership. Feedback mechanisms should be institutionalized to ensure that stakeholder voices inform program improvements.

Collaborating with independent organizations such as NGOs, research institutions, and civil society groups can provide additional expertise, credibility, and impartiality in the monitoring process.

Clear accountability frameworks should be established to curb corruption and mismanagement. This includes developing anti-corruption policies, improving oversight mechanisms, and promoting a culture of integrity among all actors involved in the program.

Regular and comprehensive site visits should be conducted to assess the ground-level realities of program implementation. This will ensure timely identification of challenges and provide opportunities for immediate corrective action.

Mechanisms should be put in place to streamline and fast-track the reporting process. This includes setting clear timelines, standardizing report formats, and using automated systems to reduce delays and enhance data accuracy.

5.4 Areas of Further Study

While this study has provided valuable insights into the monitoring practices of the Uganda Women Entrepreneurship Programme (UWEP), several areas remain open for further investigation. Future research could explore the impact of monitoring effectiveness on the overall performance and sustainability of beneficiaries' enterprises under UWEP. This would help determine the extent to which robust monitoring translates into tangible economic empowerment outcomes. There is a need for comparative studies between UWEP and other similar government or donor-funded programs, both within Uganda and in other developing countries, to identify best practices and lessons that could inform policy improvements. The researchers could examine the role of gender dynamics in monitoring and evaluation, particularly how women's participation in monitoring processes influences program accountability and responsiveness. Future studies could

assess the long-term effectiveness of digital tools in monitoring, evaluating issues such as data security, accessibility, and user training. Lastly, an in-depth qualitative study could be conducted to explore the perceptions and lived experiences of beneficiaries regarding the monitoring mechanisms, to complement and enrich the quantitative findings of this study.

5.5 Limitations of the Study

Despite the valuable insights generated, this study encountered several limitations that should be acknowledged. The study relied primarily on self-reported data from staff of the Ministry of Gender, Labour and Social Development (MGLSD), which may be subject to response bias, especially in areas involving accountability and program performance. The study was limited to one government program UWEP, and therefore the findings may not be generalizable to other development programs or sectors within Uganda. Due to time and resource constraints, the study employed a cross-sectional design, which captures data at a single point in time and does not allow for assessment of changes or trends in monitoring practices over time. Geographical limitations restricted data collection to central offices and may not fully capture the experiences of field officers or stakeholders in remote areas where monitoring challenges may be more pronounced. Lastly, while the study employed a quantitative approach to provide measurable insights, it did not include qualitative perspectives that could have provided deeper contextual understanding of the challenges and experiences related to monitoring practices. Future research should consider mixed-methods approaches to address these gaps and enrich the findings.

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APPENDICES

Appendix I: Sample Questionnaire

MAKERERE UNIVERSITY BUSINESS SCHOOL

Dear Sir/ Madam,

I am pursuing a master's degree in Business Administration at Makerere University, Kampala. As one requirement for completion, I am undertaking a study on *“improving monitoring practices in government development programmes, a case of Uganda women entrepreneurship programme (UWEP)”* This study is purely academic, and all your responses will be kept confidential. I'm kindly requesting that you spare a few minutes of your time to respond to this questionnaire.

Thank you so much for your cooperation!

SECTION A: DEMOGRAPHIC CHARACTERISTICS

In the following questions, you are requested to tick the option that best suits you.

1. Gender

Male	Female

2. Age bracket

18-24 years	25-35 Years	36-45 years	46-55 Years	Above 55 years

3. Highest Education level attained.

Certificate	Diploma	Degree	Postgraduate	Others (please specify)

4. How long have you been working with the Ministry?

1-3 years	4-7years	7 and above

SECTION B: forms of monitoring used by the Uganda Women Entrepreneurship Program.

In the following section please state the extent to which you agree or disagree to a particular statement about each competence by ticking the appropriate response based on this scale 1 Strongly Disagree, 2 Disagree, 3 Not Sure, 4 Agree, 5 Strongly Agree

S/N		1	2	3	4	5
FM1	The Uganda Women Entrepreneurship Program uses formal reports to track project progress					
FM2	Site visits are regularly conducted to monitor the implementation of the program.					
FM3	UWEP relies on beneficiary feedback as part of its monitoring process					
FM4	The program uses digital tools to monitor the progress of beneficiaries.					
FM5	Third-party organisations are involved in the monitoring of the program					
FM6	I feel confident that monitoring is done regularly					

SECTION C: Challenges in the Monitoring Process of Uganda Women Entrepreneurship Program.

In the following section please state the extent to which you agree or disagree to a particular statement about each competence by ticking the appropriate response based on this scale 1 Strongly Disagree, 2 Disagree, 3 Not Sure, 4 Agree, 5 Strongly Agree

S/N		1	2	3	4	5
CH1	There is a lack of adequate resources to effectively monitor the program.					
CH2	The program faces difficulties in accessing remote areas for monitoring purposes.					
CH3	There is limited technical capacity among staff to effectively monitor the program					
CH4	Delays in reporting negatively affect the monitoring process.					

<i>CH5</i>	Monitoring activities are hindered by a lack of stakeholder involvement.					
<i>CH6</i>	Corruption and mismanagement of funds affect the monitoring process.					

SECTION D: Strategies to Improve Monitoring Of Uganda Women Entrepreneurship Program.

In the following section please state the extent to which you agree or disagree to a particular statement about each competence by ticking the appropriate response based on this scale 1 Strongly Disagree, 2 Disagree, 3 Not Sure, 4 Agree, 5 Strongly Agree

S/N		1	2	3	4	5
<i>ST1</i>	Increasing the use of digital tools would improve the effectiveness of monitoring.					
<i>ST2</i>	Involving local communities in the monitoring process would enhance accountability.					
<i>ST3</i>	Providing more training to staff on monitoring tools and techniques would improve the process.					
<i>ST4</i>	Improving resource allocation would enhance the program's monitoring capacity.					
<i>ST5</i>	Establishing stronger partnerships with third-party organizations would improve the quality of monitoring.					
<i>ST6</i>	Increasing the frequency of site visits would lead to better program outcomes					
<i>ST7</i>	Enhancing stakeholder involvement at all levels would strengthen the monitoring process					

Appendix II: Anti plagiarism Report

