GOVERNANCE AND PROJECT PERFORMANCE OF FAITH BASED ORGANISATIONS IN UGANDA

CASE STUDY: THE BROTHERS OF CHRISTIAN INSTRUCTION

KANAABI JOSEPH

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A POSTGRADUATE DISSERTATION PRESENTED TO THE FACULTY OF BUSINESS ADMINISTRATION AND MANAGEMENT IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF A DEGREEOF MASTER OF BUSINESS ADMINISTRATION

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Dedication

This research work is a special dedication to the Almighty God who has enabled me to come this far, through the relentless efforts of all, but not limited to; my biological family, the Brothers of Christian Instruction (BCI) and Supervisors.

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I convey special thanks to my Supervisors, Dr. Mukokoma Maurice and Dr. Bwegyeme Jacinta for their diligent guidance and professional moderation of this dissertation right from its inception to this commendable stage of completion. Their numerous suggestions were extremely valuable in terms of refining the entire research design and layout to suit UMU acceptable standards. Their coordination and encouraging words cannot be overemphasized.

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Lastly, I am short of words to express my sincere gratefulness to the BCI without whose financial resources as well as for allowing me the opportunity to carry-out research in the organisation, my dream to pursue a Masters degree would have been difficult to realize. May you be ever blessed in all your endeavours.

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List of Abbreviations

BCI:	Brothers of Christian Instruction
Bro.:	Brother
CVI:	Content Validity Index
FBOs:	Faith-Based Organisations
Fr.:	Father
NGO:	Non-Governmental Organisation
NPO:	Non-Profit Organisation
OECD:	The Organisation for Economic Co-operation and Development
SRS:	Simple Random Sampling
SPSS:	Statistical Package for Social Scientists
UK:	United Kingdom
UMU:	Uganda Martyrs University
USA:	United States of America

Abstract

This study examines the relationship between Governance and Project performance in Faith-Based Organisations (FBOs) in Uganda with the Brothers of Christian Instruction as the Case study. Specifically, the study sought to: investigate how governance structures affect Project Performance; examine the effect of governance policies on Project Performance and assess the effect of organisational values onProject Performance. A case study design using both qualitative and quantitative methodologies of data collection was conducted on a sample of 93 respondents out of the population of 105 employees from the Projects Department selected using Purposive Sampling and Census. Data was analysed using Statistical Package for Social Scientists (SPSS) Version 17 for quantitative purposes and grouped into categories and themes for qualitative analysis and conclusions were madefrom Tables, Pie charts and Bar graphs.

Based on the research findings, there was a positive significant relationship between project governance structures and project performance(r=.409**). At multiple linear regression model analysis, results revealed that governance structures had a significant and positive effect on project performance (Beta = .249, p=.024). The qualitative data also indicated the BCI has project governance structures in place. There was also a positive significant relationship between project governance policies and project performance(r=.501**). At multiple linear regression model analysis, results revealed that governance policies had a significant and positive effect on project performance (Beta = .384, p=.001).

The study also indicated that there is a positive significant relationship between organisational values and project performance (r=.445) of Faith-Based Organisations in Uganda. At multiple linear regression model analysis, results revealed that organisational values had a significant and positive effect on project performance (Beta =.289, p=.009).

The study concluded that governance influences project performance of FBOs in Uganda.

Further basing on the study findings, we recommend that FBOs should: allocate sufficient budget to the Board to enable it carry out all its planned activities as well as remunerating the Board members relative to their responsibilities to enable them perform their duties effectively; encourage the Board and Committee meetings to handle routine business efficiently; identify and treat all her project stakeholders equally and fairly to enable them effectively determine the stakeholders ability to uphold their organisational values in the management of projects; and to have an effective mechanism of tracking employee performance, measure projects'performance in terms of timeliness and budgets, establish sound policies for effective decisionson a timely basis and to ensure timely execution of project activities so as to improve their projects performance.

CHAPTER ONE

GENERAL INTRODUCTION

1.0 Introduction

This study was conducted to examine the effect of governance on project performance of FBOs in Uganda taking a case study of the BCI. This chapter presents the background to the study, statement of the problem, objectives of the study and research questions, scope of the study, justification of the study, significance of the study and definition of operational terms and concepts and the conceptual framework.

1.1 Background to the Study

Historically, although there has been a lot of interest in governance issues in the 21stcentury, the concept of organisational governance dates back to the civilisation of human being though it mainly covered one principle of governance that is accountability (Melyoki, 2005). For example the King of Babylonia showed a concern over the accountability of the persons controlling the assets of third party, by enforcing a Legal Code which is an Established Order or Custom to govern behavior around 2000BC (Chandler, 1962; as cited by Melyoki, 2005). As Dybnick mentions the concept can be traced over the decades after 1066 A.D (year in which Norman suppression occurred in England) which is the tenure of King William I i.e. in 1085 (as cited by Melyoki, 2005). In 1085 William required all the property holders in his realm to render a count of what they possessed which were evaluated and listed by royal agents in the so called Domesday Books. The Domesday books were not only used for taxing purposes but it established the foundation of the royal governance. Nowadays, governance principles come in many shapes and sizes and it has moved beyond its bookkeeping origins to include transparency, stewardship, leadership, public sector ethics and probity, internal and external compliance to become a symbol for fair and equitable governance, both in the public and in the private sector (Pollitt 2003). The paradigm shift of accountability as the main principle of governance from its origins of book keeping to a symbol of fair and equitable governance has necessitated that the creation of governance structures and policies that regulate the relationship between organisational management and governance structures that have become the epitome of good governance today.The concept of governance internationally has been underpinned by various theories and models.

Theoretically, this study was guided by the stakeholder theory as attributed to Freeman. Freeman (2004) argues that the business must take into consideration not only the interests of the owners, but also those of the various stakeholders of the firm. He notes that the term “stakeholders” describe the various groups who are vital to the survival and success of the organisation”that is, those groups without whose support the organisation would cease to exist.

The stakeholder theory fits well with this study on governance and project performance in Faith Based Organisations because it advocates bounded rationality in decision making concerning the firms operations within a community. The community is especially important when dealing with FBOs, since they do not exist for profit, but rather for the benefit of the general community (Wanyama, 2006). Furthermore, stakeholders can be instrumental to corporate success and so have moral and legal rights (Melyoki, 2005, Sanda et al., 2011). When stakeholders get what they want, they are willing to give more to the firm, hence enhanced firm performance. The quality of contributions of eachstakeholder to the system influences the total value created in the system (Susniene& Vanagas, 2006).

Conceptually, Bloisi et al. (2007) defines organisational structure as a grouping of people and tasks into different units to boost coordination of communication, decisions,and actions. Realizing the close connection between the processes taking place inside an organisationmakes it is easier to understand the intricate task of directing an efficient organisation.

Governance structures are the mechanisms for making decisions that have not been specified in initial contracts between managers and owners (Semmar, 2012). These structures revolve around Board and ownership (Ongore, 2011). According to Lim (2010) the Board is the most fundamental corporate governance structure in any organisation. Board attributes or characteristics may influence strategic decision-making including resource allocation and subsequently firm performance (Mallin, 2010). The Board dimensions include its composition, Board appointment process, size, terms of engagement of Board members and Board member attributes.

Governance policies formalise the roles and responsibilities of the Board, its officers and committees; the manner in which the Board exercises its authority in the fulfillment of its responsibilities and authority of its Executive Director. Further, it should be noted that organisations are instruments of purpose coordinated by intentions and goals. The purposes of organisations and evaluating comparative organisational success and failure in fulfilling those purposes are conspicuous parts of conventional discourse (March and Sutton, 1997). Therefore, performance remains a crucial aspect of the organisation and at the heart of strategic management.

In the recent past years, there has been a strong and increasing tendency among project management researchers to move away from the traditional views of predictability and linearity in project practice to one that highlights the complex nature of human interrelations

(Small & Walker, 2011). Considering the projects as submerged in such complicated context, there are emerging factors that impact the project development; for example, governance structures, organisational values, project staffing, managing, and executing the project (Project Management Institute, 2013). These factors are referred as governance in this study and are thus believed that exploring them, and their possible impact on the governance and project performance, contribute to the understanding of the governance of projects implemented by Faith-Based Organizations (FBOs) as a social process in constant change. Basing on this, project performance under the Brothers of Christian of Instruction will be assessed in terms of Satisfaction, Utilisation of funds, Timeliness and Goal realization.

Contextually, Coyle (2006) emphasises that governance is not only important to public corporations, but also to private businesses, non-profit Organisations and charities. Non-Profit Organisations have been referred to as the "Third Sector" with government being the First sector and private businesses the Second Sector (Jones, 2005; Rehli, 2011). Rehli describes the third sector as "a sector distinct from government and for-profit businesses and is sometimes referred to as the not-for-profit or non-profit sector" (2011). Although FBOs form a major part of NPOs (Collen, 2011; Jones, 2005), much of the research into the third sector has been generally to Non-for-Profit Organisations and very little is known about how they operate (Kaseman & Austin, 2005).

Lately, governance of FBOs too has come under greater scrutiny (Hall, 2002) due to greater funding by governments and international agencies, coupled with abuse of funds in some instances resulting into severing of financing by major funders.

The Brothers of Christian Instruction (BCI) is among the FBOs operating in Uganda and is a congregation of religious men who were founded by Fr. Jean Marie De La Mennais in 1819 in France and were invited to Uganda by Bishop John Forbes in 1876, a member of the

Missionaries of Africa (White Fathers) to run schools to enable the priests to concentrate on their pastoral ministry.

The activities of the BCI are the education of children and youths, Christian instruction, counseling and guidance with a special preference of caring for the needy that is implemented through various projects undertaken such as construction of schools, providing scholarships to the needy children, establishing farms among others. There is thus the need to study the governance of FBOs distinctly to enhance the performance of their projects so as to ensure that their objectives are met more effectively.

1.2 Statement of the Problem

Faith Based Organisations (FBOs) implement multiple projects that are religious-leaning through partnerships with donors, religious bodies, organisational structure and the community where the project is being implemented. These projects are often disconnected in rhythm, purpose and values due to governance issues (Bolds, 2004; Collen, 2011). According to Niringiye (2013) and Kiragga (2014), project governance challenges such as project governance, reporting and accountability structures, policies and organisational values continue to be raised in the context of projects implemented through FBOs in Uganda. These governance challengeshave often raised issues with project funds accountability, conflicts and differences between funders and the FBOs, disconnect between FBOs and their members and governance lapses resulting in some instances cutting of financing by major donors due to the mismanagement of finances(The Daily Monitor, 2014).

Further according to the study by Trade Mark East Africa and published in The Monitor of June 30th 2014, many NGOs are losing donors over poor accountability of project funds. The report further indicates that most FBOs harbour fraudsters and embezzlers within themselves because they do not have manuals to guide their operations in relation to fundraising, procurement, human resource management, risk assessment, anti-fraud, anti-corruption and internal accounting systems which fundamentally affects project performance.

Despite this scenario, most governance studies have focused on the Public Sector and businesses, especially public companies (Jones, 2005; Tumuheki 2007); and the setting has mainly been in developed countries (Mulili 2011) whose findings are not directly applicable in developing economies such as Uganda due to political, economic, technological and cultural differences (Mensah 2002). The absence of adequate information on governance structures, policies, organisational values and project performance in FBOs has prompted the researcher to examine the effect of governance on the performance of FBOs in Uganda taking the case of the Brothers of Christian Instruction.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of the study was to examine the effect of governance on project performance of FBOs in Uganda with the case study of the Brothers of Christian Instruction.

1.3.2 Specific Objectives of the Study

The specific objectives of the study were to:

i. Investigate how governance structures affect project performance of FBOs in Uganda.
ii. Examine the effect of governance policies on project performance of FBOs in Uganda
iii. Assess the effect of organisational values on project performance of FBOs in Uganda.

1.4 Research Questions

The study was guided by the following research questions:

i. To what extent do governance structures affect project performance of FBOs in Uganda?
ii. How do governance policies affect project performance of FBOs in Uganda?
iii. To what extent do organisational values affect the project performance of FBOs in Uganda?

1.5 Research Hypotheses

H_1: There is a relationship between governance structures and project performance at the BCI.

H_2: There is a relationship between governance policies and project performance at the BCI.

H_3: There is a relationship between organisational values and project performance at the BCI.

1.6 Scope of the Study

1.6.1 Content Scope

This study focused on the relationship between governance (Independent variable) and projects performance (dependent variable) under the Brothers of Christian Instruction. Organisational governance comprised of practices, regulations, structures, principles, processes, systems, procedures, directions, controls and values among others.

However, this study mainly concentrated on organisational governance policies, structures and values that the Board of the Brothers of Christian Instruction uses to direct and manage its various projects while projects performance was studied in terms of Satisfaction, Utilisation of funds, Timeliness and Goal realisation.

1.6.2 Geographical Scope

The study was carried out from the Brothers of Christian Instruction headquarters at Kisubi under Kampala Archdiocese. The case study was chosen because of its proximity to the researcher to easily access information and the trend of its performance over the recent years.

1.6.3 Time Scope

The study focused on the period between 2013 and 2016, thus a period of three (3) years. This is because the study looked at current governance at the Brothers of Christian Instruction and their rationale, which enabled the researcher to analyse and contrast them with present day governance principles in order to identify gaps in the practice and recommend a relevant framework for best practices for the governance of other Faith Based Organisations in Uganda.

1.7 Significance of the Study

This study is significant both to theory and practice. Primarily, the study would be useful to academics by contributing to the body of knowledge on the governance of FBOs in Uganda. Furthermore, the study would be useful to FBOs through developing best governance practices that FBOs can adopt so as to improve their governance and performance.

Additionally, the study would be significant to government and policy makers in knowing how FBOs are governed. This would help to identify gaps and recommend ways of filling them, especially through policy development and legislation where necessary.

1.8 Justification of the Study

Although organisational governance is a relatively new discipline of study (Bradshaw, Hayday, &Armstrong, 2007), quite a significant amount of research has gone into governance at the international perspective and in developed countries. However, not much study has been conducted in regard to developing countries (Mensah, 2002).

Non-Profit Organisations (NPOs), specifically FBOs even lie more behind in terms of research and yet they play a major role in the development of the developing countries. Not much study has been undertaken in the governance of FBOs (Olarinmoye, 2012), and yet governance is an instrument of enhancing efficiency and effectiveness.

This study therefore sought to fill that gap by exploring governance in FBOs in Uganda in order to develop the best practice. This would go a long way in improving the efficiency of FBOs, thus aiding development.

1.9 Definitions of Key Terms and Concepts

The following words/phrases are used as explained here below:

Common Law–The principles and rules of action, embodied in case law rather than legislative enactments applicable to the government and protection of persons and property that derive their authority from the community customs and traditions that evolved over the centuries as interpreted by judicial tribunals, and prevails in England, the United States of America and other countries colonized by England.

Effectiveness: doing the right task, adequate to accomplish a purpose or producing the intended result.

Efficiency: performing in the best possible manner with least waste of time and effort or resources.

Faith Based Organisation – "any organisation that derives inspiration and guidance for its activities from the teachings and principles of the faith or from a particular interpretation or school of thought within the faith" (Olarinmoye, 2012).

Governance – "the system by which corporations are directed and controlled, and for what purpose" (Coyle, 2006).

Or itis the process by which societies or organisations make important decisions, determine whom they involve and how they render account". (Canada's Institute of Governance, 2002)

Performance: The accomplishment of a given task measured against preset known standards of accuracy, completeness, cost and speed.

Project governance–is a set of formal principles, structures and processes for the undertaking and management of projects that are applicable in the context of individual projects, programmes or portfolios of projects. It focuses on the role of a project sponsor in mediating the relationship between corporate governance and project governance (Klakegg et al., 2009).

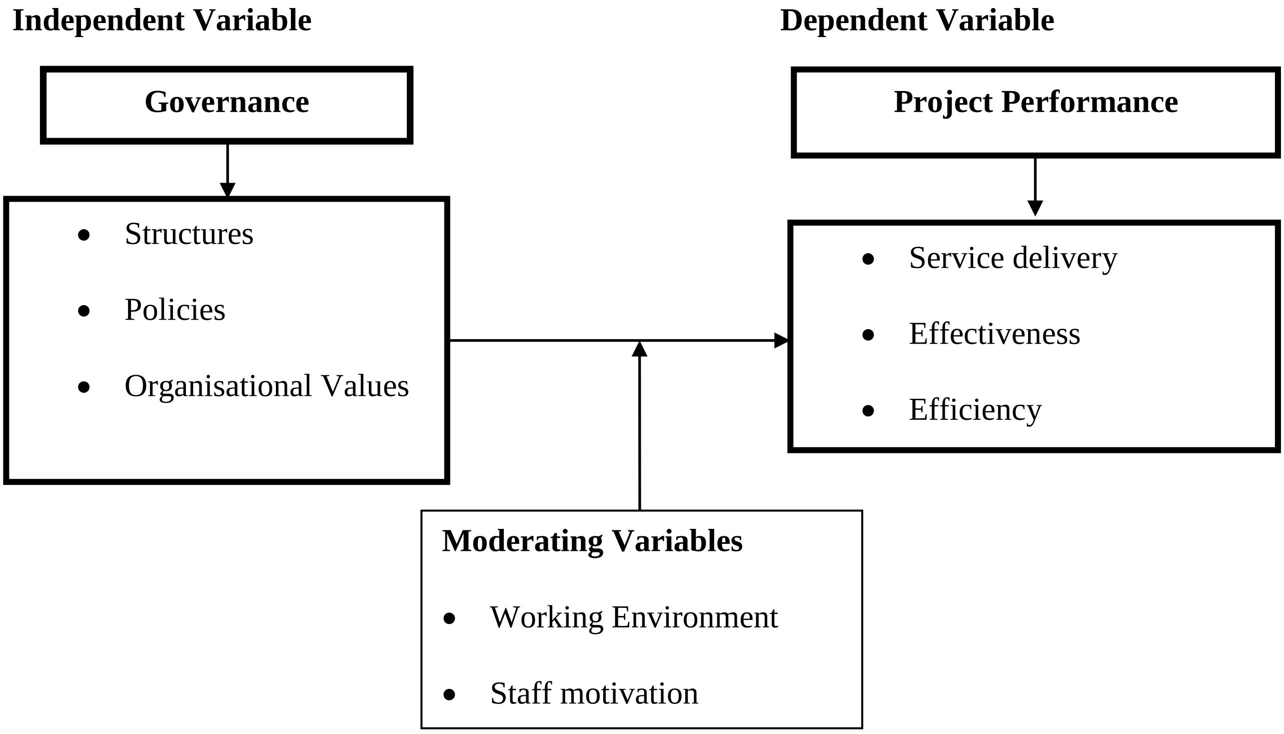
Stakeholders – "an identifiable group of individuals or organisations with a vested interest" (Coyle, 2006).

Third Sector – Organisations that are formed and sustained by groups of people (members) acting voluntarily and without seeking personal profit to provide benefits for themselves or for others; are democratically controlled; and where any material benefit gained by a member is proportional to their use of the organisation (Jones, 2005, p11).

1.10 Conceptual Framework

This conceptual framework shows the relationship between Governance (Independent variable) and Projects Performance (dependent variable) under the Brothers of Christian Instruction.

Figure 1: Conceptual framework on Governance and Project Performance.



Source: Designed basing on (Keong (2005) and Coyle (2006).*Modified by the Researcher.*

The relationship between governance (Independent variable) and projects performance (dependent variable) underthe Brothers of Christian Instruction is diagrammatically presented in figure 1.From Figure 1, governance is the independent variable (structures, policies and organisational values) and project performance is the dependent variable (Satisfaction, utilisation of funds, timeliness and goal achievement). From the conceptual framework, there is a presumed relationship between governance and projects performance.

According to Keong (2005), governance mechanisms areneeded to support and control the project operational processes and to manage the interface between project teams and theirstakeholders. Accordingly, the major actors in the governance of FBOs are the Board, led by its Chairman, senior management led by the Chief Executive Officer (CEO), religious leaders, contributors, partnering organizations, members, and beneficiaries. These, each have a role to play, in the achieving of the FBO's goals and objectives in implementing various projects (Coyle, 2005). Furthermore, FBOs derive inspiration and guidance for their activities and governance from the teachings and principles of a faith which forms their organizational values that tend to be emphasized in their projects implemented. Further from Figure 1, Projectgovernance provides the structure through which the objectives of the project are set, the means of attainingthose objectives determined and the means of monitoring the project performance are determined (Coyle, 2006).

According to Kareithi and Lund (2012), the primary mission of planning and developing projects is to ensure that they focused on goals desired by their targeted beneficiaries and their communities, so the performance of these organisations should be assessed by their effectiveness and efficiency to achieve mutually identified social goals as a result of governance. It should therefore be noted that projects do not operate in isolation; they have to operate within a business environment that should be complementary to the requirements of good project management that involves organisational structures and policies as well as procedures and organisational values. It is thus assumed that well governed organisations produce distinctively excellent project performance and that good project governance is a source of competitive advantage and critical to economic and social progress.This implies that project success is directly associated with project governance hence the conceptual framework for the study.

1.11 Conclusion

In conclusion, the chapter has provided an insight on the background of the study clearly stating the problem of study, the purpose of conducting the study, the objectives that guided the study, the scope that the study covered, the contributions the study made, the reasons for carrying out the study and the conceptual framework which identified the independent variable and the dependent variable. This provides ground for the review of the existing literature in regard to the study objectives.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents a review of existing literature about the variables under study. The purpose of this chapter was to find out what other researchers/scholars have found out in order to identify the research gap. The chapter is sectioned into the theoretical review and review of literature objective by objective.

2.1 Theoretical Review

The essential concern of good governance arises from the separation of ownership and control in modern public corporations and in essence, is the agency problem. Traditionally there are 7 theoretical perspectives for explaining the phenomenon of corporate governance: transaction cost theory, agency theory, resource dependence theory, managerial hegemony theory, class hegemony theory, stakeholder theory, and stewardship theory (Melyoki, 2005). However, two of these, the Agency (Shareholder Theory), and the stakeholder theory have generally speaking stood out more (Taylor, 2010). This could be attributed to the fact that the issue of “for who” the organisationis governed will often answer most of the questions relating to “how it is governed” and the shareholder and stakeholder theories squarely address this question.

2.1.1 Agency/ Shareholder theory

According to the Agency theory, managers/directors are considered to be agents of the shareholder (Eisenhardt, 1989). They are thus expected to work in the best interests of the owners. However, without adequate monitoring, sanctions and incentive schemes, the appointed managers may divert resources away from achieving the benefits of the shareholders (Hawley & Williams, 1996). Furthermore, in cases of asymmetry of information, the agent may not be sure of the interests of the Principal (Eisenhardt, 1989). Even when he is aware, their interests may not be aligned. Mechanisms thus must be put in place to ensure that the agent runs the organisationin the best interests of the principal, leading to a need to have mechanisms to align these interests. This is especially so in FBOs, where the owners may not be easily ascertained due to multiplicity of players.

In contrast to the Agency theory where it is assumed that the interests of the Principal are contrary to those of the Agent, the Stewardship theory assumes that managers behave as if the organisation were their own, and therefore act as effective stewards of an organisation's resources (Rehli, 2011). As such, the Board's primary role is strategic. However, this theory may be deemed to be idealistic. This is because, in the practical world, Agents cannot be said to always be in tandem with the interests of the Principal on their own. FBOs have very many players including founders, contributors, members, beneficiaries, and managers. It is idealistic to assume that the managers appreciate and work in the interest of these. This is made even more difficult by the question of, who the true owner of the FBO is among these.

2.1.2 Stakeholder theory

The stakeholder theory was developed as an alternative to the Agency/Shareholder and the stewardship views, to correct the ethical issues that arise out of considering the interests of the owners only (Taylor, 2010). The stakeholder theory as attributed to Freeman (2004) assumes that the business must take into consideration not only the interests of the owners, but also those of the various stakeholders of the organisation. This is because the organisationoperates in a larger society than the owners. As such, the interests of the other parties cannot be ignored (Clarkson, 1995; Blair, 1995; Turnbull, 1997). Boards ought therefore to provide a voice to critical stakeholders and this can be achieved by stakeholders having representatives on the Board.

2.1.3 Relevance of theStakeholder theory to the study

This study therefore adopted the stakeholder theory that assumes that the organisation is an artificial legal person that operates within a community and has players whose interests cannot be ignored. The stakeholder theory fits well with this study on governance and project performance in FBOs because it advocates bounded rationality in decision making concerning the organisation operations within a community. The community is especially important when dealing with FBOs, since they do not exist for profit, but rather for the benefit of the general community (Wanyama, 2006). Furthermore, as discussed above, most of the theories tend to support the stakeholder theory. Stakeholders can be instrumental to the success of organisations and so have moral and legal rights (Melyoki, 2005; Sanda et al., 2011). When stakeholders get what they want, they are willing to give more to the organisationthus enhancingorganisational performance (Freeman, 2004).

2.2 Governance of Faith Based Organisations

Repei (2000) defines governance as the process of providing strategic leadership to a non-profit organization (NGOs). This implies that governance of NGOs entails the Boards, Policies and Organizational Values that entail the functions of setting direction, making policy and strategic decisions, overseeing and monitoring organisational performance as well as ensuring overall accountability. Thus, effective governance is integral to the success of the non-profit organisation due to the fact that governance is essentially a decision making process grounded in the assumption that organisations can cause desired results to occur by choosing appropriate courses of action. Fundamentally, governance and strategic leadership are about making informed organisational choices: choices about why we are here, what we want to accomplish, and the best ways to achieve those results, the resources we will need to do these things, how we will secure them and how we will know whether we are making a difference (Taylor, 2010).

Unlike the for-profit world, where these choices are largely grounded in options for making money for someone, nonprofits essentially always begin with a focus on doing good – and making choices about how best to have an impact (Wanyama, 2006). Effective governance and strategy are integral to the sustainability and long-term effectiveness of a nonprofit operating in today's complex and competitive world. To succeed, Non Profit Organisations (like all other organisations) must continuously renew the link between what they do, the needs and interests of the community they serve. They must ensure that they are providing the services needed and valued by their clients and constituents, and in ways that are consistent with the organisation's core values and principles (Repei, 2000). As the organisation serves its clients and the community, governance involves making judgments about how well or poorly the organisation is doing and then making choices about how it can be more effective.

2.3 Governance structures of Faith Based Organisations

Governance structures are the mechanisms for making decisions that have not been specified in initial contracts between managers and owners (Semmar, 2012). These structures revolve around Board and ownership (Ongore, 2011). Governance structures of Non Profit Organisations usually comprise of Boards that typically have specific positions (officers) and work units (committees and task forces) that help the Board organize and accomplish its work.

(i) Boards of Directors

According to Lim (2010) the Board is the most fundamental organisational governance structure in any organisation. Board attributes or characteristics may influence strategic decision-making including resource allocation and subsequently firm performance (Mallin, 2010). The Board dimensions include its composition, Board appointment process, size, terms of engagement of Board members and Board member attributes. In Faith Based Organisations, it is common to have Board members whose attributes would include: ambassadors who build relationships and generate good will; sponsors and representatives who advocate on behalf of the organisation; trusted advisors and consultants who offer guidance and serve as sounding Boards for the Chief Executive and staff; and resource developers who help the organisation secure essential resources.

(ii) Committees and Task Forces

According to Ostrower (2007), Boards engage in much of their work as a full group and, ideally, all members work as a team to accomplish the work of the Board. For instance, more than 90% of USANon Profit Organisations Boards have Committees and task forces that help the Board do its work and these entities are part of the governance system of the organisation. For most Boards, some of these units are permanent or “standing” structures, while others accomplish a specific task and then disappear. It is increasingly common for Boards to refer to the permanent structures as Committees and the limited term entities as task forces or Ad hoc Committees, although some Organisations do use the labels interchangeably (OECD, 2004). While it is common for Board Committees to be comprised entirely of Board members, it is increasingly common to also invite non-Board members with unique expertise or knowledge to serve. Often, the key standing committees are specified in the organisation’s by-laws document, which should explain their purpose and roles (Ongore, 2011).

(iii) Officers

According to Semmar (2012), the officers of the typical Non Profit Organisations are the key leaders for the organisation. According to him, in most States of the U.S., the law requires that a Non-Profitorganisationmust have certain officers. The most common positions are Board Chair (or President), Vice Chair (or Vice President), Secretary, and Treasurer. The Board Chair is the chief voluntary officer of the organisation, and is responsible for organizing and conducting the meetings of the Board. Further, it is the chair's responsibility to facilitate the Board’s work as a team and to ensure that meetings and other Board activities are conducted in an effective manner. It is common for the Board Chair to oversee the performance of the organisation’s Chief Executive on behalf of the Board, although some organisations elaborate the process by assigning the chair to lead a process in conjunction with a Committee of the Board (often the Executive Committee) or even the full Board.

2.4 Governance Policies of Faith Based Organisations

According to Mallin (2010), governance policies formalise the roles and responsibilities of the Board, its officers and Committees and the manner in which the Board exercises its authority in the fulfillment of its responsibilities. Thus Boards and Board members are often reminded that they have a "fiduciary responsibility" to the organisation and ultimately, to the larger community within which they serve.

Repei (2000) refers to fiduciary responsibility as the responsibility to treat the resources of the organisation as a trust, and the responsible Board will ensure that these resources are utilised in a reasonable, appropriate and legally accountable manner. While the phrase “fiduciary responsibility” is often used to refer especially to financial resources, it applies to the stewardship of all of the assets and resources of the organisation.

Unfortunately, many Boards operate in much less systematic ways to ensure fiduciary accountability and some become much absorbed in the details of the organisation and its management.

According to Repei (2000), in reasonably healthy organisations with competent staff, such “micro-management” is counterproductive and can create an inability to "see the forest for the trees" (i.e., the Board becomes so caught in detail that the important trends and issues are overlooked or obscured), and because it disrupts and alienates the Executives and staff who experience the interference.

Therefore, it is important that Committees and Task forces do only work that legitimately is the responsibility of the Board, and take care that these structures do not interfere with the operations of the organisation or interfere with the oversight that should be provided by the full Board. Consequently, many boards in older organisations have concluded that they have too many committees and it has become a trend for instance among many U.S. Non Profit Organisations’ Boards to decrease the number of standing Committees and use task forces more frequently to address specific issues of strategic importance as they arise(OECD, 2004).

2.5 Organisational Values of Faith Based Organisations

According to Van Wart (1998), organisational value, refers to the important principles that guide the behavior of the organisation and are communicated and rewarded within the organisation. Osborne (1996) categorizes organisation values into functional or instrumental depending on desired modes of conduct or end state describing desired outcomes such as organisational prestige or financial condition. With functional values providing clues to acceptable workplace behavior and generally including such priorities as honesty, diversity and hard work. In contrast, instrumental values are strategic values that provide the rationale for the activities of the organisation and link the organisation to the environment and its stakeholders. An organisation is said to have, a strong value system when the organisation members share key values related to acceptable behavior within the organisation and the organisation's strategic direction and, more important, that they share the espoused values of organisational leaders (Amis, Slack, &Hinings, 2002).

Ultimately shared values determine and regulate relationships between individuals, the organisation and other environmental institutions (Corley, 2004). This is due to the fact that shared values create bounds and limits on individual acceptable behavior, providing predictability and stability, as well as reducing role conflict and ambiguity. As a predetermined script of acceptable behavior, shared values encourage individuals to make decisions without reweighing the costs and benefits for each set of alternatives in each context (Amis, Slack, &Hinings, 2002). Individual values that are congruent with an organisation's values may strengthen an employee's identification with the organisation and ultimately provide employees' meaning, direction, and a sense of what is distinctive about the organisation (Corley, 2004).

Dobni, Ritchie, &Zerbe, 2000) andSchein (1998) noted that shared values guide external adaptation of the organisation. According to him, the importance of shared ideology is to create "social institutions" that explicitly communicate the nature of the organisation and its distinctive aims, methods and roles. Thus values provide a common understanding of the correct way of thinking and acting on strategic issues and opportunities facing organisations and shaping employees' beliefs about environments and relationships with customers and competitors.

However, Meglino and Ravlin(1998) had earlier noted that even within an organisation, values may conflict. The potential conflicts may exist between individual values learned from family, society, or religion and the values the organisation formally espouses through strategic documents, policies and practices (Maynard-Moody & Musheno, 2003). For example, organisations' emphasis on competition for internal recognition and reward, as well as external marketplace competition, may be in conflict with employees' cooperative and altruistic tendencies.

2.6 Relationship between Project Governance Structures and Project Performance

Since the 1950s, project-based methods have emerged to deal with unique, novel and transient operations (Bresnen et al. 2005). Yet, it is only during the past decade that the awareness of project governance has been on the increase in both private and public sectors (Abednego &Ogunlana, 2006 and Turbit, 2005). In the project environment, governance structures are needed to support and control the operational project processes and to manage the interface between project teams and their clients (Henisz, 2006 and Hyvari, 2006). In other words, project governance structures provide the mechanisms through which the objectives of the project are set, the means of attaining those objectives determined and the means of monitoring the project performance are determined (Turner, 2006).

Corporate governance structures encompass the ownership structure, the composition of the Board of directors, the size of the Board and the independence of the Board among others, (Ehikioya, 2007).
Corporate Boards are seen to play a critical roleby offering direction and guidance to any corporate entity, (Coleman and Biekpe, 2007) just as the ownership structure has been identified as playing an important role in the governance of entities.

The debate on ownership structure and performance goes back to Berle and Means (1932), who suggested that an inverse correlation was observed between the diffuseness of shareholdings and firm or project performance. Demsetz and Villalonga (2001), who argued that the ownership structure of an organisation should be thought of as an endogenous outcome of decisions that reflect the influence of shareholders, have challenged Berle and

Means (1932)'s view, this indicates the relationship between governance structures and project performance.

John and Senbet (1998), recognize Board size, composition and independence to be the Board structure attributes that determine the effectiveness of a Board in monitoring management to enhance proper organisation performance as part of governance structure in an organisation. Board composition refers to the number of independent non-executive directors on the Board relative to the total number of Directors. An independent non-Executive Director is defined as independent directors who have no affiliation with the organisation except for their directorship (Clifford and Evans, 1997). There is an apparent presumption that Boards with significant outside directors will make different and maybe better decisions than Boards dominated by insiders.

"Board Structures around the World: An Experimental Investigation", Gillette et al. (2010) investigated the Board structure that performs best. Their findings show that the presence of outside Directors on Boards leads to better decision making. They also find that the most efficient Board structure is the single-tiered Board with a majority of outside directors, and that the presence of outside Directors improves the quality of decision-making even when they are not in the majority, thus, the relationship between governance structure and project performance.

With the governance structures, the government is not the ultimate owner, but the agent of the real owners, the citizens and it is not the real owners who exercise governance, but the bureaucrats. There is no personal interest that bureaucrats have to ensure that an organisation is run efficiently or governed well since they do not have any benefits from good governance. Bureaucrats and government respond to various interest groups (For example, trade unions, and affirmative action in the case of Uganda) as part of their social agenda (Lopez-de-Salines et al., 1997).

Governance structure that involves things such as Capital structure is also an important factor that determines the performance of a firm. Capital structure refers to the ratio of debt and equity financing. In case if more debt financing the company has to face certain bankruptcy risk, but there are also some tax and monitoring benefits associated with debt financing (Su and Vo, 2010). It also mitigates the agency conflict by reducing the free cash flow of the organisation. There should be an appropriate capital structure that generates the maximum profit for the organisation, as too less equity financing increases the control of the owners to a large extent (Abu-Rub, 2012).

Governance structure that involve business risk and firm risk both have a positive influence on firm performance and project performance. More risk leads to more return up to a point. For the observed period the firms have managed their risk so that it has not reached that limit. The results are supported by the study of Reddy (2010). Organisation and the size of the project positively impactthe performance of the Project while the liquidity of the assets of the organisation will negatively influence its performance. High liquidity means that too much assets are not being properly utilized, if this liquid were invested it may earn more profits. The results are supported by the research conducted by Gurbuz et al. (2010).

Findings show that a high proportion of Executive Directors has a significant negative relationship with the performance of the selected public sector entities and Non-GovernmentOrganisations which are part of the governance structures. These findings are supported by Laing (1999), who concluded that for An organisation to be effective in its monitoring, it should, among other things, have Boards with significant outside Directors who may make different and perhaps better decisions than Boards dominated by insiders. The argument for the need of independent non-Executive Directors on the Board substantiated from the agency theory which states that due to the separation between ownership and control, managers tend to pursue their own goals at the expense of the shareholders. Hence, by having independent non-Executive Directors on the Board, these Directors would help to monitor and control the opportunistic behavior of management and help in evaluating the management more objectively.

The establishment of management structures for the management of a project is amongst the important activities required for accomplishing goals. Shaker (2003) in a publication reviewing Peter Drucker books, who argues that management is the function, which involves getting things done through other people. Basically this involves the following, which are all aspects of setting organisation matters for performance: Getting Managers with leadership capabilities, Getting staff with competence and appropriate skills, Placing responsibilities on people for successful completion of the project, Establishing clear delegated authorities and Defining proper communication lines. Since these outlined duties relate to the matters concerned with internal organisational running, it may be argued that they are solely for the purpose of improving only organisational performance.

Kotnour (2000) asserts that some of the internal organisational matters such as organisational learning practices increase project success too. The tendency to have the project success increased therefore lies in the ability of the manager to develop certain strategies within the organisation. The activity of setting a project organisational structure is, for instance, one of the major organisational matters whose influence on project performance may be significant.

In a research work by Sarfo (2007) and citing others the study reported that the organisational structure adopted for management of building projects is an important area to consider for the success of projects. Weaknesses in this area of project management lead to poor project performance regardless of organisational facilitators such as senior management commitment and leadership style.

Loo (2003), also grouped project management activities that facilitate project success under two main areas, which require the establishment of the structure of the organisations for their effectiveness. The areas cover technical (e.g. planning, controlling, and procedures) and people (e.g. leadership, communication as well as conflict management).

Sidwell (1990) in his investigation into the impact of client decision-making upon organisation process and project success concluded that project organisational structure has influence on the project performance from inception to completion. Getting an organisation structure alone is not enough. As much as having an organisation structure is important for the achievement of project success. The effect of the size of the management structure adopted for management of a project needs to be also given special thought; this shows the relationship between governance structures and project performance.

The relationship between project governance structures and project performance is indicated in problems of project failure such as; Inadequate or vague requirements, Stakeholder conflict, Team weaknesses, Unrealistic timeframes and tasks, Competing priorities, Poor communication, Insufficient resources (funding and personnel), Business politics, Overruns of schedule and cost, Estimates for cost and schedule are erroneous, Lack of prioritisation and project portfolio management, Scope creep, No change control process, Meeting end user expectations, Inadequate testing processes and Bad decisions which can be overcome once the governance structures are well aligned in an organisation to lead to project performance.

The linear method utilizes graphical models to show the sequence in which project activities will be constructed. This method is typically used in projects which contain identical units in which there will be a lot of activity repetition. Examples include horizontal repetition in the construction of highways and pipelines, vertical repetition in the construction of high-rise buildings (Spencer & Lewis 2005).

Spencer & Lewis (2005) further argue that its major advantage is that it provides production rate, duration information as well as future potential bottlenecks. Its major pitfall is that it assumes that production rates are linear as a result; it is better suited for repetitive projects as opposed to non-repetitive ones.

Other scholars like Obi-Ugbo (2016) proposed better methodologies to effectively address scheduling problems. Research also focused on building on existing methodologies to better suit them for various environments. Obi-Ugbo also noted that project governance structures literature portrayed ongoing research to meet the demands of a dynamic environment enables proper governance structures. He noted that the common denominator in all reviewed papers was the need to reduce project make-span, solve time constraints, resource constraints and solving problems associated with the job shop hence proper project structures which lead to project performance.

This implies that project governance may be viewed as the framework, which enables the project management function to deliver the benefits of the project; and an assessment of the project performance leads to a deeper understanding of the effectiveness of the project management. Consequently, from the above foregoing literature, it is evident that there is a relationship between project governance structures and project performance.

2.7 Relationship between Project Governance Policies and Project Performance

Garmendia (2008) argues that when projects donot perform well, the implementing organisationfails because some aspects of its strategic objectives will not be delivered as planned scarce resources will be wasted, individuals and groups (stakeholders) who had expected some benefit from the outcome of the project will be negatively affected. The Canadian Management Accounting Society (1998) asserted that project failure is due to poor policies and alignment between the solution and organisation's strategy, business requirements or priorities, while Kiel and Nicholson (2003) concluded that project failure as lack of top management involvement and support.

Brown (2005) asserts that, project success is influenced by the level of knowledge, skills and experience of the project manager and project team, appropriate and consistent use of project management tools, processes and methodologies, alignment of the outcomes of the project to organisation strategy, managing the expectations of the project stakeholders and timely management of risk.

O'Donovan (2003) argues that 'the perceived quality of a company's corporate governance can influence its share price as well as the cost of raising capital, hence, the effect of Project Governance Policies and Project Performance. Accordingly, Project Governance Policies lead to accountability and accounting are both instruments that promote high quality of good governance.

Sheng (2000) admits that an important theme of corporate governance is to ensure the accountability of certain individuals in an organisation through mechanisms that try to reduce or eliminate the principal-agent problem. This accountability is presumed to be more properly and adequately rendered by a Board comprising a majority or supermajority independent Directors.

The concept of independent Director is however difficult to define. Presently, there is lack of a universally accepted definition of independent Directors. However, definition of independent Director in this work is that an independent Director is a director who is independent in character and judgment and not having any material relationship with the company beyond his/her directorship (directly or as a partner, shareholder, or officer of an organisation that has a “material” relationship with the company) this is as a result of Project Governance Policies which affect project performance.

Some of the project governance policies entail or involve an independent Board of Directors that has fewer conflicts of interest in monitoring managers, even if the presence of outside Directors entails additional costs to the firm (fees, travel expenses, etc); moreover, as Adubi (2004)highlight, an excessive proportion of non-Executive Directors could damage the advisory role of Boards, since Executive Directors facilitate the transfer of information between Directors and management and give information and knowledge that outside Directors would find difficult to gather.

After the recent corporate scandals, policymakers and regulators worldwide have called for greater independence of Boards of Directors from the top management of an organisation (Dalton and Dalton, 2005).

Love (2007) stated that part of the project governance policies involve Board independence is the most effective deterrent of fraudulent financial reporting. As a matter of fact, many studies showed that firms committing financial reporting fraud are more likely to have a Board of directors dominated by insiders. With reference to Italy, Romano and Guerrini (2012) find that the higher the percentage of independent Directors on the Board, the lower the likelihood of financial fraud, arguing that a higher relative weight of independent Directors appears to ensure more effective control hence leading to project performance.

Many countries have strengthened recommendations on the composition of the Board and its independence as part of the new project governance policies to support project performance (Zattoni and Cuomo, 2010).

Even in Italy now both the regulatory framework and market best practices place emphasis on Board independence from management (Bank of Italy, 2008). As a matter of fact, a recent study shows that nowadays the independence of non-Executive Directors is a commonly recommended governance practice (Zattoni and Cuomo, 2010). However, the majority of the existing studies about banks show a significantly positive relationship between Board composition and Banks' profitability or efficiency, highlighting how banks with a higher presence of non-Executives or independent members on their Boards perform better than the others (Shelash, 2011).

Shelash (2011) Project governance policies involve having a Board Culture of Corporate Governance" which is defined corporate governance as 'an internal system encompassing policies, processes and people, which serves the needs of shareholders and other stakeholders, by directing and controlling management activities with good business savvy, objectivity, accountability and integrity. She further urges that sound corporate governance is reliant on external marketplace commitment and legislation, plus a healthy Board culture which safeguards policies and processes this leads to project performance.

Corporate governance encompasses how an organisation is managed, its corporate and other structures, culture, policies and strategies, and the ways in which it deals with its various stakeholders which lead to project performance, (Éliane, 2008). The need for organisational governance arises because of the separation of management and ownership in the modern organisations.

In a publication by Tom (2011), the study said there are many reasons why projects (both simple and complex) fail; the number of reasons can be infinite. However, if we apply the 80/20 rule the most common reasons for failure can be found in the following list: lack of clear project governance policies that lead to Poorly managed, Undefined objectives and goals, Lack of management commitment, Lack of a solid project plan, Lack of user input, Lack of organisational support, Centralised proactive management initiatives to combat project risk, Enterprise management of budget resources, Provided universal templates and documentation, Poorly defined roles and responsibilities

Even with the best of intentions or solid plans, project can go awry if they do not have clear governance policies hence will not be managed properly. Éliane, (2008) in a researched to determine the causes of failure in the implementation of project management that come as a result of lack of project governance policies the study interview 5 experience senior managers in Montreal and identify the following as the main causes project failure: no ownership of the project, responsibility transferred to operating personnel, reluctance to transparency, lack of change management planning, lack of change agent, lack of employee commitment, needs not clearly communicated, lack of concrete support and commitment from upper management and unrealistic expectations from upper management.

However, Responsibility transferred to operating personnel, Reluctance to transparency, Ease of evaluating performance, Human resources management structure not adapted to project management which was all as a result of impact of organisational structure and rank impact of organisational structure among others as the highest predominant level of importance.

Wysocki (2012) argued that the control of project governance policies is a fundamental part in the process of project construction, especially for those projects which consider project time and budget as targets. He again noted that delivering project on-time or not have much to do with earning or losing a profit and/or a return on investment for parties. In that case, many different techniques and tools have been developed to support better project governance policies, and these tools are used widely by a great majority of project planners.

This implies that the project success is directly associated with project governance policies and practices.

2.8 Relationship between Organisational Values and Project Performance

Empirical research on the impact of values on employee or organisational performancehas found mixed results. Scholarly research geared to the public sector has found that highperforminggovernment organisations clearly articulate a set of values (Hale, 1996) and that public sector employees continuously use value systems to make “streetlevel decisions” (Maynard-Moody & Musheno, 2003). Studies of value congruence in theworkplace have found that congruence between individual and organisational values is positivelyrelated to positive work attitudes, including employee satisfaction, commitment, andinvolvement (Meglino&Ravlin, 1998), as well as perceptions of workplace ethics.

Denhardt (1993) identified “commitment to public service values” as oneof the attributes of high-performing public managers.

However, other studies of the impact of values on performance have offered mixedresults (Alonso & Lewis, 2001). In a rapidly changing environment, shared value thatemphasizes conventionality, risk aversion, or behavior inhibition may hurt performance(Dobni et al., 2000; Landau, Drori, & Porras, 2006) by promoting resistance to change and encouraging intolerance of diverse viewsand groupthink.

According to Landau et al.,(2006), organisationleaders manage values through recruitment, selection, and retention of employees; programsthat clarify and communicate values, such as strategic plans and mission and vision statement,training, reward systems, and even the budgeting process. Such systems provide clear indicationsof what is important to leaders and what issues receive their attention. In addition, formalsystems, such as pay systems and informal recognition opportunities serve to reward employeesfor acting on shared values.

Thus assessing and understanding the organisation's values can create the differencebetween failure and success in our current changing economic environment and organisational leaders should have the responsibility of providing this value to their team members. As aresult, the biggest indicator of organisational value is reflected in what project managers payattention to and reward: it gives an insight into the true organisational value and itunderlies its real beliefs and values. Indeed, what a company wants to be can be totallydifferent from the values and norms expressed in its daily practices.

In more than transmitting the organisational beliefs and values to the teammembers, the project leader creates a team value too. It aims at developing group norms(how to make decision, how to solve conflicts and build trust, how to communicate etc.)and project objectives and goals. So the project leader can help his/her team to reach highperformance levels in particular by protecting his/her team, communicating directly aboutthe organisational values and expectations and developing strategies to overcomepotential issues. For instance, when a project manager is leading a high competence core value team whereas the organisational core value is about collaboration, he/she has todeal with behaviors frontally opposed as values of both values are incongruent.Consequently, he/she has the responsibility to promote better working relationships by making sure the team understands the strengths and nature of the organisational value. In addition, to favor high performance, he/she needs to ensure the project team get how each of the members must approach tasks and relate to each other as well as their manager's particular leadership style and their view of success. The same goes for the leaders who have to appreciate the company's beliefs and values to be able to adapt their behavior and to develop more effective strategy to make their projects successful.

Project culture with Value as one of its elements is one of the most influential factors of successful project implementation in enterprises and is part of the overall organisational culture (Levine, 2005). Most projects do not operate in isolation; they have to operate within a business environment that should be complementary to the requirements of good project management. Co-operative cultures require effective management support at all levels and the interface between project management and line management is critical hence the relationship between Organisational Values and Project Performance.

A matrix organisation is particularly important, where responsibility for the project is shared between the project managers and line managers which part of organisation values (Levine, 2005). Effective relationships with line management are based on the following factors (Kerzner, 2009). Both the project and line manager can develop a mutually agreeable project culture and working relationship. There are four typical cultures (Shenhar, 2007); (a) co-operative – based on trust, communication, teamwork, and cooperation; (b) competitive – each one tries to advance at the expense of the other; (c) isolated – the functional unit creates its own culture, and the project manager must manage work according to that culture or risk alienating the line manager and the functional group; and (d) fragmented – this appears in multinational projects and virtual teams, hence, the relationship between organisational values and project performance

Kumar and Sivaramakrishnan (2007) used an agency model of the organisation to analyse how the Board-CEO relationship affects shareholder value that is part of organisation values on project performance. They measured Board dependence on the CEO by the extent to which the Board's interests are intrinsically aligned with the CEO's interests, and came to the finding that, other things held constant, a more dependent Board exhibits a greater alignment with the CEO. They were thus able to examine the effects of bringing to the Board more independent Directors or less of them on the firm's investment, managerial compensation, board equity compensation and shareholder value. The main finding in this study is that shareholder value can increase as Board dependence (not independence) increases hence, the effect of organisation values on project performance.

Krishna (2006) investigates whether Board independence has any influence in the maximization of organisation value. Krishna concludes that the empirical analysis of her study produces no evidence to confirm any relationship between the independent Board and the maximization of firm value or performance. Krishna however adds that the lack of confirmatory evidence in her work may be attributable to the short period of time her study spanned as well as the fact that in India where the study was structured and conducted companies were still in the early period of implementing the regulatory authority inspired corporate governance reforms. In laying the foundation for her work, the author notes that organisation values and project performance are so intertwined that achieving one without the other is unimaginable. Short of explaining what the excellence of an organisation without organisational values means, she further asserts that well governed organisations produce distinctively excellent performance and that good corporate governance is a source of competitive advantage and critical to economic and social progress.

Duru and Alhasweh (2013) noted that during the scheduling of project activities, the project manager incorporates the schedule for site rollout plan with milestones and timeframe for the sequential tasks that comprises the project execution process. The input of different technical teams is needed to specify the time required to complete each task and process in the project.

This helps to build teamwork as well as to bring out the professionalism of the team that carrying out the project.

Subsequently, the project manager uses project management software, namely Microsoft Project, to automatically create project time plan with Gantt chart illustrating the actual schedule of the project with activities, durations and sequences based on tasks' start and end dates which leads to project performance.

Garmendia (2008) contends that organisations should ensure that project teams embrace strong organisational values for their projects to be successful. He argues that organisation'svalues of effective communication, reward and recognition, well trained staff and team work among project teams ensures that project goals and objectives are likely to be achieved hence project success. This was also supported by Letting (2008) that concluded that project managers must design and facilitate a tradition that brings out the best in project stake holders, to the benefit of the project. He goes on to emphasize that project managers must create a learning culture/values, encourage open communication, acknowledge, reward and give attention to members when deserving in order to ensure project success.

Additionally, Thomsen and Pedersen (2000) concluded that project managers could direct projects effectively and efficiently by incorporating active listening, empathy, persuasion, commitment to the growth of the people and leadership.

From literature, four dimensions of organisational values can be identified; communication, professionalism,employee/customer satisfaction and teamwork.Thus from the above foregoing literature, it is clear that there is a relationship between organisational values and project performance.

2.9 Implications of Governance on Project Performance of Faith Based Organisations

It should be noted that organisations are instruments of purpose coordinated by intentions and goals. The purposes of organisations and evaluating comparative organisational success and failure in fulfilling those purposes are conspicuous parts of conventional discourse (March and Sutton, 1997). Therefore, performance remains a crucial aspect of the organisation and at the heart of strategic management. The stakeholder based view has since influenced the various measurement tools of performance depending on the metamorphosing influence of the stakeholder. This approach assesses performance against the expectations of a variety of stakeholder groups that have particular interests in the effects of the organisation's activities (Hubbard, 2009). Basing on this projects performance under the Brothers of Christian Instruction will be assessed in terms of Satisfaction, Utilization of funds, Timeliness and Goal realization.

Performance achieved is usually measured by different items related to internal and external project results (Ika et al., 2012). Internal project results (i.e., compliance with time, budget and quality) are the classical performance indicators of a project and are those for which the NGO is directly accountable to the donors (Hermano et al., 2013). However, it is widely accepted, not only in the development field, that these measures of performance should be complemented by other measures that measure governance (Atkinson, 1999).

Nevertheless, acquiring the necessary resources for survival is not the only dimension of measuring Organisation's project performance.

Kareithi and Lund (2012) for instance argued that the primary mission of these organisations is focused on goals desired by their targeted beneficiaries and their communities, so the performance of these organisations should be assessed by their effectiveness and efficiency to achieve mutually identified social goals as a result of governance.

Considering the literature from different streams Golini et al (2015) included the following items: obtaining long-term project impact/outcome/goal; stakeholder/partner involvement (citing Atkinson, 1999); ownership extension of the project to the local community monitoring and reporting to the stakeholders; (Hermano et al., 2013); economic sustainability after the end of the project. Finally the last indicator satisfaction of the local community or clientele of an organisation as a result of governance(citing Hermano et al., 2013; Ika et al., 2012; Toor&Ogunlana, 2010).

Kerzner (2009) posited that projects are planned and developed in order to meet certain set initial criteria determined by the technical specifications for Project Performance. Project manager should be aware of what the project is supposed to accomplish. The essence of measuring project performance is to ascertain whether the finished output operates according to the specified objective.

Pinto (2010), stipulated that this process is usually referred to as conducting a "quality" check and the center of gravity usually falls within the available resources as a due to governance.

2.10 Conclusion

From the literature reviewed above, it is clear that research on Governance has concentrated on developed countries (Melyoki, 2005), and public for-profit companies (Mulili, 2011). There has been little research on Governance in Nonprofits (Jones, 2005). The research on NPOs has mainly been carried out in developed countries and has not been specific to FBOs (Jones, 2005). This study on the contrary focused on FBOs. A few studies have been carried out on governance in FBOs, but still, these have mainly been in developed countries (Hall, 2002). These do not take into account the governance structures and policies in developing countries such as Uganda. It is this knowledge gap that this study addresses itself to.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter focuses on the methods and procedures that were used to collect data, process, analyze and interpret it. It majorly includes; the research design, study population, determination of the sample size, procedures and sampling techniques that were used, data collection methods, data collection instruments, reliability and validity of data, procedure of data collection, data analysis and measurement of variables.

3.1 Research Design

The researcher used a case study research design to conduct the study. Case study research design details contextual analysis of a limited number of events or conditions and their relationships in a given organisation. Yin (2013) defines the case study research design as an empirical inquiry that investigates a contemporary phenomenon within its real-life context; especially when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used. The study was carried out mainly using quantitative and qualitative approach of research. These were employed in order to get an in-depth understanding of the phenomenon under investigation and to confirm completeness for instruments. Quantitative methods emphasize on objective measurements and numerical analysis of data collected from tables to make meaning out of it across groups of people. The qualitative methods such as interviews are methods that do not involve measurement or statistics. This design was adopted because it enabled the study to target a large group of respondents to obtain information without making a follow up of the respondents once the information from them is obtained. This helped the researcher to get the individual characteristics of the variables under study.

3.2 Study Area

The study was conducted at the headquarters of the Brothers of Christian Instruction which is located in Kisubi under Kampala Archdiocese. It also included other workers on the various projects countrywide.

3.3 Study Population

The study population comprisedall employees under the Projects and Development including those attached to Finance and Internal Audit, Education, Procurement/ Operations and Human Resourceof the Brothers of Christian Instruction in Central region which number to 105employees (Human resource department, 2016).

3.4 Determination sample size

3.4.1 Sampling Frame

Cooper & Schindler (2011) define sampling frame as the list of elements from which the sample is actually drawn. The Employees' register of Projects and Development in each area of operation was obtained from the Human Resource Department at the headquarters of the Brothers of Christian Instruction-Kisubi. All the employees were grouped together, arranged in alphabetical order and assigned numbers from 1 to the total number of employees in the department. This grouping formed the sampling frame for selecting the study sample size using Krejcie& Morgan (1970)as summarized in Table 1.

Table 1: Sampling frame for the study

S/No	Department	Target population	Sample	Sampling Technique
1	Finance and Internal Audit	10	10	Census
2	Education	70	59	Purposive
3	Procurement and Operations	15	14	Census
4	Human Resource	10	10	Census
	Total	**105**	**93**	

Source: Human Resource Department – BCI(2016)

3.4.2 Sampling Techniques and Procedures

Sampling involves any procedure that draws conclusion based on measurement of a proportion of the population (Kothari, 2004). According to Jawale (2012)Purposive Sampling also known as judgmental, selective or subjective *sampling* is a type of non-probability *sampling* technique is that is used to select a sample based on characteristics of a population and the objective of the study. In this study respondents with special knowledge of projects in the education department such school Principals, Bursars, Heads of departments in the education department were selected purposively to participate in this study.

In order to avoid bias, the employees' register in the Projects and Development was obtained from the Human Resources Department at Kisubi through the Director of Projects. This list formed our sampling frame from which 93 respondents from the Projects Department of the Brothers of Christian Instruction were selected using Purposive Samplingmost especially in the education department and a Census of the population was used in other departments as shown in Table 1 above.

3.5 Data Collection Methods and Instruments

In this study, since both secondary and primary data were used, both secondary and primary data collection methods and instruments were adopted. As Kothari (2004) asserts, the methods of collecting secondary and primary data differ in that with secondary data, the nature of data collection is merely that of compilation, while primary data needs to be originally collected using specific methods as questionnaires, interviews and observation. The researcher used a combination of research instruments and methods to collect data about the study including questionnaire, interview method and documentary review. This was done to increase the credibility and validity of the results. Altrichter et al.(2008) contend that this gives a more detailed and balanced picture of the situation.

3.5.1 Questionnaires

Phellas, Bloch and Seale (2011) define questionnaires as data collection methods where questionnaires are posted to respondents to complete. They note that with such surveys delivered by these means, questions need to be simple and easy to understand and the questionnaire has to be clear and easy to complete because no interviewer is available to assist the respondent. The researcher designed a set of questions based on the study objectives and research questions to form a questionnaire. The questionnaires were self-administered to the respondents who were able to read and answer questions without being influenced by the interviewer.

A Likert type of questionnaire (***See Appendix I***) was designed to be administered to the employees in the Departments of Finance and Internal Audit, Procurement/Operations, Human Resource and Education as respondents to explore their responses regarding the different statements describing the key variables of governance and project performance in Faith-Based Organisations with the case study of the Brothers of Christian Instruction.

The questions in the questionnaire were close ended (questions inform of statements to allow the respondent circle the appropriate response), however questionnaires were sent out to a certain number of selected respondents and collected later after they were filled. Thus the questionnaires were both self-administered and researcher administered.

For researcher administered questionnaires, the researcher further interviewed the respondents on a few responses that required further clarifications. Questionnaires are cheap instrument of data collection and reduce biasing error caused by the characteristics of the interviewer and the variability in interviewers' skills, and the absence of an interviewer provides greater anonymity for the respondent especially when the topic of the research is sensitive, hence increasing the reliability of responses (Phellas, Bloch & Seale, 2011).

3.5.2 Interviews

According to Doyle (2005), in-person interview also known as a face-to-face investigation, involves an interviewer who is physically present to ask the survey questions and to assist the respondent in answering them. The researcher used the interview method to collect primary data. The researcher designed an interview guide***(See Appendix II)*** from the main questionnaire basing on the objectives of the study. Interviews were conducted with key informants at the Brothers of Christian Instruction about the effect of governance on projects performance. The interview responses supplemented the data obtained using the main questionnaire. This tool offers many advantages more than any other; a face-to-face interview allows researchers a high degree of control over the data collection process and environment (Doyle, 2005).

3.5.3 Documentary review

The researcher reviewed relevant documents not limited to research documents, financial reports and relevant journals about the variables of the study to supplement primary data. Schutt (2012) identifies other common sources for documentary review as organisational records and data collected through qualitative methodologies or qualitative research. This formed the secondary data and the sources for secondary data included but not limited to; the Brothers of Christian Instruction reports and publications, journals, government publications and published research reports and papers.

Schutt (2012) points out that secondary data saves time that would otherwise be spent collecting data and, particularly in the case of quantitative data, provides larger and higher-quality databases that would be unfeasible for any individual researcher to collect on their own.

3.6 Quality Control Methods

3.6.1 Validity

Bashir et al (2010), notes that, validity determines whether the research truly measures what it was intended to measure or the truthful of research results. According to Polit and Beck (2006), content validity is the degree to which an instrument has an appropriate sample of items for the construct being measured. In this study content validity related to whether or not the items sampled for inclusion on the tool basing on the conceptual framework adequately represented the domain of content addressed by the instrument.

The research instrument was distributed to the research supervisors to justify their suitability before distributing them to the respective respondents. The supervisors had the opportunity to correct and delete some questions on the questionnaire that were irrelevant and not consistent with the study. This helped the removal of ambiguities and facilitated clear understanding of the questionnaires by the respondents. Questions that could not provide useful data were discarded and the final revisions of the questionnaire were made.

The researcher requested the two supervisors to score the content on the final questionnaire to determine the relevancy of each item in the questionnaire using the 5 point Likert scale (5. Strongly Agree, 4. Agree, 3. Neither Agree, 2. Disagree, 1. Strongly Disagree) and the average percentage of the score was used to determine the Content Validity Index (CVI). In cases where the average percentage was found to be above 50%, the content was considered valid. This study had 42 questions that were rated using the 5 point Likert scale (5. Strongly Agree, 4. Agree, 3. Neither Agree, 2. Disagree, 1. Strongly Disagree) and scored by my two supervisors and the CVI were computed using the formula below to check for validity of the research questions:

$$CVI = \frac{R}{(R+N+IR)} X\ 100 = \frac{40}{(40+0+2)} X\ 100 = 95.23\%$$

Where R is Relevant (40 questions), N is Neutral (i.e. 0) and IR is Irrelevant (i.e. 2 questions). The closer the CVI value to 1, the more valid the instrument (Polit and Beck, (2006).

3.6.2 Reliability

Reliability is a major concern when a psychological test is used to measure some attribute or behavior. In other words, reliability is the extent to which measurements are repeatable when different persons perform the measurements (Drost, 2011).

To measure the reliability of the research instrument a Cronbach's Alpha Coefficient test was carried out on the sample filled questionnaire. This is in line with Tavakol and Dennick

(2011) who argue that the Cronbach's Alpha is a measure of the internal consistency of a test or scale and it is expressed as a number between 0 and 1 with a minimum desirable coefficient stated at 0.6.

Further, reliability test for the measurement of the survey tool was done using Cronbach Alpha Coefficient test and the results are presented in table 2.

Table 2: **Reliability Test for governance and Project performance**

Variables	**Number of Cases**	**Number of Items**	**Cronbach's Alpha**
Governance Structures	60	15	0.898
Governance Policies	60	10	0.792
Organisational Values	60	10	0.840
Project Performance	60	5	0.618
Total	**60**	**40**	**0.910**

Findings presented in Table 2above shows the number of items represented the number of questions for each variable and the corresponding Cronbach Alpha Coefficients for each study variable were computed. From Table 2, the overall Cronbach Alpha Coefficient for the organisational effectiveness was found to be 0.910. This is acceptable because it is above the Cronbach Alpha Coefficient of 0.6 and therefore qualifies for subsequent analysis (Mugenda and Mugenda, 2003).

3.7 Data Management and Processing

3.7.1 Quantitative Data

After data was collected, it was edited to remove errors. Data was sorted and coded according to the research objectives to remove any errors and improve the reliability of the data and entered into the Statistical Package for Social Scientists (SPSS) version 17for analysis.

3.7.2 Qualitative Data

Qualitative responses were transcribed into research themes related to the research objectives. The themes were arranged into categories from which lessons were deduced for reporting and presented in paragraphs.

3.8 Data Analysis

According to Babbie (2009), data analysis is the process of inspecting, cleaning, classifying, coding, tabulating, transforming and modeling data needed to perform quantitative or qualitative analyses according to the research design and appropriateness of the data.

3.8.1 Quantitative Data

The quantitative data collected was compiled, sorted, edited, classified, coded into a coding sheet and analysed using a Statistical Package for Social Scientists (SPSS) version 17with the help of an expert for easy analysis and interpretation of results. This package was used to generate descriptive statistics and inferential statistics (Correlation Coefficient and multivariate analysis) to examine the relationship between governance and project performance of the Brothers of Christian Instruction.

The descriptive statistics mainly comprised of frequencies, percentages, means and standard deviations and were used to describe the main features of the data collected. The inferential statistics were performed using Pearson Correlation Coefficients and Multi-linear regression model to examine the relationship between governance and project performance of the Brothers of Christian Instruction. Pearson Correlation Coefficient was used because it measures the strength of a linear association between independent variables and the dependent variable. Multiple linear regression models was used because it helps to show how much will the dependent variable change given the change in the independent variables.

3.8.2 Qualitative Data

Qualitative data analysis involved both thematic and content analysis and this was based on the study objectives. Content analysis was used to edit qualitative data and organised into meaningful shorter sentences. On the other hand, thematic analysis was used to organise data into themes and codes.

3.8.3 Data Presentation

Results for descriptive data were presented by the use of frequency tables, pie charts and bar graphs while inferential statistics were presented in tables.

3. 9 Measurement of variables

The key variables this study measured include the independent variable, governance with constructs, structures, policies and organisational values. A 5-point Likert scale with respondents' answers ranging from "Strongly Agree" to "Strongly Disagree" was used to collect information which was used to measure the study variables. These variables were measured by asking questions that aimed at establishing governance structures, policies and organisational values in project performance under the BCI. Project performance is the dependent variable and the key dimensions that werestudied are projects Satisfaction, utilisation of funds, timeliness and goal achievement and a set of statements were used and applied to a five-point Likert scale ranging from Strongly Agree (5), Agree (4), Not sure (3), Disagree (2) to Strongly Disagree (1). This variable was measured using an instrument developed under the guidance of the supervisor, intended to obtain information on the project performance under the Brothers of Christian Instruction.

3.10 Ethical Considerations

The researcher considered the conduct of the research and gave attention to the ethical issues associated with carrying out the study and adhering to the following procedures:

By acknowledging and citing previous studies done by other scholars in the area of governance and project performance in Faith-Based Organisations when doing the literature review.

The researcher was open, honest and sent in advance an introductory letter together with the research instrument to sample respondents explaining the purpose of the study.

The researcher observed the informed consent of the respondents; respected their privacy, confidentiality and anonymity, voluntary nature of participation, and the rights of individuals to withdrawal partially or completely from the process.

3.11 Limitations to the Study

The major problem encountered was that of delays to fill the questionnaire which arose due to busy schedules of technical staff that participated in the study. However, this was overcome by scheduling follow up on a weekly basis until the entire questionnaires distributed fully received responses.

Time constraints; the researcher is employed and therefore found problems allocating enough time to do the research. He however utilised weekends and public holidays effectively.He also used e-mails means in collection of data. At critical times of the study, it was necessary to apply for a reasonable study leave from the employer.

3.12 Conclusion

This chapter discussed methods that were used in undertaking the research. It clearly indicated the research design, population, sample size and sampling techniques, data collection, analysis and presentation methods, validation and reliability of the methods that were applied to establish the relationship between governance and project performance in FBOs. Further it indicated ethical considerations and the limitations that were faced by the researcher in accomplishing the study and how he overcame them to improve the quality of the study.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Introduction

This chapter covers the presentation and interpretation of the study results in relation to the study objectives and they are to:

i. Investigate the influence of governance structures on project performance;
ii. Examine the effect of governance policies on project performance; and
iii. Assess the effect of organisational values on project performance.

Questionnaires and interviews were used to collect the data. The findings were summarised in form of tables, pie charts, bar graphs and qualitative statements. In addition, statistical analysis namely correlation and regression analysis were done.

The chapter also presents the descriptive statistics (Percentages, Mean and Standard Deviation), factoranalysis, correlation and regression analysis.

4.1 Response rate

Response rate refers to the number of respondents that actually answered and returned the questionnaire compared to the number of the respondents sampled to answer questions. The response rate according to Denison (2006) should be positive enough and at least 50% in order for the views raised to be representative of the area of study.

The response rate was determined as:

$$\text{Total response rate} = \frac{\text{Total number of respondents who returned the questionnaires}}{\text{Total number in the sample}}$$

$$= \frac{60}{93}$$

$$= 65\%$$

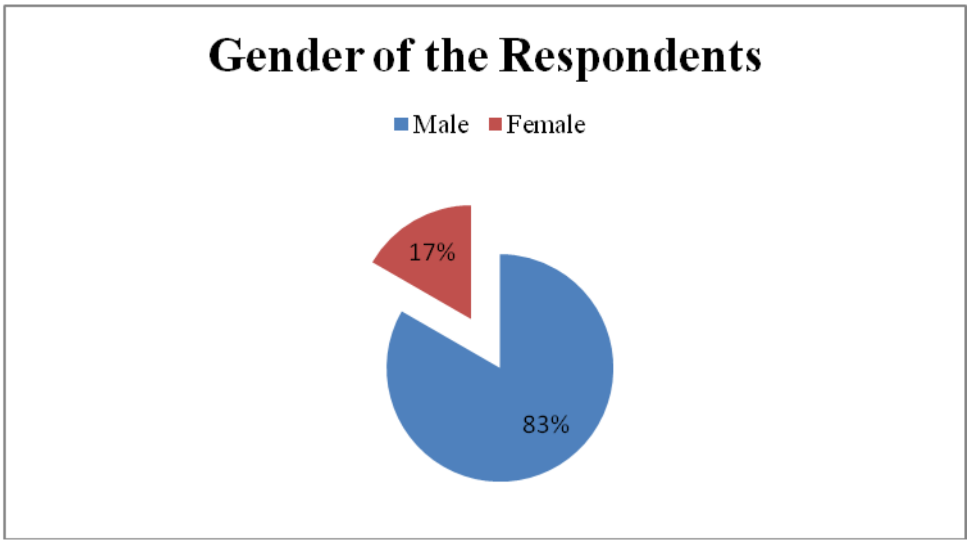
Therefore the responses from the respondents can reliably be used to generate valid views of the population that was used.

4.2 Respondents' Demographic Characteristics

Respondents' demographic characteristics of this study focused on the gender, age, department, working experience and level of education of the respondents.

4.2.1 Distribution of the respondents according to gender

Figure 4.1: Gender of the respondents



Source: Field data (2016)

Findings in Figure 4.1 above show that 83% of the respondents were males compared to 17% female respondents. This implies that the Brothers of Christian Instruction employ mainly males and more males responded to the survey compared to the females.

4.2.2 Distribution of the respondents according to Age

Table 4.1: Age of the respondents

Age of the respondents	Frequency	Percentage (%)
20 - 29 years	16	26.7
30 - 39 years	14	23.3
40 – 49 years	18	30.0
50 and above	12	20.0
Total	**60**	**100.0**

Source: Field data (2016)

From Table 4.1, it is clearly evident that the majority of the respondents (30.0%) fell under the age bracket of 40-49 years, 26.7% of the respondents were in the age bracket of 20-29 years, 23.3% of the respondents were in the age bracket of 30-39 years and 20.0% of the respondents were above 50 years. This implies that the majority (80%) of the respondents is the age bracket of below 50 years which is a very active age in the implementation of projects and is thus able to carry out activities pertaining to project management.

4.2.3 Distribution of the respondents according to Level of Education

Table 4.2: Level of Education of the respondent

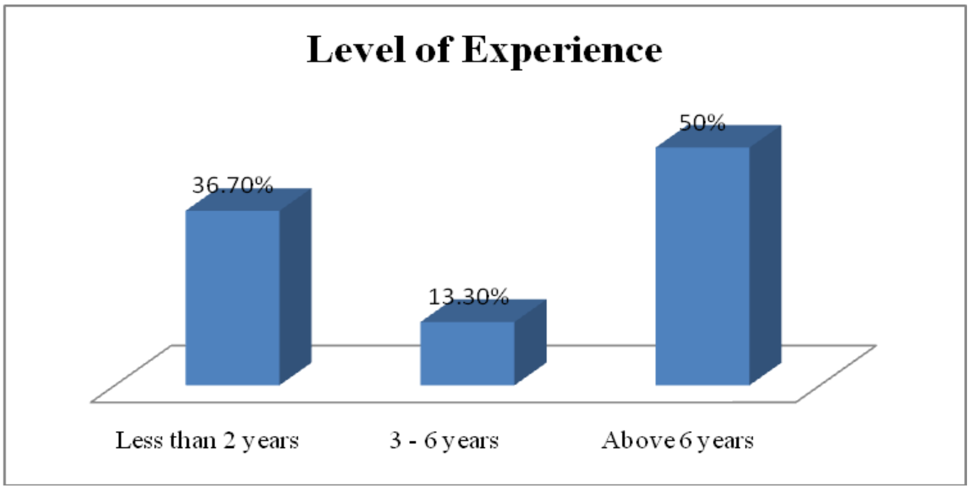
Level of Education	Frequency	Percentage (%)
Diploma	10	16.7
Degree	28	46.7
Professional	4	6.7
Masters	16	26.7
Others	2	3.3
Total	**60**	**100.0**

Source: Field data (2016)

The findings in Table 4.2 show that the majority of the respondents (46.70%) were graduates with Bachelor degrees, 26.7% had Masters Degrees, 16.7% were Diploma holders, 6.7% had professional qualifications and 3.3% of the respondents had other qualifications. This implies that the employees of the BCI are knowledgeable about governance and project performance

4.2.4 Distribution of the respondents according to Working Experience

Figure 4.2: Respondents Working Experience



Source: Field data (2016)

Figure 4.2, indicates that 50.0% of the employees had working experience of 6 years, 36.7% had less than 2 years of working experience and 13.3% of the respondents had between 3 - 6 years. 63.3% of the respondents had working experience of more than 3 years which implies that they possess thorough knowledge on governance and project performance.

4.2.5 Distribution of the respondents according to departments

Table 4.3: Category of the Respondents

	Frequency	**Percentage (%)**
1-Procurement and Operations	10	16.7
2-Human Resource	8	13.3
3-Education	35	58.3
4-Finance and Internal Audit	7	11.7
Total	**60**	**100.0**

Source: Field data (2016)

The findings in Table 4.3 show that the majority of the respondents (58.3%) were from the Education department, 16.7% of the respondents were from Procurement and Operations departments, 13.3% of the respondents were from the Human Resource department and 11.7% of the respondents were from the Finance and Internal Audit department. This implies that sampled respondents had adequate knowledge on governance and project performance.

4.3 Presentation and Analysis of Findings

Descriptive statistics were used to examine and establish the relationship between governance and project performance. The findings were analysed and interpreted basing on the Likert Scale such that a mean of close to 5 represents Strong agreement, 4- Agreement, 3- Not sure, 2- Disagreement and 1- Strong disagreement.

4.3.1 Descriptive Statistics for Governance Structures

Table 4.4: Mean and Standard Deviation of Governance Structures

	N	Minimum	Maximum	Mean	Std. Deviation
1. The management of projects under the Brothers of Christian Instruction is comprised of the Board,Committees and officers.	60	2	5	4.30	.696
2. The Board and project committee structure is very simple to facilitate communication and timelydecisions in the organisation.	60	2	5	3.97	.882
3. The Board is of the right size to deliberate and make decisions efficiently concerning projects inthe organisation.	60	2	5	4.07	.778
4. The appointment of Board members have always considered a mix of skills required in the stewardship of the organisation.	60	2	5	3.73	1.071
5. All Board members have the relevant industry experience to steward the organisation	60	2	5	3.50	1.097
6. The organisation's Board is fully constituted in accordance with the guiding laws	60	2	5	3.83	.905
7. Each Board member's terms of engagement areclearly defined	60	2	5	3.73	.936
8. There are clear guidelines on the operations of theBoard.	60	2	5	3.83	.905
9. The responsibilities of the Board are clearly defined	60	2	5	3.77	.890
10. There are coordinating mechanisms in place to facilitate the Board's proper functioning	60	1	5	3.60	1.061
11. The Board has sufficient budget to carry out all its planned activities	60	1	5	3.23	1.064
12. The remuneration of Board members is adequate relative to their responsibility	60	1	5	2.93	1.039
13. The Board of the BCI has the right number of projects committees to perform their workeffectively.	60	1	5	3.33	1.203
14. The project committees are of an appropriate size and composition to perform their work effectively and efficiently	60	1	5	3.63	1.057
15. The project committees are headed by Board members with the right and relevant skills required to steward the organisation	60	2	5	3.73	.936

Source: Field data (2016)

From Table 4.4 the following interpretations were deduced:

A comparative analysis of the mean scores for all the above items in Table 4.4 suggests a relatively high ranking of all the governance structure aspects in the management of projects of BCIin Uganda.

The highest Mean Score of 4.30with the low Standard Deviation of 0.696computed on the basis of a 5-Likert scale in question number 1 confirms that respondents were in agreementwith little variation in responses on governance structures that management of projects under the Brothers of Christian Instruction is comprised of the Board, Committees and Officers (staff members).

Further, Table 4.4 indicates that respondents agreed with question 3 thatthe Board is of the right size to deliberate and make decisions efficiently concerning projects in the organisation (Mean Score = 4.07 and Standard Deviation = 0.778).

Table 4.4 indicates that respondents agreed with question 2 that the Board and Project committee structure is very simple to facilitate communication and timely decisions in the organisation (Mean Score = 3.97 and Standard Deviation = .882).

Respondents agreed in Table 4.4 with questions 6 and 8 that there are clear guidelines on the operations of the Board and that the organisation's Board is fully constituted in accordance with the guiding laws (Mean Score = 3.83 and Standard Deviation = 0.905).

In Table 4.4, respondents agreed with question 9 that the responsibilities of the Board are clearly defined (Mean Score = 3.77 and Standard Deviation = .890).

From Table 4.4, respondents agreed with questions 4, 7 and 15 that the appointment of Board members have always considered a mix of skills required in the stewardship of the organisation, that each Board member's terms of engagement are clearly defined and that the Projectcommittees are headed by Board members with the right and relevant skills required to steward the organisation (Mean Score = 3.73 and Standard Deviation =1.071).

The above quantitative findings are in line with Lim (2010), Mallin(2010) and OECD (2004), who observed that, the Board is the most fundamental corporate governance structure in any organisation. According to them, dimensions the Board include its composition, Board appointment process, size, terms of engagement of Board members and Board member attributes. Thus in Faith Based Organisations, it is common to have Board members whose attributes would include: ambassadors who build relationships and generate good will; sponsors and representatives who advocate on behalf of the organisation; trusted advisors and consultants who offer guidance and serve as sounding Boards for the Chief Executive and staff; and resource developers who help the organisation secure essential resources.

However, Table 4.4 indicates that respondents disagreed with question 11 that Faith-Based Organisations allocate sufficient budget to the Board to carry out all its planned activities (Mean Score = 3.23 and Standard Deviation = 1.064).

Additionally in Table 4.4, respondents disagreed with question 12 that the remuneration of the Board members is adequaterelative to their responsibilities (Mean Score = 2.93 and Standard Deviation = 1.039).

Still in Table 4.4, respondents disagreed with question 13 that theBoard of the BCI is of the right size and has a number of projects committees to perform their work(Mean Score = 3.33 and Standard Deviation = 1.203).

In Table 4.4, respondents disagreed with question 5 that all Board members have the relevant industry experience to steward the organisation (Mean Score = 3.50 and Standard Deviation = 1.097).

Again in Table 4.4, respondents disagreed with 10 that there are coordinating mechanisms in place to facilitate the Boards proper functioning (Mean Score = 3.60 and Standard Deviation = 1.061) in the management of projects.

The qualitative data collected and analysed support the above quantitative findings as noted by one of the participants from the Human Resource Department who was interviewed on his understanding of project governance structures and how they impacted on project performance had this to say:

> *The Board, in discharging its responsibilities for the governance of this organisation, oversees the management of the Brothers of Christian Instruction's finances. It ensures the proper and adequate discharge of this duty through its Treasurer, acting on behalf of and reporting to the Board. Then the Projects'Director implements the projects on behalf of the BCI with the help of the various project staff.*

This implies that the Board plays the oversight role of ensuring accountability of the funds while the Department of Projects and Development implements and prepares project reports with accountabilities which they submit to the Board.

Secondary data obtained from documentary review supported the above qualitative and quantitative findings and revealed that in the project environment, governance structures areneeded to support and control the operational project processes, and to manage the interface between project teams and theirclients (Henisz, 2006 and Hyvari, 2006). In other words, projectgovernance structures provide the mechanisms through which the objectives of the project are set, the means of attainingthose objectives determined and the means of monitoring the project performance are determined (Turner, 2006). This implies that project governance may be viewed as the framework, which enables the project managementfunction to deliver the benefits of the project; and an assessment of the project performance leads to anunderstanding of the effectiveness of the project management.

In further recognition of the establishment of management structures for the management of a project being amongst the important activities required for accomplishing goals, Shaker

(2003) in a publication reviewing Peter Drucker books, who argues that management is the function, which involves getting things done through other people. Basically this involves all aspects of setting organisation matters for performance: Getting Managers with leadership capabilities, Getting staff with competence and appropriate skills, Placing responsibilities on people for successful completion of the project, Establishing clear delegated authorities and Defining proper communication lines. Since these outlined duties relate to the matters concerned with internal organisational running, it may be argued that they are solely for the purpose of improving only organisational performance. In further support of the above Kotnour (2000), asserts that some of the internal organisational matters such as organisational learning practices increase project success too. The tendency to have the project success increased therefore lies in the ability of the manager to develop certain strategies within the organisation. The activity of setting a project organisational structure is, for instance, one of the major organisational matters whose influence on project performance may be significant.

In a research work by Sarfo (2007) and citing others the study reported that the organisational structure adopted for management of building projects is an important area to consider for the success of projects. Weaknesses in this area of project management lead to poor project performance regardless of organisational facilitators such as senior management commitment and leadership style.

4.3.2 Descriptive for Governance Policies

Table 4.5Mean and Standard Deviation of Governance Policiesand Project Performance

	N	Minimum	Maximum	Mean	Std. Deviation
1. Board selection is guided by appropriate written criteria that describe the personal qualities, skills and professional backgrounds of all members	60	3	5	4.07	.686
2. The Board's composition includes an appropriate diversity of individuals by ethnicity and age.	60	1	5	3.57	.998
3. The Board knows the organisation's primary stakeholders and does accountability to all her stakeholders	60	2	5	4.23	.810
4. The Board's roles and responsibilities are clearly defined in writing and understood by all members to allow them add value to the organisation	60	2	5	3.83	.785
5. The Board understands and respects the different roles and responsibilities of the Board and management	60	1	5	3.87	.812
6. There is open transparency between the Board and management in the management of projects under the BCI	60	2	5	3.60	.807
7. The Board established annual Board goals and work plans and openly shares and discusses the with Project Committees	60	2	5	3.73	.899
8. Board and Committee meetings handle routine business efficiently, including use of a consent agenda	60	1	5	3.47	1.033
9. More than half of the Board's time in meetings is spent discussing issues of importance to the organisation	60	1	5	3.80	.879
10. The Board stays current by participating in a Range of educational activities including an annual retreat, conferences and presentations at Board and Committee meetings	60	2	5	3.70	.743

Source: Field data (2016)

A comparative analysis of the mean scores for all the above items in Table 4.5 suggests a relatively high ranking of all the governance policy aspects in the management of projects of BCIin Uganda.The highest Mean Score of 4.23with the low Standard Deviation of 0.810 computed on the basis of a 5-Likert scale of question number 3 confirms that respondents were in agreementwith little variation in responses on project governance policies that Faith-Based Organisations follow.With the Board knowing the organisation's primary stakeholders and does its accountability to all the stakeholders.

Also from Table 4.5, respondents agreed with question 1 that the Board selection is guided by appropriate written criteria that describe the personal qualities, skills and professional backgrounds of all members (Mean Score = 4.07, Standard Deviation = .686).

In Table 4.5, respondents agreed with question 5 that the Board understands and respects the different roles and responsibilities of the Board and Projects management staff (Mean Score = 3.87 and Standard Deviation = .812).

Again in Table 4.5, respondents agreed with question 4 that the Board's roles and responsibilities are clearly defined in writing and understood by all members to allow them add value to the organisation (Mean Score = 3.83, Standard Deviation = .785).

In Table 4.5, respondents agreed with question 9 that more than half of the Board’s time in meetings is spent discussing issues of importance to the organisation (Mean Score = 3.80 and Standard Deviation = .879).

In Table 4.5, respondents were in agreement with question 7 that the Board establishes annual Board goals and work plans and openly shares and discusses them with committees (Mean Score = 3.73 and Standard Deviation = .899).

From Table 4.5 indicates that respondents were in agreement with question 10 that the Board stays current by participating in arange of educational activities including an annual retreats, conferences and presentations at the Board and committee meetings (Mean Score = 3.70 and Standard Deviation = .743).

Still Table 4.5, show that, respondents were in agreement with question 2 that the Board's composition includes an appropriate diversity of individuals by ethnicity and age (Mean Score = 3.57 and Standard Deviation =.998).

From Table 4.5, respondents agreed with question 6that there is open transparency between the Board and management in the management of projects under the BCI (Mean Score = 3.60 and Standard Deviation = .807).

In support of the above findings, Mallin (2010) noted that governance policies formalise the roles and responsibilities of the Board, its officers and committees and the manner in which the Board exercises its authority in the fulfillment of its responsibilities. According to him, many Boards operate in much less systematic ways to ensure fiduciary accountability and the Board becomes so caught in detail that the important trends and issues are overlooked or obscured which hinders project performance.

According to Kiel and Nicholson (2003), traditionally a project should deliver agreed upon functionality on time and within estimated budget.Bourne (2005) asserts that, project success is influenced by the level of knowledge, skills and experience of the project manager and project team, appropriate and consistent use of project management tools, processes and methodologies, alignment of the outcomes of the project to organisation strategy, managing the expectations of the project stakeholders and timely management of risk. This implies that the project success is directly associated with project governance policies and practices.

However, Table 4.5 indicates that respondents disagreed with question 8 that Board and Committee meetings to handle routine business efficiently (Mean Score = 3.47 and Standard Deviation =1.033). Hence, this makes the BCI unable to effectively manage their Projects.

The qualitative data collected and analysed support the above quantitative findings as noted by one of the participants from the Projects Department who was interviewed on his understanding of project governance policies and how they impacted on project performance had this to say:

> *Of course every organisation has a set of policies that guide its staff on their conduct while in execution of their duties. Specifically policies in project management under the BCI rotate around project formulation, sourcing and the use of project funds, use of project equipment and the roles and responsibilities of the communities in which these projects are implemented. For instance if we construct a computer laboratory and stock it with computers in a school, it is the responsibility of the benefiting community to ensure that the project is well maintained and to ensure its continuity for years.*

The secondary data obtained from the documentary review revealed that the above findings were consistent with the earlier observations by Garmendia(2008)who noted that when projects fail the performing organisation fails because some aspects of its strategic objectives will not be delivered as planned scarce resources will be wasted, individuals and groups (stakeholders) who had expected some benefit from the outcome of the project will be negatively affected.

According to himproject failure is due to poor policies and alignment between the solution and organisation's strategy, business requirements or priorities.

Further, the Canadian Management Accounting Society (1998) asserted that project fail due to poor policies and alignment between the solution and organisation's strategy, business requirements or prioritiesand that project fail as lack of top management involvement and support.

4.3.3 Descriptive for Organisational Values

Table 4.6: Mean and Standard Deviation of Organisational Values and Project Performance

	N	Minimum	Maximum	Mean	Std. Deviation
1. There is clarity and continuity with respect to mission statement, vision and core values of this organisation	60	3	5	4.42	.530
2. My values and behaviors are consistent with those of my organisation	60	3	5	4.17	.642
3. The cultural values of this organisation inform every move and decisions made by employees or managers of this organisation.	60	3	5	4.17	.642
4. This organisation's workforce is committed and is aligned with the organisation's mission, vision and values and is motivated to achieve organisational objectives	60	3	5	4.60	.558
5. The organisational values of the BCI acts a social glue that bonds people together and makes them feel part of the organisational experience	60	3	5	3.85	.577
6. This organisation places much value on employees working cooperatively towards the common goals of the organisation	60	3	5	4.05	.594
7. Team work is a strong trait of this organisation and it has enhanced the high performance of our projects	60	3	5	3.70	.591
8. This organisation is always committed to the satisfaction of her customers, zealous pursuit of low costs and strong ethics that has enabled our projects to perform better	60	3	5	3.87	.566
9. This organisation's strong values have sustained them as each successive generation of leaders and followers embraces and passes it on to the next generation	60	3	5	4.08	.561
10. The projects implemented by the BCI promote a culture of consistency and the physical work environment of these projects reflect the values they want to promote within the organisation	60	3	5	4.12	.585

Source: Field data (2016)

A comparative analysis of the mean scores for all the above items in Table 4.6 suggested a relatively high ranking of all the organisational value aspects in the management of projects of the BCI in Uganda.

The highest Mean Score of 4.60 with the low Standard Deviation of 0.558 computed on the basis of a 5-Likert scale of question number 4 confirms that respondents were in agreement with little variation in responses on organisational values that this organisation's workforce is committed and is aligned with the organisation's mission, vision and values and is motivated to achieve organisational objective.

From Table 4.6, respondents agreed with question 1 that there is clarity and continuity with respect to mission statement, vision and core values of this organisation (Mean Score = 4.42, Standard Deviation = 0.530).

Table 4.6, indicates that respondents agreed with question 3 that the cultural values of this organisation informs every move and decisions made by employees or managers of this organisation as well as respondents agreed in question 2 that their values and behaviors are consistent with those of their organisation (Mean Score = 4.17, Standard Deviation = 0.642).

From Table 4.6, respondents agreed with question 10 that the projects implemented by the BCI promote a culture of consistency and the physical work environment of these projects reflect the values they want to promote within the organisation (Mean Score = 4.12, Standard Deviation = 0.585).

In Table 4.6, respondents agreed with question 9 that this organisation's strong values have sustained them as each successive generation of leaders and followers embraces and passes it on to the next generation of leaders of this organisation (Mean Score = 4.08, Standard Deviation = 0.561).

According to the in-depth interviews conducted, employees mentioned that their workplace values are derived fromreligious teachings, family upbringing, general societal indoctrination, or even workplacerelationships. Employees frequently cite “Divine Providence” or “this is what God wouldwant me to do” as the reason for working hard each day. Family upbringing also influencedwork ethics. As a project team from Bishop Comboni Kambuga in

Kanungucommented that, “*Anything I do I try to do the best I can to succeed. It’s based on values from my parents and my religion.”*

From Table 4.6, respondents agreed with question 6 that this organisation places much value on employees working cooperatively towards the common goals of the organisation (Mean Score = 4.05 and Standard Deviation = .594).

As was mentioned in the focus group discussion, a respondent from the project team at St. Henry’s College Kitovu mentioned that “………*It isn’t money that makes our group happy, firstly we believe in what we are doing.” Secondly we work as a team that usually sit down and ask, “Are these reasonable goals we are implementing? This goes on along through the year, mid-year review we ask, are we on track? Each one of us will know if there is a problem and we act accordingly. We have constant communication and dialogue”*

In Table 4.6, respondents agreed with question 8 that this organisation is always committed to the satisfaction of her customers, zealous pursuit of low costs and strong ethics that has enabled our projects to perform better (Mean Score = 3.87 and Standard Deviation = .566).
The above quantitative findings were found to be consistent with the earlier works of Landau et al.,(2006), that asserted that organisationleaders manage values through recruitment, selection, and retention of employees; programsthat clarify and communicate values, such as strategic plans and mission and vision statement,training, reward systems, and even the budgeting process. Such systems provide clear indicationsof what is important to leaders and what issues receive their attention.

In addition, formalsystems, such as pay systems and informal recognition opportunities serve to reward employeesfor acting on shared values.This was in earlier support of the works of Hale (1996) who noted that,highperforminggovernment and non-governmental organisations clearly articulate a set of values and that public sector employees continuously use value systems to make “streetlevel decisions” (Maynard-Moody & Musheno, 2003).

The qualitative data collected and analysed support the above quantitative findings as noted by one of the participants from the Education Department who was interviewed on his understanding of organisational values of the BCI and how they impacted on project performance had this to say:

> *As the BCI we have a set of organisational values that we adhere to in the execution of our duties that range from Allegiance to God and the Catholic Church, honesty, accountability, professionalism among others. These set of values are embedded in all the projects we undertake in the education of children and youths, Christian instruction, counseling and guidance with a special preference of caring for the needy that is implemented through various projects undertaken such as construction of schools, providing scholarships to the needy children, establishing farms among others.*

However in Table 4.6, respondents disagreed with question 5 that the organisational values of the BCI acts a social glue that bonds people together and makes them feel part of the organisational experience (Mean Score = 3.85, Standard Deviation = 0.577). As one participant from Kasasa project area described his motivation, *“……personal pride. I know how to do this and if I messed up, it would reflect on me….”*This is an indication that personal pride hinders project teams from working together.

From Table 4.6, respondents disagreed with question 7 that the team work is a strong trait of this organisation and it has enhanced the high performance of our projects (Mean Score = 3.70, Standard Deviation = 0.591).

This affects the ability of the Faith-Based Organisations to effectively influence their stakeholder’s ability to uphold their organisational values in the management of projects.

The above quantitative findings were found to be consistent with the secondary data obtained from documentary reviewwhich revealed that organisations should ensure that project teams embrace strong organisational values for their projects to be successful (Garmendia, 2008), this could be done by project managers designing and facilitating a culture that brings out the best in project stake holders to the benefit of the project (Maynard-Moody & Musheno, 2003).

Further in support of the above arguments in relation to project stakeholders, Thomsen and Pedersen (2000), concluded that project managers could direct projects effectively and efficiently by incorporating active listening, empathy, persuasion, commitment to the growth of the people and leadership.

4.3.4 Descriptive Statistics for Project Performance

Table 4.7: Mean and Standard Deviation of Project Performance

	N	Minimum	Maximum	Mean	Std. Deviation
1. The projects meet their intended objectives/ goals	60	2	5	4.10	.838
2. Our Internal and external customers arehappy with the performance of our projects.	60	2	5	3.97	.663
3. There is proper utilisation of the funds allocatedto projects	60	2	5	3.80	.840
4. All our projects are implemented within the specified time frame	60	2	5	3.47	.769
5. There is feedback between the communities where our projects are implemented and this organisation	60	2	5	3.87	.676

Source: Field data (2016)

A comparative analysis of the mean scores for all the above items in Table 4.7 suggests a relatively high ranking of all the project performance aspects of BCI in Uganda.The highest Mean Score of 4.10with the low Standard Deviation of 0.838 computed on the basis of a 5-Likert scale confirms that respondents were in agreementin question 1 with little variation in responses that projects meet their intended objectives/ goals.

Furthermore, in Table 4.7, the Mean Score of 3.97 with Standard Deviation of 0.663 in question 2 implies that respondents were in agreement that both Internal and external customers arehappy with the performance of our projects.

From Table 4.7, respondents agreed with question 5 that there is feedback between the communitieswhere our projects are implemented and the Brothers of Christian Instruction (Mean Score = 3.87 with Standard Deviation = 0.676).

Again in Table 4.7 respondents were in agreement with question 3 thatthere is proper utilisation of the funds allocatedto projects (Mean Score = 3.80 and Standard Deviation = 0.840).

However, Table 4.7 indicates that respondents disagreed with question 4 that the BCI projects are implemented within thespecified time frame (Mean Score = 3.47, Standard Deviation = 0.769).

The qualitative data collected and analysed support the above quantitative findings as noted by one of the participants from the Projects' Department who was interviewed on his understanding of project performance under the BCI. According to this respondent, fostering commitment among project stakeholders (both internal and external customers) requires that the project manager's role is tounderstand personal aspirations of team members, and determine how the project can help theteam member to get close to his/her personal goals. Thus, this is a two ways directionsituation: how the project team could add value to the project but also how the projectcould add value to the person. This implies that the notion of stakeholder management (both internal and external customers) as a factor in dealing with uncertainty that surround most projects. Garcia de Madariaga and Valor (2007) argues that "*Stakeholder managementis a question of balancing the different stakeholder interests and creating added valuethrough trust, commitment, social norms, and so on".* In line with this argument Informant 4 said about this:

"It is a manager's problem to decide what responsibility to give away. And some people getthe challenge very well and you know that you can give more responsibilities to them, otherones do not do it that well and you cannot give and cannot trust them."

Secondly, project feedback mechanisms between the communitieswhere projects are implemented and the implementing organisation increases the level of trust and integrity. With integrity the informantsrefer to a variety of values including honesty, responsibility and ownership. Therefore, themanager trusts when the person is willing to take ownership, follows the right procedures andprocess, speaks with the truth and report honestly. However, this factor seems to be rarelylacking, as informant 6 stated:

"When it comes down to trusting to tell an honest and accurate account of events, Ithink we do have the honesty and integrity as a company and that most people are verytrustful"

According to Lewis (2007) information sharing is influenced by the interaction betweenorganizational structure, processes, culture, and individual beliefs; while interpersonal trustenables the quality of communications required in such interaction. On a similar vein,Maurer (2010) concludes that trust between project team members positively impacts theacquisition of external knowledge because it grants access to novel ideas and insights, whichin turn promotes product innovation. In the project performance, the impact of trust can alsobe observed on its role in uncertainty management (Atkinson et al., 2006). According toAtkinson et al. (2006), trust generates more open communication and therefore more accuraterisk calculations; improves confidence which results in effectiveness at the project teamlevel, and more honest specifications and estimates that lead to improved planning. Giventhese benefits of trust, the authors (ibid) suggest to include a trust audit in the uncertaintymanagement process.

Further, qualitative data collected and analysed support the above quantitative findings as noted by one of the participants from the Projects' Department who was interviewed on his understanding of project governance under the BCI and its impacton project performance had this to say:

As the BCI we have a set of indicators that show whether our projects have been a success or not. These include goal achievement (i.e. where the implemented project has achieved its original objectives), utilisation of funds (i.e. if funds are miss-used then the project cannot be completed), satisfaction of all project stakeholders and timeliness (i.e. all our projects have a timeline which must be adhered to in terms of design, quality and design adherence).

Further secondary data obtained from the documentary review revealed that organisations are instruments of purpose coordinated by intentions and goals and the purposes of organisations and evaluating comparative organisational success and failure in fulfilling those purposes are conspicuous parts of conventional discourse (March and Sutton, 1997). Therefore, project performance remains a crucial aspect of the organisation governance and at the heart of strategic management which calls for the various measurement tools of project performance depending on the metamorphosing influence of the stakeholder.

4.4 Correlation Analysis

The relationship between governance and project performance in Faith Based Organisations was investigated using governance structures, governance policies and organisational values as dimensions for independent variables while Satisfaction, utilization of funds, timeliness and goal achievement were for dependent variable. The results are tabulated below.

Table 4.8: Pearson's Correlation Analysis

	GS 1	GP 2	OV 3	PF 4
Governance Structures(GS)	1			
Governance Policies (GP)	.206	1		
Organisational Values(OV)	.278*	.225	1	
Project Performance (PF)	.409**	.501**	.445**	1

* Correlation is significant at the 0.05 level (2-tailed).

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

4.4.1 Governance Structures and Project Performance

Table 4.8indicates that there is a positive and significant relationship between project governance structures andproject performance (r= 0.409**; P≤0.01). This implies that as governance structures improve, there is improvement in project performance of Faith-Based Organisations. Thus from study findings, a positive change in the governance structure causes significant positive impact on the project performance.

This is in line with Lim (2010) who noted that the Board is the most fundamental governance structure in any organisation. This is due to the fact that project governance structures provide the mechanisms through which the objectives are determined and the means of attaining that progress and performance.

In line with this observation Mallin (2010) while consideringthe characteristicsor attributes of the Board,noted that the structure of the Board influences the strategic decision-making in an organisationincluding resource allocation and subsequently organisational and project performance.

4.4.2 Governance Policies and Project Performance

In Table 4.8, it is indicated that there is a positive and significant relationship between governance policies andproject performance (r= 0.501**; P≤0.01). This implies that as governance policies are adhered to, there is improvement in project performance of Faith-Based Organisations. Thus from study findings, a positive change in the governance policies causes significant positive impact on the project performance. The Canadian Management Accounting Society (1998) asserted that most project failure is due to poor policies and alignment between the solution and organisation's strategy, business requirements or priorities.

In support of the above arguments, Kiel and Nicholson (2003) concluded that project failure is due to lack of top management involvement and support in projects. It is thus imperative to note that for projects to succeed there is need for the implementing organisation to design a set of policies that would include among others: policies on level of skills and experience of the project management team, use of consistent and a appropriate project management tools, project implementation methods, alignment of the outcomes of the project to organisation strategy, managing the expectations of the project stakeholders and timely management of project risk.

4.4.3 Organisational Values and Project Performance

Table 4.8 indicates that there is a positive and significant relationship between organisational values and project performance (r= 0.445**; P≤0.01) of Faith-Based Organisations in Uganda. This implies that observing organisational values improves project performance of Faith-Based Organisations. Thus from study findings, a positive change in the organisational values causes significant positive impact on the project performance. This is in line with Landau et al.,(2006), that asserted that organisation leaders manage values through recruitment, selection, and retention of employees; programs that clarify and communicate values, such as strategic plans and mission and vision statement, training, reward systems, and even the budgeting process. Thus according to them, the more organisational values favor learning cycles (learn from the mistakes made, continuous development and training), the more successful the project is likely to be.

This implies that organisational values create a work atmosphere that fosters cooperation among project teams. However, the challenge for the project managers is to embrace this collaborative approach in order to put workers aspirations at the heart of the organisation's preoccupations and to provide a positive work environment which can gear business growth and make a project more successful.

Thus assessing and understanding the organisation's values can create the difference between failure and success in our current changing economic environment and organisational leaders should have the responsibility of providing this value to their team members. As a result, the biggest indicator of organisational value is reflected in what project managers pay attention to and reward: it gives an insight into the true organisational value and it underlies its real beliefs and values. Indeed, what an organisation wants to be can be totally different from the values and norms expressed in its daily practices.

4.4.4 The Research Hypotheses

H_1: There is a relationship between governance structures and project performance at the Brothers of Christian Instruction.

The results obtained from the correlation analysis indicate there is a relationship between governance structures and project performance in Faith Based Organisation, thus, the alternative hypothesis is accepted.

H2: There is a relationship between governance policies and project performance at the Brothers of Christian Instruction.

The results obtained from the correlation analysis indicate there is a relationship between governance policies and project performance in Faith Based Organisation, thus, the alternative hypothesis is accepted.

H3: There is a relationship between organisational values and project performance at the Brothers of Christian Instruction.

The results obtained from the correlation analysis indicate there is a relationship between organisational values and project performance in Faith Based Organisation, thus, the alternative hypothesis is accepted.

4.5 Regression Analysis

A regression analysis was run to establish the predictive capacity/power of the dependent variable (project performance) in relation to the independent variable (governance). The results are indicated below in Table 4.9.

Table 4.9: Showing Model Summary of Governance and Project Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.650	.423	.392	.486

a: Predictors: (Constant), Organisational Values, Governance Structures, GovernancePolicies

Table 4.9 presents the R-Square value which is the amount of percentage variation of the dependent variable explained or accounted for by the independent variable. The value for Adjusted R-Squared (0.392) in the table indicates that governance processes explain

39.2%variation in project performance of Faith-Based Organisationsin Uganda implying that governance is a critical factor explaining project performance.

Analysis of Variance (Anova)

A one-way analysis of variance (Anova) tests allow determination whether one given factor or variable (governance) has a significant effect on other variables under study (project performance). All the independent variables were weighted as the governance processes against project performance and Table 4.10present the results for the Anova test.

Table 4.10: ANOVA Table for Governance Processes and Project Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.694	3	3.231	13.667	.000
	Residual	13.240	56	.236		
	Total	22.933	59			

a: Predictors: (Constant), Organisational Values, Governance Policies, Project Governance Structures
b: Dependent Variable: Project performance

The findings in the Table 4.10 above indicate that organisational governance is a significant predictor of project performance in Faith-Based Organisations(F-value =13.667, P≤0.01).

Table 4.11: Regression Model Matrix

Model	Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1(Constant)	-.490	.665		-.736	.465
Project Governance Structures	.245	.105	.249	2.326	.024
Governance Policies	.427	.117	.384	3.644	.001
Organisational Values	.447	.166	.289	2.693	.009

a: Dependent Variable: Project performance

The above regression model indicates that Project performance at the BCI has a y-intercept at -.490 (without any project governance). The introduction of Project governance that is to say; Governance Structures, GovernancePolicies and Organisational Values lead to the following coefficients: Governance Structures (0.249), GovernancePolicies (0.384) and Organisational Values (0.289).

The results from Table 4.11 indicated that organisational structures (beta = 0.249, sig = 0.024) was also a significant predictor of project performance. This is interpreted as a unit increase in governancestructures would lead to increase in project performance by a factor of 0.249.

Further, the results from Table 4.11 indicated that governance policies (beta = 0.384, sig = 0.001) was also a significant predictor of project performance. This is interpreted as a unit increase in governance policies would lead to increase in project performance by a factor of 0.384.

The results from Table 4.11 indicated that organisational values (beta = 0.289, sig = 0.009) was a significant predictor of project performance where a positive change in organisational values leads to a change in project performance. This study agreed with the assertions by Faithworks (2007) that faith on which Faith-Based Organisations are founded make the organisation unique and improve project performance and service delivery. This could be explained by the fact that most established FBOs are founded mainly with adequate financial oversight function and any additional organisational values may necessarily improve project performance and service delivery.

The model is thus presented in the equation below:

Project Performance = -.490 + ***0.249*****GStructures* + ***0.384*****GPolicies*+***0.289*****OrgValues.*

The above findings agree with most of the studies on governance for improved project performance.

According to Henisz (2006) and Hyvari (2006), in the project environment, governance structures areneeded to support and control the operational project processes and to manage the interface between project teams and theirclients. In other words, projectgovernance structures provide the mechanisms through which the objectives of the project are set, the means of attainingthose objectives determined and the means of monitoring the project performance are determined (Turner, 2006). This implies that project governance influences project performance in Faith-Based Organisations. Further, organisations are instruments of purpose coordinated by intentions and goals and the purposes of organisations and evaluating comparative organisational success and failure in fulfilling those purposes are conspicuous parts of conventional discourse (March and Sutton, 1997).

Additionally, the more organisational values favor learning cycles (learn from themistakes made, continuous development and training), the more successful the project islikely to be. This implies that organisational values create a work atmosphere that fosters cooperation among project teams and provide a positive work environment which can gear business growth and make a project more successful (Turner, 2006).Therefore, project performance is influenced by organisational governance.

4.6 Conclusion

Chapter Four covered the presentation of results and interpretation of findings in relation to the study objectives. The findings were summarized in form of tables and qualitative statements. In addition, cross tabulation of both the demographic statistics and descriptive statistics was done, statistical analysis namely correlation and regression analyses were undertaken to find out the relationship between governance and project performance.

CHAPTER FIVE:

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

The findings in Chapter Four are summarized in this chapter. The chapter includes the conclusion based on those findings. Recommendations and suggestions for further research are based on both the study findings and other relevant literature deemed vital for use in future to improve project performance.

5.1 Summary of Key Findings

In this section, the summary of key findings of the study is given, pertaining each of the study objectives as discussed below;

5.1.1. Governance Structure on Project Performance

The first objective was to investigate how governance structures affect project performance of FBOs in Uganda.

Governance structures have a positive significant relationship with project performance and that an improvement in the governance structure would mean an improvement in project performance of Faith-Based Organisations. This precisely points out that Board attributes or characteristics influence the strategic decision-making in an organisationincluding resource allocation thus improves project and organisational performance. The implications of these are that project governance structures should promote and foster commitment among project stakeholders (both internal and external customers) which would require that the project manager's role would be to understand personal aspirations of team members and determine how the project can help theteam member to get close to his/her personal goals. This commitment could be achieved through information sharing that is influenced by the interaction betweenorganisational structure, processes, culture, and individual beliefs; while interpersonal trustenables the quality of communications required in such interaction(Lewis, 2007). Thus effective governance structures promotes open communication and therefore more accuraterisk calculations; improves confidence which results in effectiveness at the project teamlevel, and more honest specifications and estimates that lead to improved planning (Atkinson et al., 2006).

5.1.2 Governance Policies on Project Performance

The second objective of the study was to examine the effect of governance policies on project performance of FBOs in Uganda.

Governance policies have a positive significant relationship with project performance and that an improvement in the governance policies would mean an improvement in project performance of Faith-Based Organisations. This precisely points out that governance policies formalize the roles and responsibilities of the Board, its Officers and Committees and the manner in which the Board exercises its authority in the fulfillment of its responsibilities which improves project performance. These findings imply that organisational policies should promote the development of certain leadership competences, namely knowledge of relationships and their influence on project performance, along with the facilitation of people-related factors. These policies would moderate the impact of organisational values in the project setting, and would also foster the positive impact of governance structures from within the project. This is based on the belief that the project manager has enough authority in the project and, thus, throughout leadership, can aim for affecting the stakeholder's relationships (Small & Walker, 2011) and their influence on the project performance.

5.1. 3. Organisational Valuesand Project Performance

The third objective of the study was to assess the effect of organisational values on project performance of FBOs in Uganda.

Organisational values have positive significant relationship with project performance and that an improvement in the organisational values would lead to improvement in project performance of Faith-Based Organisations. This precisely points out that organisational values of faith on which the Faith-Based Organisationsare founded should make the organisation exceptional however lack of proper functioning governance structures, policies and procedures affects their projects performance.These findings imply that the projects should have a purpose of encouraging the positive impacts of shared values within the project setting by promoting and practicing high trust and commitment. To accomplish this, the project manager should facilitate a set of people-related factors to enable project performance (Anantatmula, 2010). These should but not limited to having clear and early definition of project goals and outcomes, defining roles and responsibilities of the various project teams, defining the outcomes and expectation of all stakeholders and communicating with them effectively by giving feedbacks as well as consistent and formal project management process.

5.2. Conclusions

Basing on the findings of the study, it is concluded that there is a substantial relationship between governance and project performance. This has been supported by the study findings that showed that a unit improvement in governance structure results to a significant positive improvement in project performance of Faith-Based Organisations by 0.249. This is because the p-value of 0.024is within the acceptable region of the $p\text{-value} < 0.01$. This implies that governance structures have a significant positive influence on the project performance of Faith-Based Organisations in Uganda.

Further, the study findings indicated that a unit improvement on governance policies would lead to positive improvement in the project performance of Faith-Based Organisations by 0.384. This is because the p-value of 0.001is within the acceptable region of the p-value < 0.01. This implies that governance policies have a positive significant influence on the project performance of Faith-Based Organisations in Uganda.

The study findings again showed that a unit improvement on organisational values would lead to a positive improvement in the project performance of Faith-Based Organisations. This is significant because the p-value of 0.009is within the acceptable region of p-value of 0.01 ($p<0.01$). This implies that organisational values havea positive significant influence on the project performance of Faith-Based Organisations in Uganda.

5.3 Recommendations

Since there is a significant positive relationship between governance structure and project performance and that an improvement in the governance structure would mean an improvement in project performance of Faith-Based Organisations, the study therefore recommends that Faith Based Organisationsshould allocate sufficient budget to the Board to enable it carry out all its planned activities as well as remunerating the Board members relative to their responsibilities to enable them perform their duties effectively thereby improving projects performance.

From the study findings, there is positive significant relationship between governance policies and project performance and that an improvement in the governance policies would mean an improvement in project performance of Faith-Based Organisations. The study therefore recommends that Faith-Based Organisations should encourage the Board and Committee meetings to handle routine business efficiently so as to improve the projects performance under the Brothers of Christian Instruction.

Furthermore, the study findings indicated that Organisational values have a positive significant relationship with project performance and that an improvement in the organisational values would lead to an improvement in project performance of Faith-Based Organisations. The study thus recommends that Faith-Based Organisations should identify, nurture organisational values that embraces a collaborative approach among project teams in order to put workers aspirations at the heart of theorganisation's preoccupations and to provide a positive work environment which can gear business growth and make projects more successful.

5.4 Areas for further Research

Basing on the findings of this research, the researcher recommends that more research is needed to focus on governance principles and their contribution to the overall project performance of Faith-Based Organisations in Uganda.

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APPENDICES

Appendix I: Research Questionnaire

Uganda Martyrs University

Dear respondent,

I am a Masters student of Business Administration of Uganda Martyrs University carrying out an academic research on the topic: Governance and Project performance of Faith Based Organisations- A case study of the Brothers of Christian Instruction. You have been selected to participate in the research by completing the questionnaire as per the instruction at the beginning of a given section. You are kindly requested to freely fill in the questionnaire. All your responses will be kept confidential and used for academic purposes only.

Part A: Respondents' Bio data (Tick appropriately)

1. Gender of the respondent

   Male ☐ Female ☐

2. Age of the respondent

   20 – 29 ☐ 30 – 39 ☐

   40 – 49 ☐ 50 and above ☐

3. Highest level of education of the respondent

   Diploma ☐ Degree ☐

   Professional ☐ Masters ☐

Others (specify) --

4. For how long have you worked with this organisation?

   Less than 2 years ☐ 3 – 6 years ☐

   Above 6 years ☐

5. Which department do you work in?

   Procurement and Operations ☐ Human Resource ☐

   Education ☐ Finance and Internal Audit ☐

Part B: Governance Structure

Governance structures are organisational entities through which work is subdivided, coordinated and performed. Please indicate your level of agreement with these statements basing on this score key. **5. SA:** Strongly Agree **4. A:** Agree **3. N:** Neither agree nor disagree **2. D:** Disagree **1. SD:** Strongly disagree.

Statement	**SA**	**A**	**N**	**D**	**SD**
1. The management of Projects under the Brothers of Christian Instruction is comprised of the Board, Committees and Officers(staff members)					
2. The Board and Project Committee structure is very simple to facilitate communication and timely decisions in the organisation.					
3. The Board is of the right size to deliberate and make decisions efficiently concerning projects in the organisation					
4. The appointment of Board members have always considered a mix of skills required in the stewardship of the organisation					
5. All Board members have the relevant industry experience required to steward the projects of the organisation					
6. The organisation's Board is fully constituted in accordance with the guiding laws					
7. Each Board member's terms of engagement are clearly defined					
8. There are clear guidelines on the operations of the Board					
9. The responsibilities of the Board are clearly defined					
10. There are coordinating mechanisms in place to facilitate the Boards proper functioning					
11. The Board has sufficient budget to carry out all its planned activities					
12. The remuneration of Board members is adequate relative to their responsibility to the organisation					
13. The Board of the Brothers of Christian Instruction has the right number of Projects Committees to perform their work effectively.					
14. The Project Committees are of an appropriate size and composition to perform their work effectively and efficiently					
15. The Project committees are headed by Board members with the right and relevant skills required to steward the organisation					

Part C: Governance Policies

Effective Board governance begins with the sound understanding of what the Board does: policies on composition; accountability, roles and responsibilities; Board meetings and relationships; education and information as well as the Board's performance. Please indicate your level of agreement with these statements basing on this score key. **5. SA:** Strongly Agree **4. A:** Agree **3. N:** Neither agree nor disagree **2. D:** Disagree **1. SD:** Strongly disagree.

Statement	**SA**	**A**	**N**	**D**	**SD**
1. Board selection is guided by appropriate written criteria that describe the personal qualities, skills and professional backgrounds of all members					
2. The Board's composition includes an appropriate diversity of individuals by ethnicity and age.					
3. The Board knows the organisation's primary stakeholders and understands its accountability to the needs of all her stakeholders.					
4. The Board's roles and responsibilities are clearly defined in writing and understood by all members to allow them add value to the organisation					
5. The Board understands and respects the different roles and responsibilities of the Board and management.					
6. There is open transparency between the Board and management in the management of projects under the Brothers of Christian Instruction					
7. The Board establishes annual Board goals and work plans and openly shares and discusses them with Project Committees					
8. Board and committee meetings handle routine business efficiently, including use of a consent agenda.					
9. More than half of the Board's time in meetings is spent in substantive discussions about issues of critical importance to the organisational goals					
10. The Board stays current by participating in a range of educational activities including an annual retreat, outside conferences and presentations at Board and Committee meetings.					

Part D: Organisational Values

Organisational values make Organisations exceptional in fulfilling their mission and objectives. Please indicate your level of agreement with these statements basing on this score key. **1.SA:** Strongly Agree **2. A:** Agree **3. N:** Neither agree nor disagree **4. D:** Disagree **5. SD:** Strongly disagree.

Statement	**SA**	**A**	**N**	**D**	**SD**
1. There is clarity and continuity with respect to mission statement, vision and core values of this organisation					
2. My values and behaviors are consistent with those of my organisation					
3. The cultural values of this organisation informs every move and decisions made by employees or managers of this organisation					
4. This organisation's workforce is committed and is aligned with the organisation's mission, vision and values and is motivated to achieve organisational objectives					
5. The organisational values of the BCI acts a social glue that bonds people together and makes them feel part of the organisational experience					
6. This organisation places much value on employees working cooperatively towards the common goals of the organisation					
7. Team work is a strong trait of this organisation and it has enhanced the high performance of our projects.					
8. This organisation is always committed to the satisfaction of her customers, zealous pursuit of low costs and strong ethics that has enabled our projects to perform better					
9. This organisation's strong values have sustained them as each successive generation of leaders and followers embraces and passes it on to the next					
10. The projects implemented by the BCI promote a culture of consistency and the physical work environment of these projects reflect the values they want to promote within the organisation					

Part E: Project Performance

Please indicate your level of agreement with these statements basing on this score key. 5**. SA:** Strongly Agree **4. A:** Agree **3. N:** Neither agree nor disagree **2. D:** Disagree **1. SD:** Strongly disagree.

Statement	**SA**	**A**	**N**	**D**	**SD**
1. The projects meet their intended objectives/ goals					
2. Our Internal and external customers are happy with the performance of our projects.					
3. There is proper utilization of the funds allocated to projects					
4. All our projects are implemented within the specified time frame					
5. There is feedback between the communities where our projects are implemented and this organisation					

End and Thank You for Your Cooperation

Appendix II: **Interview Guide for Key Informants**

1) How is the governance of this organisation structured?

2) How effective are these governance structures in fulfilling the Organisations' mandate?

3) What is the primary function of the board of trustees of the Brothers of Christian Instruction?

4) What is the composition of the board of trustees and their selection criteria?

5) What is the tenure of the Board of trustees and how do members cease to be members of the board?

6) How is this Organisation financed and who is responsible for ensuring adequate funds are obtained?

7) What religious principles affect the way this organisation is governed?

8) What role do you feel faith/religion should play in the management of this organisation?

9) What does the Board subcommittee play in the management of projects undertaken by this organisation?

10) What governance challenges doe this organisation face?

11) How can these governance challenges be overcome?

Appendix III: Reliability tests

Reliability test for organizational policies

****** Method 1 (space saver) will be used for this analysis ******

R E L I A B I L I T Y   A N A L Y S I S - S C A L E (A L P H A)

Reliability Coefficients

N of Cases =   60.0   N of Items = 10

Alpha =   .7923

Reliability test for organizational values

****** Method 1 (space saver) will be used for this analysis ******

R E L I A B I L I T Y   A N A L Y S I S - S C A L E (A L P H A)

Reliability Coefficients

N of Cases =   60.0   N of Items = 10

Alpha =   .8395

Reliability test for project performance

****** Method 1 (space saver) will be used for this analysis ******

R E L I A B I L I T Y   A N A L Y S I S - S C A L E (A L P H A)

Reliability Coefficients

N of Cases =   60.0   N of Items = 5

Alpha =   .6176

Overall reliability test

****** Method 1 (space saver) will be used for this analysis ******

R E L I A B I L I T Y   A N A L Y S I S - S C A L E (A L P H A)

Reliability Coefficients

N of Cases =   60.0   N of Items = 40   Alpha =   .9102