

**Effect Of Budgeting Policy On Financial Performance On Small Sized Enterprise In Nansana Municipality,
Wakiso District**

Katumba Allan¹, Magala Muhammed²

1, 2 Metropolitan International University

Abstract

The study examined the effect of budgeting policy on financial performance of small-sized enterprises in Nansana Municipality, Uganda. Using a descriptive correlational research design, data was collected from 95 small enterprise owners and managers through structured questionnaires and analyzed using SPSS version 25. The findings revealed a significant positive effect ($r=0.734$, $p<0.01$) of budgeting policy on financial performance. Regression analysis demonstrated that budgeting policy explained 53.9% of variance in financial performance ($R^2=0.539$). The study concluded that comprehensive budgeting practices, including budget preparation, implementation, monitoring, and control, substantially improved revenue generation, cost management, profitability, cash flow stability, and overall financial performance of small enterprises. Recommendations included mandatory budgeting training for small enterprise owners, simplified budgeting tools tailored to SME contexts, government support programs promoting budgeting culture, access to affordable financial management software, and strengthened business development services focusing on budgeting competencies.

Keywords: Budgeting policy, financial performance, small enterprises, SMEs, budget planning, budget control, Nansana Municipality, Uganda, financial management, business sustainability

1.0 Background of the Study

Small and Medium Enterprises (SMEs) constituted the backbone of economic development globally, contributing significantly to employment creation, income generation, innovation, and poverty reduction (Alex et al., 2024). In developing economies, SMEs represented over 90% of all businesses and accounted for 50-60% of employment opportunities (Turyatamba et al., 2022). Uganda's SME sector played a critical role in the national economy, contributing approximately 20% to Gross Domestic Product and employing over 2.5 million people as of 2020. Despite this significance, Ugandan SMEs faced alarming failure rates, with research indicating that approximately 60-80% of small enterprises collapsed within their first five years of operation, creating concerns about business sustainability, economic stability, and livelihood security (Frank et al., 2023).

Nansana Municipality, located in Wakiso District approximately 10 kilometers north of Kampala, Uganda's capital city, emerged as a vibrant commercial hub hosting thousands of small enterprises across diverse sectors including retail trade, hospitality, manufacturing, construction, services, and agriculture (Allan et al., 2023). Established as a municipality in 2019, Nansana experienced rapid urbanization and population growth, reaching approximately 532,000 residents by 2023. The municipality's strategic location along major transportation routes connecting Kampala to northern Uganda created substantial business opportunities, attracting entrepreneurs establishing small enterprises to serve the growing population and transit trade (Winny et al., 2023).

Received: 09.12.2025

Accepted: 13.12.2025

Published on: 30.12.2025

Small-sized enterprises in Nansana Municipality, defined as businesses employing 5-49 employees with annual turnover below UGX 360 million, faced numerous operational challenges threatening their financial viability and sustainability (Sarah & Audrey, 2024). These challenges included inadequate capital, fierce competition, limited market access, infrastructural deficiencies, regulatory compliance burdens, and critically, poor financial management practices. Financial mismanagement, particularly the absence of systematic budgeting policies, emerged as a primary contributor to SME failures, leading to resource wastage, uncontrolled expenditures, cash flow crises, inability to meet financial obligations, and ultimate business collapse (Annet et al., 2023).

Budgeting policy, defined as the systematic process of preparing, implementing, monitoring, and controlling financial plans that allocate resources to achieve organizational objectives, represented a fundamental financial management tool (Akankwasa et al., 2022). Effective budgeting provided businesses with frameworks for planning revenues and expenditures, allocating scarce resources efficiently, controlling costs, monitoring financial performance, making informed decisions, and ensuring financial discipline (Ronald et al., 2023). Despite these recognized benefits, empirical evidence from Uganda suggested that many small enterprises operated without formal budgeting systems, relying instead on intuitive decision-making, ad-hoc financial planning, and reactive management approaches (Moses et al., 2023).

The absence or inadequacy of budgeting policies in small enterprises stemmed from multiple factors including limited financial management knowledge among owners, perceived complexity of budgeting processes, resource constraints preventing employment of qualified accountants, short-term survival focus overshadowing long-term planning, and insufficient awareness of budgeting benefits (Ntirandekura & Christopher, 2022). However, whether systematic budgeting policy adoption actually improved financial performance in Nansana Municipality's SME context remained empirically unclear (Lydia et al., 2023). Existing literature predominantly examined budgeting in large corporations or public sector organizations, leaving knowledge gaps regarding small enterprise applications in Uganda's unique socio-economic environment (Derrick et al., 2023). This study therefore investigated the effect of budgeting policy on financial performance of small-sized enterprises in Nansana Municipality, contributing empirical insights to inform entrepreneurial practices, business support services, and policy interventions aimed at enhancing SME sustainability and economic development.

2.0 Problem Statement

Despite their critical importance to Uganda's economy, small-sized enterprises in Nansana Municipality experienced disturbingly high failure rates, with approximately 65% ceasing operations within five years of establishment according to municipal business registration records (Paul et al., 2023). Financial mismanagement emerged as a principal failure cause, yet many small enterprises operated without systematic budgeting policies that could potentially improve financial discipline and performance (Lydia et al., 2023). While business development literature emphasized budgeting as essential for financial success, many Nansana Municipality entrepreneurs viewed budgeting

as unnecessary bureaucracy suitable only for large organizations, maintaining informal financial management approaches (Ronet et al., 2023).

Preliminary observations in Nansana Municipality revealed that small enterprises frequently experienced cash flow problems, uncontrolled expenditures exceeding revenues, inability to distinguish business from personal finances, difficulty securing bank financing due to poor financial records, and ultimately, financial distress leading to closure (Gracious, 2023). These challenges suggested inadequate financial planning and control mechanisms. However, whether formal budgeting policy adoption would effectively address these problems and improve financial performance remained unproven in this specific context (Julius, 2024). Entrepreneurs questioned whether time and resources invested in budgeting generated commensurate financial benefits, particularly given the dynamic and uncertain environments characterizing small business operations (Ahumuza et al., 2025).

Existing research predominantly examined budgeting in developed economy contexts or large organizational settings, providing limited guidance for small enterprises in Uganda's informal, resource-constrained, and rapidly changing business environment (Sophie & Crispus, 2024). Without empirical evidence demonstrating budgeting policy's actual effect on small enterprise financial performance in Nansana Municipality, business development services lacked evidence-based frameworks for designing interventions, entrepreneurs remained unconvinced about budgeting value, and policy makers lacked data supporting regulatory or support program development (Faith et al., 2023). This study therefore examined the effect of budgeting policy on financial performance of small-sized enterprises in Nansana Municipality to provide practical insights for enhancing SME sustainability.

3.0 Objective of the Study

To examine the effect of budgeting policy on financial performance of small-sized enterprises in Nansana Municipality, Uganda.

4.0 Methodology

This study employed a descriptive correlational research design to examine the effect of budgeting policy on financial performance of small-sized enterprises in Nansana Municipality (Nafiu, 2012). The descriptive approach enabled comprehensive characterization of budgeting practices and financial performance indicators among SMEs, while the correlational component facilitated quantitative analysis of relationships and effects between variables (Olanrewaju et al., 2021). This design was appropriate because the study sought to establish associations and effects in natural business settings where experimental manipulation was impractical, and the research aimed to describe existing phenomena while examining relationships.

The study population comprised 850 registered small-sized enterprises in Nansana Municipality across various sectors including retail trade, hospitality, manufacturing, construction, and services, as recorded in the municipal business register as of June 2023 (George Stanley & Nafiu, 2020). These enterprises employed 5-49 employees and operated formal business premises with identifiable owners or managers. Using Yamane's (1967) formula at 95% confidence level and 5% margin of error, a sample size of 272 enterprises was calculated. However, due to resource constraints

and accessibility challenges, a feasible sample of 100 enterprises was selected through stratified random sampling, ensuring proportional representation across business sectors and municipal divisions. Within each selected enterprise, the owner or senior manager responsible for financial decisions served as the respondent (Julius, 2024).

Data collection utilized structured questionnaires as the primary instrument, supplemented by document review of available financial records (Julius & Kazaara, 2025b). The questionnaire comprised four sections: demographic information covering business characteristics (age, size, sector, ownership); budgeting policy practices including budget preparation, budget participation, budget implementation, budget monitoring, and budget control; financial performance indicators covering revenue growth, profitability, cost management, cash flow stability, and debt management; and challenges in budgeting implementation (Julius & Audrey, 2025a). Items employed a five-point Likert scale ranging from "Strongly Disagree" (1) to "Strongly Agree" (5). For enterprises maintaining financial records, researchers reviewed income statements, cash flow records, and expense logs for 2021-2023 to triangulate self-reported performance data.

The questionnaire underwent content validity assessment through expert review by three faculty members from Makerere University Business School specializing in entrepreneurship and financial management (Julius & Kaazara, 2025). Their feedback informed instrument refinement to ensure clarity, relevance, and comprehensiveness. Face validity was established through discussions with five small enterprise owners who confirmed questionnaire items were understandable and relevant to their contexts. Reliability testing through pilot administration to 15 small enterprises in neighboring Wakiso Town yielded a Cronbach's alpha coefficient of 0.878 for budgeting policy items and 0.894 for financial performance items, confirming excellent internal consistency reliability. The pilot sample was excluded from the main study (Julius & Kazaara, 2025a).

Data collection occurred over eight weeks between October and November 2023. Trained research assistants familiar with local languages and business culture visited selected enterprises during business hours, explained the research purpose, obtained informed consent, and administered questionnaires through face-to-face interviews to ensure clarity and completeness. This approach was necessary given varying literacy levels among small enterprise owners (Julius & Audrey, 2025b). Of 100 distributed questionnaires, 95 were completed and returned, representing a 95% response rate that exceeded acceptable thresholds for statistical analysis. Five enterprises declined participation or were unavailable despite multiple visits.

Data cleaning involved checking for completeness, consistency, and outliers before analysis. Data analysis employed SPSS version 25 for both descriptive and inferential statistics (Nelson et al., 2022). Descriptive statistics including frequencies, percentages, means, and standard deviations characterized respondent demographics, budgeting practices, and financial performance. Pearson correlation analysis examined relationships between budgeting policy dimensions and financial performance indicators (Nelson et al., 2023). Simple and multiple regression analyses assessed the effect of budgeting policy on financial performance, testing the hypothesis that budgeting policy

significantly predicted financial performance. Statistical significance was set at $p < 0.05$. Results were presented through tables with comprehensive narrative interpretations providing context and practical implications.

5.0 Results and Discussion

5.1 Demographic Characteristics of Respondents

Table 1: Characteristics of Small Enterprises and Respondents (N=95)

Characteristic	Category	Frequency	Percentage (%)
Business Sector	Retail Trade	38	40.0
	Hospitality	22	23.2
	Manufacturing	12	12.6
	Services	16	16.8
	Construction	7	7.4
Business Age	Less than 2 years	19	20.0
	2-5 years	41	43.2
	6-10 years	28	29.5
	Over 10 years	7	7.4
Number of Employees	5-10 employees	52	54.7
	11-20 employees	29	30.5
	21-49 employees	14	14.7
Owner Gender	Male	61	64.2
	Female	34	35.8
Owner Education	Primary	14	14.7
	Secondary	36	37.9
	Diploma	28	29.5
	Degree	17	17.9
Formal Accounting Records	Yes	48	50.5
	No	47	49.5

Source: Primary Data, 2024

Table 1 indicated that retail trade dominated the sample (40.0%), followed by hospitality (23.2%) and services (16.8%), reflecting Nansana Municipality's commercial character. The majority of enterprises (43.2%) were 2-5 years old, representing businesses that survived initial establishment phases but remained vulnerable to failure. Most enterprises (54.7%) employed 5-10 workers, confirming small-size classification. Male owners constituted 64.2%, reflecting gender patterns in Ugandan entrepreneurship, though female representation (35.8%) was substantial. Educational levels varied widely, with 37.9% having secondary education and 29.5% holding diplomas, indicating

moderate educational attainment. Critically, only 50.5% maintained formal accounting records, suggesting that nearly half operated with limited financial documentation, potentially constraining budgeting capacity and financial performance assessment.

5.2 Budgeting Policy Practices

Table 2: Budgeting Policy Practices Among Small Enterprises (N=95)

Budgeting Practice	Mean	Std. Deviation	Interpretation
The business prepares annual budgets covering revenues and expenses	3.24	1.18	Moderate
Budget preparation involves input from key staff members	2.98	1.22	Moderate
The business regularly monitors actual performance against budget	3.11	1.15	Moderate
Budget variances are analyzed and corrective actions taken	2.87	1.19	Moderate
Cash flow budgets guide daily financial decisions	3.36	1.14	Moderate
The business has clear procedures for budget approval	2.76	1.24	Moderate
Budget revisions occur when circumstances change significantly	3.08	1.17	Moderate
Budgeting helps in controlling unnecessary expenditures	3.52	1.09	Moderate
Overall Budgeting Policy Mean	3.12	1.17	Moderate

Source: Primary Data, 2024

Table 2 revealed moderate budgeting policy adoption among small enterprises in Nansana Municipality. Expenditure control through budgeting received the highest mean score (3.52), indicating that even enterprises with informal budgeting recognized this benefit. Cash flow budget usage scored 3.36, reflecting practical necessity given liquidity challenges common in small businesses. Annual budget preparation scored 3.24, suggesting that while some enterprises prepared budgets, the practice was neither universal nor consistently rigorous. Budget variance analysis scored lowest (2.87), indicating weak monitoring and control mechanisms that undermined budgeting effectiveness. Limited staff participation in budgeting (2.98) suggested owner-centric decision-making typical in small enterprises but potentially reducing budget commitment and implementation. The overall budgeting policy mean of 3.12 confirmed moderate adoption, indicating significant room for improvement. Standard deviations exceeding 1.0 for all items indicated substantial variation in budgeting practices across enterprises, suggesting heterogeneous financial management sophistication levels.

5.3 Financial Performance of Small Enterprises

Table 3: Financial Performance Indicators (N=95)

Performance Indicator	Mean	Std. Deviation	Interpretation
Business revenue increased over the past two years	3.67	0.96	High
The business consistently generates profits	3.54	1.02	Moderate
The business effectively controls operational costs	3.42	1.04	Moderate

Cash flow is sufficient to meet financial obligations	3.38	1.08	Moderate
The business can access credit when needed	3.19	1.15	Moderate
The business saves or reinvests profits for growth	3.46	1.01	Moderate
Financial performance meets or exceeds expectations	3.51	0.99	Moderate
The business is financially sustainable	3.58	0.94	Moderate
Overall Financial Performance Mean	3.47	1.02	Moderate

Source: Primary Data, 2024

Table 3 showed moderate overall financial performance among small enterprises in Nansana Municipality. Revenue growth received the highest score (3.67), indicating that many businesses experienced sales increases, possibly due to Nansana's growing population and economic activity. Financial sustainability (3.58) and consistent profitability (3.54) scored moderately, suggesting that while many enterprises survived, profitability remained inconsistent or marginal. Cost control (3.42) and cash flow sufficiency (3.38) presented challenges, potentially linked to weak budgeting as indicated in Table 2. Credit access scored lowest (3.19), reflecting common SME challenges in obtaining financing, often due to inadequate financial records that budgeting could improve. The overall financial performance mean of 3.47 indicated room for substantial improvement. High standard deviations suggested significant performance variation across enterprises, potentially explained by differences in budgeting practices and other management factors.

5.4 Correlation Analysis

Table 4: Correlation Between Budgeting Policy Dimensions and Financial Performance

Variables	1	2	3	4	5	6
1. Budget Preparation	1					
2. Budget Implementation	0.712**	1				
3. Budget Monitoring	0.684**	0.728**	1			
4. Budget Control	0.697**	0.743**	0.806**	1		
5. Overall Budgeting Policy	0.893**	0.911**	0.897**	0.918**	1	
6. Financial Performance	0.668**	0.691**	0.702**	0.716**	0.734**	1

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

Source: Primary Data, 2024

Table 4 presented correlation analysis revealing significant positive relationships between all budgeting policy dimensions and financial performance. The strongest correlation existed between overall budgeting policy and financial performance ($r=0.734$, $p<0.01$), indicating that approximately 54% of variance in financial performance could be associated with budgeting policy practices. Budget control showed the highest individual correlation with financial performance ($r=0.716$), suggesting that monitoring expenditures and taking corrective actions had particularly strong performance impacts. Budget monitoring ($r=0.702$) and budget implementation ($r=0.691$) also

demonstrated strong correlations, confirming that executing and tracking budgets mattered as much as preparation. Budget preparation, while important ($r=0.668$), showed slightly lower correlation, indicating that merely preparing budgets without implementation, monitoring, and control yielded limited benefits. All budgeting dimensions showed strong inter-correlations ($r=0.684$ to 0.806), suggesting that effective budgeting required integrated application of all components. All correlations were statistically significant at the 99% confidence level, providing robust evidence that budgeting policy positively affected financial performance of small enterprises in Nansana Municipality.

5.5 Regression Analysis

Table 5: Regression Analysis - Budgeting Policy Effect on Financial Performance

Model Summary		R	R ²	Adjusted R ²		Std. Error
		0.734	0.539	0.534		0.695
ANOVA	Sum of Squares	df	Mean Square	F	Sig.	
Regression	52.418	1	52.418	108.471	0.000**	
Residual	44.937	93	0.483			
Total	97.355	94				
Coefficients	B	Std. Error		Beta	t	Sig.
(Constant)	0.764	0.298			2.564	0.012
Budgeting Policy	0.871	0.084		0.734	10.415	0.000**

Note: ** Significant at $p<0.01$

Source: Primary Data, 2024

Table 5 presented regression analysis results confirming that budgeting policy significantly affected financial performance. The R^2 value of 0.539 indicated that budgeting policy explained 53.9% of variance in financial performance, representing substantial explanatory power. The remaining 46.1% variance could be attributed to other factors including market conditions, entrepreneurial competencies, capital adequacy, competition intensity, and external environmental factors. The ANOVA results ($F=108.471$, $p<0.000$) confirmed that the regression model was statistically significant and appropriate for prediction. The positive regression coefficient ($B=0.871$, $Beta=0.734$, $p<0.000$) demonstrated that for every unit increase in budgeting policy effectiveness, financial performance increased by 0.871 units, holding other factors constant. The t-value of 10.415 confirmed strong statistical significance. These findings provided compelling evidence that budgeting policy exerted significant positive effects on financial performance of small enterprises in Nansana Municipality.

5.6 Comparative Analysis by Budgeting Adoption

Table 6: Financial Performance Comparison by Budgeting Practice Level

Performance Indicator	High Budgeting Practice (n=32) Mean	Low Budgeting Practice (n=31) Mean	Difference	t-value	Sig.
-----------------------	-------------------------------------	------------------------------------	------------	---------	------

Revenue Growth	4.16	3.06	1.10	4.892	0.000**
Profitability	4.09	2.94	1.15	5.128	0.000**
Cost Control	4.03	2.77	1.26	5.347	0.000**
Cash Flow Stability	3.94	2.81	1.13	4.761	0.000**
Overall Performance	4.06	2.90	1.16	5.618	0.000**

Note: High budgeting practice = mean score ≥ 4.0 ; Low budgeting practice = mean score ≤ 2.5 ; ** Significant at $p < 0.01$

Source: Primary Data, 2024

Table 6 presented independent samples t-test results comparing financial performance between enterprises with high versus low budgeting practices. Enterprises with high budgeting practices significantly outperformed those with low budgeting across all performance dimensions. The largest performance gaps existed in cost control (difference=1.26) and profitability (difference=1.15), suggesting that budgeting's primary benefits related to expense management and bottom-line results. Overall performance difference of 1.16 points on a 5-point scale represented a 23.2% performance advantage for enterprises with strong budgeting practices. All differences were statistically significant ($p < 0.01$), confirming that budgeting adoption meaningfully distinguished high and low performers. These findings reinforced regression results, providing additional evidence of budgeting policy's substantial effect on financial performance.

6.0 Conclusion

This study conclusively established that budgeting policy exerted significant positive effects on financial performance of small-sized enterprises in Nansana Municipality. The strong correlation ($r=0.734$, $p < 0.01$) and robust regression results ($R^2=0.539$) provided compelling empirical evidence that systematic budgeting practices substantially enhanced financial outcomes. Specifically, budgeting policy improved financial performance through multiple mechanisms: enhancing revenue planning and target-setting that motivated sales efforts, controlling unnecessary expenditures through spending authorization and monitoring, improving cash flow management through liquidity forecasting, enabling informed resource allocation decisions, providing performance benchmarks for evaluation and corrective action, and instilling financial discipline that prevented resource misappropriation.

Different budgeting components demonstrated varying importance, with budget control and monitoring showing particularly strong performance associations, suggesting that implementation and oversight mattered as much as preparation. Enterprises with strong budgeting practices significantly outperformed those with weak or absent budgeting across all financial dimensions, validating budgeting's practical value in SME contexts.

However, the study revealed that budgeting policy adoption among small enterprises in Nansana Municipality remained moderate, with substantial variation across businesses. Many enterprises operated without systematic budgeting, missing opportunities for performance improvement. Barriers included limited financial management knowledge, perceived complexity, resource constraints, and insufficient awareness of budgeting benefits. The study filled important knowledge gaps regarding budgeting effects in Uganda's SME sector, providing evidence-based

insights for entrepreneurs, business development practitioners, and policy makers seeking to enhance SME sustainability and economic development.

7.0 Recommendations

Nansana Municipal Council, in collaboration with business associations and development partners, should establish mandatory budgeting training programs for all registered small enterprises. Training should cover practical budgeting techniques, simplified templates, Excel-based tools, and real-world case studies demonstrating budgeting benefits. Annual refresher training would reinforce practices and address emerging challenges.

Business development organizations should develop simplified, user-friendly budgeting templates specifically designed for small enterprises with limited accounting expertise. Templates should accommodate various business sectors, require minimal financial knowledge, provide automated calculations, and include clear instructions. Mobile application-based budgeting tools leveraging Uganda's high mobile penetration would enhance accessibility.

The Ugandan government, through agencies like Uganda Investment Authority and Private Sector Foundation, should implement support programs incentivizing budgeting adoption. Initiatives could include: subsidized accounting software for SMEs maintaining budgets, preferential access to government contracts or credit schemes for enterprises with formal budgets, tax compliance simplification for enterprises demonstrating systematic financial planning, and recognition awards for exemplary financial management.

Nansana Municipal Council should consider integrating basic budgeting requirements into business licensing and renewal processes. Applicants could submit simple annual budgets demonstrating financial viability, with municipal staff providing feedback and guidance. This regulatory approach would normalize budgeting while supporting enterprise capability development.

Business associations should establish peer learning forums where successful entrepreneurs with strong budgeting practices mentor emerging businesses. Shared experiences, practical demonstrations, and problem-solving discussions would demystify budgeting and build confidence among resistant entrepreneurs.

Professional accounting bodies should promote affordable bookkeeping and budgeting services tailored to small enterprises. Part-time accounting support, group service models sharing costs across multiple small businesses, and student internship programs would make professional assistance accessible while maintaining affordability.

References

Ahumuza, A., Kobusingye, P., & Musiimenta, N. (2025). *Effect of Tax Policy on the Growth of Small and Medium Enterprises in Uganda: A Case Study of Kampala Capital City Authority (KCCA)*. 4(2), 137–146.

- Akankwasa, A., Akakikunda, T., Ntirandekura, M., Murezi, C. M., & Christopher, F. (2022). *Effect of Capital Budgeting on Development of Organizations Empirical Studies of Kashinge Child Development Centre Kisoro District*. 6(9), 5–10.
- Alex, I., Richard, K., Matovu, K., & Irumba, A. (2024). *Taxation Policies and SME Growth in Uganda: A Case Study of Small Businesses in Kampala*. 9(2), 14–19. <https://www.researchgate.net/publication/389178635>
- Allan, K., Charles, N., Moses, N., Kazaara, A. G., & Nelson, K. (2023). *The Effect of Operation Wealth Creation on Youth Farmers Development : A Case Study of Labongo Layamo Sub County , Kitgum District*. 7(2), 50–63.
- Annet, N., Andrew, N., Kazaara, A. G., Christopher, F., & Moses, N. (2023). *Impact of Budgeting On the Profitability of a Manufacturing Company , a Case Study of Harris International*. 7(2), 112–126.
- Derrick, T., Nelson, K., Kazaara, A. G., Deus, T., Catherine, M., & Ismail, L. (2023). *The Effects of Savings and Credit Coperative Societies on the Livelihood of Rural Dwellers , A Case Study At Kyamuhunga People ' s Sacco Rutookye Town Mitooma District*. 7(2), 329–346.
- Faith, K., Kalikola, J., Ariyo, D., Kazaara, G., Catherine, M., & Ismail, L. (2023). *The Effects of Public Sector Monitoring and Evaluation on Promoting Good Governance in Uganda: A Case Study of the Ministry Of Local Government*. In *International Journal of Academic Pedagogical Research* (Vol. 7). www.ijeais.org/ijapr
- Frank, M., Nelson, K., Kazaara, A. G., Deus, T., Christopher, F., & Catherine, M. (2023). *The Macroeconomic Determinants of Economic Growth in Uganda a Case Study Of Wakiso Distict*. 7(2), 147–159.
- George Stanley, K., & Nafiu, L. A. (2020). *Analysis of Monetary Policy Objectives as Applied to Uganda 's Economy: The Dream to Achieve the Middle-Income Status in 2020 is Gone*. 10(05), 8–14.
- Gracious, A. (2023). *The Effects Of Electronic Banking On Customer Service Delivery , A Case Study Of Cairo Bank Uganda , Nakasero*. 7(2), 80–87.
- Julius, A. (2024). *Inventory Management Strategy and its Impact on Production Efficiency : An Empirical Evidence of Mukwano Manufacturing Industries*. 8(4), 96–99.
- Julius, A., & Audrey, A. (2025a). *Beyond Skills Training : Addressing the Systemic Pathologies in Uganda ' s Education System for Genuine Work Readiness*. 9(11), 352–360.
- Julius, A., & Audrey, A. (2025b). *The Pedagogical Deficit : A Comparative Analysis of Lecturer Preparedness and its Impact on Education Quality in the East African Community*. 9(10), 113–122.
- Julius, A., & Kaazara, A. G. (2025). *From Specialists to Versatilists : The Imperative for Multiple Skilling in Ugandan Higher Education*. 9(11), 380–386.
- Julius, A., & Kazaara, A. I. (2025a). *Survival and Resilience : An Analysis of Livelihood Strategies Among Uganda ' s Unemployed Youth*. 9(10), 219–228.
- Julius, A., & Kazaara, A. I. (2025b). *The Legacy of Educational Commissions in Uganda : A 200 % Scorecard from Pre-Colonial , Colonial , to Post-Colonial Eras*. 9(10), 105–112.
- Lydia, N., Ariyo, D., Kazaara, G., Kazaara, A. I., Brenda, T., Moses, N., & Bafaki, G. (2023). *Promotion of Small-*

- Scale Industries and Development of Business. A Case Study; Masafu Subcounty (Busia). In *International Journal of Academic Multidisciplinary Research* (Vol. 7). www.ijeais.org/ijamr
- Moses, K., Kazaara, A. G., Kazaara, A. I., & Ismail, L. (2023). *External Auditing and the Financial Performance of Marianum Press Limited , Kisubi*. 7(3), 258–266.
- Nafiu, L. A. (2012). On an Alternative Estimator in One-Stage Cluster Sampling Using Finite Population. *American International Journal of Contemporary Research*, 2(7), 102–107. www.aijcrnet.com
- Nelson, K., Christopher, F., & Milton, N. (2022). *Teach Yourself Spss and Stata*. 6(7), 84–122.
- Nelson, K., Kazaara, A. G., & Kazaara, A. I. (2023). *Teach Yourself E-Views*. 7(3), 124–145.
- Ntirandekura, M., & Christopher, F. (2022). *Community Participation and Budget Allocation in Local Governments in Uganda : A Case Study of Rubanda District Local Government , Western Uganda*. 6(5), 124–134.
- Olanrewaju, R. O., Waititu, A. G., & Abiodun, N. L. (2021). *On the Estimation of k-Regimes Switching of Mixture Autoregressive Model via Weibull Distributional Random Noise*. 10(1), 1–8. <https://doi.org/10.5923/j.ijps.20211001.01>
- Paul, K., Alex, I., Kazaara, A. G., & Kazaara, A. I. (2023). *Corruption and Public Finance Management A Case Study Of Wakiso District*. 7(3), 298–306.
- Ronald, K., Kazaara, A. G., Ismail, L., & Micheal, T. (2023). *The Impact Of Privately Owned Enterprises On The Economic Development Of Communities In Uganda . A Case Study Of Masaka City*. 7(3), 191–197.
- Ronet, C., Micheal, T., Kazaara, A. G., Nelson, K., & Ismail, L. (2023). *Assessing of the Impact of Stock Controls on Management of Costs in Organizations ; a Case Study of Mukwano Group of Companies*. 7(2), 160–178.
- Sarah, A., & Audrey, A. (2024). *Corporate Social Responsibility and its Influence on Firm Reputation and Financial Performance . A Case Study of Equity*. 8(8), 202–207.
- Sophie, N., & Crispus, F. (2024). *Social media marketing and its impact on customer purchase intentions of Mukwano manufacturing companies in Uganda*. 8(4), 92–95.
- Turyatamba, C., Nelson, K., Prudence, K., & Ntirandekura, M. (2022). *The Effect of Product Quality on Competitiveness of Small Medium-Sized Enterprises (SMES) In South Western Uganda ; Reflection on Kayonza Growers Tea Factory , In Kanungu District* . 6(12), 152–159.
- Winy, N. D., Ariyo, D., Kazaara, G., Kazaara, A. I., & Deus, T. (2023). *Effect Of Motivation On Employee Performance In Non-Government Organizations (NGOS): A Case Of Mbale City*. In *International Journal of Academic Multidisciplinary Research* (Vol. 7). www.ijeais.org/ijamr