Participatory Planning and Implementation for Organizational Sustainability: Empirical Findings from Uganda National Teachers' Union (UNATU) Savings and Credit Cooperative (SACCO)

IJOTM
ISSN 2518-8623

Volume 9. Issue I
pp. 1-14, June 2024
ijotm.utamu.ac.ug
email: ijotm@utamu.ac.ug

Anna Elsie Luyiggo[1]
Uganda Technology And Management University (UTAMU)
Email: annelsie26@gmail.com Telephone: +256771998236

Dr. Wilfred Kokas Aupal (PhD)[2]
Uganda Technology And Management University (UTAMU)
Email: kwaupal@yahoo.com

Abstract

This paper explores the connection between stakeholder participation in Monitoring and Evaluation (M&E) implementation and Organizational sustainability, specifically exploring participatory planning and implementation. While the importance of participation in sustainable development is widely recognized, many organizations still rely on specialists for M&E system setup, often excluding the input of those they aim to engage. The study introduces a participatory stakeholder model for M&E based on the experiences of Uganda National Teachers' Union (UNATU) Savings and Credit Cooperative (SACCO) in Uganda. A sample of 79 members out of 94 yielded a 100% response rate for quantitative data collected through self-administered questionnaires, and 9 key informants were interviewed for qualitative insights. Quantitative data underwent descriptive, correlation, and regression analysis, while qualitative data was content-analysed. Results revealed a significant positive link ($r = 0.462^{**}$, $p<0.05$) between participatory planning and implementation and organizational sustainability, leading to the rejection of the null hypothesis. The paper concludes that stakeholder participation substantially influences Organizational sustainability in UNATU SACCO. Consistent motivation, effective stakeholder engagement, and interest management are identified as contributors to heightened levels of Organizational sustainability.

Key Words: *Participation, Participatory Monitoring and Evaluation (PME), Organizational Sustainability, stakeholders, UNATU SACCO.*

Introduction

The phenomenon of participatory monitoring and evaluation (PM&E) is born from the limitations and challenges of conventional M&E which were not addressed or catered for in the latter. Most importantly, taking into consideration the dire need to strengthen the contributions of primary stakeholders by having them in the lead in tracking and monitoring for joint results agreed upon results and taking decisions on rectifying the wrongs. (Hilhorst and Guijt, 2006). Recent years, as noted by Hilhorst and Guijt(2006), have seen enormous changes in the contexts within in which the ideas of PM&E are being put to practical use and, therefore, giving room for advancements in the approach. Cella-De-Oliveira (2013) observed that Organizational sustainability (OS) has since become an ideal "go-to" theme in the recent years and this has really put numerous organizations under great pressure especially from clients, the economy and Governments at large. Organizations are now embracing the phenomenon and are seeking to associate and align themselves with the new Ideology of Sustainability hence the birth of the term Organizational Sustainability, and by trying to explore this new ideology, Organizations are pushing harder and further in the direction of expanding their clientele, boosting their scope, multiplying their financial returns and generally maintaining their reputation in the economy. SACCOs first appeared in Uganda in 1913, when Ugandans began organizing as SACCOs. These early SACCOs functioned informally until 1946. Uganda National Teachers' Union SACCO is the Apex SACCO for all teachers on Government Payroll in Uganda. UNATU SACCO which was formulated in 2011 is a legally registered and managed savings and cooperative society which extends financial assistance to teachers in Uganda. The SACCO is an independent entity that works under its own by-laws, terms and conditions and with its own Executive Board and Staff and serves as a financial intermediary, channelling savings into loans, providing teachers with savings opportunities, particularly to teachers on government payroll, but further improvements are needed to make their services more efficient and sustainable.

We must first define sustainability in order to examine how an organization might become sustainable. The ability to "meet the demands of the present without compromising the ability of future generations to satisfy their needs" is the definition of sustainability. (Brundtland, 1987) The three basic tenets of sustainable development are social equality, environmental integrity, and economic prosperity (Elkington, 1998). "One that contributes to sustainable development by generating concurrently economic, social, and environmental benefits the so-called triple bottom line" is what is referred to as a sustainable enterprise (Hart & Milstein, 2003: 56). As a result, in order to remain sustainable, a company must consider much more than just increasing its bottom line.

Participation, in this study, was operationalized as "the practice of consulting and involving relevant stakeholders in the day to day running of the Organizational activities. That is to say; agenda-setting, decision-making, and policy-forming activities of organizations or institutions responsible for policy development" (Rowe & Frewer, 2004)

Participatory Monitoring and Evaluation (PM&E) during this study, was operationalized as a method in which stakeholders at numerous levels interact in assessing routine progress and assessment of a selected project, program or policy, share management over the content, the processes and also the results of the observance and analysis (M&E) activity and interact in taking corrective actions. PM&E focuses on the active engagement of primary stakeholders.

In the early stages of its establishment, UNATU SACCO underwent a series of name changes within a brief three-week period, driven by leadership disputes with Walimu Teachers' SACCO. The turmoil ensued when the Ministry of Education solicited bids for managing teachers' funds, resulting in

Microfinance Support Centre (MSC) emerging as the top contender. MSC was entrusted with 9.3 billion Shillings for distribution among teachers' SACCOs. Subsequently, it was revealed that the funds were allegedly lent to financial institutions like Finance Trust Bank, which reportedly received a 6 billion Shillings loan, and Hofokamu microfinance, which purportedly secured a 3 billion Shillings loan. (UNATU Report, 2019)

Uganda National Teachers Union (UNATU) organized protests demanding control over the funds, prompting President Museveni to instruct the Ministry of Finance to allocate the remaining balance, over 15 billion Shillings, to UNATU. However, due to UNATU's organizational structure as an association, it faced challenges in directly distributing the funds. A solution was devised: an account was established under Walimu Teacher's Union, using District Chief Administrative Officers (CAOs) to verify applicants' eligibility. UNATU, the pioneering professional body uniting teachers on the government payroll, found this arrangement unsatisfactory, leading to divisions among leaders. A fraction broke away to focus on UNATU SACCO.

The conflicts between UNATU SACCO and Walimu SACCO resulted in the freezing of Shs. 7 billion, funds that could have been directed towards teacher loans. The power struggle over funds designated by President Museveni for distribution through SACCOs escalated, culminating in the Financial Intelligence Authority (FIA) freezing a portion of the Shs. 25 billion fund (The Independent, 2020).

Initially conceived as a strategy to provide additional financial support to teachers on government payroll, UNATU SACCO aimed to alleviate their already low salaries (UNATU Report, 2019). However, its effectiveness has fallen short of expectations, failing to fulfill its envisioned role in providing essential financial aid to educators. While performance reports from various government agencies highlight increases in teachers' per capita income and celebrate the growing SACCO membership, the critical aspect of stakeholder participation remains inadequate. This deficiency has hindered the seamless provision of services, raising concerns about the sustainability of UNATU SACCO.

This paper is premised on the objective of, assessing the relationship between participatory planning and implementation and Organizational Sustainability in UNATU SACCO. Hence the underlying research question is what is the relationship between Participatory planning and implementation and Organizational Sustainability in UNATU SACCO? The null hypothesis to be tested is that there is no relationship between depth of participation and Organizational Sustainability in UNATU SACCO?

Literature Review

Stakeholders' theory, which was fathered in 1984 by R. Edward Freeman, originally elaborated structure management and business ethics that addresses morals and values in managing a corporation that have an effect on designing and management of establishments. It identifies stakeholders of a corporation and recommends the ways that management provides due relation to the views, demands and interests of these stakeholders. This tries to handle the "Principle of Whom or What Very Counts" (Miles, 2017). According to Friedman, (2006) perspective, all stakeholders have selections to form in sustaining a corporation which most of those organizations carries with it stakeholders and beneficiaries with totally different interests and demands, thus this makes structure property troublesome to manage as a result of the necessity for negotiations views that square measure concerned (Yescombe, 2007).

Stakeholders, according to Brzezinski et al. (2010), are members of a specific group who have a personal stake in the outcome. They used Olson (1965) to argue that increasing these members' personal stake in regulatory procedures will increase their engagement in regulatory procedures. Stakeholders, according to Haapasaari et al. (2013), are a group of people who have an interest in fisheries management and contribute to a knowledge base. Kinds et al. (2016), on the other hand, defined stakeholders as all individuals and organizations (here producer organizations) involved in the fishing industry.

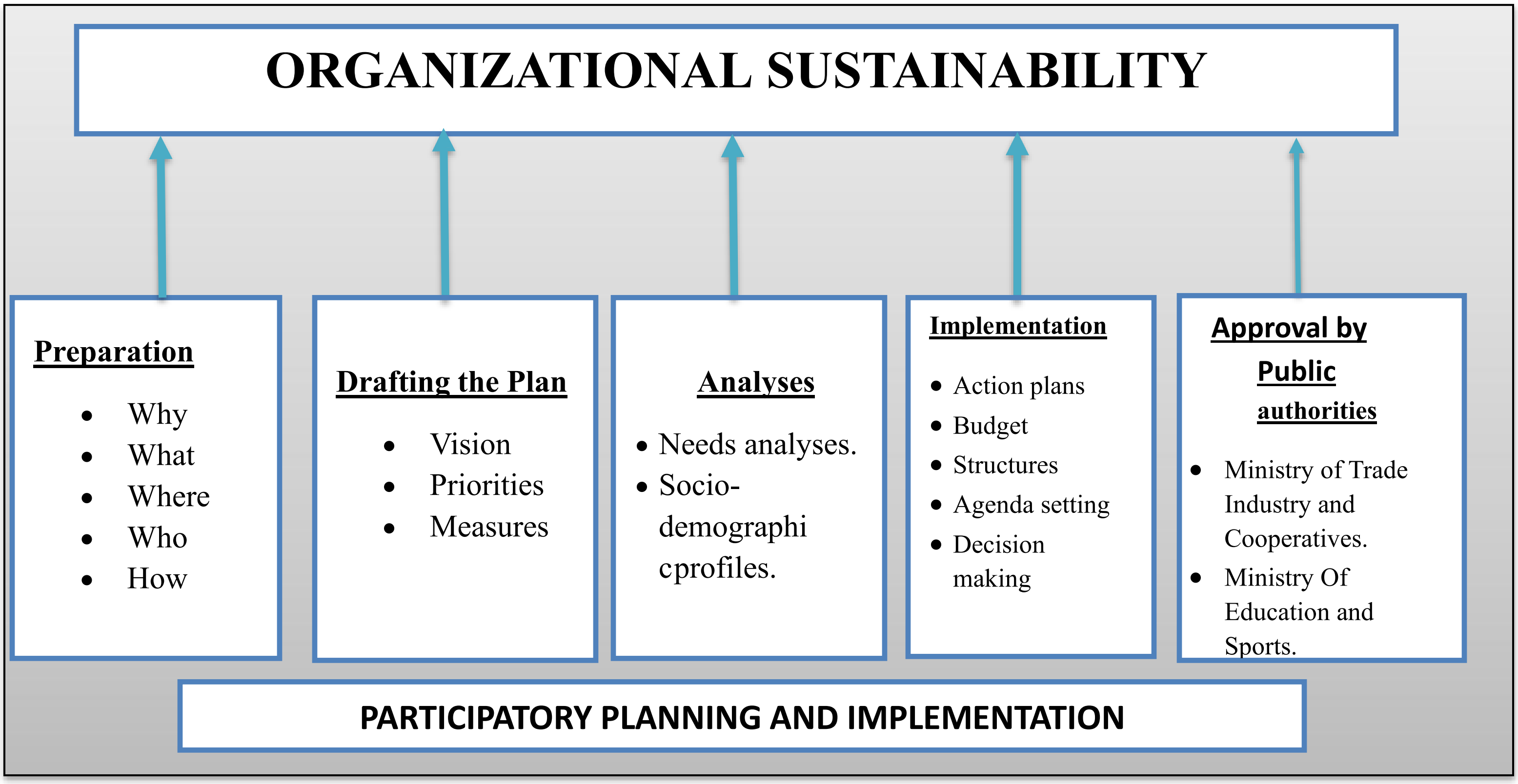
According to Schwermer, Barz, and Zablotsk (2020), while the term "stakeholder participation" is widely used, there is a wide range of meanings available, which frequently leads to confusion. Stakeholder involvement is frequently used in research on stakeholders, but not in the context of resource management participation. According to Durham et al. (2014), the selection of stakeholders has a significant impact on the outcome of the involvement process. As a result, they advocated for methodically identifying stakeholders based on the research's purpose and impact. (Schwermer et al., 2020).

Several authors defined the term "Participation". According to Sampedro et al. (2017), participation can take many different forms, from planning (Neis 2007) to co-management experiences (Berkes, 2003: Wilson et al. 2003). Participation has been defined as a function that benefits the stakeholders who participate as well as a technique for involving stakeholders in decision-making processes (Brzezinski et al. 2010). (Tiller et al. 2015).

Furthermore, depending on the engagement technique used, stakeholders may be assigned additional responsibilities in the outcomes of the participatory process (Tiller et al. 2015). Furthermore, participation refers to the type and extent of involvement of stakeholders or beneficiaries (Hickey and Kothari 2009; Pristupa et al. 2016). According to Pristupa et al. (2016), governments have established a wide range of formal processes requiring public and stakeholder participation, such as consultations, referendums, and elections; however, private sector participation remains difficult.

In their case study, Kinds et al. (2016) used the phrase stakeholder participation to describe the development of a sustainability tool with direct input from users, i.e. fishermen. Stakeholder desires and preferences were identified and incorporated in this case to improve the output of the used tool but not to influence decision-making processes (research tool). Rivera et.al. (2017) used semi-structured interviews to examine stakeholders' perspectives on management, biology, and socioeconomic factors related to Spain's flathead planktonic fishery.

Conceptual Framework



Methodology

The paper was based on the Pragmatic approach that called for collection of both qualitative and quantitative data. A detailed review and analysis of literature and documents on participatory Monitoring and Evaluation and organizational sustainability was also undertaken. The study came up with a sample of 79 participants who responded quantitatively hence generating a 100% response rate. Qualitatively, the study selected a sample of 9 participants and acquired 7 responses hence generating a 77.7% response rate and here, the data obtained so far, had reached a saturation point. SPSS version 22 software was used to code and analyse quantitative data whereas Content analysis technique was used for qualitative data analysis, where the data was coded and categorized depending on arguments of different scholars and authorities (Hsieh & Shannon, 2005). This allowed identification of different patterns of themes which informed interpretation and thus, deriving understanding of the phenomenon of interest. Conclusions on how Participatory planning and implementation in M&E approach may affect Organizational sustainability in UNATU SACCO, were then made from the analysis of the qualitative data that was generated.

Results and Discussion

The study was purposely carried out to assess the relationship between participatory planning and implementation and Organizational Sustainability in UNATU SACCO. A self-administered questionnaire used to obtain the quantitative data used a five-point Likert scale with the following ordinal responses: 1 = Strongly Disagree, 2 = Disagree, 3 = Neither Disagree nor Agree, 4 = Agree, and 5 = Strongly Agree (Sullivan 2013:542).

From the 10 measurement items, an equal number of respondents represented by 32.9% respectively, both agreed and disagreed that stakeholders take a lead in determining the direction of implementation. These results generated a mean of 2.949. 12.7% of the respondents strongly disagreed whereas 11.4% were not sure. This left a minority of 10.1% who strongly agreed that indeed stakeholders take a lead in determining the direction of implementation, hence generating a mean of 2.949.

From the results generated, majority respondents represented by 46.8% agreed that stakeholders are always key every stage of organizational activities. 13.9% also strongly agreed, 8.9% were not sure whether or not stakeholders are key whereas, 30.4% of the respondents disagreed that stake holders are not always key in every stage of the Organizational activities, thereby generating a mean of 3.392. *Key informants during the interviews shared that often times SACCO members are put at the fore front in organizational activities and seldom times Government through the Ministry of Trade and Cooperatives, is only briefed but do not actively engage in SACCO activities.*

While majority respondents (41.8%) disagreed that stakeholders are not involved in the needs or problem identification, 17.7% of the respondents were not sure about this and only 34.2% of the respondents agreed that indeed all stakeholders are involved in the needs / problem identification with a mean of 2.835. *IR6 and IR7 during interviews shared that, they cannot afford to consult all stakeholders because it is first of all time consuming, secondly, the SACCO doesn't have the financial facilitation needed to go and seek opinions of all stakeholders through consultations. So, needs identification is only done by Staff and Executive board members.*

From the results generated, respondents (30.4%) further agreed that stakeholders participate in setting priorities and targets for the organization. Whereas 11.4% of the respondents were not sure about this, majority respondents represented by 58.2% disagreed saying that all stakeholders do not participate in setting priorities and targets for the organization there by generating a mean of 2.734. *In an interview with one of the key respondents, IR7 shared that "…not all stakeholders participate in setting priorities, now like here, the staff and board members participate more than the SACCO members."*

Results generated from the data collected further revealed that, more than half of the respondents (58.2%) agreed that there is regular communication with all stakeholders about the programs of the SACCO. While 26.6% were not sure about this, the minority 22.7% disagreed that there isn't regular communication with all stakeholders about the programs of the SACCO hence producing a mean of 3.595. *During interviews, key informants shared that, there is always communication amongst members, staff, Executive Board and other stakeholders. One respondent IR5 stated that, "...even for the members who don't make it for Annual General Meetings, information is always passed to them through phone calls."*

The data collected further revealed results than more than half of the respondents (54.4%) agreed that stakeholders are involved in setting indicators of progress monitoring. While 32.9% of the respondents disagreed, all stakeholders are involved in setting indicators, the minority 12.7% of the respondents were not sure about this hence giving off a mean of 3.481. *Key informants IR5 and IR6 during the interviews shared that, some stake holders like Government are involved in setting indicators for monitoring, "…Government has to be aware of everything we do so they are directly involved in setting indicators. However, some stakeholders like members are often side-lined when* *setting indicators because they don't understand it much. They only know about their savings and loans."*

With a mean of 3.076, 43.1% of the respondents disagreed with the statement that activities to encourage involvement are arranged at times convenient to stakeholders rather than times that fit with staff. Whereas the minority 16.5% of the respondents was not sure about the statement, 40.5% of the respondents were in the affirmative that activities to encourage involvement are arranged at times convenient to Stakeholders rather than times that fit with staff. More than half of the respondents (60.8%) of the respondents agreed that when stakeholders get involved especially beneficiaries, they are given real opportunities to influence change within the Organization. While the 24.1% of the respondents disagreed, the minority 15.2% were not sure whether or not stakeholders being involved are given real opportunities to influence change. These results generated a mean of 3.570. *During interviews, key informants IR1 and IR7 shared that indeed when all stake holders get involved, it becomes easy to influence change within an organization. IR7 clearly stated that "…this is a family, when we all get involved in our programs; it's easy to know where we are progressing or going wrong and how we can improve on the weak areas, this in the long run helps us influence change within the SACCO."* This comes in agreement with what Jacobs and colleagues (2010) suggested that, "*The goal of PM&E is to match monitoring procedures with the primary development idea of assisting local assessment and response. In its truest shape, it puts the most disadvantaged people at the centre of systems, emphasizing their perspectives, which are often overlooked in top-down methods. This, it is suggested, improves community ownership of operations, increasing the likelihood that interventions will be pertinent, sustainable, and successful. Dialogue amongst local residents and implementation personnel may be improved, resulting in stronger engagement and a shift away from "monitoring as enforcement" and toward true representation, learning, and development."*

Data collected from the respondents revealed results showing that minority (12.7%) of the respondents disagreed that events involving drama, sport and music can be an excellent way of involving people. Whereas 20.3% of the respondents were not sure about this, more than half (67%) of the respondents agreed that indeed involving drama, sport and music are excellent ways of involving people and encouraging feedback. Results from this data collected generated a mean of 3.848. *During interviews, IR2 and IR5 agreed with this statement saying "….it is a good way to mobilize members and encourage them to save more with the SACCO and they can enjoy the benefits that come with being a member."*

As the minority 3.8% of the respondents disagreed that the distorted power dynamic makes it more important for social sector leaders to seek and use the voice of stakeholders. 34.2% of the respondents were not sure whereas more than half (62%) of the respondents agreed that indeed the distorted power dynamic makes it more important for social sector leaders to seek and use the voice of stakeholders thereby giving results that produced a mean of 3.797. *In an interview with one of the key informants, IR3 stated that "…Government should stop deleting members from the SACCO, the power that government exercises on this SACCO is sometimes not necessary, they should leave us to operate the SACCO as per the Constitution and mandate of this SACCO. This will help us as a SACCO to obtain buy-in from the people who may wish to join the SACCO but also, give them a guarantee that their voices are taken into consideration."*

The results of correlation analysis showed a positive relationship between Stakeholder management and organizational sustainability in UNATU SACCO. This was explained by the positive relationship

(Spearman's Rank Correlation Coefficient) at r = 0.462** that was statistically significant at 99% level of confidence as is $p < .001$. The r- value of 0.462** indicates that there is a moderate positive relationship between Participatory planning and implementation and Organizational sustainability in UNTAU SACCO. This means that with consistent application of participatory approaches at all levels of planning and implementation of all stakeholders, this will drive them into performing better in terms of planning, saving, and promptness of paying back loans and thus, increased levels financial sustainability will be realized. This correlation implies that a positive change in Participatory planning and implementation is likely to cause a positive change in Organizational financial sustenance in UNATU SACCO. With this result, the researcher rejected the null hypothesis of the study.

The F statistic which is a test of significance for the entire regression shows that this regression is statistically significant because the p-value < 0.05. The findings of the regression analysis show the Adjusted R Square (R^2) of 0.456 shows the percentage of variance explained in the dependent variable (Organizational Sustainability) by the predictor which is Participatory planning and implementation. The F statistic (F= 22.824) which is a test of significance for the entire regression shows that this Regression is statistically significant because the p-value < 0.05. Atα = 0.05, the t-values of SHM (Stakeholder Management) are statistically significant because their corresponding p-values < 0.05. This means SHM (β=0.223, $P < 0.05$) is individually paramount in the prediction of Organizational Sustainability.

Participatory Planning and Implementation for Organizational Sustainability Is it possible?

Involving stakeholders in planning processes can benefit Organizations by increasing awareness, generating innovative collaborations for management and products, or strengthening bonds to overcome crises and create a more confident future-oriented approach among stakeholders (Steinecke & Herntrei, 2017). By enhancing openness of the planning processes, it can also contribute to improved acceptance of planning outputs and knowledge of consequences (Hartley & Wood, 2005). A stakeholder is defined as "any group or individual who can or is affected by the achievement of the organization's objective." (Freeman, p. 46, 1984). In this scenario, the definition can be expanded either directly or indirectly (Waligo et al., 2013). (Murphy, 2013) emphasizes the necessity of recognizing stakeholders and considering their diverse opinions on issues in order to maintain organizational sustainability.

Furthermore, stakeholders must be active participants in the planning process (Waligo et al., 2013). Local stakeholders must be empowered by the chance to debate issues that affect their everyday lives and quality of life.

It is necessary to choose stakeholders who are important to the planning process, which must be done through analysis and classification (Chung, 2020). Some stakeholders may be more important to specific planning phases or topics, or may be more strongly influenced by certain results of the planning process, therefore not all stakeholders must be consulted in every decision.
According to the research, the benefits of involvement have been widely explored and established to be building trust and understanding among stakeholders, which becomes crucial in developing and executing Organizational strategies (Reed et al., 2009). The created understanding is applicable not just among stakeholders, but also between stakeholders and planners to aid in understanding unique concerns and power dynamics (Tosun, 2000). Such collaboration is critical for organizational development and create strong links to higher level organizations, necessitating the formation of strong and successful development partnerships on a local level (Hall, 2007). Local institutions are

strengthened, and decisions and activities are directed by locals when stakeholders are included in organizational development (Schulz et al., 2021).

To realize the benefits of participatory planning, planners must actively involve stakeholders in planning processes. In such cases, the planner becomes more of a mediator or guide for the planning process rather than an expert influencing the decision maker (Schulz et al., 2021). By accepting this position, the planner is responsible for developing a planning process that will ensure long-term sustainable development in a way that is well accepted, fair, and transparent, but he or she must also navigate the difficult task of raising awareness, developing capacity, building trust, and providing expertise.

The ideal participatory process is extensively characterized in the literature: it must be interactive, allowing stakeholders to participate in analysis, take initiative, and modify current power structures (Schulz et al., 2021). They should be included whenever feasible to ensure that the findings are acceptable and that the local public understands the planned content (Bramwell & Lane, 2005; Hartley & Wood, 2005). Involving a diverse group of stakeholders will bring different points of view and perspectives together to create a fair and equitable participation process, which is an important aspect of social sustainability in planning and Organizational development (Hull & Huijbens, 2016; Rein & Strasdas, 2017; Schulz et al., 2021).

However, the wide range of interests that may be a strength of participatory techniques can also be its biggest limitation (Prell et al., 2007). Participation can vary from non-participation through tokenism to degrees of citizen power in this model intended to provide a measure of involvement. The goal of sustainable development is to achieve a level of citizen power.

Depending on the desired outcomes, there are several ways to construct the process. Workshops, focus groups, world cafés, discussion forums, consultations, surveys and statements, courses, master classes, training sessions, and round tables are examples of traditional forms of participatory process design used to develop a joint sustainable strategy and vision (Hull & Huijbens, 2016; Jaansoo, 2019; Schulz et al., 2021). Content may include a discussion of difficulties and aims for regional tourist development, as well as remedies and future actions. Results are frequently written down in minutes or gathered for later use by a moderator (for example, during a global café). The results of various types of stakeholder involvement may be utilized to produce strategy documents and impact organizational sustainability. (Rein & Strasdas, 2017).

Involving stakeholders from the beginning to the conclusion of the planning process, from vision generation to strategy execution, will boost community acceptability of plans and results. It improves decision-making openness and equality (Hartley & Wood, 2005; Kadi et al., 2015). Non-participation, tokenism, and, more crucially, disputes may be avoided by designing and implementing participatory planning approaches in an effective, fair, and strategic manner (Kadi et al., 2015; Rein & Strasdas, 2017).

Hartley and Wood (2005) highlighted ten factors for obtaining stakeholder engagement and these include; Communication, Fairness, Timing, Accessibility, Influence on the process through information provision, Competence, Compromise, Interaction, Trust and influence on process

Participatory planning methodologies are most effective when used to strategy and development monitoring at the Organizational level (Rein & Strasdas, 2017). They must be implemented in such a way that they elicit stakeholder power, where their involvement completely integrates them in decision making and their impact can be felt in the resultant product (Hartley & Wood, 2005). Only then will the material be useful to policymakers. This is conceptualized as below:

Source: *adopted from Hartley & Wood,2005; Kadi et al. 2015) - Benefits of stakeholder participation*

Hartley and Wood (2005) and Kadi et al. (2015) highlight elements for successful stakeholder engagement, impact different segments of the planning processes. Some of these aspects, such as involving underrepresented groups, allocating enough time, or having access to relevant information, must be incorporated from the start in order to establish a firm basis for participatory approaches. Throughout the process, trust, fairness, and compromise are created in order to achieve equity in decision making and acceptable tactics and results. The success criteria are interconnected and must all be included in the planning process to obtain the desired results (Hartley & Wood, 2005).

Barriers faced by stakeholders.

Integrating stakeholders in the process of planning isn't devoid of risks, and the challenges of using a participatory method are not limited to the variety of the stakeholder group. If the process is not well managed, it might encounter a slew of challenges that planners must be aware of. Only by being aware of the common roadblocks can procedures be carried out in an efficient and meaningful manner, ensuring success. Tosun (2000) recognized the following impediments to the actual adoption of participatory planning approaches:

Barriers to stakeholder involvement (based on Tosun, 2000)

Operational Barriers	Structural Barriers	Cultural and Personal Barriers
Lack of coordination	Attitudes	Lack of participatory experiences
Lack of information	Expertise	Limited capacity of the poor
Centralized administration	Domination by elite	Apathy
	Legal aspects	Low awareness

Conclusion and Recommendations

Data from our first two research questions showed that use of these methodologies per strategic planning stage cannot be specifically prescribed. We have made broad suggestions for appropriate use based on patterns identified in the research and the intended design of each methodology.

We identified clear synergies between the unpredictable realm of sustainability and the dialogue-based methodologies designed for dealing with complex issues. We are confident that the data and rationale put forth in this research provides strong evidence for the appropriate pairing of sustainability content with participatory processes.

We recommend that sustainability practitioners pursue training prior to using these methodologies and that they can be used in the development of a sustainable organizational practice, where learning from the field can be shared amongst practitioners to build our collective capacity for working in participatory ways in strategic sustainable development.

If such approaches are to fulfil their primary goal, which is typically efficiency and effectiveness, the complexity of such Participatory M&E tools and techniques may lead to difficulty in use and, as a result, the need for capacity enhancement of participants in monitoring and evaluation activities. Organizations should concentrate on making sure that participants and/beneficiaries possess the necessary skills for efficient engagement in Participatory M&E activities. If learning from performance is to be accomplished, organizations may also emphasize reference to data from Participatory M&E activities during the decision-making process.

If there are incentives and disincentives, stakeholders' participation during monitoring and evaluation may also be improved. For instance, by providing prompt feedback on their suggestions from the Participatory M&E activities, being as flexible as feasible with the tasks, and enhancing participant capacity in PME. Accounting Officers who disobey their individual supervisors' instructions to implement the Participatory M&E technique risk being disciplined. To spread awareness of the technique, incentives should be introduced, such as mentioning performance of the Participatory M&E strategy when considering promotions in the public sector. The performance of public authorities in relation to Participatory M&E undertakings may be taken into account by rewards and recognition programs.

In order to determine stakeholder participation and involvement in the monitoring and evaluation activities, the Program Budgeting System (PBS) should also measure the process of obtaining performance data at the outcome and output levels. The data collected in the PBS may be more accurate because of this.

Organizations may address difficulties by identifying key stakeholders and actively including them into planning. Following interviews and surveys, a workshop should be held to necessitate teaching and learning about previously discovered difficulties/challenges and how to raise possible solutions that cater for the needs of all stakeholders within the Organization.

Information: All beneficiaries must be supplied with information that not only addresses correct conduct in the Organizations but also fosters a deeper respect for local custom, culture, and contributions to able sustain the organization.

Economic advantages and regional development: Not all stakeholders are interested in monetary gain. While acknowledging this, not all items must be commodified for stakeholders, and the organizations may also give more access to tailored goods and services to the beneficiaries and hence enhancing offerings for all the Beneficiaries.

According to the study we carried out on UNATU SACCO, the inclusion of disadvantaged stakeholders is critical for organizations in order to understand the genuine requirements of all local stakeholders and avoid forming assumptions, such as a purely business-oriented perspective. Recognizing the needs of beneficiaries is a critical foundation around which Organizational social sustenance is based.

References

Berkes, J & Folke, Carl & Colding, Johan. (2003). Navigating Social-Ecological Systems Building Resilience For Complexity And Change. 10.1017/CBO9780511541957.020.

Bramwell, B. (2011). Governance, the state and sustainable tourism: a political economy approach. Journal of Sustainable Tourism, 19(4-5), 459 477. https://doi.org/10.1080/09669582.2011.576765

Bramwell, B., & Lane, B. (2005). Interpretation and Sustainable Tourism: The Potential and the Pitfalls. Interamerican Journal of Environment and Tourism (1), 20 27.

Brundtland, G.H. (1987) Our Common Future: Report of the World Commission on Environment and Development. Geneva, UN-Dokument A/42/427.

Brzezinski DT, Wilson J, Chen Y (2010) Voluntary participation in regional sheries management council meetings. Ecol Soc 15(3):2

Cardon, Peter. (2008). A Critique of Hall's Contexting ModelA Meta-Analysis of Literature on Intercultural Business and Technical Communication. Journal of Business and Technical Communication - J BUS TECH COMMUN. 22. 399-428. 10.1177/1050651908320361.

Cella-De-Oliveira F. A (2013): Indicators of Organizational Sustainability: A Proposition from Organizational Competences.

Chung, Sam. (2020). Systematic Stakeholder Analysis for Ecosystem Services Governance at Local Level: A Case Study of Colne Valley Regional Park. 10.13140/RG.2.2.11202.20161.

Cruz Rivera, S., Kyte, D. G., Aiyegbusi, O. L., Keeley, T. J., & Calvert, M. J. (2017). Assessing the impact of healthcare research: A systematic review of methodological frameworks. PLoS medicine, 14(8), e1002370. https://doi.org/10.1371/journal.pmed.1002370

Durham E, Baker H, Smith M et.al (2014) The BiodivERsA stakeholder engagement handbook. BiodivERsA, Paris

Elkington J. (1999). Cannibals with forks: the triple bottom line of 21st century business. Capstone Publishing Limited: Oxford.

Freeman R. E. (2010) Stakeholder Theory: The State of the Art.

Freeman, R. E. (1984). Strategic Management: A stakeholder approach. Boston: Pitman. Freeman, R. E., & Phillips, R. A. (2002). Stakeholder theory: A libertarian defense. Business Ethics Quarterly, 12(3), 331-349.

Friedman, M. (1970, September 13). The social responsibility of business is to increase its profits. The New York Times Magazine, 32, 122-124. Frooman, J. (1999). Stakeholder influence

Haapasaari P, Mäntyniemi S, Kuikka S (2013) Involving stakeholders in building integrated fisheries models using Bayesian methods. Environ Manag 51(6):1247–1261

Hart, S. L., & Sharma, S. (2004). Engaging fringe stakeholders for competitive imagination. The Academy of Management Executive, 18(1), 7-18.

Hartley, N., & Wood, C. (2005). Public participation in environmental impact assessment implementing the Aarhus Convention. Environmental Impact Assessment Review, 25(4), 319 340. https://doi.org/10.1016/j.eiar.2004.12.002

Hilhorst, T. & Guijt, I.M. (2006). Participatory monitoring and evaluation: a process to support governance and empowerment at the local level: a guidance paper. BMC Infectious Diseases - BMC INFECT DIS.

Hsieh, H. F., & Shannon, S. E. (2005). Three Approaches to Qualitative Content Analysis. Qualitative Health Research, 15, 1277-1288. http://dx.doi.org/10.1177/1049732305276687

http://www.un-documents.net/ocf-ov.htm

Hull, J., & Huijbens, E. (2016). A participatory approach to planning using Geigraphic Informaiton Systems (GIS): A case study from Northeast Iceland. In J. M. Jenkins & D. Dredge (Eds.), New directions in tourism analysis. Stories of practice: Tourism policy and planning (pp. 227 248). Routledge.

Jaansoo, A. (2019). Methodology for stakeholder engagement within the project Inter Ventrures. Association of European Border Regions.

Kadi, A. J., Jaafar, M., & Hassan, F. (2015) Stakeholders' contribution in Sustainable Tourism. Advances in Environmental Biology (9), 74 77.

Kinds A, Sys K, Schotte L et. al (2016) VALDUVIS: an innovative approach to assess the sustainability of fishing activities. Fish Res 182:158–171

Miles, Samantha (2017). Stakeholder Theory Classification: A Theoretical and Empirical Evaluation of Definitions. Journal of Business Ethics 142 (3):437-459.

Murphy, Mark. (2013). Murphy, M (Ed.) (2013) Social theory and educational research: understanding Foucault, Bourdieu, Habermas and Derrida. London: Routledge.

Olson M (1965) The logic of collective action. Harvard University Press, Cambridge.

Olson, M.L. 1965. The Logic of Collective Action. Cambridge, Mass.: Harvard University Press.

Prell, C., Reed, M. S., Graves, A., Dandy, N., Posthumus, H., Hubacek, K., Morris, J., Quinn, C. H., & Stringer, L. C. (2009). Who's in and why? A typology of stakeholder analysis methods for natural resource management. Journal of Environmental Management, 90(5), 1933 1949. https://doi.org/10.1016/j.jenvman.2009.01.001

Rein, H., & Strasdas, W. (Eds.). (2017). utb-studi-e-book: Vol. 4196. Nachhaltiger Tourismus: Einführung (2., überarbeitete Auflage, Online-Ausgabe). UVK Verlagsgesellschaft; UVK Lucius. https://elibrary.utb.de/doi/book/10.36198/9783838547138

Rowe, G., & Frewer, L. J. (2004). Evaluating Public-Participation Exercises: A Research Agenda. Science, Technology, & Human Values, 29(4), 512-556. https://doi.org/10.1177/0162243903259197

Schulz, A., Eisenstein, B., Gardini, M. A., Kirstges, T., & Berg, W. (2021). Grundlagen des Tourismus (3, vollständig überarbeitete und ergänzte Auflage). De Gruyter Studium. De Gruyter Oldenbourg. https://www.degruyter.com/isbn/9783110641219

Schwermer H. & Barz F. & Zablotski, Y. (2020). A Literature Review on Stakeholder Participation in Coastal and Marine Fisheries.

Steinecke, Albrecht & Herntrei, Marcus. (2017). Destinationsmanagement. 10.36198/9783838548241.

The Independent. (2020) The real thieves of teachers' money.

Tosun, C. (2000). Limits to community participation in the tourism development process in developing countries. Tour. Manag. (32), 263 282.

Trimble M, R. Plummer R. (2018): Participatory evaluation for adaptive co-management of social–ecological systems: a transdisciplinary research approach

Waligo, V.M. & Clarke, J. & Hawkins, Rebecca. (2013). Implementing sustainable tourism: A multi-stakeholder involvement management framework. Tourism Management. 36. 342-353. 10.1016/j.tourman.2012.10.008.

Wilson J, Brzezinski DT, Chen Y (2010) Voluntary participation in regional series management council meetings. Ecol Soc 15(3):2

Yescombe E.R (2007): Public-Private Partnerships. https://doi.org/10.1016/B978-0-7506-8054-7.X5022-9