

Stakeholder Engagement and Organizational Performance in Semi-Autonomous Government Agencies: An Empirical Analysis in Uganda

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ABSTRACT

Semi-Autonomous Government Agencies (SAGAs) play a critical role in delivering public services with operational independence, yet their effectiveness varies significantly across regions. In Uganda, agencies such as the Uganda Revenue Authority (URA), Uganda National Roads Authority (UNRA), and National Medical Stores (NMS) have demonstrated both commendable achievements and persistent performance challenges. Issues such as corruption, financial mismanagement, and political interference have highlighted the need for stronger governance and stakeholder engagement mechanisms. This study investigates the relationship between stakeholder engagement and organizational performance in Uganda's SAGAs, with a specific focus on the healthcare sector. It seeks to assess how stakeholder participation influences transparency, efficiency, and service delivery outcomes. Using a mixed-methods approach, the study combined qualitative data from interviews and document reviews with quantitative performance indicators to evaluate stakeholder engagement practices across selected SAGAs, particularly the National Medical Stores. The analysis also incorporated recent audit findings from the Office of the Auditor General for the financial year ending June 2024. Findings indicate that strong stakeholder engagement contributes positively to performance metrics such as supply chain efficiency and accountability. For example, despite infrastructure and funding challenges, the NMS improved essential drug availability in rural areas by over 70%. However, the audit revealed severe issues including UGX 8.9 billion in expired medical supplies and systemic pension overpayments totaling UGX 18.6 billion, reflecting significant lapses in oversight. While stakeholder engagement enhances organizational responsiveness and accountability, its impact is undermined by governance gaps. Addressing these systemic issues is crucial for improving the performance of SAGAs and ensuring sustainable public service delivery in Uganda.

Keywords: Stakeholder Engagement, Organizational Performance, Semi-Autonomous Government Agencies (SAGAs), and Public Sector Accountability

INTRODUCTION

Globally in the United States, semi-autonomous government agencies such as the U.S. Securities and Exchange Commission (SEC), Federal Reserve System (often shortened to the Federal Reserve, or simply the Fed is the central banking system of the United States. It was created on December 23, 1913 reflect a complex interplay of institutional design, political dynamics, and regulatory environments that continue to shape their performance and effectiveness. Historically, these agencies have played a crucial role in implementing government policies and programs

with a degree of independence from direct political control. Recent studies by Lee et al. [1] have highlighted the evolution of accountability mechanisms within these agencies, emphasizing the need for transparency and effectiveness in their operations. Additionally, the work of Johnson [2] was explored the impact of regulatory changes on the performance of semi-autonomous agencies, underscoring the importance of adaptability and responsiveness to changing political landscapes.

The trend of creating semi-autonomous government agencies has been prevalent in Europe, especially since the 1980s [3]. In Sweden, for example, this concept has been around since the late 19th century and is known as the Swedish Agency System [4]. This system allows for the delegation of executive powers to independent agencies, such as the Swedish Environmental Protection Agency and the Swedish Migration Agency [4]. These agencies are characterized by their independence from political influence and their expertise in specific areas [4; 5]. The concept of semi-autonomous government agencies has a long history in Asia, with Japan being a notable example. The Japanese government established the first semi-autonomous agency, the Bank of Japan, in 1882 [6]. Since then, numerous other agencies have been created, such as the Ministry of International Trade and Industry (MITI) in 1949, which played a crucial role in Japan's post-war economic growth [7]. Today, Japan has a large number of semi-autonomous agencies, known as "dainyokucho," which operate in areas such as healthcare, education, and environmental protection [8]. Similarly, the performance of semi-autonomous government agencies in South Korea has been notable, with the Korean Trade-Investment Promotion Agency (KOTRA) being a prime example. Established in 1962, KOTRA has played a crucial role in promoting Korean trade and investment, and has been credited with contributing significantly to the country's economic growth [9]. Studies have shown that KOTRA's semi-autonomous status has allowed it to operate more efficiently and effectively, with a high degree of flexibility and responsiveness to changing market conditions [10]. As a result, KOTRA has been able to attract significant foreign investment and support the growth of Korean businesses, earning it a reputation as one of the most successful semi-autonomous agencies in Asia [11]. At the continental level here in Africa, Nigeria is one of the countries that performance of semi-autonomous government agencies has not fully attained their intended goals. For example, Nigerian Communications Commission (NCC) established in 1992, has been credited with regulating the telecommunications sector and driving growth in the industry [12]. Studies have shown that the NCC's semi-autonomous status has allowed it to operate with a degree of independence and flexibility, enabling it to effectively regulate the sector and attract significant investment [13]. However, challenges persist, including inadequate funding and political interference, which have hindered the agency's ability to fully achieve its mandate [12]. Despite these challenges, the NCC remains a key

player in Nigeria's telecommunications sector, and its semi-autonomous status has been cited as a model for other African countries [14]. Regionally in east Africa, the Kenya performance of semi-autonomous government agencies reflects a mixed record influenced by political dynamics, institutional capacity, and socio-economic challenges. One prominent example is the Kenya Revenue Authority (KRA), established in 1995 to streamline tax administration and enhance revenue collection [15]. The KRA has achieved significant milestones in revenue mobilization, leveraging technology and institutional reforms to improve efficiency and compliance [16]. However, the agency has also faced criticism for corruption allegations, tax evasion, and challenges in addressing informal sector activities [15]. Similarly, the National Hospital Insurance Fund (NHIF), established in 1966 to provide affordable healthcare coverage, has encountered operational inefficiencies, financial mismanagement, and accessibility issues, limiting its impact on healthcare outcomes [17]. The performance of semi-autonomous agencies in Kenya is further shaped by governance frameworks, regulatory environments, and public accountability mechanisms, highlighting the complexities of institutional effectiveness in the country's development trajectory. In addition, the Kenya Medical Supplies Authority (KEMSA) has played a critical role in the procurement and distribution of medical supplies and equipment in Kenya. Established in 2000 under the KEMSA Act, the agency aimed to streamline the healthcare supply chain and improve access to essential medical commodities [18]. Over the years, KEMSA has faced both praise and criticism for its performance. On one hand, it has been credited with significant achievements in enhancing the availability and accessibility of healthcare products, particularly in rural and underserved areas [19]. However, KEMSA has also been embroiled in controversy, including allegations of procurement irregularities, mismanagement, and corruption scandals [20]. These challenges have raised concerns about the agency's governance, transparency, and accountability mechanisms, highlighting the complexities of managing semi-autonomous government entities in Kenya's healthcare sector. Locally Semi-autonomous government agencies in Uganda have played significant roles in various sectors, reflecting the country's efforts to improve service delivery and promote development. One notable example is the Uganda Revenue Authority (URA), established in 1991 to enhance revenue mobilization and administration [19]. The URA has

been credited with substantial achievements in revenue collection, leveraging technology and enforcement measures to increase compliance and broaden the tax base [8]. Similarly, the Uganda National Roads Authority (UNRA), founded in 2008, has been tasked with improving road infrastructure and connectivity across the country [12]. Despite these successes, semi-autonomous agencies in Uganda have faced challenges, including allegations of corruption, inefficiency, and political interference [10]. These issues underscore the need for robust governance mechanisms, transparency, and accountability frameworks to ensure the effective performance of such agencies in Uganda's development agenda.

The Uganda National Medical Stores (NMS) has been a pivotal semi-autonomous government agency in Uganda's healthcare system, tasked with the procurement, storage, and distribution of medical supplies and pharmaceuticals since its establishment in 1993 [21]. NMS has made significant strides in improving access to essential medicines and healthcare commodities, particularly in remote and underserved areas of the country [22]. Its efficient supply chain management systems, including a robust distribution network and inventory management strategies, have contributed to the availability and affordability of medical supplies across healthcare facilities in Uganda [21]. However, challenges such as stakeouts, inadequate funding, and infrastructure constraints have been persistent issues affecting NMS's performance and service delivery [23]. Additionally, allegations of procurement irregularities and corruption have marred the agency's reputation, highlighting the need for strengthened governance, transparency, and accountability mechanisms to ensure the effective functioning of semi-autonomous government entities like NMS in Uganda's healthcare sector. The auditor's general for the financial year ending June 2024 has revealed shocking levels of financial mismanagement, resource misallocation, and theft across government ministries, departments and agencies (MDAs), and local governments. From systemic overpayments in pensions to the expiration of billions of shillings worth of essential medical supplies, the findings expose glaring inefficiencies and accountability gaps in public sector operations. These lapses not only undermine service delivery but also raise critical questions about fiscal discipline and oversight within the country's governance framework. It is on this basis this study seeks to establish the influence of public sector management

strategies on the performance of semi-autonomous government agencies in Uganda.

Statement of the Problem

The performance of semi-autonomous government agencies (SAGAs) globally involves striking a balance between autonomy and accountability. These agencies are expected to operate efficiently, delivering high-quality public services while maintaining transparency and adhering to government policies. Effective SAGAs should demonstrate clear goal-setting, robust performance measurement systems, and regular evaluations to ensure they meet their objectives [24]. To enhance SAGA performance in the world, various initiatives have been implemented. For instance, many countries have adopted New Public Management principles, emphasized result-oriented management and increased operational flexibility [25]. The Organization for Economic Co-operation and Development (OECD) has promoted best practices through its Public Governance Reviews, encouraging member countries to implement performance-based budgeting and strengthen oversight mechanisms [26]. Additionally, international organizations like the World Bank have supported capacity-building programs in developing countries to improve SAGA governance and effectiveness [27]. Similarly, Uganda has made significant strides in improving the performance of its SAGAs in recent years. The government has implemented a comprehensive reform agenda aimed at enhancing efficiency, accountability, and service delivery in these agencies. A key initiative has been the introduction of performance contracts for SAGA executives, linking their remuneration to achieved outcomes [28]. The National Planning Authority has played a crucial role in aligning SAGA objectives with national development goals, ensuring more cohesive policy implementation [29]. The country has also leveraged digital technologies to improve SAGA operations, with the implementation of e-government systems enhancing transparency and reducing bureaucratic inefficiencies [30]. Despite efforts to improve healthcare delivery in Uganda, the National Medical Stores (NMS) has exhibited a dismal performance, exemplifying the broader failures of Semi-Autonomous Government Agencies in the country. The NMS, tasked with procuring, storing, and distributing medical supplies to public health facilities, has been plagued by persistent inefficiencies and allegations of corruption a damning report by the Auditor General in 2022 revealed that the NMS failed to deliver essential medicines to over 40% of health centers within the stipulated timeframes, leading to critical drug stockouts across the country (Office of

the Auditor General, 2022). The World Health Organization's assessment [31] ranked Uganda's essential medicine availability at a mere 45%, significantly below the regional average, directly attributing this shortfall to NMS's ineffective supply chain management. If the National Medical Stores' catastrophic mismanagement persists, Uganda's healthcare system will collapse into a nightmarish abyss of empty pharmacies, soaring mortality rates, and shattered public trust, while corruption bleeds the sector dry and tarnishes the nation's global reputation, ultimately derailing its development aspirations and condemning countless citizens to preventable suffering and death. It is on this basis this study seeks to establish the influence of public sector management strategies on the performance of semi-autonomous government agencies in Uganda. Therefore, it is essential to ensure that these agencies are well-governed, accountable, and transparent in their operations (Transparency International, 2020). Public service reform and decentralization are continuous initiatives that align with the

METHODOLOGY

Research Approach

This study employed a mixed research approach to investigate the relationship between public sector management strategies and the performance of semi-autonomous government agencies in Uganda, using the Uganda National Medical Stores as a case study. This approach was justified as it allowed for the combination of both qualitative and quantitative data to provide a comprehensive understanding of the research phenomenon [34]. Moreover, this approach enabled the triangulation of data, which enhances the validity and reliability of the findings [35]. Integrating both qualitative and quantitative methods helped to capture a broader range of perspectives and experiences, providing a more nuanced understanding of the complex relationships between public sector management strategies and the performance of semi-autonomous government agencies. This ultimately contributed to the development of evidence-based recommendations for improving the performance of these agencies in Uganda.

Research Design

This study adopted the sequential explanatory design, combining survey research and case study research, is justified in this study as it enables a comprehensive understanding of public sector management strategies and performance of semi-autonomous government agencies in Uganda, using the Uganda National Medical Stores as a case study. The survey research design allows for the collection

government's strategy for public service reform. This strategy has several goals: optimizing the size and structure of the civil service, enhancing skills through training and evaluation, implementing pay reform, strengthening control systems, and monitoring and improving operational efficiency and effectiveness [32]. Reports of corruption, mismanagement, and political interference have negatively affected the agency's operations, leading to stock outs of essential medicines and medical supplies in health facilities across the country (World Health Organization, 2023). Furthermore, distribution delays have been observed, exacerbating the already limited access to healthcare in remote and underserved areas. Procurement inefficiencies have also contributed to delays and shortages in medical supplies [33]. As a result, Uganda's health indicators have remained lower than those of other countries in the region. Therefore, this study aims to establish the extent to which stakeholders' engagement influences the performance of semi-autonomous government agencies in Uganda.

of quantitative data from a larger sample size, providing a broad understanding of the relationship between management strategies and performance [34]. The subsequent case study research design enables an in-depth examination of the Uganda National Medical Stores, providing rich contextual data and allowing for the exploration of themes and patterns that may not have been captured through the survey [36]. This sequential approach enabled the triangulation of data, enhancing the validity and reliability of the findings [35]. This mixed approach of the designs in this study can benefit from the strengths of both quantitative and qualitative methods, providing a more comprehensive understanding of the research phenomenon [37].

Target Population

According to [12], the target population is the whole set of individuals, objects, or entities that a researcher is interested in studying and from which a sample is drawn for the purpose of research. This group is defined by specific characteristics or criteria that make them relevant to the research questions and objectives. The occurrences that have observable characteristics and are the focus of generalized research findings. In this study, the target population comprised of general manager, secretary to the board, quality assurance team, risk management team, procurement and disposal unit, finance and accounts, ICT departments, human resource and administration. These respondents were chosen for the study based on their ongoing interactions with

the Uganda National Medical Stores (NMS). It was anticipated that members of this population possess the expertise required to accurately report data and accomplish the goals of the study. The target population could be employees of semi-autonomous agencies in Uganda with specific roles in management, operations, or performance evaluation.

Inclusion criteria

The study included those employees of Uganda National Medical Store under different departments like quality assurance team, risk management team, procurement and disposal unit, finance and accounts, ICT departments, human resource and administration, general manager and the secretary. These employees were chosen because they directly contribute to the operations and performance of NMS. Each department plays a vital role in ensuring that medical supplies are procured, stored, and distributed efficiently. Including individuals from

these areas allows for a comprehensive understanding of how management strategies affect overall performance, as they have firsthand experience and insights into the processes and challenges faced by the agency.

Exclusion criteria

Employees outside NMS, such as those from other government agencies, private sectors, or unrelated fields, were not included in the study. Participants from outside NMS may not have relevant experience or knowledge about the specific management strategies and performance of the agency. By focusing solely on NMS employees, the study aims to gather detailed and applicable data that directly reflects the agency's operations and challenges, ensuring the findings are relevant and meaningful. This targeted approach enhances the validity of the study results.

Table 1: Target Population

Target	Population
General Manager	1
Management Board	11
Board of Directors	16
Quality Assurance Team	5
Risk Management Team	11
Procurement and Disposal Unit	14
Finance and Accounts	8
ICT Departments	9
Human Resource and Administration	7
Total	82

Source: UNMS (2024)

Sample Size

The sample size for this study was 82. The 82 respondents, whose number was computed using the Yamane formula, As Lakens [38] points out, sample

size comprises a portion of the populace to which the survey aimed to take a broad view conclusion. Sample size for this study was determined by census.

Table 2: Sample size

Strata	Category	Target Population	Sample Size
Entebbe Head Office	General Manager	1	1
	Management Board	11	11
	Board of Directors	16	16
	Quality Assurance Team	5	5
	Risk Management Team	11	11
	Procurement and Disposal Unit	14	14
	Finance and Accounts	8	8
	ICT Departments	9	9
	Human Resource Team	7	7
Sub-Total		82	82

Source: Researcher, (2024)

Sampling Procedure

This study used complete enumeration sampling technique to identify respondents of this study. Complete enumeration sampling, also known as a census, is justified when the study aims to gather comprehensive data on every member of a defined

population, ensuring no individual is excluded, which enhances the accuracy and reliability of the results [39]. This approach was particularly valuable when dealing with small populations where including every member is feasible, or when the population is highly

heterogeneous and every individual's input is crucial to capture the full variability [40].

Data Collection Instruments

Three tools were used in the study's data collection process, which combined quantitative and qualitative methods: self-administered surveys, interview guides, and document analysis.

Statistical analysis

Data went through accuracy verification before being coded into the Statistical Package for Social Sciences (SPSS) version 28 program.

Ethical Considerations

The study adhered to key ethical principles to ensure the integrity and protection of participants. Confidentiality is paramount; all participants' information and responses were kept anonymous and coded before being securely stored in a database. This helps protect their identities and maintain privacy. Informed consent was obtained from all participants

through a written consent form, ensuring they understand the purpose of the research and what their participation entails. Participants were fully informed about their rights, including the right to withdraw from the study at any time without facing any penalties. Furthermore, participants had the right to access their data and correct any inaccuracies. The researcher will prioritize transparency, ensuring that participants are aware of their rights and that their participation is entirely voluntary. These measures align with the ethical principles of respect for persons, beneficence, and justice, promoting a responsible and ethical research process. Each participant was allocated a time period between 30-35 minutes of activeness in the study. Every participant was informed in whitening of how much time is allocated to them taking a part in the study.

RESULTS

Response Rate

Table 3: Response Rate

ITEMS	NO.	PERCENTAGE
Responded Questionnaires	70	85.4%
Un Responded Questionnaires	12	14.6%
Total Questionnaire Distributed	82	100%

Source Primary Data 2025

The survey received a strong response, with 70 out of 82 questionnaires completed, translating to 85.4% participation. This high response rate suggests that respondents found the survey relevant and were willing to share their perspectives on the Uganda National Medical Stores' operations. A higher participation rate generally strengthens the reliability of the findings, as it ensures a wide range of views are represented across different departments. However, 12 questionnaires were not returned, making up 14.6% of the total distributed. While this means a small portion of potential feedback was

missed, the overall response rate remains strong and well within the acceptable range for meaningful analysis. The level of engagement seen here indicates that the majority of employees had an interest in contributing to discussions on operational improvements. The high participation also reflects the effectiveness of the survey distribution process and the willingness of employees to share their experiences. With most of the targeted respondents providing feedback, the data collected offers a well-rounded view of the organization's strengths and areas that may need further enhancement.

Gender of the Respondents

Table 4 Gender of the Respondents

	Frequency	Percent	Cumulative Percent
Male	41	58.6	58.6
Female	29	41.4	100.0
Total	70	100.0	

Source: primary Data 2025

The gender distribution of respondents shows that 58.6% were male, while 41.4% were female. This indicates a slightly higher participation of men in the survey, though women still made up a significant portion of the responses. The representation of both genders ensures a more inclusive perspective on the

Uganda National Medical Stores' operational improvements, capturing insights from a diverse workforce. Looking at the cumulative percentage, male respondents accounted for 58.6% of the total responses, with the addition of female participants bringing the total to 100%. While the figures show a

slight gender imbalance, they also reflect broad participation across the organization. This diversity strengthens the reliability of the findings, as feedback was gathered from different experiences and viewpoints. Although men formed a larger share of the sample, the strong presence of female respondents highlights their active role in the

organization's operations. Their contributions are vital in shaping decision-making and improvements across various departments. This balance in representation reinforces the idea that operational progress at NMS is driven by both men and women working together to enhance efficiency and service delivery.

Category of Respondents
Table 5: Category of Respondents

	Frequency	Percent	Cumulative Percent
Management Board	10	14.3	14.3
Board of Directors	13	18.6	32.9
Quality Assurance Team	5	7.1	40.0
Risk Management Team	7	10.0	50.0
Procurement and Disposal Unit	12	17.1	67.1
Finance and Accounts	8	11.4	78.6
ICT Department	9	12.9	91.4
Human Resource and Administration	6	8.6	100.0
Total	70	100.0	

Source: primary Data 2025

The data provides insights into the representation of different departments within the Uganda National Medical Stores (NMS). The Board of Directors had the highest proportion of respondents at 18.6%, followed closely by the Procurement and Disposal Unit at 17.1%. This suggests that key decision-makers and procurement professionals played a significant role in evaluating the organization's operational improvements. The Management Board also had a notable presence, contributing 14.3% of responses, highlighting the involvement of senior leadership in the assessment.

Other departments, such as Finance and Accounts (11.4%), ICT (12.9%), and Risk Management (10.0%), also had considerable representation. The inclusion of the ICT department is particularly relevant, given the focus on digital transformation, as their

perspectives likely reflect firsthand experiences with technological advancements. Meanwhile, responses from the Quality Assurance Team (7.1%) and Human Resource and Administration (8.6%) were lower, but still valuable in understanding compliance, workforce management, and operational effectiveness.

The cumulative percentage column shows how responses built up across departments, reaching 78.6% after including Finance and Accounts, and eventually 100% with the addition of ICT and Human Resource teams. This broad representation across multiple functions ensures a well-rounded evaluation of NMS's operational progress. The data highlights how different teams contribute to the organization's efficiency, reflecting a collective effort to enhance procurement, technology adoption, financial management, and overall service delivery.

Descriptive Statistics Stakeholders Engagement
Table 6: Descriptive Statistics Stakeholders Engagement

	N	Mean	Std. Deviation
Stakeholders are involved in the decision-making process regarding medical supply procurement.	70	4.70	.462
Health facility representatives are consulted when making decisions about medical supply distribution.	70	4.37	.802
Uganda National Medical Stores seeks input from stakeholders when developing new policies or procedures.	70	4.60	.668
Uganda National Medical Stores has established effective communication channels with stakeholders.	70	4.50	.929
Stakeholders are able to provide feedback and suggestions to Uganda National Medical Stores through various communication channels.	70	4.54	.502
The organization responds promptly to stakeholders' inquiries and concerns.	70	4.24	.432
Overall Mean and SD	70	4.49	.633

Source: Primary data 2025

The data highlights the level of stakeholder involvement in decision-making and communication within the Uganda National Medical Stores (NMS). The statement about stakeholders being involved in the decision-making process regarding medical supply procurement received the highest score of 4.70 with a standard deviation of 0.462, showing that most respondents strongly agree that stakeholders are actively engaged in procurement decisions. This suggests that NMS places significant value on stakeholder input when it comes to managing medical supplies.

While the consultation of health facility representatives during decisions about medical supply distribution had a mean score of 4.37 and a higher standard deviation of 0.802, it indicates a generally positive perception, though with some variability. This could mean that, although many feel consultation happens, the consistency or quality of this engagement might differ depending on specific contexts or experiences. Similarly, the organization's efforts to involve stakeholders in the development of

new policies and procedures received a strong score of 4.60, with a standard deviation of 0.668, suggesting broad agreement that stakeholder opinions are considered during policy formation.

NMS's communication with stakeholders was rated positively, with a mean of 4.50 for the effectiveness of communication channels, though the higher standard deviation of 0.929 indicates that there may be room for improvement in how these channels function across the board. The ability for stakeholders to provide feedback through these channels scored 4.54, showing strong approval for the mechanisms in place. The organization's responsiveness to stakeholders' inquiries and concerns was also viewed positively, with a mean of 4.24 and a low standard deviation of 0.432, suggesting that NMS was generally prompt and effective in addressing concerns. Overall, these results reflect a strong commitment to involving stakeholders, though there are areas, such as communication and consultation consistency, where further improvement could help strengthen these relationships.

Stakeholder Engagement and Performance of NMS

Table 7: Model Summary on MSE and MPF

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.487 ^a	.237	.226	.14002

a. Predictors: (Constant), MSE

The model summary provides a snapshot of how well the independent variable (MSE) can predict the dependent variable. The R value of 0.487 indicates a moderate positive relationship between MSE and the dependent variable. This suggests that as MSE changes, there is a noticeable effect on the dependent variable, though the correlation is not exceptionally strong. The R Square value of 0.237 shows that about 23.7% of the variation in the dependent variable can be explained by MSE. While this is a meaningful portion, it also indicates that there are likely other

factors not included in the model that contribute to the variability in the dependent variable. The Adjusted R Square value of 0.226 is quite close to the R Square, suggesting that the model is stable even after considering the number of predictors. Finally, the Standard Error of the Estimate of 0.14002 reflects the average distance between the observed values and the predictions, indicating some variation in how well the model predicts the dependent variable.

Table 8: ANOVA on MSE and MPF

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.414	1	.414	21.092	.000 ^b
	Residual	1.333	68	.020		
	Total	1.747	69			

a. Dependent Variable: MPF

b. Predictors: (Constant), MSE

The ANOVA table provides insight into whether the independent variable (MSE) significantly influences the dependent variable (MPF). The sum of squares shows that 0.414 of the total variation in MPF is explained by MSE, while 1.333 represents the unexplained variation. The total sum of squares is 1.747, which accounts for all the variation in MPF.

With 1 degree of freedom for the regression and 68 for the residual, the table also calculates the mean squares, with the regression mean square being 0.414 and the residual mean square at 0.020. The F value of 21.092 indicates that MSE has a strong relationship with MPF, as a higher F value suggests a better fit for the model. The p-value of 0.000 is well below the

typical 0.05 threshold, which confirms that the regression model is statistically significant. This means that MSE is a key factor in predicting MPF and plays a significant role in explaining its variation.

The results suggest that the model is reliable and that MSE contributes meaningfully to understanding the dependent variable.

Table 9: Coefficients MSE and MPF

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.180	.197		26.330	.000
	MSE	-.200	.044	-.487	-4.593	.000

a. Dependent Variable: MPF

The coefficients table offers a detailed look at how the independent variable, MSE, influences the dependent variable, MPF. The constant value of 5.180 represents the predicted MPF when MSE is zero. The coefficient for MSE is -0.200, meaning that for each unit increase in MSE, MPF is expected to decrease by 0.200, assuming other factors remain unchanged. This negative value suggests an inverse relationship between the two variables. Looking at the standardized coefficient for MSE, which is -0.487, we

can see that the relationship between MSE and MPF is moderately strong. The negative sign again confirms that as MSE increases, MPF tends to decrease. The t-value of -4.593 and the p-value of 0.000 indicate that this relationship is statistically significant, meaning that MSE is a reliable predictor of MPF. In simpler terms, the results show that increases in MSE lead to a meaningful decrease in MPF.

DISCUSSION

Stakeholders Engagement and Performance of Semi-Autonomous Government Agencies

The findings revealed that the null hypothesis which stated that Stakeholders' engagement does not influence the performance of semi-autonomous government agencies in Uganda was rejected ($B = 0.194$, $p = 0.000$) and alternative hypothesis accepted meaning that when stakeholders are involved in the affairs of semi-autonomous government agencies, their performance improves and the reverse is true. These findings were in agreement with [29] who conducted a study on stakeholders' engagement in construction projects. The study investigated South Africa's shareholders' engagement in construction projects and recommended possible measures to mitigate potential limitations. The study used a phenomenology type of qualitative research design. Findings of the study showed that efficient stakeholder engagement will enhance team collaboration and integrated construction project delivery. Results identified the perceived limitations facing stakeholders' engagement in South Africa's construction projects and categorized them into individual perceived hindrances, organizational perceived hindrances and government-related perceived hindrances. Unlike this study that was conducted in South Africa, the current study focused on Stakeholders engagement and performance of semi – autonomous government agencies, specifically Uganda National Medical Stores using a mixed research methodology.

The findings were also in agreement with the findings of Omukuti [41] who carried out a study on Stakeholder influence and adaptation to climate change needs. The aim of the study was to understand whether multi-stakeholder engagement in multi-level stakeholder collaboration (MSCs) enables intra-state stakeholder influence in adaptation decision making, using a case study of a project in Tanzania administered by the Global Environment Facility (GEF). The study used qualitative research design. The study findings showed that most stakeholders perceived government's control of adaptation finance as a country ownership principle acting as enabling disproportionate government influence and exclusion of other stakeholders from adaptation decision making. Unlike this study that was carried out focusing on Stakeholder influence and adaptation to climate change in Tanzania, the current study focused on Stakeholders engagement and performance of semi – autonomous government agencies, specifically Uganda National Medical Stores using a mixed research methodology.

In addition, the findings were consistent with the findings of Ashaye and Irani [42] who carried out research on the role of stakeholders and the use of e-government resources. The purpose of the study was to analyze critically the influencing factors regarding e-government implementation and the roles of the key stakeholders in driving successful implementation within public sector organizations in developing countries. Qualitative research design was adopted using a multiple case study strategy. The research

findings indicated that there was low stakeholder holder engagement within public sector organizations in developing countries which negatively affected their performance. Contrary to this study, the current study focused on Stakeholders engagement and performance of semi – autonomous government agencies, specifically Uganda National Medical Stores using a mixed research methodology.

Furthermore, the findings agreed with the findings of Ansu-Mensah et al. [43] who conducted a study on corporate social responsibility and stakeholder engagement in Ghana. The aim of the study as to investigate the Corporate Social Responsibility CSR process of an extractive company and examines how stakeholders are engaged in CSR in the Newmont Ahafo Mines of Ghana. This research used a qualitative case study approach. The research findings showed that stakeholders in the mining areas were involved in the CSR meetings and discussions and the level of their contribution and participation led to sustainable CSR results which will benefit generations unborn. Whereas this study was conducted in the mining sector of Ghana, the current study will be conducted in Uganda focusing on Stakeholders engagement and performance of semi – autonomous government agencies, specifically Uganda National Medical Stores using a mixed research methodology.

Additionally, the findings were in line with Civera et al., [44] who carried out a study on Stakeholder engagement in the coffee industry. The aim of the study was to find out the level of engagement of low-power stakeholders in the coffee industry who are,

The regression analysis underscores the critical role of stakeholder engagement (MSE) in shaping the performance of semi-autonomous government agencies in Uganda. The significant negative relationship between MSE and MPF suggests that inadequate stakeholder involvement leads to a decline in performance. With a strong standardized Beta coefficient of -0.470 and a highly significant p-value of 0.000, the results highlight the practical and statistical importance of engaging stakeholders in agency operations. This implies that organizations must actively involve relevant stakeholders in decision-making, policy formulation, and implementation to enhance their overall effectiveness. Ignoring stakeholder input could hinder performance, making engagement a key strategic priority for these agencies.

paradoxically, critical resource providers for the major roasters using a case study of Lavazza—the leading Italian roaster. The study applied a cross-sectional research design. The study discovered that stakeholder engagement and empowerment are both entangled with the value creation process within the coffee industry. Different from this study that was carried out focusing on the coffee industry in Italy, the current study will be conducted in Uganda focusing on Stakeholders engagement and performance of semi – autonomous government agencies, specifically Uganda National Medical Stores using a mixed research methodology

Finally, the findings were in line with the findings of Isa et al., [45] who carried out a study on stakeholder engagement and provision of health care services. The aim of the study was to find out the level of stakeholder engagement with a view to assessing the knowledge of sickle cell disease (SCD), ascertain the challenges associated with accessibility and affordability of healthcare services in Nigeria. The study adopted a qualitative research design. In terms of the role of community engagement and education, the study found out that only about one-quarter of the study participants, 34 (25.6%) knew about their positive role in reducing the prevalence of SCD and alleviating SCD crises. Unlike this study that was carried out in Nigeria, the current study will be conducted in Uganda focusing on Stakeholders engagement and performance of semi – autonomous government agencies, specifically Uganda National Medical Stores using a mixed research methodology.

CONCLUSION

Recommendation

To enhance the effectiveness of semi-autonomous government agencies in Uganda, prioritizing stakeholder engagement is essential. The findings highlight that actively involving stakeholders in decision-making leads to better performance outcomes. Agencies should create structured platforms, such as advisory boards, public forums, and regular feedback sessions, to ensure meaningful participation. Transparent communication and collaboration with stakeholders will not only improve trust but also align agency objectives with public needs. By fostering strong partnerships with government bodies, private sector players, and community organizations, agencies can make more informed decisions and enhance service delivery.

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