

**QUALITY PLANNING, QUALITY CONTROL, AND PROJECT QUALITY
MANAGEMENT IN NGO PROJECTS IN IGANGA DISTRICT**

By

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BU/GS23/MBA/35

**A RESEARCH REPORT SUBMITTED TO THE DIRECTORATE OF GRADUATE
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Plan A

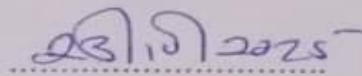
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Declaration

I, **Ssebowa Joshua**, hereby declare that this dissertation entitled *Quality Planning, Quality Control, and Project Quality Management in NGO projects in Iganga district* is my original work and has not been submitted, wholly or in part, to any other institution or university for the award of a degree or any other academic qualification. All sources and references used in the preparation of this dissertation have been appropriately acknowledged.



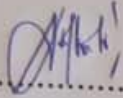
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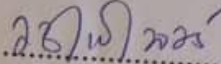
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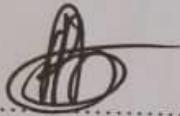
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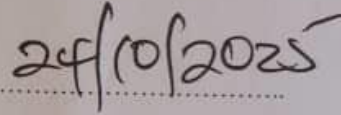
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Dedication

This dissertation is dedicated with deep affection to my beloved wife and children, whose steadfast love, encouragement, and sacrifice have inspired and supported me throughout my academic journey.

Acknowledgement

I am deeply grateful to the Almighty God, whose grace, wisdom, and provision have sustained me throughout this research process and my academic journey.

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List of abbreviations/ Acronyms

Abbreviation/Acronym	Meaning
CoQ	Cost of Quality
CVI	Content Validity Index
ISO	International Organisation for standardisation
NGO	Non-Governmental Organisation
PMI	Project Management Institute
PQM	Project Quality Management
QC	Quality Control
QM	Quality Management
SPC	Statistical Process Control
SPSS	Statistical Package for social Scientists
SQC	Statistical Quality Control
TQM	Total Quality Management
WHO	World health Organisation

Abstract

This study set out to examine the mediating role of quality control in the relationship between quality planning and project quality management among NGO projects in Iganga District. The study used a cross-sectional research design with a quantitative approach. A population of 109 NGO projects. Based on the guidelines of Yamane (1967), a sample of 86 NGO projects was derived. The study used a structured questionnaire to collect data from the respondent and attained a response rate of 62.5% at the level of unit of inquiry and 84.4% at level of unit of analysis. The findings indicate that quality control mediated the relationship between quality planning and project quality management in project quality management of NGO projects in Iganga District. The indirect role of quality control in the relationship between quality planning and project quality management was 40.1% while 59.9% was as a result of the direct relationship. Based on the findings, the study concluded that quality control is a significant mediating factor through which quality planning translates into enhanced project quality management. The researcher therefore recommends that NGOs integrate quality control protocols directly into project planning documentation making them a required component of work plans, budgets, and implementation strategies.

CHAPTER ONE: INTRODUCTION

1.0 Introduction

This chapter provides an introduction to the study, the background, problem statement, purpose of the study, research objectives, research hypothesis, conceptual framework, scope, and justification of the study.

1.1 Background of the study

Non-Governmental Organizations (NGOs) play a critical role in fostering social and economic development, particularly in low and middle-income countries such as Uganda (Hakizimana et al., 2024; Khodor et al., 2024; Okello & Okech, 2023; Otundo, 2025; Trivedi et al., 2024). NGOs operate across multiple sectors, including education, healthcare, environmental conservation, social welfare, and humanitarian assistance, complementing government efforts in service delivery management (Mokhosi & Asiimwe, 2025; Okello & Okech, 2023; Trivedi et al., 2024). Beyond service provision, NGOs also contribute to policy advocacy, capacity building, and community empowerment, which are essential for sustainable development (Mziwandile, 2022). However, despite their significant contributions, NGOs face persistent challenges such as donor dependency, poor governance, lack of technical expertise, and regulatory constraints that hinder their effectiveness, particularly in project quality management. Project quality management refers to the systematic process of ensuring that a project meets defined quality standards (PMI, 2021). Effective quality management ensures that project outcomes align with stakeholder expectations, are delivered within scope, and adhere to international quality benchmarks such as ISO 9001 (Jamil & Tahir, 2024).

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