



Journal of Business and Social Science Review
Issue: Vol. 2; No.1; January 2021 (pp.31-71)
ISSN 2690-0866(Print) 2690-0874 (Online)
Website: www.jbssrnet.com
E-mail: editor@jbssrnet.com
Doi: 10.48150/jbssr.v2no1.2021.a4

PERSON IDENTIFICATION AND CLIENT MANAGEMENT: RE-IMAGINING BUSINESS IN THE PRE AND POST COVID-19 ERA IN SMALL MEDIUM MANUFACTURING ENTERPRISES IN THE UGANDAN SPORTS SECTOR.

Dr. Josephine Apili Ali

Doctorate of Business Administration
SBS Swiss Business School
Zurich, Switzerland
Telephone: +256772404988
E-mail: ekwangj@hotmail.com

Abstract

Aim: To explore whether person identification using the National Identity Card can enhance and maintain business performance through data marketing in Small Medium Manufacturing Enterprises in the Sports Sector (SMMEs) in Uganda.

Setting: The research is premised on creation of an effective Registration System for the issuance of the Uganda National Identity Card as the national identifier and its impact on business performance through Client Identification in Sports Manufacturing Companies in Uganda.

Methodology: The research used a triangulation of quantitative and qualitative research methods in the collection and analysis of data. The sample consisted of a selected study of two sports SMMEs in the Capital City of Kampala, Uganda. During and after the lockdown, the study was carried out in the Districts of Kampala, Mukono and Wakiso.

Findings: Prior to the lockdown due to the Covid-19 Pandemic, sports companies were yet to fully adopt the use of national identity cards in their businesses. However, during and after the lockdown, National Identity Cards has had a positive impact in the way the business is undertaken in terms of: management of finances and subsequently how other business processes are managed.

The Principal Conclusion: National Identity Cards can be used as a tool for enhancement of business processes and business performance. There was an upsurge of its use in the post Covid era.

Key words: National Identity Cards, Business Processes, Business Performance, Small Medium Enterprises, Uganda

Introduction

1.1 Background

The notion of mass enrolment of citizens for national identification no doubt is becoming a popular phenomenon all over the world. Several factors may have attributed to this paradigm shift and they include the enhancement of free movement of the labor force, managing of electoral processes and the planning of socio-economic requirements among others. This article is premised on the latter aspect.

In the quest for competitive advantage firms traditionally use customer data as resources to redesign and develop new products and services or identify the most profitable customers. The challenge however has been the lack of a standard identification document that Small Medium Manufacturing Sports Enterprises (SMMEs) can use to manage their clients' better. This is against the backdrop that there is now a shift from a goods dominant logic towards customer value creation (Saarijavrvi, Gronroos & Kuusela, 2014). And according to Woodall (2003), customer value is a term used within marketing literature to portray both what is derived by the customer from the supplier and also what is derived by the supplier from the customer.

Further, customer value creation is considered a critical task for marketers, particularly when developing new products and services or starting new businesses (Smith & Colgate, 2007).

Contextually, account management as part of marketing processes (involving customer selection, customer satisfaction and relationship management) contributes to the realization of a unique selling position; thereby, creating a competitive advantage that increases performance and ultimately increases shareholder value creation (Aslund & Backstrom, 2017). And as argued by (Mahmoud, Hinson & Anim, 2018), a firm's ability to achieve customer service is dependent on how management harnesses and deploys service innovation activities and customer value creation mediates the relationship between the latter and customer service. This research study therefore aimed to explore whether specific identification of clients using National Identity Cards, the new national identifier, can enhance and maintain business performance in SMMEs through Client Identification.

1.2 The Registration of Persons Systems in Africa

Onyemenam (2014) argues that in Africa: Kenya, Ethiopia and Namibia undertook person identification through National Identity Cards, Biometric Systems and the Driving Licence respectively. At the East African Community, of which Uganda is a Partner State, the Protocol on the Establishment of the East African Community Common Market (Protocol) provides for the establishment of a civil registration and vital statistics system in all the Partner States- to register citizens and resident foreign nationals, with a view of issuing them with National Identity Cards and Resident Foreign Nationals' Identification Cards. Further, the African Union has urged Member States to take up civil registration of their citizens (AU, 2012).

However, there is scanty information on how national identification is achieved and the development trajectories. This is significant as individual nations may aspire to develop identification (Ruble et al., 2004).

1.2.1 The Uganda Position

The Uganda position is guided by the Constitution of the Republic of Uganda, 1995.

1.2.1.1 The Research Scope

The enrolment process for the registration of persons was for nationals aged 16 years and above (Phase I). The registration process for resident Foreign Nationals is yet to be undertaken in Phase II.

1.2.1.2 The Mass Enrolment Process

According to the National NGO Forum, (2014), the mass enrolment for the issuance of the Uganda National Identity Card started in April 2014, under a two-year project, using a Multi Sector Approach (MSA), that brought together some relevant stakeholders to work together to issue the National Identity Card. The process commenced with registration of citizens aged 16 years and above, by capturing their data biometrically with a view to issuing them with National Identity Cards by September, 2014. As of August 9th, 2014, of the estimated 15.9 million citizens above the age of 16 years, 14 million had been registered. By September 4th 2014, 14.8 million citizens had been registered and the number increased to at least 15 million by December 12th, 2014, with more than 100,000 National Identity Cards issued. The registration process was largely successful with 78% success rate after mass enrolment and 96% success rate before elections in February 2016 (Karugaba & Walubiri, 2015).

The mass enrolment culminated into the creation of a legal and regulatory framework for the issuance of the National Identity Cards under the Registration of Persons Act, 2015, which is fully operational. This Act consolidated some laws for registration of births, marriages and deaths among others, into one primary legislation and created an office (National Identification and Registration Authority-NIRA) to handle the administrative and operational procedures for the issuance of the Uganda National Identity Card.

1.2.1.3 Information captured during the Enrolment Process.

According to the Registration of Persons Regulations, SI No. 67, 2015, the National Security Information System Form (Enrolment Form I) - the Application for Registration of Citizens, National Identification Number; National Identification Card and Voter Registration encompasses the following: Personal Information which includes name, sex, gender, contacts, level of education, profession and occupation; Place of Residence, which includes the local and foreign residence as well as the address;

Place of Birth, with provision for the district and sub county of birth as well as the tribe of the Applicant; the Citizenship Type, that is by birth, registration, naturalization, dual and presumption; Passport Information; Spousal Details including names, national identity card number, citizenship type among others and the Parents/ Guardian Details that is their contacts, addresses, living status among others (See Appendix I). The Enrolment Form 3 provides details for the application for registration and national identification card for children, when and where they were born among others (See Appendix II). The children are issued with National Identification Numbers and at 16 years of age, they are issued with National Identity Cards.

1.2.1.4 The Current Status of the Uganda National Identity Card.

The Integrated Personnel and Payroll System, the Integrated Financial Management System and the mobile phone networks (Bwambale, 2017) have also been integrated with the National Identity Card system. On the 29th May 2017, NIRA commenced a 6 months Project, to register pupils and students, for purposes of giving them National Identification Numbers (NIN), pending the issuance of National Identity Cards when they reach 16 years of age (The New Vision, 2017). The target was to register at least 11 million learners by December 2017 and as at 31st December 2017, 10.5 million learners had been registered. On 14th April, 2018, the National Identification Registration Authority distributed card readers to Telecommunication Companies, for purposes of registration of mobile phone users. Information from NIRA (Kahungu, 2019) also states that by January 2019, out of the 17.5 million National Identity Cards printed, 14.6 million cards have been issued, leaving a pending lot of 2.2 million cards not yet been picked by their owners. NIRA further stated that effective 11th February, 2019 it was going to carry out mass registration at sub county level and within the divisions of the Capital City, and that this will among others address the queried cases (Kahungu, 2019). Further, NIRA carried out a mass issuance exercise of National Identity Cards in all sub-counties across Uganda from the 7th November to 7th December 2020 (NIRA, 2020).

As regards the regional position, all the Partner States of the East African Community are at the varying stages of registering persons at the national level, but the position at Regional Level is yet to be harmonized (EAC, 2017). The (EAC, 2017) further, states that although the Protocol provides for a common standard system of issuing national identity cards in the Region, the Community is yet to conclude the Regulatory Framework on the matter.

1.3 The Problem Statement

Currently, in Uganda, the National Identity Card is the standard document for identifying persons, however the challenge remains as to how and whether SMMEs can utilize the information in the National Identity Card to identify its customers, improve on its business processes and enhance and maintain business performance.

1.4 Aim/Objective

This research study aimed at exploring whether the National Identity Card can be used as a performance measure for enhancing and maintaining business performance, through customer identification.

The research study therefore explored the Multi Sectoral Approach (MSA), 2014 Status of the National Identity Card Registration Process and used the outcome as a mechanism to enhance its MSA, which is critical for enhancing the performance of SMEs in the sports manufacturing industry. To achieve this overall aim, four objectives were developed as hereunder:

1. Identify or ascertain the MSA status of the National Identity Card Registration Process in Uganda.
2. Identify the factors that influence the MSA Status of the National Identity Card Registration Process in Uganda in enhancing and maintaining the performance of SMMEs in the Sports Sector.
3. To assess the impacts on streamlining business processes in SMMEs with regard to the adoption and usability of the Ugandan National Identity Cards.
4. Identify the other strategies that affect business performance.

1.5 The Research Focus

The research paper used a sample of two Ugandan Small Medium Enterprises (SMEs) in the Sports Sector: Addidas Uganda Limited and Asiatic Sports Center Limited. The SMEs under study have a national and regional presence within the context of the East African Community.

The choice of SMEs (with specific emphasis on textiles and wearing apparel) is premised on the last Uganda Census of Business Establishment carried out by Uganda Bureau of Statistics in 2010/2011 and the African Development Bank Eastern Africa's Manufacturing Sector-Uganda Report of November, 2014. Both surveys reiterated that SMEs accounted for 90% of the establishments in the Country. Moreover, according to the said Census, manufacture of textiles and wearing apparel is the highest regional distribution of non-food manufacturing businesses, with a total of 13,501 business in the country, accounting for 42.5% of the businesses in the Country (See Table 1.1: Regional Distribution of Manufacturing Businesses, below). It is also imperative to note that, according to the Uganda Investment Authority's Small and Medium Enterprises (SME) Business Guide, Small Enterprises are those enterprises employing between 5 and 49 people, with total assets between Uganda Shillings 10 million but not exceeding 100 million. The Medium Enterprise employs between 50 and 100, with total assets more than 100 million but not exceeding 360 million.

Manufacturing activity	Number of Businesses					Percent	
	Kampala	Central	Eastern	Northern	Western	Total	
	1,406	1,659	1,468	498	766	5,966	18.3
Food Manufacturing							
Processing of Meat & Fish	40	97	8	9	15	169	0.5
Manufacture of Grain milling products	230	625	884	417	483	2,639	8.3
Manufacture of Bakery Products	945	849	293	61	169	2,317	7.3
Coffee & Tea Processing	27	90	23	0	72	212	0.7
Manufacture of Animal Feeds	34	19	6	1	11	71	0.2
Manufacture of Other Food	72	36	31	11	22	172	0.5
Manufacture of Beer & Spirits	69	29	221	8	6	333	1
Manufacture of Soft Drinks & Mineral Water	29	11	10	0	3	53	0.2
	8,809	6,751	3,416	2,118	4,697	25,791	81.2
Non-Food Manufacturing							
Manufacture of Textiles & Wearing Apparel	4,543	3,069	1,732	1,442	2,715	13,501	42.5
Manufacture of Leather & Related Products	86	30	66	84	54	320	1
Saw milling	71	40	18	15	43	187	0.6
Manufacture of Paper Products & Printing	805	85	79	31	72	1,072	3.4
Manufacture of Bricks, Cement & Concrete	129	331	22	10	62	554	1.7
Manufacture of Metal Products	1,288	1,309	602	225	530	3,954	12.5
Repair of Machinery and Equipment	126	73	33	18	19	269	0.8
Manufacture of Furniture	1,446	1,744	831	280	1,169	5,470	17.2
Other Manufacturing	315	70	33	13	33	464	1.5
Total	10,255	8,507	4,892	2,625	5,478	31,757	100
Percent	32.3	26.8	15.4	8.3	17.2	100	0.3

Table 1.1: Uganda Bureau of Statistics Business Census 2010/11

Literature Review

2.1 Introduction

This section looks at the analysis of the Literature on the Multi Sector Approach /Theory, the National Identity Cards within the context of person identity and segmentation of customers, the National Identity Card as a performance measure and the relationship between Uganda National Identity Card and business processes. It also looks at the link between the Uganda National Identity Card, Business Performance and International Business Sustainability.

2.2 The Multi Sectoral Approach/Theory

The National Identity Card Registration Process was anchored on the Multi Sectoral Approach/Theory that brought together some key stakeholders handling registration of persons for other lawful purposes in Uganda, to work together, to issue National Identity Cards to citizens. These stakeholders are: Uganda Registration Services Bureau (for registration of businesses), the Electoral Commission; the Uganda Revenue Authority (tax administration) and Directorate of Citizenship and Immigration Control (passport Issuance and citizenship registration).

Other stakeholders included the Uganda Peoples Defense Forces and Cultural Institutions in Uganda. Notably, the Cultural Institutions like the King of Buganda requested his subjects to register for the national identity card (Buganda Kingdom, 2014). The MSA therefore brought together highly skilled personnel from these stakeholders, with expertise and leadership and saving costs in terms of finances, human resource among others. And quality of management has a positive relationship with responsiveness and reliability in organizations (De Waal, 2012).

This participatory management approach is also one of the key guiding principles in the Treaty for the Establishment of the East African Community. Further, through the MSA, 2014, a shared vision was defined; a structure for participation was implemented, a shared linkage and overall the process was supported, hence enhancing synergies and adhering to the key principles of a participatory approach (Zenker and Erfgen, 2014).

In Uganda, the MSA is reflected in Uganda's Strategic Plan "Vision 2040" and has worked very well in the health sector, bringing together all stakeholders to respond to disease outbreaks among humans like HIV/ AIDS (Ssenyonjo, 2016). (The Uganda Wild Life Authority, 2018) also notes that it has also worked well in handling disease outbreaks among animals. Within the context of citizen registration, the MSA aimed at citizen inclusion in accessing basic services like health care, finance, education among others (Dunning, Gelb and Raghavan, 2014). Dunning et al. (2014) also states that other administrative objectives like efficiency and effective resource utilization are inclusive under citizenship registration processes.

2.3 The National Identity Card, Person Identity and Customer Segmentation

Several studies have been done on this subject. Billing (1995) asserts that a sense of national identity defines one's perception of who they are, their origin in companies, relationships and classifications with others. Lips, Taylor and Organ (2006) asserts that replacing the traditional form of personal identification with authenticated Digitized Personal Identification System can offer customer care, convenience, citizens mobility and empowerment. Lips et al. (2006) also states that effective identification of citizens enables segmentation of the service being provided to "trusted" citizens. Further, Beynon (2007) asserts that the use of national identity cards can help combat identity theft and fraud.

Further according to Seifert (2004), transactional data, being data that records events taking place between individuals; groups and organizations, can be combined with identification data such as people's age and place of birth to permit private sector organizations to make decisions about the planning of their work. This presupposes that data on customers can be combined with identification data to enhance business processes and performance. Personal Identity Management, the rules by which individuals and organizations manage, use and share personal data and identity with other individuals and organizations is thus very key in this research. Contextually, the rules that NIRA, uses to share personal data and identity with businesses is very key in this research.

However, although personal identity management has been critical in supporting electronic delivery of government services (Beynon, 2007), little is known about its impact on the measure of performance in businesses. Moreover, the use of a national identity card to monitor business performance may pose a challenge to data protection, data privacy and public trust in information governance (Beynon, 2007). Further, the manager's competence (premised on age, level of bankruptcy) using the national identity card may be subjective as a manager's competence may depend on the manager's personal skill and intuition (Cocca & Alberti, 2010).

Although, the implications of the Uganda National Identity Card Registration Process on businesses have not been specifically mentioned, Uganda's Ministry of Finance, Planning and Economic Development, mentioned in their Website in 2016, that the issuance of National Identity Cards were aiming to stimulate Small Medium Enterprises' (SMEs) growth through economically empowering the work force.

While, this is yet to be established, this study seeks to investigate the impact of the adoption of National Identity Cards on customer segmentation and business performance in SMEs. However, several proponents of the stakeholder theory maintain that customers are not legitimate stakeholders and hence do not warrant consideration, but this should not be the case if we are to have a fully realized stakeholder theory (Gibson, 2017).

2.4 The National Identity Card as an Assessment Tool

Performance measurement, the process of setting key drivers in order to assess, evaluate and change (if applicable) core business objectives, is integral to the effective implementation of continuous improvement and added value within businesses (Tucker & Pitt, 2009). Thus, a necessary condition to achieve high performance standards is being able to effectively measure and monitor a company's performance. This can be examined at three different levels: the individual measure of performance, the performance measurement system as a whole and the relationship between the performance measurement system and the environment in which it operates (Cocca & Alberti, 2010). It should also be noted that integrity is one of the key characteristics of a performance measurement system (Cocca & Alberti, 2010) and it cuts across all the three abovementioned different levels. This calls for the question: Can the National Identity Card effectively measure and monitor a company's performance?

In order for an assessment tool to be relevant to an SME, it should be simple, not too demanding in terms of resources, must be comprehensive and must be able to guide managers towards action and improvement (Desliste, 2006). The assessment tool should also be dynamic, updated and has to be modified as circumstances change so that performance measures remain relevant. (Lynch & Cross, 1991). A performance measurement system is also, more than just a collection of measures, as it includes basic elements like people, data, software and hardware (Wettstein and Kueng, 2002).

Uganda already has in place, an effective/robust civil registration system, with the National Identity Card as the national identifier. The Uganda National Identity Card, also, encompasses all the elements of an assessment tool mentioned above. Moreover, from the discussion on the related study on National Identity Cards in 2.2, it can be used to assess ones' identity and relationship with others (Billing, 1995). Additionally, Lips et al. (2006) reiterates that the National Identity Card can enable the segmentation of services being provided to trusted citizens including customer care among others.

A national Identity Card may also be used to assess the managerial competence of the Owner/Manager- whether the Subject is bankrupt, the age among others. This is because managerial competence is very key for the survival of the business. However, this competence of the owner-manager's may also be determined by his own personal skills and intuition (Cocca, 2010).

As regards integrity, one of the key characteristics of a performance measurement system, the Uganda National Identity Card can be used to assess business performance, by upholding ethical concepts in improving business processes in terms of a quicker service to known customers and quality of products hence increasing profits (Lips et al, 2006 and Beynon, 2007). And research shows that there is a direct relationship between the quality of service offered in organizations and performance (Ayee, 2005; Darmall, Sadorsky & Henrique, 2009; Johnson, 1999; Sharma, 2006).

Further, according to the United Nations Handbook on Civil Registration and Vital Statistics Systems, an overall Civil Registration/ Vital System Improvement should include at least three major components: the legal and regulatory framework (this could include Protocols on release of information); administrative procedures and organization; and the information, education and communication programmes for effective registration. And as at December, 2014, the Uganda National Identity Card Registration Process had met all these performance measurement requirements.

In conclusion, therefore, the national identity card can be used as an assessment tool to measure and monitor the performance of a business as well as enhance and sustain business performance.

2.5 The Uganda National Identity Card and Business Processes.

Business process models describe the way of working in an organization (Djikman et al., 2018). It is thus a collection of linked tasks which find their end in delivering a service or product to a client. Any well engineered business process is one in which management establishes the measurements of process performance and influences process performance in a desired direction by using these measurements to control the process (Gonzalez et al., 2010). Indeed Gonzalez et al., (2010) further states that measurable entities are businesses processes since they generate most of the cost of any business. Given the status of SMMEs of being small in nature and often times owned and managed by the Owner, account management is very viable business process.

It is thus imperative to streamline the financial management of the SME for an effective account management. Indeed, according to Li, Huang and Tsai (2009), a business' survival depends on financial measurements of cash flow, return on assets and return on equity. And further that other determinants of non-financial measurement involve customer service, marketing effectiveness, human capital, strategy achievement, innovation, employee satisfaction, financial practice, processes and corporate culture.

Hence this study aimed to establish whether an effective system for Registration of Persons, with the National Identity Card as the national identifier can influence business processes through client management and ultimately enhance and maintain business performance.

2.6 The Link between the Uganda National Identity Card, Business Performance and International Business Sustainability

Premised on the fact that the National Identity Card can be used as a performance measure or monitoring tool, it is imperative to establish how it can enhance and maintain business performance and sustain international business. Billing (1995) and (Lips et al. 2006) augments the position that this can be through marketability and segmentation, ultimately leading to globalization.

Additionally, the demographic information captured in the Enrolment Form I, for the issuance of the National Identity Card, can be used to determine the background information (person identification, customer and market segmentation) necessary to guide on how the SMME can enhance and maintain its performance. Contextually, this customer and market segmentation leads to international business sustainability. This is premised on the fact that global market segmentation can be viewed as the process of identifying segments whether they are country groups or individual buyer groups, of potential customers with homogeneous attributes who are likely to exhibit similar buying behavior patterns (Hassan, Craft & Kortam, 2013). Indeed, (Green, Toms and Clark, 2015) reiterates that organizational culture in the form of market orientation enhance performance monitoring and logistical performance. And (Abdul-Rashid, Sakiundavini, Ghazilla and Thurasamy, 2017) argues that manufacturing process is the manufacturing stage that gives the most impact on improvement of sustainability performance.

As regards international business, (Hill & Hult, 2017), defines it as engagement in trade or investment of goods, services, technology, capital and/or knowledge at a global level. It involves cross-border transactions of goods and services between two or more countries. Hill & Hult (2017), further define a firm's strategy as actions that managers must take to ascertain the goals of the firm and that for most firms, the preeminent goal is to maximize the value of the firm for its owners and shareholders-increase its profitability and its rate of profit growth over time. The international business aspect of the study can therefore be looked at from the cross-border transactions within the East African Community.

Meanwhile (Aras and Crowther (2009); Nidimolu, Prahalad and Rangaswami (2009); Searly, 2009) agree in a 2010 debate on the meaning of sustainability, that it involves the balance of four factors: societal influence, environmental impact; organizational culture and finance. The authors further argue that this should equate to doing business that remains profitable but takes nothing from society or the environment that it does not replenish. And that additionally, sustainability involves rethinking processes and technologies, albeit there is still much work to do in measuring sustainability. The authors also argue that only companies that make sustainability a goal now will achieve competitive edge in the future. Within this context, societal change means the change in behavior that one person causes in a particular direction; environmental impact means factors affecting the survival of operations and growth of the business; organizational culture refers to the values and behaviors of a particular business and finance means management of funds, organizing accounts and issuing stocks. As regards human resource, it encompasses managing performance, organizational development and culture. Notably, all these factors are crosscutting and are considered to create an alignment in order to achieve business sustainability (Atuluku & Uchendu, 2017).

In conclusion, the information in the National Identity Card can thus be used to streamline business processes through customer and market segmentation ultimately leading to international business sustainability.

2.7 Conceptual Framework

Contextually, there is need for a model to study this relationship between National Identity Cards and business processes. Premised on Kurt Lewin’s Systems Model of Change Management, the Model below portrays how this relationship can evolve and survive

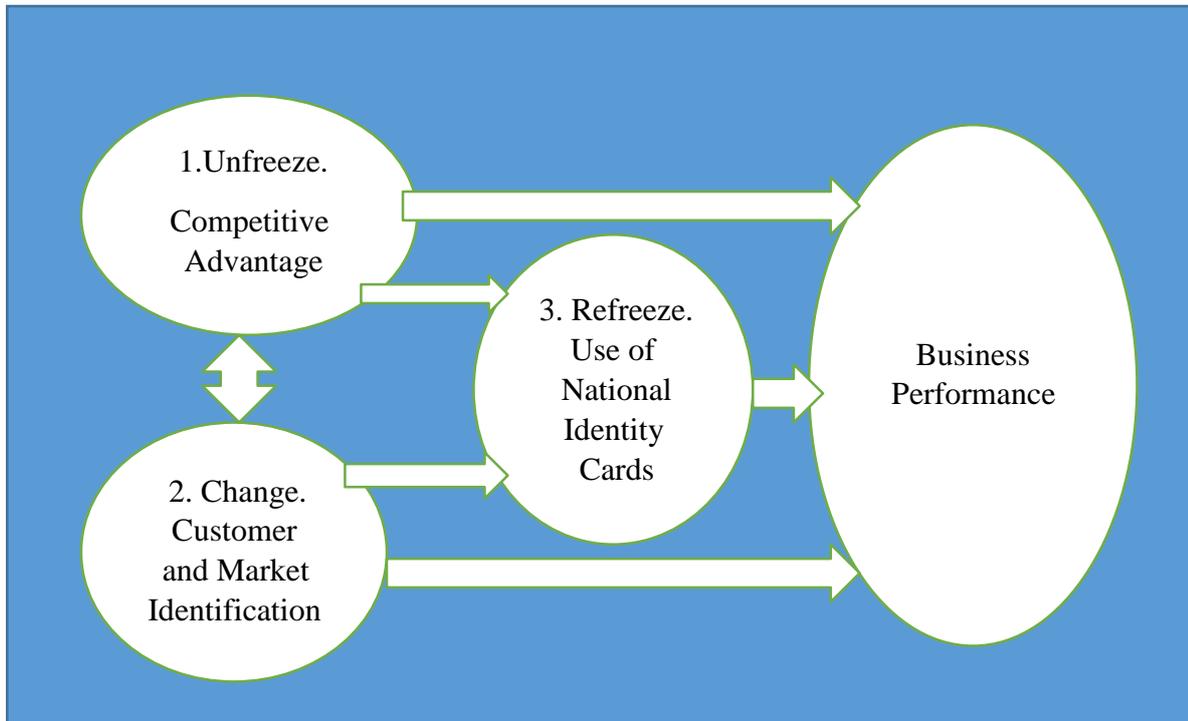


Figure 2.1 The Conceptual Framework as adopted from Lewin (1947) and modified by the Researcher

This research study aimed at exploring whether the National Identity Card can be used as a performance measure for enhancing and maintaining business performance, through the organizational culture of competitive advantage and customer and market identification. In the conceptual framework, there has not been an undertaking by SMMEs to identify their clients through their National Identity Cards. From Lewin’s inputs, stages of Unfreeze and Change represent the existing organizational culture while the refreeze stage reflects an intervention where the use and adoption of National Identity Cards is introduced to enhance business performance. The study therefore explored the significance of introduction of National Identity Cards to be included in the organizational culture to realize more business performance of SMMEs in the sportswear sector in Uganda.

2.8 Hypotheses

From the Model, there was therefore need to come up with clear statements of what is intended to be investigated hence the hypotheses in the Table below.

Symbol	Hypothesis
H1.	Person Identification has a significant positive effect on streamlining business processes in Small Medium Manufacturing Enterprises in the Sports Sector.
H2.	Person Identification has no significant positive relationship with streamlining business processes in Small Medium Manufacturing Enterprises in the Sports Sector.

Table 2.2 Summary of the Hypotheses

2.9 Summary of the Literature Review

Reference to the reviewed literature has provided justification for conducting this research. It is confirmed that the Uganda Identity Card Registration Process has been undertaken. Further, the rules for the management and sharing of personal data and identity with third parties including businesses have been established.

Evidently, the information on the Enrolment Forms can thus be used to determine the background information for customer and market segmentation. This information can be used to guide SMMEs on how to enhance and maintain their performance.

Additionally, the current study gives an important insight on how an efficient/robust National Identity Card System can be established, and specifically, for purposes of streamlining business processes and enhancing business performance among others. Further, the current literature review identified the major contributors for the adoption and usability of the Uganda National Identity Card in SMEs- namely: the financial measures of cash flow, return on assets and return on equity and the non-financial measures involving customer service, marketing effectiveness, human capital, strategy achievement, innovation, employee satisfaction, financial practice processes and corporate culture (Li Huang and Tsai, 2009).

2.10 The Gap Analysis

Prior to the lockdown due to the Covid -19 Pandemic, the National Identity Card was yet to be fully adopted and used by businesses. Within the context of this study, it is therefore necessary to establish its impact prior to and during and after the lockdown as an assessment tool in streamlining business processes and enhancing and maintaining business performance in SMMEs in Uganda.

Procedure and Methodology

3.1 This section represents the tools and techniques that this study used in order to derive its objectives. It includes the practical research framework and the development of the research instruments to access the opinions of the respondents. To achieve the goals of the study, this section is divided into the following units: introduction; research paradigm; research design; data collection and sources; statistical tests discussion and ethical considerations.

3.1.1 In order to explore the Multi Sector Approach (MSA) 2014 status of the National Identity Card registration process, the study employed both the quantitative and qualitative collection methods (Walliman, 2011). The use of quantitative research methods enabled the researcher to get numeric and detailed data that was able to be statistically presented. On the other hand, the qualitative data collection method enabled the researcher to get in-depth information about attitudes, perceptions and values that helped interpret the situation in relation to the study objective (Sedgley, 2011). The triangulation of both quantitative and qualitative methods enabled the researcher to demonstrate the relationship between the study variables. In addition, triangulation helped supplement the data that was captured in both methods that the study used in collecting data (Chilisa, 2011).

3.2 Research Paradigm

Prior to working on the research design, an appropriate paradigm for conducting the study should be selected to guide the development of the study (Jonker & Pennink, 2010). The philosophies relied on were positivism (questionnaire) and interpretivism / realism (interviews). According to, Scotland (2012) the researcher is also concerned with what one thinks has a touch with reality and can be translated into something tangible. The researcher therefore believes that the already implemented exercise of citizen registration, the issuance of National Identity Cards and the linkages with other stakeholders makes identification of persons a reality in Uganda. The NIRA has a National Register where each registered individual's particulars are accessible. This therefore makes it possible for business owners to verify information for use in various aspects of its business. Moreover, in Uganda, businesses in the telecommunication industry like MTN and Airtel are already using National Identity Cards in the planning and management of their businesses.

Specifically, in an exclusive interview with the MTN Key Respondent, the National Identity Card has improved integrity in the sector and there is now more confidence in doing business with the sector. Further, in the Case Management System, it gives credibility to the quality of evidence being adduced before courts of law. It has also led to segmentation of businesses through creation of services like borrowing airtime and mobile money services. The National Identity Card has also improved the usability of its services, given that the third-party interface with NIRA gives the Company a direct link with its customers and hence the knowledge and understanding of its customers' profiles. The Company is thus able to respond to the customers' demands on an individual basis and to specific individuals by tailoring special packages for them.

As for Airtel, the interview with the Airtel Key Respondent established that although the use of National Identity Cards is still minimal, it has been used in identification of fraud and establishing specific products for specific groups of people premised on age among others.

3.3 Research Design

In order to enhance clarity of the research design, the section is divided into two subsections: the development of the research framework and the research procedure.

3.3.1 Development of the Research Framework

From the Literature Review, it was established that the adoption and usability of the National Identity Card in SMEs would be directed by the financial measures and non financial measures (Li Huang and Tsai, 2009).

Indeed, the Conceptual Framework in Figure 2.1 of the current study was developed premised on these aforementioned factors.

3.3.2 Research Procedure

Arising from the proposed research framework, the research procedure was defined. A triangulation of quantitative and qualitative research designs were used (Robson, 2002) - a mixture of deductive (the survey/questionnaire) and inductive (the interviews). Both the participants from the business management and clients were purposely selected due to their key roles played in the business, with the former being the owners and managers of the business and the latter being the key stakeholders in ensuring the success of the business operations.

The Researcher also used cross-sectional survey (face to face) only as he was going to meet the participants once only; the fact that the design is more suitable for measuring attitudes and ranking behaviors and the short research period of 3 years only (Hemed, 2015). Explanatory designs were also used to clarify variables concerning the problem, uncover information needs and search for alternatives to address the research objectives (Jupp, 2006). The research also upheld research ethics.

A researcher was contracted to collect the data and manage it. Given that the researcher who was engaged has done a lot of research for various institutions and companies in Uganda, he had established an extensive personal network of public and private stakeholders and individuals as well as expertise in the area of research-hence it was easy for him to establish a framework to collect the data.

3.4 Data Source and Sampling

3.4.1 Data Source

Specifically, questionnaires were used to capture quantitative data from the clients of the selected SMESs in order to test the hypotheses stated in the study. The interview guides were used to capture verbatim/qualitative data from the business managers and employees. The data that was collected in this study was directly gathered by the researcher for the first time and was appropriate to the problem that was being investigated (Annabelle, 2018). Thus, the study purely used a primary data collection method, employing quantitative and qualitative data sources (Dudovskiy, 2018). The quantitative data collection method involved numerical approach of collecting data whereby codes were predetermined for given responses with closed ended questions. The quantitative method further saved time as it enabled the researcher to cover a wide range of respondents in a short period of time (Dudovskiy, 2018). The qualitative data collection method involved verbatim data whereby open-ended questions were used to get opinions and explanations of the phenomenon regarding the adoption and usage of National Identity Cards among the SMMEs (Dudovskiy, 2018).

3.4.2 Sampling

Sampling was done by the researcher with the aim of ensuring a representation of the SMMEs that are involved in manufacturing of sports products in Uganda. The Probability and Non-Probability Sampling (driven by the need to access to participants) were used. For the former, random sampling (where everyone within the research scope has an equal chance of being picked) and cluster sampling was used. A simple random sampling of two SMMEs that deal in sports wear was identified in the central business district of Kampala City (Kenton, 2018). Other respondents that included the clients were also randomly selected (Alvi, 2016).

As regards the Non-Probability Sampling, purposeful (Case Studies) and snow ball sampling - involving the selection of several key people, were used. At the individual respondent level, the key people selected were: Managers, Accountants and Sales Persons, and they were purposely selected for interviews as they were regarded as having relevant knowledge on the use of National Identity Cards in the SMMEs.

Each SMME visited was represented by at least three clients namely: the Chief Executive Officer, the Owner, the Head/Manager, the Financial Manager, the Marketing Manager and the Customers.

3.5 Development of the Research Instrument.

After describing the research procedure and operational details of the research activity, the research instrument was developed to access the research participants' views using both questionnaires and interviews. In conformity with the objectives and aim of the current study, the research instrument in the form of a questionnaire consisted of:

The Quantitative Questionnaires was presented to the respondents, with the aim of establishing the business sustainability / dependent variable arising from the customer and market segmentation created by the adoptability and usability of the National Identity Cards. The questionnaire also asks respondents to give their personal views about a particular product, by responding to four general questions. Specifically, the questionnaire consisted of the following Parts: the demographic Information and how they get information about a Sports product.

The Qualitative Questionnaire's aim was to establish the use of National Identity Cards by SMMEs in identifying customers and creating market segmentation, with general questions on whether the SMME easily access the demographic information from the National Identity Card Register and what other policies Government has put in place to sustain and enhance international business. Specifically, the questionnaire also consisted of the following Parts: the demographic Information; the Contributors to the identification of customers and market segmentation and whether the National Identity Card has enhanced customer identification and market segmentation.

The details in the quantitative and qualitative questionnaire are discussed in the preceding five subsections.

3.5.1 Demographic Information

The study used the questionnaires to establish how the National Identity Cards are utilized by the SMMEs in the Sports Sector in Uganda, in identifying customers, creating market segmentation and management of fraud. The information accessed was: age, gender, education level, income, purchasing power and mode of payment of the respondents. The participants were then asked several multiple-choice questions and given several options to decide which option aligned best in their situation. Appendix III presents these questions.

3.5.2 Qualitative Information Requested for from the Participants

On receipt of the demographic information from the respondents, the participants were also asked the following: how the enterprise had been identifying its customers; whether identification of customers reduces fraud, ensures customer care and enlists trusted clients; thereby achieving competitive advantage. These responses were used to verify the adoptability and use of the Uganda National Identity Card by SMMEs and how the SMMEs are benefitting or not, from the same (See Appendix IV).

3.5.3 Impact of the National Identity Card on customer identification and market segmentation.

Arising from Appendix III and IV, the study then assessed the impact of the National Identity Card on customer identification and market segmentation and evaluated the corresponding sub-factors. These factors are listed in Table 3.1. The participants would state their opinion with respect to the level of agreement with each statement on a five-point Likert scale. The five options comprised "strongly agree," "agree," "neutral," "disagree" "strongly disagree," (Likert, 1932, 1961).

<p>Customer Identification</p> <ol style="list-style-type: none"> 1.SMMEs being mindful of clients' particulars 2.Clients' willingness to share identities 3.Possession of National Identity Cards 4.Usability of National Identity Cards 5.Relevance of National Identity Cards 6.Clients' freedom to share their identities
<p>Market Identification</p> <ol style="list-style-type: none"> 1. Existence of SMMEs client database. 2. Initiatives to seek client's details. 3. Knowledge of client's choices. 4. Client Management. 5. Cases of theft and fraud.

Table 3.1. Summary of statements/sub factors assessing the importance of the National Identity Cards in enhancement of customer identification and market segmentation.

3.6 Ethical Considerations

Research ethics was adopted to ensure the proper handling of data and to protect the participants' privacy. The data collected was edited and coded taking cognizance of the deductive approaches (interpretive and question based coding) and inductive (axial and selective coding).

Rapport was created and consent of the SMMEs was sought for interview purposes as well as for purposes of agreeing on the guidelines for observation of their practices. The questionnaire /interviews stated the reason why the survey/ interview is being done. Thus, when the Researcher approached the participants they were well informed about the purpose and consequences of the study (Ritchie, Lewis, Nicholls & Ormston, 2013). All information was kept in strict confidentiality and the respondent's personal information was not disclosed. The interviews were structured and where it was not possible, open ended questions were used.

3.7 Discussion of Statistical Tests

After collecting the participant responses, the data was analyzed using the Statistical Product and Service Solutions (SPSS) software, in order to establish the meaning of what was collected. The frequency and percentage analysis were used to establish the number of respondents that are utilizing National Identity Cards. In the analysis, the findings were interpreted basing on the scores that are presented in the percentages to explain the phenomenon. Furthermore, the descriptive statistics (Chang, Chen, & Hsu, 2011), the correlation (Ratner, 2013) and regression analysis (Szekely, Rizzo & Bakirov, 2007) was applied to all responses in order to establish the relationship between the study concepts and effects of the concepts on others. To support the correlation analysis, two hypotheses were developed, as shown in Table 2.2.

Findings and Results

4.1 Introduction

The background information of the respondents, empirical findings and cross tabulations are presented as hereunder.

I Findings and Implications prior to the Lockdown arising from the Covid -19 Pandemic

4.2 Background information

The background information presents the characteristics of the respondents that the study visited as reflected in Table 4.1 that follows:

Biodata	Variable	%	Variable	%	Variable	%
Sex	Female	35.7%	Male	64.3%		
Age	18-29	35.7%	30-39	50.0%	40-49	14.3%
Education	Secondary	21.4%	University	64.3%	Post Graduate	14.3%
Income	<UGX 500,000	42.9%	UGX 500,000-999,000	21.4%	1,000,000+	35.7%
Purchasing power	Weekly	7.1%	Monthly	42.9%	Yearly	50.0%
Mode of payment	Mobile money	0.0%	Cash	100.0%		

Table 4.1 Background information- *Source: Primary Data*

The results in Table 4.1 indicate that of the randomly sampled respondents from among the clients that visit the sports companies, 64.3% were males while 35.7% were females. This implies that the majority of the respondents were males. This was so because most males are engaged in sports activities in Uganda. In addition, men in Uganda have more purchasing capacity than female counterparts hence a higher percentage of men who purchasing sports items. Nevertheless, there was a fair representation of females in the study implying that females' inputs are part of the study findings.

Age was another factor that the researcher was interested in. This is because the researcher wanted to establish the age group that engages a lot in sporting activities and how it can be used in business segmentation in the sports manufacturing companies in Uganda. The findings indicate that majority of the respondents lie in the age bracket of 30-39 at 50%. This implies that those between 30-39 years of age in Uganda have more purchasing power of sportswear. The study findings indicate that those that surpassed 40 years (14.3%) are the least in the purchasing of sportswear hence limited involvement in sports activities.

The researcher also established the education levels of the respondents. This was used as a yardstick to establish the attitudes of Ugandans towards their involvement in sporting activities.

The findings indicate that the majority of the respondents at 64.3% had a university degree. When combined with those with a degree and above- postgraduate studies, the number increases to 78.6%. This is an indicator that the data that was gathered from the respondents was generated from an informed point of view.

The income of the respondents was used to establish how different income level earners are involved in purchasing of sportswear. The findings indicate that when combined those that are earning above 500,000 Uganda shillings and those earning above 1,000,000 Uganda shillings in monthly income earnings, form the majority of the respondents at 57.1%. This indicates that those with a relatively higher income above 500,000 Uganda shillings participate in purchasing and utilization of sportswear in Uganda.

It was part of the researcher's interest to find out how clients regularly purchase sportswear among the companies dealing in sport items in Uganda. The findings indicate that those that purchase sportswear on a yearly basis stand to be the majority at 50%. These were followed by those that purchase on a monthly basis that stands at 42.9%. This is an indicator that due to the incomes of the respondents, their purchasing power is limited to the extent of purchasing sports items at least once a year as presented by the majority of the respondents.

4.3 Empirical Findings

4.3.1 Introduction

The overall objective of this study was to establish whether the utilization of National Identity Cards by the SMMEs in Uganda enhances performance of these businesses. The study findings in relation to the utilization were broken down and presented objective by objective as reflected as follows:

SN	Opinions/Statements	SA (%)	A (%)	N (%)	D (%)	SD (%)
Clients' Identification						
1	This company minds about seeking clients' particulars like names and contact	-	5 (35.7)	-	1(7.1)	8 (57.1)
2	As a client, I would wish to share my details with this company	4(28.6)	7(50.0)	-	1(7.1)	2(14.3)
3	I personally possess a Ugandan National Identity Card	13(92.9)	1(7.1)	-	-	-
4	Clients' National Identity Cards are commonly used to get clients' details by this company	2(14.3)	2(14.3)	-	4(28.6)	6(42.9)
5	A client's National Identity Cards is ideal in provision of client's details		6(42.9)	-	7(50.0)	1(7.1)
Clients' Knowledge about Identification						
1	You are aware of existence of this company's client database	3(21.4)	2(14.3)	4(28.6)	-	5(35.7)
2	Initiatives are in place to seek clients' details and contacts	4(28.6)	4(28.6)	1(7.1)	2(14.3)	3(21.4)
3	As a client, I can freely share my details with this company	6(42.9)	7(50.0)	-	1(7.1)	-
Links with clients						
1	The clients' choices are known to this company	3(21.4)	7(50.0)	-	2(14.3)	2(14.3)
2	Employees in this company are oriented in client management	5(35.7)	7(50.0)	-	-	2(14.3)
3	You can refer a friend to this company	7(50.0)	5(35.7)	-	1(7.1)	-
Business Performance						
1	Clients get to know about this company's products with ease	7(50.0)	6(42.9)	-	-	1(7.1)
2	Clients can contribute to stock control in this company	5(35.7)	9(64.3)	-	-	-
3	Cases of theft and fraud are reported in this company	6(42.9)	3(21.4)	1(7.1)	2(14.3)	2(14.3)
4	Clients help in the determination of business operations in this company	4(28.6)	8(57.1)	-	2(14.3)	-

Table 4.2. Finding of Utilization of National Identity Cards by SMMEs in Uganda. *Source: Primary Data Key*

SA	A	N	D	SD
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

4.3.1.1 Clients' Identification

The study aimed at finding out whether sports companies take an initiative to seek clients' particulars especially names and contacts. This worked as an entry point into utilization of National Identity Cards that clients possess. To this end, only 35.7% of the respondents agreed that their particulars are being sought by the sports companies. The remaining 64.2% majority of the respondents disagreed implying that the sports companies don't mind about the clients' particulars hence are not utilizing the National identity Cards in the segmentation of their businesses.

The study went ahead to assess whether the clients have a role to play in sharing their personal information relating to their identity. From the gathered information, majority of the respondents at 78.6% agreed (when combined- those that agreed and those that strongly agreed). This is an implication that the clients can willingly share their personal particulars with the sports companies. This therefore creates an opportunity for sports companies to identify their clients and segment their businesses using their clientele information.

For the sports companies to be in position to utilize their clients' National Identity Cards, the clients themselves have to be in possession of the same. The researcher therefore sought to find out if the clients/respondents had the National Identity Cards in their possession. From the gathered information, all the clients (100%) possessed their National Identity Cards. However, at the time of carrying out the study, only 7.1% of the respondents was not with it at the moment of interacting with the researcher but possesses it. This is an implication that majority of the sportswear clients in Uganda possess National Identity Cards that the sportswear companies need to utilize in identifying their clients.

The study tried to find out if the possessed National Identity Cards are actually used by the sports companies in identifying their clients. To this effect, 28.6% of the respondents agreed while majority of the respondents at 71.5% disagreed. This implies that little attention is paid on the utilization of National Identity Cards by the sports companies. In justification of this finding, 64.2% of the respondents had disagreed with the fact that the sports companies mind about seeking the particulars of their clients.

Finally, on identification of clients using their National Identity Cards, the researcher established that according to the clients, the National Identity Cards are not ideal in providing details of the clients. This was supported by the majority of the respondents at 57.1% that were in disagreement. Their argument was on the fact that some people's addresses keep changing and they are not quickly reflected and adjusted on their National Identity Cards.

4.3.1.2 Clients' Knowledge about Identification

For clients to be registered, they need to know whether the sports companies are in possession of the databases where the clients' details are being kept. To this effect, 35.7% of the respondents agree, 28.6% remained neutral while 35.7% were in disagreement. This is an implication that sports companies try to seek particulars of their clients but the clients are not aware of the existence of the companies' database. This implies that the sports companies don't put a lot of emphasis on using the National Identity Cards in identifying their clients.

The clients showed interest in sharing their particulars once approached as reflected by the majority that agreed with the concept at 92.9%. However, this is not fully utilized by the sports companies given that 57.2% agreed that there was an initiative by the sports companies to seek their details using their National Identity Cards.

4.3.1.3 Links with clients

Clients' choices being known by the sportswear companies was identified as a concept of having a link between the sportswear companies and the clients. In regard to this concept, 71.4% of the respondents agreed while 28.6% of the respondents disagreed. This implies that the companies are aware of the choices of their clients hence a link between the two- the companies and their clients.

Client care is one of the major concepts that the study identified under the links between the companies and their clients. The findings indicate that 85.7% of the respondents agreed with this concept, implying that the companies' client care is good and cherished by the clients as presented by the majority of the respondents in agreement. This was further justified by the fact that the majority of the respondents at 85.7% were willing to refer the companies to other people, to seek services from the same companies.

4.3.1.4 Business Performance

The findings on business performance indicate that the clients get to know the companies' products with ease as 92.9% majority of the respondents agreed with this concept. In addition, all clients (100%) agreed that they contribute to stock control of the sports companies implying that the companies basically stock basing on the preferences of their clients.

On the issue of fraud, it was reported that cases of fraud actually exist among the sports companies and the majority of the respondents at 64.3% agreed with this concept. This implies that the non-utilization of National Identity Cards by the sports companies facilitates the existence of fraud among the sports companies.

It was also established that clients have a stake in determination of business operations given that 85.7% of the respondents agreed with the concept.

Further Analysis of Business Performance

Given that SMEs business' survival depends on financial measurements of cash flows, return on assets and return on equity, among others (Li Huang and Tsai, 2009), the analysis focused on the aspect of management of finances through Pearson correlation and regression analysis. See below.

4.4 Pearson Correlation

Correlation analysis was used to get more substantial information between the use of National Identity Cards and fraud. The statistics generated the information that is reflected in the Table below.

Pearson Correlation			
Clientidty	Pearson Correlation		Fraud .065
	Sig. (2-tailed)		.827
	N	14	14
Fraud	Pearson Correlation	.065	1
	Sig. (2-tailed)	.827	
	N	14	14

Table 4.3: Identification and Fraud- *Source: Primary Data*

The correlations between identification and fraud stand at 0.065 at a level of significance of 0.827. This implies that as identification of clients takes a positive direction, fraud is also checked. There is currently a weak relationship between identification and checking fraud in the sports sector in Uganda that stands at 0.065.

4.5 Regression Analysis

To get more substantiated information between the effect of use of National Identity Cards by sports companies on client benefit, regression analyses was used and the results are reflected below.

Model Summary				
Model	R	R Square	Adjusted R Square	Estimate
1	.065 ^a	.004	-.079	1.08677

a. Predictors: (Constant), Client identity

Table 4.4: Regression of Client Identity - *Source: Primary Data*

In the model summary, the adjusted R of -0.079 implies that the independent variable client national identity use accounts for 7.9% reduction of fraud among sports companies in Uganda.

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.530	1.961		1.800	.097
	Clientidty	.118	.529	.065	.224	.827

a. Dependent Variable: Fraud

Table 4.5: Regression of Detection of Fraud- *Source: Primary Data*

In the table above, the results show that the use of National Identity Cards by sports manufacturing companies and client benefit have standardized Coefficient Beta of 0.065. This implies that the independent variable (National Identity Card) accounts for 6.5% client benefit in the sports companies.

4.6 Summary of the findings.

The findings are summarized in terms of the background of respondents and the concepts of clients' identification, clients' knowledge about identification, links with clients and business performance.

Biodata		I personally possess a Ugandan National Identity Card	Initiatives are in place to seek clients' details and contacts		Employees in this company are oriented in client management		Cases of theft and fraud are reported in this company		
		Agree (%)	Disagree (%)	Agree (%)	Disagree (%)	Agree (%)	Disagree (%)	Agree (%)	Disagree (%)
Sex	Male	100.0	0.0	33.3	67.7	55.6	44.4	55.5	33.3
	Female	100.0	0.0	25.0	60	0.0	100.0	80.0	20.0
Age	18-29	100.0	0.0	40.0	60.0	20.0	80.0	80.0	20.0
	30-39	100.0	0.0	57.2	28.6	85.7	14.3	57.2	28.6
	40-49	100.0	0.0	100.0	0.0	100.0	0.0	50.0	50.0
Education	Secondary	100.0	0.0	33.3	66.7	33.3	33.3	33.3	66.7
	University	100.0	0.0	55.5	44.4	88.8	11.1	66.7	22.2
	Post graduate	100.0	0.0	100.0	0.0	100.0	0.0	100.0	0.0
Income	< UGX500,000	100.0	0.0	33.4	50.0	66.7	33.3	50.0	50.0
	UGX500,000-999,000	100.0	0.0	33.3	66.7	100.0	0.0	100.0	0.0
	1,000,000+	100.0	0.0	100.0	0.0	100.0	0.0	80.0	20.0
Purchasing power	Weekly	100.0	0.0	0.0	100.0	100.0	0.0	100.0	0.0
	Monthly	100.0	0.0	50.0	50.0	83.3	16.7	66.7	33.3
	Yearly	100.0	0.0	71.5	14.3	85.8	14.3	57.1	28.6

Table 4.6: Cross tabulation of background information. *Source: Primary Data.*

On sex as a characteristic of the respondents, both male and female indicated that they all possessed National Identity cards at 100%. Both males and females indicated a disagreement on the side of the SMMEs seeking the clients' details; however, mixed reactions were realized on client management where 100% of the female respondents disagreed while 55.6% of males agreed that the SMMEs' staff are oriented on client management.

The age groups of the respondents showed that the more the years one attains, the more SMMEs mind about seeking their details. This was exhibited where 40% of the respondents in the age bracket of 18-29 agreed, 57.2% and 100% of the age bracket 30-39 and 40-49 agreed respectively on whether the SMMEs minded about seeking their details. In a similar development, 100% of the respondents in the age bracket of 40-49 years agreed with the concept of client management being exhibited by the SMMEs' employees while the younger age group of 18-29 years disagreed with it. This is an implication that the SMMEs showed more client care on senior clients in comparison to the younger clients.

Under the education levels of the clients, the study established that the more educated a respondent was, the more the SMMEs would seek their details. From the findings in Table 4.6, those that had a post graduate level of education at 100% reported having been requested to share their details unlike those with a secondary education with 33.3% in agreement.

At an average of 85.16% of the clients under education levels, there was an agreement that the SMMEs staff exhibited some good client management. The higher education levels had agreed with the existence of fraud in SMMEs but those with secondary education levels disagreed with the concept at 66.7%.

On the income levels, those that earn more than UGX 1,000,000 reported at 100% being asked for their details by the SMMEs. On contrary, those that earned below UGX 999,000 at an average 33.3% agreed that the SMMEs asked for their details implying that the majority of them were not considered.

The concept of frequency of purchasing by the respondents on reporting of fraud among the SMMEs indicated that those that purchased on a weekly basis agreed at 100% with the existence of fraud in SMMEs. As the frequency reduced to monthly and yearly, those in agreement kept reducing from 66.7% to 57.1% respectively. This indicates that on average, the majority of the respondents at 74.6% were in agreement with the existence of fraud in SMMEs.

4.7 Qualitative Findings

The study also used interviews to establish the effect of Client Identification using National Identity cards in enhancing business performance of the SMMEs in the sports sector and the following were established:

Need of identification

It was established that the SMMEs do not value Client Identification. Little attention is paid to Client Identification as this comes only in special cases where a need arises like on suspicion of fraud, national security/ state of emergency and debts.

Untapped venture

Client Identification through use of their National Identity Cards was established as an opportunity that the SMMEs were yet to adopt. It was discovered that the SMMEs are not mindful about identifying their clients which makes them prone to fraud and inadequate marketing opportunities hence affecting their performance.

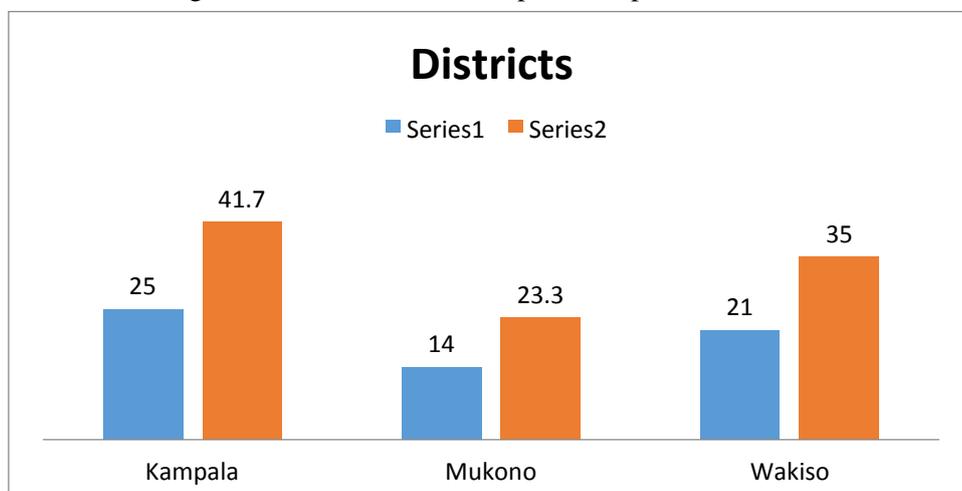
Fear of Uncertainty

On the side of the clients, the SMMEs reported that the clients tend to be hesitant in releasing their particulars to those that they are not aware of or acquainted with. This anticipated anxiety limits the SMMEs’ initiatives to seek for their clients’ National Identity Cards for purposes of identification. This therefore affects business performance as there is limited dialogue between the clients and the management of SMMEs.

II Findings and Implications during and after the Lockdown arising from the Covid -19 Pandemic

The background information presents the Frequency Table and the Districts where the study was carried out. The study was carried out in the three districts of Kampala, Mukono and Wakiso. The distribution of the respondents from the studied districts is presented in the bar graph below:

Figure 4.1: Distribution of respondents per districts



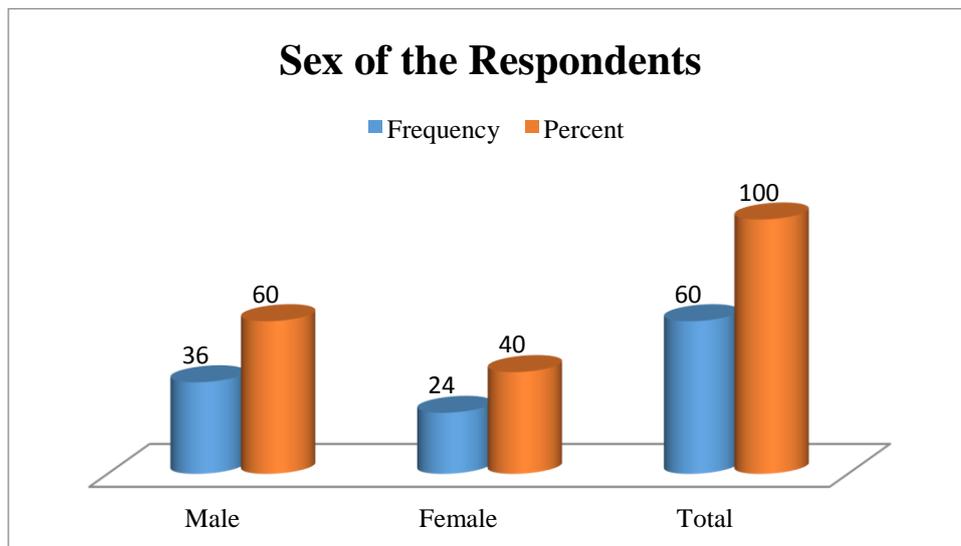
Source: Primary Data

The study selected the SMMEs that manufacture sports apparel in the districts of Kampala, Mukono and Wakiso purposively because the Capital City and the surrounding districts form the biggest manufacturing sports apparel sector in Uganda. It thus enabled the Researcher to get the appropriate respondents that are the clients of the SMMEs being studied.

Sex of the respondents

The study also considered the sex of the respondents. This is because both males and females participate in sporting activities. This was done with an aim of having a representation of ideas of both males and females. The data that was collected from the questionnaires regarding sex of the respondents is reflected in the following Figure 4.2.

Figure 4.2. Sex of the Respondents



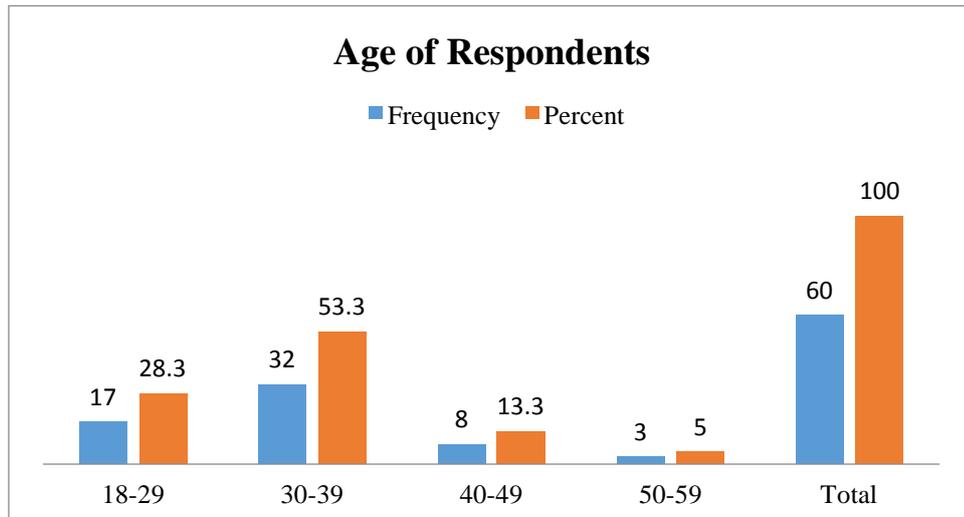
Source: Primary Data

The results in Figure 4.2 above indicate that the majority of the respondents (60%) were males and 40% were the females. Despite the majority of the respondents being males, the females were also represented. This implies that the views sought by the study regarding use of National Identity Cards in the SMMEs, to identify their clients were representative of both male and female views.

Age of the respondents

In the registration process of the National Identity Cards in Uganda, age was one of the major areas that was considered. In the sports sector, age might not apply. The study therefore established the ages of the respondents with an aim of establishing the age distribution in purchasing of the sports materials.

Figure 4.3: Age of Respondents



Source: Primary Data

From the above figure, all the respondents are above the age of 18 years, which is a requirement for one to register for a National Identity Card. The figures indicate that the majority of the respondents (53.3%) are between 30-39 years which is a productive and able age that does not only get involved in sports activities but also have the purchasing capacity. This age group constantly interacts with the SMMEs’ management hence they provided substantial information required by the study.

Education levels

The study further revealed that the majority of the respondents (56.7%) had a university level of education. This implies that the information that was sought by the Researcher was premised on academic input, given that the respondents were able to interpret the questions asked and gave information with minimal anxiety. This further improves on the substantiated information that the study was interested in.

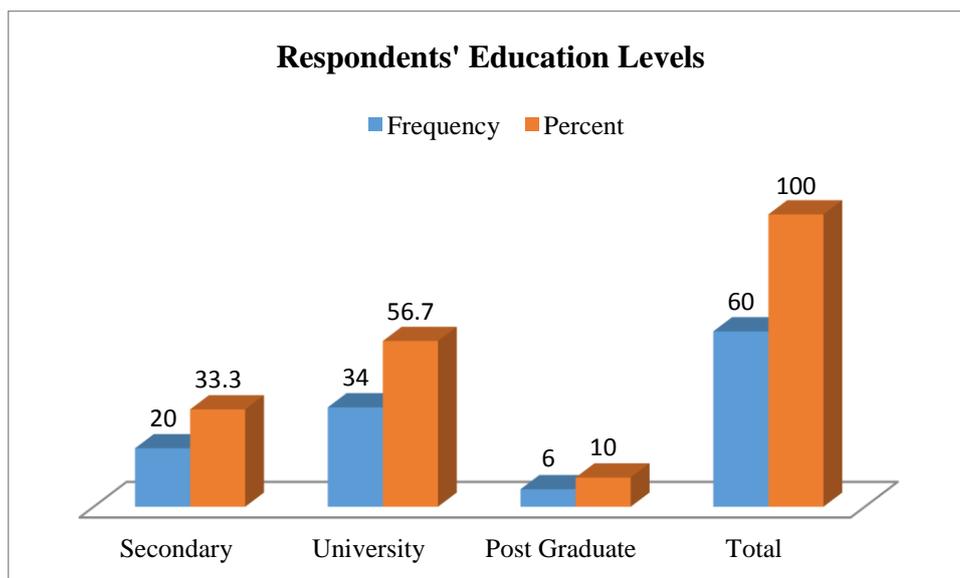


Figure 4.4: Education Levels

Source: Primary Data

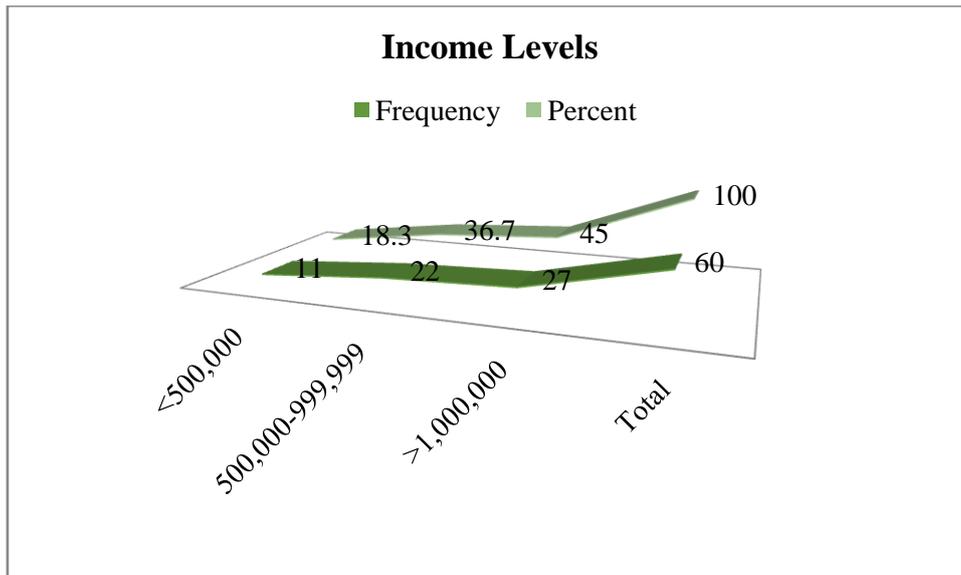


Figure 4.5: Income Levels
Source: Primary Data

The results in the above figure indicate that when combined together, those whose earnings are above Uganda Shillings 500,000 form the majority of respondents at 81.7%. This implies that the respondents that were considered by the study had a purchasing capacity that enables them to interact with the SMMEs and hence these respondents were in position to tell how these SMMEs operate their businesses with regard to seeking their clients’ information.

Category of Respondents

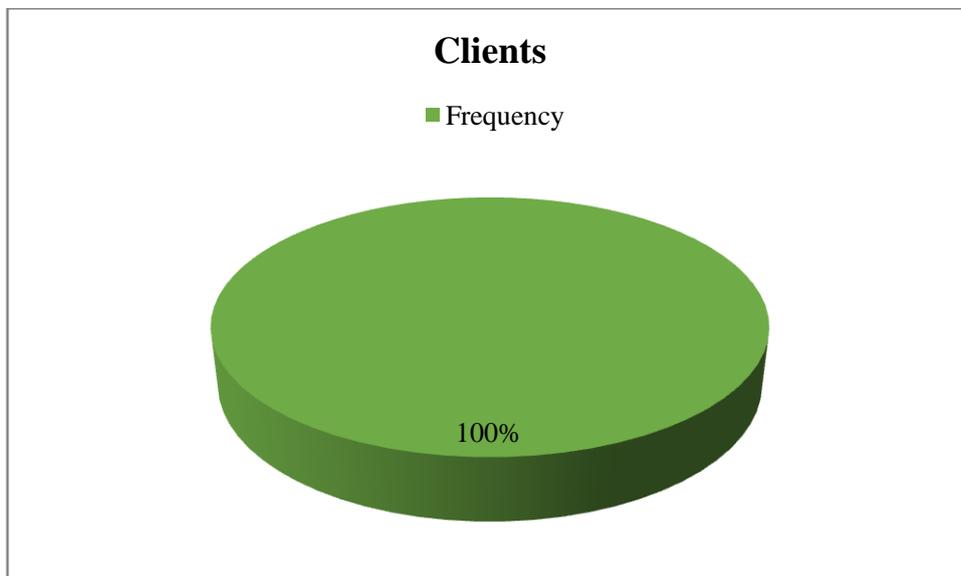


Figure 4.6: Category of Respondents
Source: Primary Data

The Researcher also established the type of respondents that were contacted during the study. From the collected data, 100% of the respondents were clients. This is an implication that the information provided was substantial since the SMMEs’ target is to get the clients information.

Purchasing Power

The study went ahead to find out how frequently the respondents/clients visit the SMMEs to purchase the sports items. The data was collected using questionnaires and the following information was sought and presented in Figure 4.7 that follows:

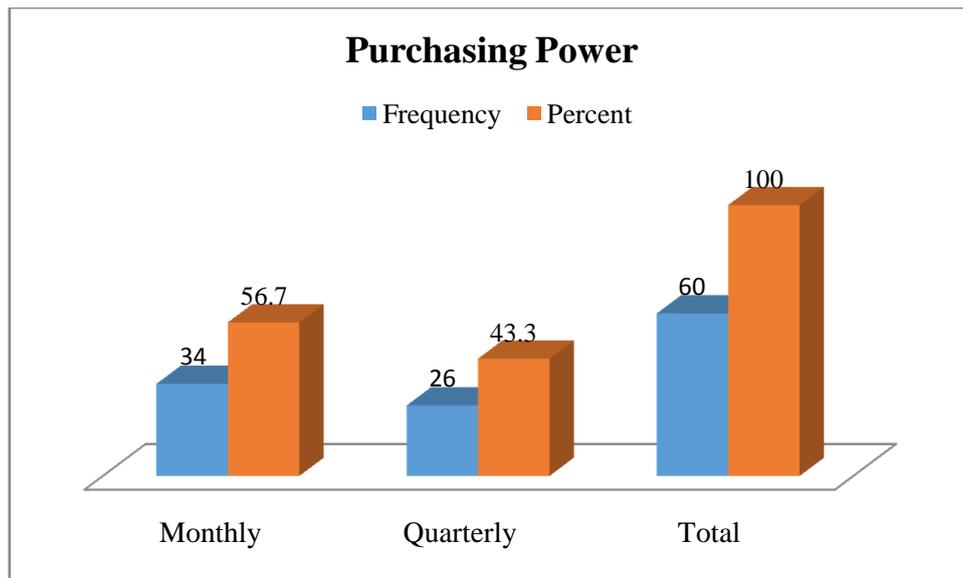


Figure 4.7: Purchasing Power
Source: Primary Data

The results in Fig.4.7 indicate that majority of the respondents at 56.7% visit the SMMEs for business on a monthly basis. This implies that these respondents are regular clients of the SMMEs hence they were able to tell whether or not these SMMEs undertake initiatives to identify their clients.

Mode of payment

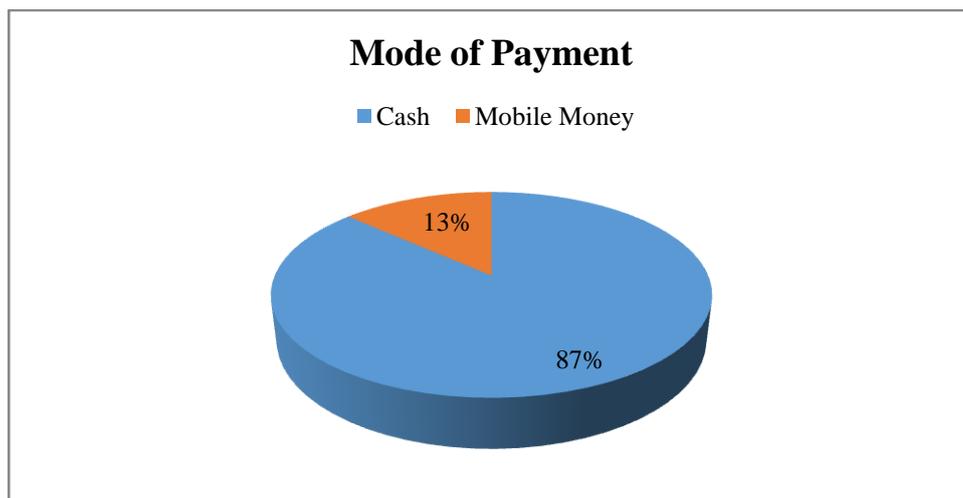


Figure 4.8
Source: Primary Data

The results in Fig.4.8 indicate that the majority of the respondents pay for the services they seek from the SMMEs using cash. This is an indication that unlike those that use Mobile Money Payment Systems, the SMMEs managers have to undertake the initiative to identify their clients by asking for their National Identity Cards. This is against the backdrop that for the case of Mobile Money Payment systems, the name of the client and details can be traced unlike the case of one making payment using cash.

Empirical Findings

Objective one: Identify or ascertain the MSA status of the National Identity Card Registration Process in Uganda.

In order to ascertain the MSA status of the National Identity Card Registration Process in Uganda, the Researcher used questionnaires and interview guides to gather data. Data was collected and the findings are presented in the frequency and percentage table below:

SN	Opinions/Statements	SA (%)	A (%)	N (%)	D (%)	SD (%)
2.1	This company minds about seeking clients' particulars like names and contact	44(73.3)	-	6(10.0)	8(13.3)	2(3.3)
2.2	As a client, I would wish to share my details with this company	44(73.3)	16 (26.7)	-	-	-
2.3	I personally possess a Ugandan National Identity Card	52(86.7)	8(13.3)	-	-	-
2.4	Clients' National Identity Cards are commonly used to get clients' details by this company	53(88.3)	7(11.7)	-	-	-
2.5	A client's National Identity Card is ideal in provision of client's details	50(83.3)	10(16.7)	-	-	-

Table 4.7: Frequency and Percentage Table of Client's Identification-

Source: Primary Data

Key: SA- Strongly Agree, A- Agree, N-Neutral, D- Disagree, SD- Strongly Disagree

For this objective, the study assessed how the SMMEs utilize their clients' National Identity Cards in order to identify and register them in the databases. To this end, the clients/ respondents of the study were asked as to whether the SMMEs care to seek their particulars as a way of identifying them. And it was established that the majority of the clients (73.3%) agreed to this query. The clients further indicated (100%) their willingness to share their personal information with the SMMEs and all the clients that the Researcher approached were in possession of the Uganda National Identity Cards. The results further indicate that while seeking the clients' details, the clients' National Identity Cards are commonly used as stated by all (100%) of the respondents. And last but not least, under Client Identification, of all the available avenues of identifying an individual, the National Identity Cards were reported to be appropriate in identifying clients, according to all the respondents. These findings imply that the MSA status of the National Identity Card registration process in Uganda is applicable in the SMMEs since the National Identity Cards are used to identify clients, the clients share the information on the National Identity Cards willingly with the SMMEs and the National Identity Cards is ideal in identifying clients.

Objective Two: Identify the factors that influence the MSA Status of the National Identity Card Registration Process in Uganda in enhancing and maintaining the performance of SMMEs in the Sports Sector.

In order to identify the factors that influence the MSA Status of the National Identity Card Registration Process in Uganda in enhancing and maintaining the performance of SMMEs in the Sports Sector, the researcher used questionnaires and interview guides and the sought data was analyzed and presented in Table 4.8 that follows:

SN	Opinions/Statements	SA (%)	A (%)	N (%)	D (%)	SD (%)
3.1	You are aware of existence of this company's client database	20(33.3)	25(41.7)	2(3.3)	10(16.7)	3(3.0)
3.2	Initiatives are in place to seek clients' details and contacts	38(63.3)	12(20.0)	-	10(16.7)	-
3.3	As a client, I can freely share my details with this company	37(61.7)	21(35.0)	1(1.7)	-	1(1.7)

Table 4.8: Factors that influence the MSA Status of the National Identity Card Registration Process in enhancing and maintaining the performance of SMMEs in the sports sector.

Source: Primary Data

Key: SA- Strongly Agree, A- Agree, N-Neutral, D- Disagree, SD- Strongly Disagree

The study identified the factors affecting Objective Two to include: client databases in SMMEs, seeking of clients' details and the sharing of clients' details.

From the collected data, it was established that the SMMEs create databases for their clients. Accordingly, the majority of the respondents (75.0%) also indicated having knowledge of the existence of client databases among the SMMEs. In addition, the majority of the clients (83.3%) indicated that the SMMEs seek clients' details as they come in to transact business and furthermore, the majority of the respondents (96.7%) indicated their willingness to share their particulars with the SMMEs when they come in to transact business with them. This is an implication that the National Identity Cards enable the SMMEs create client databases, is ideal for identifying clients and helps the SMMEs market their products since they know the clients' particulars. This therefore enhances and maintains the performance of SMMEs in the Sports Sector.

Objective Three: To assess the impacts on streamlining business processes in SMMEs with regard to the adoption and usability of the Ugandan National Identity Cards.

In order to assess the impacts on streamlining business processes in SMMEs with regard to the adoption and usability of the Ugandan National Identity Cards, the study used questionnaire and interview guides and the collected data is presented and analyzed as follows:

Link with clients						
SN	Opinions/Statements	SA (%)	A (%)	N (%)	D (%)	SD (%)
4.1	The clients' choices are known to this company	41(68.3)	17(28.3)	-	2(3.3)	-
4.2	Employees in this company are oriented in client management	43(71.1)	17(28.3)	-	-	-
4.3	You can refer a friend to this company	42(70.0)	18(30.0)	-	-	-

Table 4.9: The impacts on streamlining business processes in SMMEs.

Source: Primary Data

Key: SA- Strongly Agree, A- Agree, N-Neutral, D- Disagree, SD- Strongly Disagree

The concepts that the study included in explaining the impacts on streamlining business processes in SMMEs with regard to the adoption and usability of the Ugandan National Identity Cards are: knowledge of the clients' choices by the SMMEs, client management and client involvement in marketing the SMMEs' products. In this regard, the study established that the SMMEs are in position to tell their clients' choices as reported by the majority of the respondents at 96.6%. The clients further indicated at 99.4% that employees orient their staff in management of their clients. Further, all the clients (100%) indicated their willingness to refer their friends to seek services from the SMMEs where the Researcher found them.

These findings indicate that the adoption and usability of the Ugandan National Identity Cards in SMMEs enhance business performance through accurately establishing clients, maintaining the relationship with the clients and enabling the clients market the companies' products among their associates.

Objective Four: Identify the other strategies that affect business performance

In order to identify business performance of the SMMEs, the study used questionnaires and interview guides and the collected data is presented and analyzed as follows:

SN	Opinions/Statements	SA (%)	A (%)	N (%)	D (%)	SD (%)
5.1	Clients get to know about this company's products with ease	30(50.0)	26(43.3)	1(1.7)	3(5.0)	-
5.2	Clients can contribute to stock control in this company	34(56.7)	23(38.3)	-	3(5.0)	-

5.3	Cases of theft and fraud are reported in this company	4(6.7)	5(8.3)	4(6.7)	27(45.0)	20(33.3)
5.4	Clients help in the determination of business operations in this company	18(30.0)	30(50.0)	7(11.7)	5(8.3)	-

Table 4.10: Business Performance.

Source: Primary data

Key: SA- Strongly Agree, A- Agree, N-Neutral, D- Disagree, SD- Strongly Disagree

In order to identify business performance of the SMMEs, the parameters of clients' knowledge of the SMMEs' products, clients' stake in companies, fraud and clients' determination of business operations were considered by the study.

The study established that through the adoption and utilization of the clients' National Identity Cards, the clients get to know about the SMMEs' product on the market with ease as stated by the majority of the clients at 93.3%. On stock control, the use of clients' National Identity Cards has enabled the SMMEs to stock goods depending on the clients' needs as stated by the majority of the respondents at 95.0%. On cases of theft and fraud management, the study established that the adoption and use of clients' National Identity Cards checks on the vice as the majority of the clients at 78.3% reported that cases of theft and fraud were not reported by the SMMEs. Further, according to the majority of the respondents that agreed at 80.0%, it was established that the performance of the SMMEs was enhanced by the fact that the clients enable the SMMEs to determine their business operations.

These concepts therefore imply that the adoption and use of the clients' National Identity Cards impact on the performance of SMMEs through: enabling the SMMEs to determine the clients' needs, allowing the clients to make contributions in the management of business operations as well as fraud control.

4.11 Correlation Analysis

In order to get more substantial information on person identification and client management with a focus on re-imagining business in the pre and post covid-19 era in small medium manufacturing enterprises in the Ugandan sports sector, correlation analysis was done by the study and the following results were established:

Correlations

		MSA and Registration	Links with clients	Identifying Clients	Enhanced Business
MSA and Registration	Pearson Correlation	1	.350**	.571**	.090
	Sig. (2-tailed)		.006	.000	.493
	N	60	60	60	60
Links with clients	Pearson Correlation	.350**	1	.190	.261*
	Sig. (2-tailed)	.006		.147	.044
	N	60	60	60	60
Identifying Clients	Pearson Correlation	.571**	.190	1	.092
	Sig. (2-tailed)	.000	.147		.484
	N	60	60	60	60
Enhanced Business	Pearson Correlation	.090	.261*	.092	1
	Sig. (2-tailed)	.493	.044	.484	
	N	60	60	60	60

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

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

Table 4.11: Correlations

Source: Primary data

The findings in Table 4.11 above indicate that MSA and registration of citizens and identifying of clients in SMMEs have a strong positive relationship at 0.571** at 0.00 at a significant level of 0.01. This implies that the use of National Identity Cards among the SMMEs contributes positively to the performance of SMMEs as a multi-sectoral approach since the increase in use of National Identity Cards to identify clients implies an increase in the performance of SMMEs. Additionally, a significant positive relationship of MSA and registration with links with clients was also found out to be positive a 0.350** at 0.006 at a significant level of 0.01. This further indicates that as SMMEs increase on the use of National Identity Cards in identifying their clients, the performance of SMMEs also improves.

4.12 Regression Analysis

The ANOVA was used to analyze the different variables with the concepts that the study considered. The findings are presented as follows:

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2.369	3	.790	11.794	.000 ^b
Residual	3.750	56	.067		
Total	6.119	59			

a. Dependent Variable: Client Identity

b. Predictors: (Constant), Enhanced Business, Identifying Clients, Links with clients

Table 4.12: Regression of Enhanced Business, Identifying Clients, Links with clients

Source: Primary data

The results in the above table indicate that the level of significance of client identity in the MSA among the SMMEs in relation to Enhanced Business, Identifying Clients, Links with clients is $0.000 < 0.005$. This indicates a statistical significance, implying an agreement with the findings that Client Identification improves performance of SMMEs.

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	12.292	3	4.097	9.109	.000 ^b
Residual	25.190	56	.450		
Total	37.481	59			

a. Dependent Variable: Identifying Clients

b. Predictors: (Constant), Enhanced Business, Client Identity, Links with clients

Table 4.13: Regression of Enhanced Business, Client Identity, Links with clients

Source: Primary data

The results in the above table indicate that the level of significance of identifying clients in the MSA among the SMMEs in relation to Enhanced Business, client identity, Links with clients is $0.000 < 0.005$. This indicates a statistical significance, implying an agreement with the findings that Client Identification improves performance of SMMEs.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.723	3	.574	3.997	.012 ^b
	Residual	8.047	56	.144		
	Total	9.770	59			

a. Dependent Variable: Links with clients

b. Predictors: (Constant), Enhanced Business, Client Identity, Identifying Clients

Table 4.14: Regression of Enhanced Business, Client Identity, Identifying Clients

Source: Primary data

The results in the above table indicate that the level of significance of links with clients in the MSA among the SMMEs in relation to Enhanced Business, client identity and identifying clients is $0.012 > 0.005$. This indicates that there is no statistical significance, implying inconsistency responses that Client Identification improves performance of SMMEs.

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.072	3	.357	1.425	.245 ^b
	Residual	14.049	56	.251		
	Total	15.121	59			

a. Dependent Variable: Enhanced Business

b. Predictors: (Constant), Links with clients, Identifying Clients, Client Identity

Table 4.15: Regression of Enhanced Business, Links with clients, Identifying Clients and Client Identity

Source: Primary Data

The results in the above table indicate that the level of significance of enhanced business in the MSA among the SMMEs in relation to links with clients, client identity and identifying clients is $0.245 > 0.005$. This indicates that there is no statistical significance, implying inconsistency responses that Client Identification improves performance of SMMEs.

4.12.1 Regression on Background information

The study went on to regress the background information with the concepts of the study to establish the personal characteristics' effect on the performance of SMMEs in the sports sector. The results are presented as follows:

Regression of Sex

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.648	4	.162	.648	.631 ^b
	Residual	13.752	55	.250		
	Total	14.400	59			

a. Dependent Variable: Sex

b. Predictors: (Constant), Enhanced Business, Client Identity, Links with clients, Identifying Clients

Table 4.16: Enhanced Business, Client Identity, Links with clients and Identifying Clients

Source: Primary Data

The results in the above table indicate that the level of significance of sex in the MSA with Clients, Enhanced Business, Client Identity and Links with Clients is $0.631 > 0.005$. This indicates that there is no statistical significance, implying inconsistency responses that the sex of clients among the SMMEs has no impact on improving the performance of SMMEs.

Age of the respondents

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.441	4	.110	.166	.955 ^b
	Residual	36.409	55	.662		
	Total	36.850	59			

a. Dependent Variable: Age

b. Predictors: (Constant), Enhanced Business, Client Identity, Links with clients, Identifying Clients

Table 4:17: Enhanced Business, Client Identity, Links with clients and Identifying Clients

Source: Primary Data

The results in the above table indicate that the level of significance of age of the clients in the MSA with Enhanced Business, Client Identity and Links with Clients is $0.955^b > 0.005$. This indicates that there is no statistical significance; implying inconsistency responses hence age of clients among the SMMEs has no effect on the performance of SMMEs.

Districts of clients

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5.905	4	1.476	2.038	.102 ^b
	Residual	39.829	55	.724		
	Total	45.733	59			

a. Dependent Variable: District

b. Predictors: (Constant), Enhanced Business, Client Identity, Links with clients, Identifying Clients

Table 4.18: Regression of Districts, Enhanced Business, Client Identity, Links with clients and Identifying Clients

Source: Primary Data

The results in the above table indicate that the level of significance of Districts of the clients in the MSA with Enhanced Business, Client Identity and Links with Clients is $0.102^b > 0.005$. This indicates that there is no statistical significance; implying inconsistency responses hence district of clients among the SMMEs has no impact on the performance of SMMEs.

Education of clients

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.263	4	.566	1.520	.209 ^b
	Residual	20.471	55	.372		
	Total	22.733	59			

- a. Dependent Variable: Highest Education Level Attained
 - b. Predictors: (Constant), Enhanced Business, Client Identity, Links with clients, Identifying Clients
- Table 4.19: Regression of Education and Enhanced Business, Client Identity, Links with clients, Identifying Clients

Source: Primary Data

The results in the above table indicate that the level of significance of education of the clients in the MSA with Enhanced Business, Client Identity and Links with Clients is $0.209^b > 0.005$. This indicates that there is no statistical significance, implying inconsistency responses hence education of clients among the SMMEs has no impact on the performance of SMMEs.

Income of Clients

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.184	4	.796	1.433	.235 ^b
	Residual	30.549	55	.555		
	Total	33.733	59			

- a. Dependent Variable: What is your current income
 - b. Predictors: (Constant), Enhanced Business, Client Identity, Links with clients, Identifying Clients
- Table 4.20: Regression of Income and Enhance Business, Client Identity, Links with Clients and Identifying Client

Source: Primary Data

The results in the above table indicate that the level of significance of income of the clients in the MSA with Enhanced Business, Client Identity and Links with Clients is $0.235^b > 0.005$. This indicates that there is no statistical significance, implying inconsistency responses hence income of clients among the SMMEs has no impact on the performance of SMMEs.

Purchasing Power

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.225	4	.306	1.247	.302 ^b
	Residual	13.508	55	.246		
	Total	14.733	59			

- a. Dependent Variable: Purchasing Mode/power
- b. Predictors: (Constant), Enhanced Business, Client Identity, Links with clients, Identifying Clients

Table 4.21: Regression of Purchasing Mode Enhanced Business, Client Identity, Links with clients, Identifying Clients

Source: Primary Data

The results in the above table indicate that the level of significance of purchasing power of the clients in the MSA with Enhanced Business, Client Identity and Links with Clients is $0.302^b > 0.005$. This indicates that there is no statistical significance, implying inconsistency responses hence the purchasing power of clients among the SMMEs has no impact on the performance of SMMEs.

Mode of Payment

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.385	4	.096	.809	.525 ^b
	Residual	6.548	55	.119		
	Total	6.933	59			

a. Dependent Variable: Mode of Payment

b. Predictors: (Constant), Enhanced Business, Client Identity, Links with clients, Identifying Clients
Table 4.22: Regression of Mode of Payment and Enhanced Business, Client Identity, Links with clients, Identifying Clients

Source: Primary Data

The results in the above table indicate that the level of significance of mode of payment of the clients in the MSA with Enhanced Business, Client Identity and Links with Clients is $0.525^b > 0.005$. This indicates that there is no statistical significance, implying inconsistency responses hence mode of payment of clients among the SMMEs has no impact on the performance of SMMEs.

4.13 Qualitative Findings

4.13.1 Objective one: Identify or ascertain the MSA status of the National Identity Card Registration Process in Uganda.

From the companies that the Researcher visited, it was established that Client Identification takes place and is part and partial of the business operations of the SMMEs in Uganda. Client Identification by the use of the Uganda National Identity Cards is managed and enabled by the following: (i) Frequent Visits The study established that due to the frequent visits by some clients, the SMMEs get to know them better. And with more constant interaction, the clients share their National Identity Cards and the SMMEs register them in their client databases.

(ii) The volume of the products that the Customers order

It was established that the amount of clients' orders and the consistency of the orders, makes the SMMEs request for the clients' National Identity Cards. These particulars of the clients enable the company to determine the loyal clients they have and to market their products. The companies can thus give offers like credit, discounts and gifts to their loyal clients whose details are in the companies' databases.

(iii) Uniqueness of the sought services

The SMMEs are keen when it comes to the unique products and services that their clients seek. When clients consistently seek unique products that are not consumed by the majority of the clientele, the SMMEs request for their identities so that they are able to identify that "special" client. And when the same client takes a while to visit the SMME, the management makes an initiative to follow up on the said client so as not to lose the business links with the said client and other clients. The uniqueness of the services that clients seek or transact with the SMME may also necessitate the use of non-financial transactions especially the use of non-cash transactions and hence the need for the SMMEs to request for the National Identity Cards of their clients. This enables the SMMEs to check and control fraud since such sensitive transactions are prone to fraud.

(iv) Covid-19 Pandemic Phobia

The coming of the Covid-19 pandemic created too much fear and anxiety. Business owners want to carry on with their businesses as usual but they do not want to put the lives of their employees and their own lives to risk. This therefore implies that there is a situation where business is being operated amid fears. As a way of mitigating this fear and taking precautionary measures to ensure personal safety at workplace, all persons that visit a business enterprise are expected to register using their National Identity Cards. This would help where any Covid-19 case is reported among the staff members, as the management is able to trace those that are at risk from among the clients that visited within a given period time. It further enables the SMMEs to participate in the joint effort of fighting this Pandemic.

(v) Nationality of the Clients

In some SMMEs, clients' nationality is so crucial. This is premised on whether they are nationals or foreign nationals. For both the nationals and foreign nationals, the mode of payment determines whether a client's details should be sought or not. Both the nationals and foreign nationals that use credit cards as a mode of payment have to present their National Identity Cards prior to carrying out a transaction with the SMMEs. However, the identity of foreign national is critical when they are conducting business with the local SMMEs, for security concerns. The challenge however, is that NIRA is yet to issue National Identity Cards to Resident Foreign Nationals.

Therefore, the mode of payment for the services and the nationality of clients determine the need to identify clients using their National Identity Cards and other identification documents.

(vi) Clubs and organizations

There are some clients that come from organized sports clubs and organizations. These clubs and organizations usually purchase in bulk and the items that they purchase are usually less affordable to individuals. In order to register their members with the SMME, the clubs and organizations send the details of their members to the SMMEs or the members register with the SMMEs prior to being served. This registration process entails the use of the clients' National Identity Cards. Furthermore, the registered members from the clubs and organizations are usually treated as loyal clients and offered discounts. And for any such member to receive a discount, one has to present a National Identity Card.

4.13.2 Objective Two: Identify the factors that influence the MSA Status of the National Identity Card Registration Process in Uganda in enhancing and maintaining the performance of SMMEs in the Sports Sector.

(i) Identification as a Client care concept

Client Identification using National Identity Cards registration was established to be a practice under customer care process. The use of National Identity Cards in Client Identification in SMMEs makes the clients feel that they are highly valued by the company. For some clients, they perceive this as a way of bringing them closer to the company and this creates a positive environment for interaction between the clients and SMMEs' management. This interaction enables the clients to raise any concerns hence the SMMEs get a better understanding of the clients' needs and views towards the services they offer. This further enables the companies to assess their own performance and hence improve in their areas of weakness.

(ii) Identification as a health and safety measure

It was established that with the coming of Covid-19 pandemic, Client Identification through the use of National Identity Cards became evident. This is because identity was identified as a key measure for health and safety. Specifically, in Uganda, in order to control the spread of the Covid19 Pandemic, all businesses sectors (for example the transport sector) were requested to register their clients using their National Identity Cards. This was to ensure easy identification in case of any identified Covid-19 cases. Similarly, the SMMEs in the sports sector adopted the same practice in order to prevent the spread of the Covid-19 both at the company level and at a community level.

(iii) Trust building strategy

It was established that clients have a role to play in the Client Identification process through the use of National Identification Cards. Due to the Covid-19 Pandemic, the people in Uganda were highly sensitized about it and advised to observe the Standard Operating Procedures (SOPs). The SOPs included clients' presentation of their National Identity Cards among others, prior to entry of the SMMEs. The need to observe this SOP created trust between the clients and the SMMEs' management. However, where the clients noticed that the SOP was not being observed, the clients lost trust in the operations of the particular SMME and this affected the business of the SMMEs. The clients thus contribute to Client Identification through ensuring their own safety and they consider those not observing the SOPS as a danger to their safety from Covid-19.

(iv) Resumption of Sports Activities

In Uganda, the lockdown due to the Covid-19 Pandemic, affected most sectors by curtailing people's movements hence affecting sports activities. As the lockdown was being eased, people were keen to resume their sporting activities.

This led to an increase in the clientele of the SMMEs, subject to the need for strict observance of the SOP on registration of clients, that required and increased the use of National Identity Cards.

Objective Three: To assess the impacts on streamlining business processes in SMMEs with regard to the adoption and usability of the Ugandan National Identity Cards.

(i) Nature of the Business

It was established that the nature of the business determined its segmentation. Unlike other businesses, the identified SMMEs for this study were strictly companies dealing in sports items.

Hence the business segmentation was already laid down.

(ii) Appropriateness of Segmentation and usability of National Identity Cards

The study established that business segmentation and usability of National Identity Cards was very appropriate in the business operations of the SMMEs. This is so because specific orders can easily be made by the clients and the company can respond while knowing the specific individual seeking a given product. This has enabled the SMMEs to establish the needed stock, for whom and the exact size of the stock that they require. However, with the coming of Covid19, most of the clients were affected by the lockdown, especially the schools, hospitals- the physiotherapy department, health clubs and the entire sports fraternity. This greatly affected the usability of the National Identity Cards.

Objective Four: Identify the other strategies that affect business performance.

(i) Covid19 pandemic effect

The more the SMMEs carry out business operations, the higher the chances of getting cases of fraud in the SMMEs. The coming of the Covid-19 pandemic greatly reduced the vulnerability of SMMEs to exposure to cases of fraud. This was due to the limited business operations that were on-going and which registered few or no clients at all, hence reducing the opportunities for fraud to take place. This therefore implies that during the lockdown as a result of the Covid-19 Pandemic, limited cases of fraud were reported by the SMMEs.

On the other hand, the closure of the Airport due to the Covid-19 Pandemic increased the clientele of the SMMEs. The new clients came from among the people who used to buy sports items online but could no longer do so due to increased shipping costs arising from the closure of the Airport among others. Further, with the easing of the lockdown and people being allowed to move, the people started jogging and purchasing sports items, hence increasing the SMMEs' clientele.

This therefore implies that the change in the business operations during and after the lockdown affected the client base of the SMMEs in Uganda.

(ii) Adoption and usability of National Identity Cards

As already discussed in Objective Two above, the coming of the Covid-19 Pandemic improved on the adoption and usability of the National Identity Cards in the SMMEs in Uganda. This was on the pretext that its use was one of the SOPs approved by the Government to control the spread of Covid-19. In a bid to observe the set SOPs, specific Client Identification was also achieved thereby controlling fraud in the SMMEs. Furthermore, the client database that was created enabled the SMMEs to follow up on fraud cases. It is imperative to note however, that there is need for further sensitization of the masses on these SOPs and further follow up to ensure compliance. This would ensure that all the SMMEs adopt the SOPs, so as to benefit from the adoptability and usability of the National Identity Cards in Client Identification and its impact on reduction of fraud among others.

(iii) Client Identification and policy

The Covid-19 Pandemic set the pace for businesses to start considering Client Identification through SOPs as a business practice. These SOPs was introduced as a health preventive measure but Client Identification using National Identity Cards in itself is yet to get the Policy backing to enable its enforcement. There is therefore need for Policy Makers to take up this matter, as it enhances business performance in SMMEs.

(iv) Practice improvement

The coming of the Covid19 Pandemic created an opportunity for the SMMEs to improve on the practice of Client Identification through the use of their National Identity Cards. Prior the Pandemic, some SMMEs had their own business practices that enabled them to be in possession of their clients' details in the companies' records. It was also established that the SMMEs were able to trace their clients by referring to these company records and their (SMMEs') staff members were trained on the "notice me" approach as a way of getting to know their clients and they would easily tell who visited the SMMEs at any given point in time. The coming of the Pandemic therefore has been associated with an improvement in Client Identification where the use of National Identity Cards was emphasized by the Government as a SOP measure/guideline for the health and safety of its citizens.

Conclusion, Limitations and Recommendations

5.1 Conclusion

The quantitative and qualitative findings prior to the lockdown showed that the adoptability of National Identity Cards could be used to improve business processes and performance in SMMEs, in terms of management of finances. The findings, during and after the lockdown confirmed this. Specifically, the findings after the lockdown established that the adoptability and usability of National Identity Cards improved on business processes through enhanced: Client Identification, clients' knowledge about identification, the Companies' linkage with clients and it enabled the clients to contribute to the management of the business (through stock control and management of fraud). Ultimately, it also enhanced business performance by enabling the development of new products and services premised on the clients' needs, the management of human resource of the SMMEs among others.

5.2 Limitation

NIRA is yet to issue National Identity Cards to Resident Foreign Nationals hence while enforcing the SOPs, there was a gap on what documents to use to identify the clients who are foreign nationals.

It is imperative to note however, that there is need for further sensitization of the masses on these SOPs and further follow up to ensure compliance. The Researcher was therefore not able to determine how many SMMEs across the board actually adopted and implemented the use of the National Identity Cards to register their clients in their business operations.

Further, these SOPs were introduced as a health preventive measure against the Covid-19 Pandemic but Client Identification using National Identity Cards in itself is yet to get the Policy backing to enable its enforcement.

5.3 Recommendation

There is therefore need for Policy Makers to take up the matter of Client Identification using National Identity Cards, as a performance measure, to improve business processes and enhance business performance in SMMEs.

References

- Abdul-Rashid, S.H., Sakundevini, N., Ghazilla, R.A.R., & Thurasamy, R. (2017). 'The impact of sustainable manufacturing practices on sustainable performance: Empirical evidence from Malaysia,' *International Journal of Operations & Production Management*, vol.37 Issue: 2 pp.182-204, <https://doi.org/10.1108/IJOPM-04-2015-0223>.
- Alvi, M.H. (2016). *A Manual for Selecting Sampling Techniques in Research*. University of Karachi.
- Annabelle, L. (2018). *What is primary data?* Discuss the various method of collecting primary data. Sheffield, South Yorkshire, United Kingdom.
- Aras,G., & Crowther, D. (2009). "Corporate Sustainability Reporting: a Study in Disingenuity?" *Measuring Business Excellence*, vol. 13 No 3 pp 47-9 (Google Scholar) (Infotrieve).
- Aslund, A., Backstrom.I. (2017) "Management Processes and Management Role in Customer Value Creation" *International Journal of Quality and Services*, volume: 9, Issue: 2, pp.148-164, <https://doi.org/10.1108/ijqss-11-2015-0074>.

- Atukulu, A., & Uchendu, J. (2017). *Key Business Sustainability Concepts*. Available online <http://sustyvibes.com/key-business-sustainability-concepts/>.
- Ayee, J. R. (2015). *Public Sector Management in Africa*. Africa Development Bank. Tunis: ADB.
- Beynon-Davies, P. (2007). "Personal Identity Management and Electronic Government. The Case of the National Identity Card in the UK", *Journal of Enterprise Information Management*, Vol. 20 Iss.3 pp.244-270.
- Billing, M. (1995). *Banal Nationalism*. London, UK: Sage Publishers.
- Buganda Kingdom Website (2014). "Central Government seeks assistance from Buganda" www.Buganda.org.up, accessed on 14/2/2014.
- Bwambale, T. (2017, May). Nine Million SIM cards not verified, deadline not to be extended. The New Vision Publications, P. 10.
- Chang, K., Chen, M., & Hsu, C. (2001). Identifying Critical Brand Contact Elements of a Tourist Destination: Applications of Kanos's Model and the Importance-satisfaction Model. *International Journal of Tourism Research*, 14(3),205-221 .doi: 10.1002/jtr.839.
- Chilisa, B. (2011). *Indigenous Methodologies*. Thousand Oaks, CA: Sage.
- Green, K.W., Toms, L.C. & Clark, J. (2015). "Impact of market orientation on environmental sustainability strategy" *Management Research Review* vol. 38(2):217-238 doi-10.1108/MRR-10-2013-0240.
- De Waal, A. (2012). "Applying the high-performance organization framework to a multinational retailer," *Global Business and Organizational Excellence* vol.32 Issue 1 <http://doi.org/10.1002/joe.21463>.
- Cocca, P., Alberti, M. (2010). "A Framework to Assess Performance Measurement Systems in SMEs", *International Journal of Productivity and Performance Management*, vol.59 Iss.2, pp.186-200.
- Darmall, N., Sadorsky P., & Henrique, I. (2009). Adopting proactive strategy; the influence of stakeholders and firm size, *Journal of Management Studies*, Fair fax, USA.
- Dudovskiy, J. (2018). *The Ultimate Guide to Writing a Dissertation in Business Studies: A Step by- Step Assistance*. Jonathan, Pittsburgh, USA.
- Djikman, R., Turetken. O., Robert Van Ijzendoorn. G., Vries. M. (2018) " Business Processes' exception in relation to operational performance", *Business Process Management Journal*, <https://doi.org/10.1108/BPMJ-07-2017-0184>.
- Dunning, C., Gelb, A., & Raghavan, S. (2014). *Birth Registration, Legal Identity, and the Post 2015 Agenda*. Center for Global Development.
- Gibson, K.(2017), Regarding Marginal Stakeholders, in David M.Wasieleski, James Weber(ed) *Stakeholder Management (Business and Society, 360, Volume 1)* Emerald Publishing Ltd, pp-189-213.
- Gonzalez. R., Rubio. F., Gonzalez. F., Velthius. M (2010) "Measurement in Business Processes: a Systematic Review", *Business Process Management Journal*, Vol.16 Issue: 1, pp.114134, <https://doi.org/10.1108/14637151011017976>.
- Gosselin, M. (2005), "An empirical study of performance measurement in manufacturing firms," *International Journal of Productivity and Performance Management*, vol: 54 Issue 5/6.
- Hassan, S. S., Craft, S., & Kortam, W. (2013). Understanding the new bases for global market segmentation". *Journal of Consumer Markets*, vol. 20 Issue: 5 pp. 462-466 <https://doi.org/10.1108/07363760310489670>.
- Hemed, M. (2015). *Cross-Sectional Studies: Training Course in Sexual and Reproductive Health Research*. Geneva, Switzerland.
- Hill, C.W.L., & Hult, G.T.M. (2007). *International Business: Competing in the Global Market Place*. Eleventh edition. New York, NY: Mc Graw-Hill Education, 2007.
- Johnston, R. (1999). Service Operations Management: Return to roots. *International Journal of Operations and Production Management*, Vol. 9(8), 100-135.
- Jonker, J., & Pennink, B. (2010). *The Essence of Research Methodology: A Concise Guide for Master and PhD students in Management Science*. Heidelberg, Germany: Springer.
- Jupp, V. (2006). *The Sage Dictionary of Social Science Research Methods*, Sage Publications, London.
- Karugaba, M. and Walubiri, M. (2015, November). 2.5 Million National IDs Uncollected. The New Vision P.3
- Kenton, L. (2018). Sampling. Dotdash publishing family. Available online <https://www.investopedia.com/terms/s/sampling.asp>
- Kahungu, M.T. (2019, February). NIRA starts massive 3-months registration for IDs. P. 6.

- Lewin, K. (1947). *Frontiers in Group Dynamics: Concept, Method and Reality in Social Science*. Sage Journals: *social equilibria and social change* <http://doi.org/10.1177/001872674700100103>.
- Lips, A.M.B., Taylor, J.A., & Organ, J. (2006) "Identity Management as Public Innovation. Looking beyond identity Cards and authentication System." *Information and Communication Technology and public Innovation*. V. J. J. M Bekkers et al (Eds) IOS Press 2006.
- Likert, R. (1932). A Technique for the Measurement of Attitudes. *Archives of Psychology*, 22(140), 1-15.
- Likert, R. (1961). *New Patterns of Management*, New York, NY: McGraw-Hill.
- Li, Y.H., Huang, J.W., & Tsai, M.T. (2009). Entrepreneurial Orientation and Company Performance: The role of Knowledge Creation Process. *Industrial Marketing Management* 38(209), 440-449.
- Lynch, R., & Cross, K. (1991). *Measure Up! Yard Sticks for Continuous Improvement*, Basil Blackwell Inc, Cambridge, MA.
- Mahmoud, M.A., Hinson, R. E., Anim, P.A. (2018) "Service Innovation and Customer Satisfaction: the role of customer value creation", *European Journal of Innovation Management*, Vol. 21 Issue, pp. 402-422, <http://doi.org/10.1108/EJIM-09-2017-0117>.
- National NGO Forum, (2014). *My Country My Identity*. Report on the briefing session on the National Identity Card Project by Ministry of Internal Affairs and CSO Leaders. Available online <http://ngoforum.or.ug/wp-content/uploads/downloads/2014/02/Report-on-the-briefing-session-between-the-Ministry-of-Internal-Affairs-and-CSO-Leaders-on-the-National-ID-Project-1-1.pdf>
- Ndimolu, R., Prahalad, C.K., & Rangaswami, M. R. (2009). "Why sustainability is now the key driver of innovation," *Havard Business Review*, vol.87 No.9 pp.56-63. (Google Scholar) (ISI)(Infotrieve).
- National Identification Registration Authority (23rd November 2020). Retrieved from <http://www.nira.go.ug>, accessed on 23rd November, 2020.
- Oppenheimer, L. (2011). National Identification of Dutch Youth: An Exploratory Study, *Journal of Adolescence*, Vol.34, pp.445-453.
- Onyemenam C. (2014) Identity Management Systems in Africa: Nigerias experience www.nime.gov.ng, accessed on 25th July 2014.
- Ratner, B. (2013). *The correlation coefficient: Definition*. DM Stat-1 Consulting. Retrieved from <http://www.dmstat.com/res/The-Correlation-Coefficient-Defined.html>.
- Report of the East African Community Secretariat on the Status of Issuance of National Identity Cards, Kampala, Uganda, 2017.
- Report of the African Union's First Meeting on Civil Registration and Vital Statistics for Southern Part of Africa-Victoria Falls, Zimbabwe. 28/2/12-2/3/2012.
- Ritchie, J., Lewis, J., Nicholls, C.M., & Ormston, R. (2013). *Qualitative Research Practice: A guide for Social Science students and researchers*. London, England: Routledge
- Robson, C. (2002). *Real World Research* (2nd ed.). London, UK: Blackwell Publishers.
- Ruble, D. N., Alvares, J., Bachman, M., Cameron, J., Fuligni, A., & Gracia, C. (2004). *The development of a sense of "we": the emergence and implications of childrens collective identity*. In M.Bennet, & F. Sani (Eds), *The Development of Social Self* (pp.29-76). Hove, UK:Psychology Press.
- Sainidus, E., Robson, A. (2016) "Enviromental turbulence: impact on UK SMES' manufacturing priorities", *Management Research Review*, vol.39 Issue: 10, pp.1259-1264 <http://doi.org/10.1108/MRR-06-2015-0140>.
- Saarijavrvi, H., Gronroos, C., Kuusela, H.(2014) "Reverse use of customer data: implications for service – based business models," *Journal of Services Marketing*, vol.28 Issue: 7, pp.529-537, <https://doi.org/10.1108/JSM-05-2013-0111>.
- Scotland, J. (2012). Exploring the Philosophical Underpinnings of Research: Relating Ontology and Epistemology of the Methodology and Methods of the Scientific, Interpretive and Critical Research Paradigms. *English Language Teaching*; Vol. 5, No. 9; 2012 ISSN 1916-4742 E-ISSN 1916-4750. *Canadian Center of Science and Education*.
- Searly, C. (2009). "Setting a course in Corporate Sustainability performance measurement" *Journal of Business Ethics* vol. 87 (Supplement), pp, 279-88. (Google Scholar)
- Sedgley, M.T. (2011). Introduction to Research and Research Methods: Effective Learning Service. *Bradford University of Management*.
- Seifert, J.W. (2004), " Data Mining and the Search for Security: Challenges for connecting the dots and databases" *Government Information Quaterly*, vol.21 No.4, pp.461-81.(Google Scholar) (Crossref), (ISI) (Infotrieve)

- Sharma, K. C (2006). *Improving Public Administration through new public management, the experience of Botswana*, Sharker Publishing Bureau.
- Smith, J.B., Colgate, M. (2007) Customer Value Creation: a Practical Framework, *Journal of Marketing Theory and Practice*. Volume 15(1), pp 7-23.
- Ssenyonjo, A. (2016). *Multi-Sectoral Approach and Coherence in Government: Cornerstones for attaining Universal Health Coverage in Uganda*. Available online <http://speed.musph.ac.ug/multi-sectoral-approach-and-coherence-in-governmentcornerstone-for-attaining-universal-health-coverage-in-uganda>.
- St-Pierre, J., & Deliste, S. (2006). An Expert Diagnosis System for the Benchmarking of SMEs” Performance Benchmarking: *An International Journal*, vol. 13 Nos 1-2 pp.106-19.
- Szekely, G. J., Rizzo, M. L., & Bakirov, N. K. (2007). Measuring and testing independence by correlation of distances. *Annals of Statistics*, 35(6), 2769-2794.
- Tucker, M., Pitt, M. (2009). “Customer Performance Measurement in Facilities Management”: A strategic approach” *International Journal of Productivity and Performance Measurement*, vol.58, pp.407-422.
- The New Vision, (2017, October). Student Registration to end December. P.5
- Uganda Wildlife Authority, (2018). *UWA Takes Over Leadership of Multi-Sector Collaboration to Manage Health Emergencies*. Available online www.uwa.co.ug.
- The Registration of Persons Act, (2015)
- Walliman, N. (2011). *Research Methods: The Basics*. Routledge Taylor & Francis Group London and New York.
- Wettstein, T., & Kueng, P. (2002). A Maturity Model for Performance Measurement Systems. *Managements Information Systems*, 113-122.
- Woodall, T. (2003) Conceptualising “value for the Customer” on attributional structure and dispositional analysis, *Academy of Marketing Science Review*, Volume 12 Issue 1 Page 1-42.
- Zenker, S., & Erfgen, C. (2014). “ Let them do the work: a participatory place branding approach,” *Journal of Place Management and Development*, vol.7 Issue: 3 pp. 225234, <http://doi.org/10.1108/JPMD-06-2013-0016>.

Appendix I: Enrolment Form I

NIRA FORM I (Registration Form)		NIRA - CITIZEN REGISTRATION		Application for Registration of Citizens, National Identification Number(NIN), and National Identity Card, Registration of Persons Act, 2015 (Please Use Capital Letters)		 LLDTZ7V	
PART A.		Enrolment Location Code					
1 Personal Information		Application ID					
Surname		Given Name		Other Names			
Maiden Name		Previous					
Sex		Date Of Birth (DD/MM/YYYY)		Tick If Estimated			
Contacts		Email		Home Phone No.		Mobile No. (For Extra, Fill additional Form)	
Highest Level Of Education		Profession					
Occupation							
Disabilities		Blind		Deaf		Physical	
2 Place of Residence (Tick Appropriate)		Local		Foreign			
Country		District					
County		Sub-County					
Parish/Ward		Village					
Street		Plot/ House No.					
Number Of Years Lived at this Address		District of Residence		Place Of Residence			
Postal Address							
3 Place Of Birth (which place were you born from? include district up to parish, village and hospital)		Country		District			
		County		Sub-County			
		Parish/Ward		Village			
		City/Town		Health Facility			
4 Place Of Origin		Country		District			
		County		Sub-County			
		Parish/Ward		Village			
Indigenous Community/Clan		Place of Birth		By Registration			
Citizenship Type		By Naturalization		Dual Citizenship			
Citizenship Certificate Number (Naturalization, Registration or Dual)							
If Dual, state Citizenship and also state other Nationality							
Passport Information		Passport Number		File Number			
Voters Information		Preferred Polling Station		Place of Residence		Place Of Origin	
		Polling Station Name					
		Previous Voters Number					
Religion							
Marital Status		Married		Single		Divorced	
						Widowed	
						Separated (Tick Appropriate)	
5 Spouse Details		Surname		Other Names			
		Given Names		Previous Names			
		Maiden Name					
National ID Number (NIN) or Application ID		By Birth		By Registration			
		By Naturalization		Dual Citizenship			
If Dual, state Citizenship and also state other Nationality							
Place of Marriage							
Date of Marriage (DD/MM/YYYY)							
Type of Marriage		Civil		Religious		Cultural	
Marriage Certificate Number							
Other Spouses (on separate sheet)		Yes		No		If yes, Number of other spouses	

SPECIMEN Page 1

Appendix II: Enrolment Form 3

FORM 3		Application for Registration and National Identification Card for Children							
		Regulation 10 of SI 67/2015 & Regulation 8(1) of SI 68/2015 Registration of Persons Act, 2015 (Please Use Capital Letters)				LLDTZ7V			
PART A.		Registration Location Code							
1 Personal Information		Application ID							
Surname		Given Name							
Other Names		Previous							
Sex	Male	Female	Date Of Birth (DD/MM/YYYY)				Tick If Estimated		
Contacts		Email		Home Phone No.		Mobile No. (For Extra, Fill additional Form)			
Religion									
Disabilities		Blind	Deaf	Physical	Mental	Dumb	Other		
2 Place of Residence		(Tick Appropriate)		Local	Foreign				
Country		District							
County		Sub-County							
Parish/Ward		Village							
Street		Plot / House No.							
Number Of Years Lived at this Address		District of Previous Place Of Residence							
3 Place Of Birth		(which place were you born ? include District up to Parish, Village and hospital)							
Country		District							
County		Sub-County							
Parish/Ward		Village							
City/Town		Health Facility							
Weight at Birth	(Kgs.)	Time of Birth (hr:min)	Parity of Child (in regard to mother)		(1st, 2nd, 3rd born etc, if available)				
4 Place Of Origin		District							
Country		Sub-County							
Parish/Ward		Village							
Indigenous Community/Tribe		Clan							
5 Citizenship Type		By Birth		By Registration		By Naturalization			
Dual Citizenship		Non-Citizen							
Citizenship Certificate Number (if Naturalization, Registration or Dual)		Citizenship acquired before 1995 Constitution other than the above stated							
If Dual, state Citizenship and also state other Nationality									
Passport Information		(if available)		Passport Number		File Number			
6 Father's Details		Surname				Given Names			
Other Names		Maiden Names		Previous Names					
National/ Alien ID No. (NIN/AIN) or Passport No. for Foreigners									
Nationality		Living Status		Alive	Deceased		Unknown		
7 Mother's Details		Surname				Given Names			
Other Names		Previous Names							
National/ Alien ID No. (NIN/AIN) or Passport No. for Foreigners									
Nationality		Living Status		Alive	Deceased		Unknown		
8 Adoptive/ Responsible Guardian's Details		Surname				Given Names			
Other Names		Maiden Names							
Previous Names									
National/Alien ID No. (NIN/AIN) or Passport No									
Nationality									

Appendix III: Questionnaire for Clients

Dear respondent! My name is Josephine. I am undertaking a Doctorate Degree at SBS Swiss Business School and I am carrying out this exercise of data collection about customer service rendered by business operatives. This is to request you to participate in the study by offering me your time and information about customer service in this organization. The information given is on a voluntary basis and is strictly confidential. Furthermore, the information sought is for academic purposes only. Please feel free to answer as accurately as you can, as your answers are anonymous.

A. Personal Information

Section A: Personal information

Please, tick the response that fits your choice in the following questions

- Sex: (a) Male---- Female ----

2. Age: (a) 18-29---- (b) 30-39---- (c) 40-49---- (d) 50-59---- (e) 60+---- 3.
3. Highest education level attained
 - a) None---
 - b) Primary School----
 - c) Secondary School----
 - d) University Graduate----
 - e) Post-Graduate----
4. What is your current income?
 - a) Less than Uganda shillings, 500,000= ----
 - b) Uganda shillings 500,000-Uganda shillings 1,000,000= ----
 - c) More than Uganda Shillings 1,000,000= -----
5. Category of the respondent: (a) Client (b) Other _____ (specify)
6. Purchasing mode/power?
 - a) How many times a week do you buy the product---
 - b) How many times a month do you buy the product----
 - c) How many times a year do you buy the product----
 - d) Mode of payment for the product: (a) Cash---- (b) Credit---- (c) Both-----

Section B: Customer Service

In this section, please tick the number/code that corresponds with your response of: Strongly Agree, Agree, Neutral/Undecided, Disagree and Strongly Disagree

SN	Opinions/Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Client's Identification						
2.1	This company minds about seeking clients' particulars like names and contact					
2.2	As a client, I would wish to share my details with this company					
2.3	I personally possess a Ugandan National Identity Card					
2.4	Clients' National Identity Cards are commonly used to get clients' details by this company					
2.5	A client's National Identity Card is ideal in provision of client's details					

SN	Opinions/Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Client's Identification						
3.1	You are aware of existence of this company's client database					

3.2	Initiatives are in place to seek clients' details and contacts					
3.3	As a client, I can freely share my details with this company					

Link with clients						
SN	Opinions/Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
4.1	The clients' choices are known to this company					
4.2	Employees in this company are oriented in client management					
4.3	You can refer a friend to this company					

SN	Opinions/Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Enhanced Business						
5.1	Clients get to know about this company's products with ease					
5.2	Clients can contribute to stock control in this company					
5.3	Cases of theft and fraud are reported in this company					
5.4	Clients help in the determination of business operations in this company					

IDs means Identity Cards

Would you mind sharing your contact? Yes___ No___

Contact: _____

Appendix IV: Owner/Employee Interview Guide

Dear respondent! My name is Josephine. I am undertaking a Doctorate Degree at SBS Swiss Business School and I am carrying out this exercise of data collection about customer service rendered by business operatives. This is to request you to participate in the study by offering me your time and information about customer service in this organization. The information given is on a voluntary basis and is strictly confidential. Furthermore, the information sought is for academic purposes only. Please feel free to answer as accurately as you can, as your answers are anonymous.

1. How has the Enterprise been identifying regular customers for its products? -----

2. How has the Enterprise been defining the market segmentation for its products? -----

3. Does specific identification of the customer enhance the marketability of your products?

4. Does specific identification of the customer enable customer care and convenience for the customer? -----

5. Does specific identification of the customer reduce fraud in the business of the Enterprise? -----

6. Is the Enterprise able to easily access information about their customers from the National Identity Card Register? Is this information enhancing the specific identification of customers?
What are the challenges? _____
7. Has effective identification of the customer enabled segmentation of the business and identified trusted customers? _____
8. Has the specific identification of the customer enabled the Enterprise to have competitive advantage?

9. How do you think clients' data can contribute towards stock management and fraud detection?

10. What other policies has Government put in place to ensure customer and market segmentation is enhanced in SMEs?

11. Would you say the national identity cards can be one of the ways of identifying customers and creating market segmentation? _____
12. Would you say that the use of the demographic features in the National Identity Card can enhance identification of customers and create market segmentation? _____
13. What would you recommend as other necessary policies to enhance customer identification and market segmentation? _____

This is the end of the Questionnaire. Thank you for your participation.

About the Author

Dr. Josephine Apili Ali holds a Doctorate of Business Administration, SBS Swiss Business School, Zurich, Switzerland, Masters in Applied Business Research, SBS Swiss Business School, Zurich, Switzerland; LLM in Commercial and Corporate Law, University of London, United Kingdom; Fellow, Chartered Governance (FCG) United Kingdom; Chartered Governance Professional, United Kingdom; Fellow, Institute of Chartered Secretaries and Administrators, London, United Kingdom and LLB(Hons) Makerere University, Kampala, Uganda and Member of the Bar in Uganda.