

**EFFECTIVE ROLE OF PUBLIC SECTOR MONITORING AND EVALUATION IN
PROMOTING GOOD GOVERNANCE IN UGANDA: IMPLICATIONS FROM THE
MINISTRY OF LOCAL GOVERNMENT**

BY

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DECLARATION

I, James Ojok, declare that this is my own original work, except where stated otherwise, and that the same work has not been submitted for an academic award to any University or institution of higher learning.

Signature

.....

James Ojok

Date.....

APPROVAL

This is to certify that this work has been done under my supervision and submitted for examination with my approval.

Signature

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Date:

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LIST OF ABBREVIATIONS

ACODE: Advocates Coalition for Development and Environment

CSO: Civil Society Organisation

ESAP: Economic and Social Committee for Asia and Pacific

M&E: Monitoring and Evaluation

MDAs: Ministries, Departments and Agencies

MFPEd: Ministry of Finance, Planning and Economic Development

MOLG: Ministry of Local Government

NDP: National Development Plan

NEPAD: New Partnership for Africa's Development

NGO: Non-Governmental Organisation

NPM: New Public Management

OBT: Output Budgeting Tool

OBT: Output Budgeting Tool

OECD: Organisation for Economic Cooperation and Development

OPM: Office of the Prime Minister

ROM: Results Oriented Management

SPSS: Scientific Package for Social Sciences

UNDP: United Nations Development Programme

WB: World Bank

ABSTRACT

The purpose of this study was to examine the effectiveness of the role of public sector monitoring and evaluation in promoting good governance in Uganda, with a focus on the Ministry of Local Government. Specifically, the study sought to: examine the effective role of M&E Accountability, M&E Management Decision, M&E Organisational Learning in promoting good governance, draw lessons from practice and provide recommendations to better inform the implementation strategy of M&E in the Ministry of Local Government. A case study design was used and both qualitative and quantitative data collection techniques were employed. The respondents comprised staff of the Ministry of Local Government and Office of the Prime Minister. The study targeted 92 participants but 85 returned the questionnaires, indicating a response rate of 97.7%. A purposive sample technique was used to select directors, commissioners, principal officers and staff of OPM; while simple random technique was used to select senior officers. Quantitative data was analysed using correlation and percentages while qualitative data was analysed using content analysis. The findings revealed a positive relationship ($r=0.706$ sig=0.000) between M&E Accountability and good governance, ($r=0.592$ sig=0.000) between M&E Management Decision and good governance and ($r=0.549$ sig=0.000) between Organisational Learning and good governance. It was therefore concluded that M&E enhances Accountability, Management Decision, Organisational Learning and promotes good governance. The study recommended that M&E should not only be tied to nominal compliance; but should support evidence-based decision making. M&E should be properly institutionalised, funded and located so as to mediate policy process, planning and service delivery.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This study examined the role of Public Sector Monitoring and Evaluation in promoting good governance in Uganda with special attention to the Ministry of Local Government. This ministry is mandated to, among other things, oversee local governments' compliance with statutory requirements and adherence to national policies (National Policy on Public Sector Monitoring and Evaluation, 2013). The question of how M&E promotes good governance deliverables such as transparency, accountability, management decisions and learning practices was the subject of investigation owing to the performance challenges that were reported in the National Development Plan 2010/11-2014/15 and the Ministerial Policy Statement of the Ministry of Local Government for Financial Year 2014/2015. The study considered effective M &E as an independent variable and good governance as a dependent variable.

This chapter outlines the background to the study, statement of the problem, general objectives, specific objectives, research questions, hypothesis of the study, conceptual framework, significance of the study, justification of the study, scope of the study and operational definitions.

1.2 Background to the Study

1.2.1. Historical background

Countries worldwide e, including Uganda, have been grappling with how to ensure efficiency and effectiveness in service delivery and enhanced governance. There is evidence of a growing number of countries perusing the path of results orientation by building or strengthening their government

monitoring and evaluation systems (Mackay, 2006). While monitoring has been described as the systematic and routine collection of information from projects and programmes (Scriven, 1991), evaluation is a systematic process used to determine the merit or worth of a programme or strategy in a specific context (Guskey, 2000).

The historical development of M&E is difficult if not impossible to describe due to its informal utilisation by humans for thousands of years without being specifically identified as such (Hogan, 2007). According to Scriven (1996), M&E has gained ascendancy over the past two decades and within the evolution there is an impressive body of literature, and a community of persons called “evaluators”. He further noted that evaluation was a very young discipline, but a very old practice. Griffin (2005), on the other hand, noted that the practice of management can be traced back thousands of years. Conner, Altman and Jackson (1984) reported how evaluation was an established field and was now in its late adolescent years and was at the time making the transition to adulthood.

Madaus et al (2000) said M&E has undergone stages of evolution and he described seven development periods. He said the first period prior to 1900, was called age of reform; the second from 1900 until 1930 was called the age of efficiency; the third from 1930 to 1945 was called the Tylerian age; the fourth from 1946 to about 1957 was called the age of innocence; the fifth, from 1958 to 1972, the age of development; the sixth, from 1973 to 1983, the age of professionalization; and seventh, from 1983 to 2000, the age of expansion and integration.

It should also be noted that during this evolution, particularly since the 1930s, various evaluation approaches have emerged. Worthen (1997) classified the different approaches into five categories

namely: objectives-oriented, adversary-oriented, management-oriented, expertise-oriented, customer-oriented and participant –oriented.

Kusek & Rist (2004) noted that over the period, the need to institutionalise M&E with the public sector management led to increased pressures on governments and organizations around the world to be more responsive to the demands of internal and external stakeholders for good governance, accountability and transparency, greater development effectiveness, and delivery of tangible results.

According to Hoskins (1968), the first documented formal use of evaluation took place in 1792 when William Farish utilized the quantitative mark to assess students' performance. In China, evaluation has a long history, dating back four thousand years where it was used to assess public programmes; but it emerged as a distinct area of professional practice only in the post-war period.

Countries such as Brazil have stressed a whole-of-government approach to the setting of programme objectives and the creation of a system of performance indicators (May et al, 2006). Others such as Colombia have combined this with an agenda of rigorous impact evaluations. Yet others, such as Australia, the United States and the United Kingdom, have stressed a broader suite of M&E tools and methods: including performance indicators, rapid reviews, impact evaluations and performance audits (Lahey, 2005). Some countries have succeeded in building a whole-of-government M&E system, while others have an uncoordinated and disparate collection of separate sectoral monitoring systems (Hauge, 2003).

According to Naidoo (2009), M&E in Africa emerged largely from observations of the practice of M&E in countries outside Africa and was, therefore, a relatively late entrant to Africa. The entry

of M&E into Africa has been largely through donor programmes and accompanied by an import of theories and methodologies that are largely northern in origin.

Whitmore et al (2006), on the other hand, argued that M&E in Africa has taken on a transformative and social justice emphasis. He said M&E demonstrates societal transformation which comes about when there is a greater transparency and accountability of its operations. It also supports the deepening of democracy.

In South Africa, the growth of M&E has taken on a particular emphasis as it is seen as critical to supporting transformation. More emphasis has been put on accountability in the short run than supporting organizational learning in the long run (Naidoo, 2009). This supports Cook (2006) who argued that M&E is seen as supporting the governance function. He points out that M&E encompasses the entire management, operating systems and culture of any institution. While Engel and Carlesson (2002) argued that a sound M&E system should not just improve compliance; it should also enhance the reflective capacity of organisations, whilst simultaneously increasing transparency, accountability and supporting a culture of learning.

In Uganda, increasing attention has been given to the role of monitoring and evaluation (M&E) within public management. National M&E policy and M&E strategy 2013 was developed and approved (National M&E Policy, 2013). M&E has been identified as a priority area of cross-cutting public sector reform within which the policy matrix and series of operations have been planned and implemented since early 2000 (Hauge, 2003). Hauge (2003) argued that the objective of M&E is seen as the improvement of the performance and effectiveness of government and its public service delivery system.

In conclusion, most experts agree that evaluation has an exciting and dynamic history. Due to its development in the past 200 years, M&E has matured significantly into an established field of study. The overarching trend of this field of study has been the transition from more traditional to outcome approaches (Marshall et al, 2007). Through this trend, universities have accordingly developed courses and organizations utilize its approaches to understand their processes, procedures and outcomes.

1.2.2. Theoretical background

This study adopted the New Public Management (NPM) model as the theoretical basis for analysing and understanding good governance in the Public Sector. NPM is arguably one of the most influential theoretical drivers of public sector reforms in Africa. It is often associated with positive, action-oriented phrases like: reinventing government, re-engineering, revitalization of the public service, organizational transformation, total quality management, entrepreneurship, empowerment, downsizing, rightsizing, contracting out, outsourcing, steering rather than rowing, empowering rather than serving and earning rather than spending (Frederickson, 1996 cited in ECA, 2010).

NPM is a bundle of particular management practices and techniques borrowed from the private sector. It strives to enhance efficiency, productivity, improved service delivery and accountability. It calls for a reduction in the exclusive reliance on public bureaucracy for service delivery to a system that advocates for the increased use of the private sector and non-governmental organizations (NGOs) as alternate mechanisms of service delivery (Basheka, 2012: Mongkol, 2011).

According to Rhodes (1997), the ideas of the NPM are grouped into two strands, namely: those ideas derived from managerialism which emphasises managerial improvements in and restructuring which includes decentralization, disaggregation and downsizing intended to improve the quality of public services, save public expenditure and improve the efficiency of governmental operations. The other strand of NPM ideas are those ideas emanating from new institutional economics which emphasises markets and competition, and includes contracting out and adopting a private sector style of management practices. In this second strand, NPM is looked at as a set of particular management approaches and techniques which are mainly borrowed from the private sector and applied in the public sector.

New Public Management, as argued by Osborne and Gaebler (1992), was meant to make public services competitive, more economic, efficient, effective, value-for-money-oriented, transparent and accountable to the people. The public sector was viewed as the institutional, structural, and managerial and environmentally influenced mechanism through which governments, by virtue of public trust, could administer and deliver services to the citizens. NPM has, however, been criticized based on its major tenants. Mongkol (2011) in a critical review of NPM contends that its commitment to privatization may be difficult to manage in developing countries because they lack administrative capacity to implement the basic tenets of NPM. Applying market principles into public policy and management in developing countries has proven to be a challenge due to inadequate experience in the operations of markets and lack of basic infrastructure to support market-oriented reforms.

Government of Uganda undertook Public Sector Reform with the aim of increasing efficiency and effectiveness in the delivery of public service. The significant element of public sector reform was

to reform public administration and re-invent government (Mayne and Zapico-Goni, 1997). It was meant to improve productivity, quality, timeliness, responsiveness, and effectiveness of public agencies and programmes, as beneficiaries of public service and as taxpayers.

The importance of Monitoring and Evaluation (M&E) as a management tool for effective governance came to the fore and as it became experience-focused learning for improved service delivery, planning and allocating resources optimally. It clarified and strengthened awareness and interest in government institutions by focusing on results. The various methods, tools and approaches are clarified from the point of view of purpose, use, advantages, costs, skills, time required and key references. Performance indicators of government operations were measured in terms of inputs, processes, outputs, outcomes and impacts for development projects, programmes, or strategies. The indicators enabled governments to track progress, demonstrable results and take corrective action to improve service delivery and management decision-making by key stakeholders (Olum, 2005).

Olum (2005) argued that the problem of what to measure in order to constitute the criteria that are agreeable in the Public Service delivery remains a complex problem. He also noted that the public sector government officers resent the idea of performance measurement because they have not learnt it properly or lack commitment and training. This resentment led to the adoption of crude performance benchmarks that remain on paper and they end up not being implemented.

1.2.3. Conceptual background

The study focused on the relationship between M&E and good governance. In this context, M&E is a tool to achieve the ideal output while good governance is an ideal outcome. M&E in the study was measured using factors such as promoting accountability, supporting management decisions

and enhancing organizational learning. The effective role of M&E in the study was an independent variable while good governance was a dependent variable.

Monitoring has been defined by many authors in different ways. Organization for Economic Cooperation and Development (OECD, 2002) defined monitoring as a continuous function that uses systematic collection of data on specific indicators to provide management and main stakeholders of an on-going development intervention with indications of the extent of progress and achievement of objectives. It is also a systematic and objective assessment of an on-going or completed project, programme or policy with the aim of determining relevance and fulfilment of objectives, development efficiency, effectiveness, impact and sustainability.

Public Sector M&E definition comes from the belief that M&E supports accountability function and is aligned to the field of auditing, compliance and performance management. This means that M&E for accountability plays an oversight role and it is a form of civil oversight which comes about when citizens hold government accountable for the use of funds and performance on programmes (Cook, 2006). Cook (2006) further argued that in accountability-oriented M&E, high levels of scrutiny are expected, and judgement generally made against clear standards and norms that have been established for a range of performance areas. This includes the proper management of budgets, personnel, legal and regulatory compliance with process and procedures and deviation from any of the standards invites censure. Accountability-oriented M&E is seen as a supporting governance function which encompasses the entire management operating systems and culture of the institution.

Although Public Sector M&E promotes accountability, it is also meant to promote the “learning organisation”. This comes at a level of M&E use and especially when M&E results are presented.

The assumption is that organizations become more open and self-reflective when faced with evaluative information, but it is not necessarily the case as operationalizing learning is not easy, given the complex array of protocols and management culture which must be negotiated (Preskill and Russ-Eft, 2005). It has been shown that whilst it is implicit that M&E should lead to learning and reflection, it may not be the case as the way in which organizations integrate information may be complex and not as casual as suggested in classic M&E project or programme management terms.

The concept of good governance has been widely used in undertaking development programmes without carrying out a deeper analysis to understand its rationale which happens to emerge from the historical context that saw many governments facing legitimacy and development crisis due to poor governance. According to IFAC Public Sector Committee, *Governance in the Public Sector* (2001), effective governance in the public sector encourages better decision making and the efficient use of resources and strengthens accountability for the stewardship of those resources. Effective governance is characterized by robust scrutiny, which provides important pressures for improving public sector performance and tackling corruption.

The terms governance and good governance are being increasingly used within development literature. Governance is referred to as a process of decision-making. It is a process by which decisions are implemented. It is used in several contexts like corporate governance, international governance, national and local governance. Governance is also defined as a set of values and principles which promote elements of transparency and accountability, good governance, new public management and liberal democracy (Rhodes, 2000).

Santiso (2001) argued that the concept of good governance is relatively new. That it emerged from the World Bank Report (1989) on the crisis in Sub Saharan African countries where the capacity, ability and willingness of countries to embrace good governance was seen to be a challenge. The report further indicates that good governance system requires that the process of decision-making and public policy formulation is transparent and accountable. It should extend beyond the capacity of public sector rules that create a legitimate, effective and efficient framework to conduct government business. It implies managing public affairs in a transparent, accountable, participatory and equitable manner. It entails effective participation in public policy-making, the prevalence of the rule of law and an independent judiciary, institutional checks and balances through horizontal and vertical separation of power, and effective oversight agencies.

The question of good governance has also been investigated by international bodies like International Monetary Fund (IMF), and the question of transparency and accountability is scrutinised (Lamdany and Martinez-Diaz, 2009). The African Development Bank (2010) clarifies the concept of governance by identifying four elements, these being accountability, participation, predictability and transparency. Agencies such as the Asian Development Bank, the United Nations Development Programme (UNDP), the United Nations Economic and Social Committees for Asia and the Pacific (ESAP) and the World Bank look at good governance in terms of consensus orientation, accountability, transparency, responsiveness, equity, inclusiveness, efficiency, effectiveness, rule of law and participation of all in governance.

However, opponents of good governance suggest that there is a major difference between the private sector and public sector in that the public sector is all about provision of public goods that is itself not measurable. With the above argument, measuring/application of M&E is practically

difficult. However, it is noted that public goods can be measured, in which case Smith and Bratton (2001) say that that public sector is not special since it uses resources and must account for them. This therefore brings in the idea of M&E to demonstrate what level of value added by government. It makes a shift between unaccountable governments and accountable ones that work for the good of their people. The more fundamental question is what happens when the quality of governance is indeed measured, as would be the case in countries that accept the need for good governance (World Bank, 2006). This justifies the use of M&E in the public sector and answers the question of accountability, transparency and efficiency of governments.

The study, therefore, seeks to measure how M&E promotes good governance. The researcher will use the role of M&E as supporting accountability, management decision, transparency, and organizational learning as variables for measurement against the thrust of good governance such as efficiency, effectiveness, transparency, management of budgets, personnel, legal and regulatory compliance with process and procedures.

1.2.4. Contextual background

In Uganda, over the past two decades, considerable efforts have been made to establish a strong and robust basis for assessing public spending, and its effects on development. In achieving this, Public Sector M&E was considered as a means of Government measuring its development interventions. M&E was therefore enshrined in the National Development Plan and institutionalized in the governance systems and processes (National Development Plan, 2010/11-2014/15). The Office of the Prime Minister (OPM) was given the constitutional mandate to oversee reforms and service delivery in all Government Ministries, Departments and Agencies and established an M&E function to support this role (National M&E Policy, 2013).

A National Strategy for Monitoring and Evaluation of Government programmes (NIMES) was developed with the aim of enhancing M&E capacity as well as ensuring that sound evidence-based data and information are available to inform decision-making (The Republic of Uganda, National Integrated Monitoring and Evaluation Strategy, 2006).

The National Policy for Public Sector Monitoring and Evaluation Policy was developed and approved to provide a clear framework for strengthening the coverage, timeliness of assessment of public interventions. The policy was meant to enhance the performance of Public Sector through strengthening coordination and cost-effective production and use of objective information in the implementation of national interventions. The policy enabled government, civil society organisations, development partners and corporations access credible evidence to inform policy and programmatic decisions, and hold the public sector accountable for its application of resources (National M&E Policy, 2013).

The implementation of M&E saw government introduce a series of reforms to enhance accountability and transparency of the Ministries, Departments and Agencies (MDAs) and Local Governments (LGs). Significant effort went into introducing planning, results-based budgets, monitoring systems and developing the institutional capacity to design ministry strategy and plans to implement M&E arrangements to monitor results and provide a basis for performance improvement as provided for in the National Development Plan (Annual Performance Assessment Report, 2013/2014).

Monitoring and Evaluation activities were carried out in each ministry and sector. The Ministry of Local Government adopted a number of strategies to respond to M&E requirements. This included National Assessment of Performance of Local Governments, Joint Annual Review of

Decentralization (JARD) and Monitoring and inspection of Local Government programmes and activities. The Ministry of Local Government was also required to submit quarterly implementation reports of M&E activities to Office of the Prime Minister (OPM). Results Oriented Management and output-oriented budgeting was developed and annual public expenditure review was put in place (Annual Performance Assessment Report, 2013/2014).

The Ministry of Local Government has registered achievements in the implementation of M&E systems in areas of assessment of performance of local governments, and citizens' demand for accountability programmes, but challenges still exist regarding the culture of seeking information to inform decision-making, weak incentive framework for encouraging M&E practice within the Ministry, lack of demand for M&E and limited utilization of M&E results. There is therefore need to create greater convergence and wider integration of M&E functions in the Ministry (National Assessment Report 2014).

1.3 Statement of the problem

Uganda, like other African countries, has been grappling with the challenge of ensuring increased efficiency and effectiveness in the delivery of services. The fundamental cause of this challenge has been attributed, among others, to weak M&E systems (Hauge, 2003). To respond to this challenge, government developed and implemented the Public Sector M&E Strategy in the MDAs with the view of enhancing accountability, transparency, management decision, organizational learning and promoting good governance (Public Sector M&E Policy, 2013). However, there has been a contention that a number of MDAs, including the Ministry of Local Government, have not been able to achieve the objectives of the national M&E arrangement (National Evaluation Study, 2013). A CODE in monitoring and assessing performance of Local Governments (ACODE, 2013)

established that accountability mechanisms for good governance and public service delivery were either non-existent or malfunctioned. The Ministerial Policy Statement of Financial Year 2014/15, the Government Performance Report 2014/15 and the Auditor General's Report 2013/2014 confirmed the fact that the Ministry still continued to post bad governance results in the areas of accountability and budget performance.

A number of studies have been undertaken to understand the effectiveness of Public Sector M&E in Uganda. Ojambo (2012) while studying decentralization in Uganda agreed with the fact that Public Sector M&E System is not geared towards understanding causality and attribution between the stages of development change; while Hauge (2003) in studying the Development of Monitoring and Evaluation Capacities to Improve Government Performance in Uganda established that the quality of public service delivery is less than desirable and the M&E system has remained overly centred on compliance with government requirements and regulations rather than end-results of policy, programme and project efforts. However, none of these focused on the the effective role of M&E in promoting good governance within the Ministry of Local Government. This study was undertaken to contribute to addressing this gap.

1.4 General Objective

To examine the effective role of public sector monitoring and evaluation in promoting good governance in Uganda, with a focus on Ministry of Local Government

1.5 Specific Objectives

- i. To examine out how effective the role of M&E Accountability contributes in promoting good governance;
- ii. To assess the role of M&E Management Decision in promoting good governance;

- iii. To assess the role of M&E Organizational learning in promoting good governance;
- iv. To draw lessons from practice and provide a recommendation to better inform the implementation strategy of M&E in the Ministry of Local Government.

1.6 Research questions

- i. To what extent does M&E Accountability role promote good governance?
- ii. To what extent does M&E Management decision promote good governance?
- iii. To what extent does M&E organization learning promote good governance?
- iv. What are the lessons learnt in the implementation of M&E Strategy in the Ministry of Local Government?

1.7 Hypothesis of the Study

- i. There is a positive significant influence between Monitoring and Evaluation and good governance;
- ii. There is not relationship between Monitoring and Evaluation and good governance.

1.8 Conceptual Framework

The conceptual framework is informed by literature and observation of what has pertained in the field of M&E and good governance. The study specifically looked at the relationship between the effective role M&E and good governance arising from a global sentiment that governments need to adhere to certain norms and standards which seek to improve government practice by ensuring higher levels of transparency and accountability (World Bank, 2014).

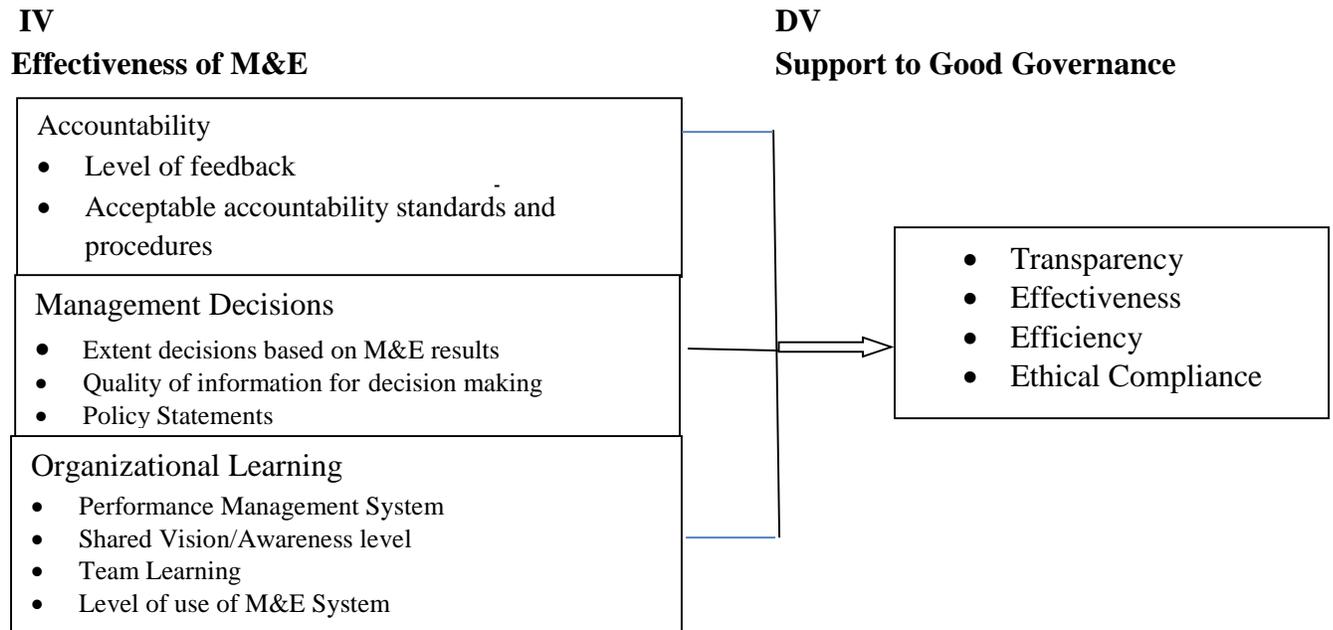
The study adopted the role of M&E as promoting accountability, enhancing management decisions and promoting organizational learning (Public Sector M&E Policy, 2013). The study measured the

role of M&E accountability, management decision and organizational learning as an independent variable.

Good governance was a dependent variable and measured in terms of transparency, efficiency, effectiveness in governance. This was adopted from the international framework for good governance in the public sector (IFAC,2014) which looks at good governance in the public sector as behaving with integrity, demonstrating strong commitment to ethical values, ensuring openness and comprehensive stakeholder engagement, managing risk and performance through robust internal control and strong public financial management, implementing good practices necessary to optimize the achievement of intended outcomes, and developing the of leadership of the entity and individuals.

The study argued that M&E in pursuit of good governance should lead to discernible changes in the manner in which government is managed, and services accessed by citizens. It should yield the three-pronged purpose of improving transparency, accountability and promoting learning. The study further considers that M&E is a tool to achieve the ideal output while good governance is an ideal outcome. The study also considered that M&E alone does not promote good governance since there are other factors that contribute to good governance. But the study focused only on M&E role accountability, management decision and organisational learning as contributors to good governance.

Figure 1: Conceptual Framework



Source: Adopted and modified from Armstrong, 2006

1.9 Significance of the Study

- i. Public Service transformation and accountability;
- ii. The transformation of the Ministry of Local Government and its contribution to socio-economic development;
- iii. Governance improvement in relation to international benchmarks
- iv. Governance in relation to local imperatives and supporting mechanisms
- v. The study will make specific contributions to the domain of knowledge, policy and strategy as it relates to good governance.

1.9 Justification of the Study

A case study of the Ministry of Local Government is appropriate for a study of this nature in that the unit of analysis of a government entity is typical of other government departments in the country as it operates within a defined policy framework.

Furthermore, the Ministry of Local Government has a defined M&E function and a policy focus that is directly related to the transformation of the country. The study examines how different forms of M&E interact with the operations, and thus influence the performance of MoLG in relation to its attainment of the national objectives. It thus provides an understanding of the differentiated impact these M&E influences have had on the MoLG in relation to how it has been rated against various standards of good governance and, more importantly, service delivery.

As a typical government entity, MoLG implements policies that are aligned to the mandate of government and if entities are well governed and accountable, the political proprieties are more likely to be achieved.

1.10 Scope of the study

Geographical and Respondent Scope

The study was carried out in the Ministry of Local Government, one of the Ministries at the forefront of implementation of the Public Sector M&E Policy and Guideline. The target population involved Heads of Directorate, Department and Technical Staff.

Content Scope

The study examined an effective M&E in terms of its role of promoting accountability, decision making and organisational learning and good governance in terms of effectiveness in M&E system, effectiveness, transparency in governance and ethical compliance.

Time Scope

The time scope of the study covered the period from 2013 when the Public Sector M& E Policy was operationalized to 2015.

1.11 Operational Definitions

- **Monitoring:** systematic and routine collection of information from projects and programmes for four main purposes, learn from experiences to improve practices and activities in the future, internal and external accountability of the resources used and the results obtained, take informed decisions on the future of the initiative and promote empowerment of beneficiaries of the initiative.
- **Evaluation:** the act or process of determining the merit, worth, or significance of something or the product of that process
- **Good Governance:** Its normative ways of doing things and it constitutes what is deemed appropriate for advancing service delivery. It is also about performance against constitutional values and other principles.
- **Accountability:** is an obligation for individuals/organisations to account for its activities, accept responsibility and disclose the results in a transparent manner.

- **Transparency:** means operating in such a way that it is easy for others to see what actions are performed

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section presents a review of existing literature on the effective role of public sector M&E in promoting good governance. The New Public Management model is used as an entry point to help understand the role of M&E in promoting good governance in Uganda. The empirical literature will provide evidence from past studies related to M&E and good governance. The literature review will also help in identifying gaps in past studies.

2.2 Theoretical Review

This study was guided by the New Public Management (NPM) model as the theoretical basis for analyzing and understanding good governance in the public sector. According to Rhodes (1997), the NPM is a concept of new managerialism and new liberal-institutional economics. NPM strives to enhance efficiency, productivity, improved service delivery and accountability while also calling for a reduction in the exclusive reliance on public bureaucracy for service delivery.

The study focuses on principles espoused by Osborne and Gaebler (1992) on which M&E systems are based. This includes promotion of competition in service provision, measurement of performance based on outputs/outcomes, enhancement of efficiency, accountability, transparency and decentralization of authority to enhance participatory management.

The study used the theory of change as a fundamental basis to explain the role of M&E in promoting good governance. Clark and Taplin (2012), said the theory of change examines the interrelationship between context, mechanisms and outcomes. The theories of change posits that there is a critical need to change the current approach to developing M&E capacity development

if the desired outcomes are to be realized. The suggested approach requires much deeper evaluative thinking and theorizing about change processes, commitment to evaluation for learning and openness about the complexities and uncertainties of international development.

2.3 The Role of M&E Accountability in promoting good governance

Mulgan (2000) defines accountability as acknowledgement and assumption of responsibility for actions, decisions and policies. He further argues that in governance, accountability expands beyond the basic definition of "being called to account for one's actions". It is described as an account-giving relationship between individuals. He says accountability cannot exist without proper accounting practices; in other words, an absence of accounting means an absence of accountability. This therefore implies that accountability should not only be said to be done but should actually be done for it to achieve its purpose of promoting accountability.

Jabbara and Dwiredi (1989) list 8 types of accountability, namely: moral, administrative, political, managerial, market, legal/judicial, constituency relation, and professional. They indicate that accountability and transparency are some, but not all, of the indicators of good governance. There are others, such as participation, the rule of law and inclusivity. They point out that even if there is good compliance by government, this is but a partial contribution to good governance, which is a more comprehensive, all-embracing concept.

In accountability-orientated M&E, high levels of scrutiny are expected, and judgement generally made against clear standards and norms that have been established for a range of performance areas. This would include the proper management of budgets, personnel, legal and regulatory compliance with process and procedures.

In this context, M&E is seen as supporting a governance function, which Cook (1997) points out “encompasses the entire management, operating systems and culture of an institution”. It also links to government if supported by a strong government auditing system.

Goetz (2005) argues that to define accountability principles means to define who has the power to call for an account and who is obligated to give an explanation for their actions. He further argues that accountability can also be taken to mean taking responsibility for oneself. Understanding what you have done, being able to respond to questions about the basis of strategic decisions, the underlying theory of change and, of course, how money was spent.

According to Blair (2000), there are important limitations on how much participation can actually deliver because accountability covers a much wider range of activities and larger scope for democratic local governance strategy than initially appears.

2.4 The Role of M&E Management decision-making in promoting good governance

According to Elkins (2011), monitoring and evaluation (M&E) supports evidence-based decision-making through rigorous approaches to collecting and using quality data on programme performance, results and impact. The application of appropriate analytical tools in order to assess the efficiency and effectiveness of interventions in well-defined contexts over time contributes to our knowledge of the kinds of interventions that work best, and under which conditions.

On the other hand, the World Bank Report (2012) agrees with the fact that M&E systems support development by generating relevant, accurate, and timely information, promote decision-making and thus enhance impact. In short, M&E in the field of development supports making evidence-based decisions in the implementation of development interventions, or programmes (projects),

through rigorous but cost-effective approaches to collecting and using quality data on programme performance, results and impact.

Monitoring and evaluation are important management tools to track progress and facilitate decision-making (World Bank, 2007). The data and information collected during monitoring and evaluation constitute a critical foundation for action by programme managers and stakeholders, who need to be able to identify evolving problems and decide on crucial strategies, corrective measures, and revisions to plans and resource allocations pertaining to the activities in question.

The international community agrees that monitoring and evaluation has a strategic role to play in informing policy-making processes. The aim is to improve relevance, efficiency and effectiveness of policy reforms.

Segone (2008) introduces the concept of evidence-based policy-making, exploring the apparent tension between authority and power on the one side, and knowledge and evidence on the other. He suggests that monitoring and evaluation should inform evidence-based policy options, to facilitate public argumentation among policy-makers and societal stakeholders and facilitate the selection of policies. To do so, monitoring and evaluation should be both technically sound and politically relevant.

Mackay (2006) suggests that monitoring and evaluation is necessary to achieve evidence-based policy-making, management and accountability. Policy making, especially budget decision-making and national planning, focuses on government priorities among competing demands from citizens and groups in society. The information provided by monitoring and evaluation systems can support government's deliberations by providing evidence about the most cost-effective types of policy options.

Therefore, the practice and use of M&E as part of the decision-making process is more important than formal requirements for M&E. The real product of M&E is not reports or facts per se, but a higher quality of decision-making (Hauge, 2013). To Hauge (2013), the question that should be asked is whether the quality of the M&E information provided is appropriate and how well it feeds into existing managerial processes. Tuckerman (2007) argues that the greater value ascribed to M&E by decision-makers or managers, the greater is the propensity for M&E to be used in the decision-making process and the greater is its potential for promoting good governance. It should be noted that M&E can never replace good management practices; rather it augments and complements management.

2.5 The role of M&E organizational learning in promoting good governance

The M&E outcome of individual and organizational learning, which is brought about by this form of M&E is important, as suggested by Roper and Pettit (2002). This perspective is embedded in broader discussions about how organizations assimilate and use information, which cannot be taken for granted (Leeuw and Sonnichsen, 2000).

The role of M&E Organizational learning is the most challenging outcome for M&E, as it presupposes that M&E results and findings help to create learning organizations. However, translating findings into “learnings” challenges even the most sophisticated of organizations (Public Service Commission of South Africa, 2008). Learning has been described as “a continuous dynamic process of investigation where the key elements are experience, knowledge, access and relevance. It requires a culture of inquiry and investigation, rather than one of response and reporting. M&E produces new knowledge. Knowledge management therefore means capturing

findings, institutionalizing learning, and organizing the wealth of information produced continually by the M&E system.

In practice, M&E is one of many streams of information and influences that is used by decision-makers before decisions are finally made. Tuckerman (2007) illustrates that learning comes about only when there is communication based on self-reflection and dialogue. Nabris (2002) also shows how M&E has a particular learning purpose, as failures are explained. Engel and Carlson (2002) view evaluation as opportunities for improving organizational learning.

M&E is also a research tool to explore what programme design, or solution to societal problems, will work best and why, and what programme design and operational processes will create the best value for money. M&E should provide the analysis and evidence to do the trade-offs between various alternative strategies. The information gathered should be translated into analytical, action-oriented reports that facilitate effective decision-making. The focus here is on causes of problems rather than the manifestation of problems (Naidoo, 2011).

Tuckerman (2007) assesses this grouping in terms of how M&E contributes to learning and reflection, and notes that in this mode, M&E is seen as but one tool that supports management by improving the quality of information provided for decision-making. There is much potential for evaluation to lead to organizational learning, and not just accountability, which has been illustrated by Gray (2009). The point made is that M&E intent is very important, as it could lead to different outcomes. It should be remembered that M&E has assumed different identities, due to context, and depending on this it may be used for accountability, promoting a behaviour or practice, or learning, as demonstrated in a series on the subject (Bemelemans-Videc et al, 2007).

Marra (2000) demonstrates that the link between knowledge generation and utilization is often not clear, and it is difficult to isolate which information is the basis for a particular decision. The literature indicates that the use or disuse of M&E may not lie only in its availability; its quality may be perceived differently based on perceptions of the M&E agenda, its perception varies based on whether it is used for accountability, transparency and/or organizational learning.

2.6 Empirical Studies

A number of studies have been conducted on the role of M&E in promoting good governance. Naidoo (2011) undertook a study to examine the role of M&E in promoting good governance in a department of Gender in South Africa and established that whilst information has been generated through different forms of M&E, without effective follow-through by decision-makers, it generated transparency not accountability. He further asserted that administrative compliance cannot on its own be tantamount to good governance. The study also confirmed the assertion that M&E promotes good governance.

Another study done by Hauge (2003) on the development of monitoring and evaluation capacities to improve government performance suggests that M&E is helping to bring greater rationality to public finances and development and providing evidence-based foundation for policy, budgeting and operations which are tenets of good governance.

Mackey (2006) in a study on institutionalization of M&E systems to improve Public Sector Management in Africa suggest that support to M&E systems and capacities in developing countries have an important part to play in promoting and strengthening good governance.

2.7 Synthesis of the literature review

Countries the world over have been grappling with the challenge of increasing efficiency and effectiveness in the delivery of services. The fundamental cause of these challenges has been attributed, among other things, to weak M&E systems (Hauge, 2003). Governments and other stakeholders have been responding to this plight through institutionalization of effective M&E systems. Governments have also put in efforts to improve transparency and build a performance culture to support better management and policy-making and to strengthen accountability relationships. However, there has been a contention that a number of governments and institutions have not been able to achieve the objectives of the M&E arrangement. The effectiveness of the M&E systems in achieving good governance has been an area of contention. From the review of literature, not much research has been done to establish the effectiveness of M&E in promoting good governance in Uganda. Much of the research done has been on the role of M&E in project management. This is attributed to the fact that M&E is still a new phenomenon especially in the public sector.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This section presents key methodological steps and procedures that were followed to conduct this study. The areas covered include: research design, study area, study population, sample size and selection, sampling techniques and its procedures, data collection methods, data collection instruments, data management and analysis ,and measurement of variables.

3.2 Research Design

A research design is an arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance with the research purpose (Kothari, 2003). This study adopted correlation mixed-methods research design. A mixed-methods approach was used as the primary research design in this study. Several definitions for mixed methods have been proposed in the literature.

Both qualitative and quantitative methods were used because they supplement each other. The qualitative approach was mainly used to describe subjective assessments, analyses and interpretation of attitudes, opinions, and behaviors of the respondents as expressed verbatim from interviews and focus group discussions (Mugenda and Mugenda, 1999).

The quantitative methods helped in generating numerical data, which was statistically manipulated to meet required objectives through descriptive statistics (frequencies and percentages) and inferential statistics, which tested hypotheses using correlations and coefficients of determination (Amin, 2005). The researcher collected and analysed data, integrated the findings, and drew inferences by using qualitative and quantitative approaches (Teddlie & Tashakkori, 2009).

3.3 Study Population

The study was conducted in the Ministry of Local Government which is located on Workers House; Pilkington Street-Kampala. The population covered by this study was 1 Director, 4 Commissioners, 4 Assistant Commissioners, 20 Principal Officers, 25 Senior Officers, 30 Officers and 8 staff from the Office of the Prime Minister. Support staff was not considered in the study since they do not directly participate in M&E activities of the Ministry.

3.4 Determination of the Sample Size and selection

A sample of 92 was determined by Krejcie & Morgan (1970) table and individual elements in different categories were determined using different sampling techniques. The objective was to allow for a representative sample, avoid bias and reduce sampling errors.

Table 1: Research respondents by category and sample

No.	Stratum	Target Popn	Sample Size	Sample Technique
1	Directors	1	1	Purposive Sampling
2	Commissioners	4	4	Purposive Sampling
3	Assistant Commissioners	8	4	Simple Random Sampling
4	Principal Officers	20	20	Simple Random Sampling
5	Senior Officers	37	25	Simple Random Sampling
6	Officers	42	30	Simple Random Sampling
7	OPM Staff - M&E Unit	8	8	Purposive Sampling
TOTAL		120	92	

Source: Krejcie. & Morgan, (1970) tables as cited in (Amin, M., 2005:454)

3.5 Sampling Technique and procedure

The researcher used purposive sampling technique to sample Directors and the Commissioners in the Ministry of Local Government and 8 senior staff were sampled for interview. This was because the Ministry has only one Director and four Commissioners. The technique was therefore applicable since purposive sampling involved identifying and selecting individuals or groups of individuals that were knowledgeable about or experienced with a phenomenon of interest (Flick, 2009; Imas and Rist, 2009).

Simple random sampling is a strategy that adds credibility to a sample. A simple random sample is a subset of a statistical population in which each member of the subset has an equal probability of being chosen (Sekaran, 2003). This sample was used to select 87 ministry staff. The researcher chose this sampling technique because each member in this population had an equal chance of being included in the sample.

3.6 Data Collection Methods and instruments

This study used both quantitative and qualitative data collection methods. The decision regarding data collection methods was guided by two important factors, mainly: the material under study and type of information required (Yates, 2000). Quantitative data was collected using questionnaires that were filled by the staff and qualitative data was obtained from key informant interviews with selected staff of OPM.

3.7 Data Collection Instruments

3.7.1 Questionnaire Method

In this study, primary data was collected using questionnaires. The questionnaire was the key method for primary data collection. The questionnaire method was chosen because it had the

advantage of eliciting a lot of information within a short time, providing relevant information and being a less costly method (Sekaran, 1992). It is also good for confidentiality purposes (Moser and Kalton, 1979). The self-administered questionnaires were given to employees to fill.

The questionnaire was structured in sections. The first section elicited demographic data; section two addressed the role of M&E accountability in promoting good governance; section three addressed organizational leadership styles; section four addressed organizational communication; and section five addressed employee performance. In each section, the respondents were given clear instructions on how to complete the item. The questionnaire was refined once the instrument was piloted.

The researcher also obtained some of necessary secondary data information through documentary review. Information was got from documents like: the Public Sector Monitoring and Evaluation Policy and Guideline, National Development Plan, Local Government reports and publications, OPM reports and Ministerial policy statements.

3.7.2 Interview Method

Interview was used as a supplementary method for data collection. Saunders et al (1997) defines an interview as a purposeful discussion between two or more people. This method of collecting data involves presentation of oral –stimuli and replies in terms of oral verbal responses (Kothari, 1990). Eight staff of OPM-M&E Unit were purposely selected because of their role in the institutionalization and implementation of the Public Sector M&E. This method was preferred because it was flexible enough to allow the interviewer to ask supplementary questions.

3.8 Validity and Reliability Analysis

3.8.1 Validity of Instruments

Validity is the extent to which an instrument measures what it is supposed to measure and performs as it is designed to perform (Carole et al, 2008). The validity test of instruments measures the extent to which the interpretations of the results of a test are warranted, which depends on the test's intended use. The research instrument was pre-tested on ten respondents selected from five departments of the Ministry. The ten employees were not part of the sample that was used during the study. Therefore, pre-testing an instrument helps in enhancing the reliability and validity of instrument. When an instrument is reliable, it yields consistent responses.

3.8.2 Reliability of Instruments

Table 2:Reliability Statistics

Variables	No. of items	Alpha
M& E Accountability	7	0.806
M&E Management Decision	6	0.840
M&E Organizational Decision	7	0.930
Good Governance	6	0.9.6
Challenges of M&E Implementation	6	0.789

Source Data

Reliability of an instrument is the degree to which it measures consistently whatever it measures (Brann & Hawkins, 2007). If a test is highly reliable, then a greater weight can be put on the score of an individual (Torrington, 2002), and high reliability is valueless unless the instrument has high

validity. Reliability of the instrument on multi-item variables was tested via the Cronbach Alpha Method provided by Statistical Package for Social Sciences (Foster, 1998).

3.9 Procedure of Data Collection

After approval of this research proposal by the University, the researcher got an introductory letter from School of Business Management to undertake data collection in the field. Research resources were organized, data collection instrument approved and pilot-tested to ensure it capture the actual data as per research questions and objectives. Systematically, the researcher scheduled appointments with key informants for interview and set off to the field.

3.10 Data Analysis

Both qualitative and quantitative data analysis techniques were used in this research.

3.10.1 Quantitative Data Analysis

The quantitative analysis was executed using SPSS computer programme. After data collection, a systematic sequence of data preparation (checking, editing and coding), data entry (entering data to SPSS) and data was processed and analysed. The analysis was done with respect to research objectives. Data was analysed using regression and correlation to establish the relationships between the independent and dependent variables. Data was presented using tables and descriptive statistics. Pearson correlation test was used to establish the relationship between variables, and multiple regression coefficient tests were used to establish the effect of independent variables on the dependent variable.

3.10.2 Qualitative Data Analysis

Qualitative data was collected using open-ended questions. The researcher conducted personal interviews with selected staff of OPM.4 staff of OPM in M&E department were interviewed. These

interviews were conducted both personally and over the telephone. In both instances the interviews were manually recorded, in the form of notes, which the researcher used in the analysis. In all instances interviewees were assured confidentiality, and the research purpose clearly outlined to them. Data analysis was then undertaken through data organization, creating categories, themes and pattern of the study subjects, interpreting information to evaluate and analyze the data to determine the frequencies of information, credibility, usefulness, consistency and validation or non-validation of hypotheses. Qualitative analysis techniques were complemented with some statistics that were mainly obtained from secondary data got through documentary analysis.

3.11 Measurements of Variables

The likert scale was used to measure the strength of respondents' feelings or attitude towards statements that are formulated on the variables and their dimensions. The variables were measured using nominal and ordinal types of measurements on the scale of 1-5, represented by strongly disagree, disagree, neutral, agree and strongly agree.

3.12 Ethical Considerations

The researcher ensured that no respondent suffers the effects of the research activities. The researcher ensured confidentiality, the respondents participated willingly, and the purpose of the research was declared to the respondents. The researcher also secured a letter of introduction from UTAMU which provided appropriate identification of the researcher and the purpose of the research. The researcher also followed the necessary protocols and adhered to the ethical guidelines of the University regarding this research.

CHAPTER IV

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.1 Introduction

This chapter presents analyses and discussion of research findings in examining the effectiveness of the role of public sector monitoring and evaluation in promoting good governance in Uganda, with a focus on the Ministry of Local Government. The findings are presented and analyzed in relation to the specific objectives of the study. The objectives of the study were:

- i. To examine out how effective the role of M&E Accountability contribute in promoting good governance;
- ii. To assess the role of M&E Management Decision in promoting good governance;
- iii. To assess the role of M&E Organizational Learning in promoting good governance;
- iv. To draw lessons from practice, and provide a recommendation to better inform the implementation strategy of M&E in the Ministry of Local Government.

4.2 Response rate

Response rate (also known as *completion rate* or *return rate*) refers to the number of people who answered the survey divided by the number of people in the sample. It is expressed in the form of percentages (AAPOR, 2008). In this study, out of 92 questionnaires that were distributed to respondents, 85 were returned, giving a response rate of 97.7%. Out of the eight respondents targeted for interviews, four of them were actually interviewed, implying a response rate of 50%. This implies that the sample was representative of the actual population and could therefore be generalized, as observed by Sekaran (2003).

4.3 Background information of the respondents

The effectiveness of the role of public sector monitoring and evaluation in promoting good governance depends on the existence of individual employees in the organization. Demographic information provides data regarding research participants and is necessary for the determination of whether the individuals in a particular study are a representative sample of the target population for generalization purposes. It also helps to determine the accuracy and representativeness of information drawn from the sample to the population. The demographic characteristics of respondents from the Ministry of Local Government in terms of sex, age, level of education and number of years served in the organization were as follows:

4.3.1 Sex of respondent's at Ministry of Local Government

Table 3: Sex of respondents at Ministry of Local Government

Sex	Frequency	Per cent
Male	60	70.5
Female	25	29.5
Total	85	100.0

Source: Field Data

The study involved 85 employees and results show that out of them, 60 respondents are male and 25 respondents are female, that is 70.5% and 29.5% respectively. The results indicate that the Ministry adheres to Government of Uganda Equal Opportunities Strategy and respect to diversity in human resource management.

4.3.2 Age group of respondents at Ministry of Local Government

Table 4: Age group of respondents at Ministry of Local Government

Age	Frequency	Percent
Below 30	5	7.0
30-45	44	51.8
46-60	35	41.2
Total	85	100.0

Source: Field Data

Age group is also a demographic characteristic of the respondents. The age group of Ministry of Local Government respondents range from below 30 years, 30-45 years and 46-60 years.

The findings indicate that 44 (51.8%) of the respondents are in the age group of 30- 45 years, 31(41.2%) in the age group 46-60 years and 5(7.0%) are below 30 years. The study did not consider those above 60 years since the retirement age in the public sector is 60 years. The 30-45 years age group is important in the study as it is the dominant group in the ministry and is considered as the most productive age group, thus capable of enhancing implementation of M&E and promotion of good governance. However, the 46-60 years age group is important since it shows years of experience that a manager had in a particular post and is also a useful indicator of the experience base within the management echelon. It is in this context that M&E the age group plays an important role in building knowledge bases and helping new incumbents to understand developments and processes.

4.3.3 Level of Education of respondents

Table 5: Level of Education of respondents at Ministry of Local Government

Level of Education	Frequency	Percent
Diploma	6	7.1
Degree	29	34.1
Master's	50	58.8
Total	85	100.0

Source: Field Data

The Ministry employed several people with different qualifications that range from Diploma, Degree and Master's Degree. The results indicate that out of 85 respondents 5(7%) had a diploma, 29(34.1%) had a first degree and 50(58.8%) had a Master's degree.

The findings shown in Table 4.3 indicate that the highest number of respondents (that is 58.8 %) had a Master's degree qualification, followed by 34.1% with a Bachelor's Degree that is and 6(7.1%) being diploma holders. From the level of education that the respondents had, they were expected to be conversant with M&E process after having intensive training.

4.3.4 Length of service of respondents

Table 6: Length of service of respondents in Ministry of Local Government

Length of service	Frequency	Percent
1-3 years	5	6.0
4-6 years	20	23.5
7 and above	60	70.5
Total	85	100.0

Source: Field Data

Length of service of respondents was considered in the study since it relates to experience and the extent to which the respondent was involved in M&E processes and implementation. It is also true that the longer one stays in the organization, the more information accumulated about the phenomenon. The study indicates that 5(6%) of the respondents had served for a period of 1-3 years; 20(23.5%) had served for a period of 4-6 years and 60(70.5%) had served for a period of 7 years and above. This indicates also that 94% of the respondents are senior officers who have clear background in M&E and are directly involved in M&E implementation in the Ministry.

4.4 Role of Public Sector Monitoring and Evaluation in promoting good governance

4.4.1 The effective role of M&E Accountability in promoting good governance

The study aimed at examining the effective role of M&E accountability in promoting good governance in the Ministry of Local Government. The study established the role of M&E accountability by finding out whether the ministry has an established accountability function; whether accountability standards and procedures are in place and are adhered to; and whether the ministry prepares plans, budgets, reports as all do contribute to good governance.

Key: SD: Strongly Disagree, D: Disagree, N: Neutral, A: Agree, SA: Strongly Agree
Table 7: Role of M&E Accountability in promoting good governance

M&E Accountability	SD	%	D	%	N	%	A	%	SA	%
Ministry has put in place acceptable accountability standards	6	7	3	4	5	6	46	54	25	29
Ministry adheres to Public Sector accountability procedures	2	2	4	5	9	11	43	51	24	32
Ministry is rated high in national annual government performance assessment for MDAs	1	1	8	9	25	29	27	32	24	28
Increased sanctions by accountability institutions to the Ministry	3	4	8	9	14	16	28	33	32	38
Ministry prepares and submits financial reports to government as provided for in the Public Finance Act	2	2	1	1	9	11	37	44	36	42
There is an established accountability function in the Ministry	1	1	6	7	7	8	38	45	33	39
Ministry adheres to the approved budgets	2	2	6	7	18	21	36	42	23	27

Source Data

Asked whether the ministry has an established accountability function, 33(39 per cent) respondents strongly agreed, 38(45per cent) agreed, 7(8 per cent) remained neutral, 6(7%) agreed and 1(1 per cent) strongly agreed. It is therefore evident that the Ministry has functioning system and structures. This was confirmed when respondents were asked whether the ministry had acceptable accountability standards whereby: 25(29 per cent) of the respondents strongly agreed, 46(54 per cent) agreed, 5(6 per cent) remained neutral, 3(4 per cent) disagreed and 6(7 per cent) strongly disagreed. Similarly, when respondents were asked whether the ministry adheres to established accountability procedures, 24 (32 per cent) strongly agreed, 43(51 per cent) respondents agreed, 9(11 per cent) were neutral while 4(5 per cent) agreed and 2(2 per cent) strongly agreed. It was also established that these accountability systems procedures and standards are adhered to by the

Ministry. The results also indicated that the Ministry prepares and submits financial reports as required by government and therefore is rated highly in the Government of Uganda annual performance assessment. Since the Ministry has an established accountability function, system, standards and procedures, and considering that accountability is an indicator of good governance, it can be concluded that the Ministry is promoting good governance. This argument is supported by interviews with OPM staff who agreed that, “Government has set systems and structures for M&E implementation and this is in form of laws, policies, strategies and guidelines. Accountability institutions that monitor the operations of MDAs have also been instituted, which includes Inspectorate of Government, Auditor General, Parliament and Judiciary” (Key Informant Interview).

In the demographic results, high responses are indicated as follows: male 60(70.5%), age 30-45 years 44(51.8%), education-Master’s 50(58.8%) and those who served the ministry for more than 7 years 60(70.5%). This can explain the level of agreement that the ministry has an established accountability function, systems, standards and procedures since the number of years served, level of education and age contribute to level of understanding of a situation

Testing the influence of M&E Accountability on good governance

Table 8: Correlation of M&E Accountability and Good Governance

		M_E_Accountability	M_E_Good_Governance
M_E_accountability	Pearson Correlation	1	.706**
	Sig. (2-tailed)		.000
	N	85	85
M_E_Good_governance	Pearson Correlation	.706**	1
	Sig. (2-tailed)	.000	
	N	85	85

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

In order to determine the influence of M&E Accountability on good governance, correlation and regression analysis were conducted. Pearson correlation coefficient (r) was used to determine the

strength of the relationship between M&E Accountability and good governance. The results indicate $P = 0.706$. This means that there is a strong positive relationship between M&E Accountability and good governance. This means that changes in one variable are strongly correlated with changes in the second variable. From the table, the level of significance is 0.000. It can be concluded that there is a statistically significant correlations between M&E Accountability and Good Governance. This means that increases or decreases in one variable significantly relate to increases or decreases in the second variable.

Table: 9 Regression Analysis for M&E Accountability

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.706 ^a	.498	.492	.47723

Predictors: (Constant), M_E_Good_governance

Regression analysis was conducted to determine the extent to which M&E accountability influences good governance in the ministry. The result in table 9 above indicate that M&E Accountability significantly affects good governance ($r=0.706$). This implies that M&E accountability is a significant determinant of good governance in the ministry. Since $r^2 = 0.498$ this shows that M&E accountability contributed to 49.8% variance in good governance in the ministry.

4.4.2 The effective role of M&E Management Decision-making in promoting good governance

The M&E role of being part of the decision-making process is important. M&E systems augment managerial processes and provide evidence for decision-making. The real product of M&E is not reports or facts per se, but a higher quality of decision-making. The study assessed the role of M&E Management decision-making in promoting good governance and the results are as in Table 10 below.

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

Table 10: Role of M&E Management Decision-making in promoting good governance

M&E Management Decision-making	SD	%	D	%	N	%	A	%	SA	%
Information Management contributes to Transparency and Accountability	2	2	7	8	10	12	34	40	32	38
Management Decision based on prevailing legislations and monitoring reports	3	4	6	7	15	18	42	49	19	22
Ministry takes proactive stance when it comes to engaging with external stakeholders	2	2	9	11	16	19	42	49	16	19
M&E information used for accountability purposes	2	2	11	9	14	9	45	48	13	31
I feel part of management process and I contribute to good governance	2	2	8	9	8	9	41	48	26	31
Ministry Policy Statement in place and articulates governance decisions	1	1	2	2	4	5	31	36	47	55

Source: Field Data

From the Table 10, 32(38 per cent) of the respondents strongly agreed that information management in the ministry has contributed to transparency and accountability which are the hallmarks of good governance; 34(40 per cent) agreed with the notion; 10(12 per cent) of the respondents remained neutral, while 7(8 per cent) agreed and 2(2 per cent) strongly agreed.

When asked whether management decision-making was based on prevailing legislations and monitoring reports, the results indicate that 19(22 per cent) strongly agreed, while 42(49 per cent) agreed, 15(18 per cent) neither agreed nor disagreed, 6(7 per cent) disagreed and 3(4 per cent) strongly disagreed. It can be noted that a 61(71.7 per cent) of the respondents agreed that management decisions in the ministry is based on legislations and monitoring reports which is an indication of promotion of good governance. The same result is seen when respondents were asked about whether the ministry takes proactive stance when it comes to engaging with external stakeholders; whether M&E information used for accountability purposes; whether staff are part of management process; and whether the Ministry Policy Statement is in place and articulates governance decisions. On average, 46% of respondents agreed with the role of M&E Management

decision-making in promoting good governance in the Ministry of Local Government. However, 2% strongly disagreed, and the results show that 13% could neither agree nor disagree with the role of M&E Management decision-making in promoting good governance in the Ministry of Local Government.

However, in the demographic results high responses are indicated: male 60(70.5%), age 30-45 years 44(51.8%), education-Masters 50(58.8%) and those who served the ministry for more than 7 years 60(70.5%). This supports the argument that the level of education and years of experience affect implementation of public sector M&E. The fact that a greater percentage of the respondents agreed with the fact that M&E is used for accountability and transparency, that they are part of M&E and decision-making process, and that decisions in the ministry are based on M&E information is an indication of the influence of years served, age and level in the ministry in terms of education and status.

Testing the influence of M&E management decision-making on good governance

Table: 11: Correlation Analysis for M&E management Decision-making

		M_E_Management_ Decision-making	M_E_Good_governance
M_E_Management_Decisio n	Pearson Correlation	1	.592**
	Sig. (2-tailed)		.000
	N	85	85
M_E_Good_governance	Pearson Correlation	.592**	1
	Sig. (2-tailed)	.000	
	N	85	85

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

The result indicate $P= 0.592$. This means that there is a moderately positive relationship between M&E Management Decision-making and Good Governance. This means that changes in one variable are strongly correlated with changes in the second variable. From the table, the level of significance is 0.000. It can be concluded that there is a statistically significant correlation between

M&E Management Decision-making and Good Governance. That means that increases or decreases in one variable do significantly relate to increases or decreases in the second variable.

Table 12: Regression for M&E Management Decision-making

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.592 ^a	.350	.342	.56980

a. Predictors: (Constant), M_E_Good_governance

Regression analysis was conducted to determine the extent to which M&E management decision-making influences good governance in the ministry. The results in Table 12 above indicate that M&E management decision-making moderately affects good governance ($r=0.592$). This implies that M&E management decision-making is a determinant of good governance in the ministry. Since $r^2 = 0.350$, this shows that M&E accountability contributed to 35% variance in good governance in the ministry.

4.4.3 The role of M&E Organizational Learning in promoting good governance

Monitoring and evaluation provides information and facts that, when accepted and internalized, become knowledge that promotes learning. The study assessed the role of M&E organizational learning in promoting good governance and the results are as in Table 13 below.

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

Table 13: M&E Organizational learning in promoting good governance

M&E Organizational learning	SD	%	D	%	N	%	A	%	SA	%
Staff understand the role of M&E	4	5	13	15	22	26	34	40	12	14
Staff always involved in monitoring and supervision	2	2	15	18	14	16	35	41	19	22
M&E information useful for learning purposes	2	2	12	14	15	18	35	41	21	25
M&E taken as a critical management tool	5	6	11	13	14	16	32	38	23	27
M&E implemented produces useful management report	5	6	8	9	28	33	30	35	14	16
M&E adds value to work	3	4	10	12	10	12	35	41	27	32
M& E component sufficiently integrated into the Ministry Institutional arrangement	4	5	15	18	15	18	38	45	13	15

Source Data

Table 13 provides responses on the role of organization learning in promoting good governance in the Ministry of Local Government. The results indicate that 46(54.1 per cent) of the respondents generally agree that they understand the role of M&E, 22(25.9 per cent) remained neutral, while 17(20 per cent) of the respondents disagreed. Although 54.1 per cent agreed that they understood the role of M&E, an almost equal number of respondents either disagreed or remained neutral. This indicates that the level of understanding seems to be relatively low.

When asked whether they are involved in M&E, 54(63.5 per cent) of the respondents agreed, 14(16.5 per cent) were neutral and 17(20 per cent) disagreed. It must be noted that the level of involvement in M&E increases the level of knowledge. It is therefore true that the level of involvement in M&E contributed to the level of understanding of M&E in the Ministry.

Asked whether M&E information is useful for learning processes, 56(65.9 per cent) of the respondents agreed that M&E information is useful for learning purposes. 15(17.6 per cent) could not tell, while 14(16.5 per cent) disagreed. It can be concluded that while staff are involved in M&E activities, they gain knowledge and M&E enhances learning of staff.

The result also indicated that M&E is taken as a critical management tool and adds value to work. Respondents also agreed that the M&E component is sufficiently integrated into the Ministry's institutional arrangement.

However, the demographic results high responses are indicated as: male 60(70.5 per cent), age 30-45 years 44(51.8 per cent), education-Masters 50(58.8 percent) and those who served the Ministry for more than 7 years 60(70.5 percent). This supports the argument that level of education, years of experience affect implementation of public sector M&E. The fact that a greater percentage of the respondents agreed with the fact that M&E information is useful for learning purposes; that staff understand M&E; that staff are involved in M&E; and that M&E is a critical tool that adds

value to their work can be attributed to the influence of years served, age and level in the Ministry in terms of education of staff.

Testing the influence of M&E Organizational Learning on good governance

Table: 14: Correlation

		M_E_organizational_learning	M_E_Good_governance
M_E_organizational_learning	Pearson Correlation	1	.549**
	Sig. (2-tailed)		.000
	N	85	85
M_E_Good_governance	Pearson Correlation	.549**	1
	Sig. (2-tailed)	.000	
	N	85	85

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

The results indicate $P= 0.549$. This means that there is a moderate positive relationship between M&E organizational learning and good governance. It also means that changes in one variable are strongly correlated with changes in the second variable. From the table, the level of significance is 0.000. It can be concluded that there is a statistically significant correlation between M&E Management Decision-making and Good Governance. This means that increases or decreases in one variable do significantly relate to increases or decreases in the second variable.

Table 15: Regression for M&E Organizational Learning

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.549 ^a	.302	.293	.77592

a. Predictors: (Constant), M&E Good Governance

Regression analysis was conducted to determine the extent to which M&E management decision-making influences good governance in the Ministry. The result in table 15 above indicate that M&E management decision-making moderately affects good governance ($r=0.549$). This implies that M&E management decision-making is a determinant of good governance in the Ministry.

Since $r^2 = 0.302$, this shows that M&E accountability contributed to 30.2% variance in good governance in the Ministry.

4.4.4 Good Governance in the Ministry of Local Government

The study attempts to examine the concept of good governance and its elements, such as participation, predictability and transparency and how they relate to M& E roles of enhancing accountability, management decisions and promoting organizational learning.

The results are as in Table 16 below.

Key: SD: Strongly Disagree, D: Disagree, N: Neutral, A: Agree, SA: Strongly Agree										
Table 16: Good Governance										
M&E Good Governance	SD	%	D	%	N	%	A	%	SA	%
Strong commitment to integrity, ethical values and the rule of law	2	2	7	8	12	14	39	46	25	29
Ministry has open and comprehensive stakeholder engagement	1	1	9	11	16	19	40	47	19	22
Ministry has robust internal control and strong public financial management system	2	2	8	9	11	13	41	48	23	27
Ministry invest in developing capacity of entity, leadership and staff	4	5	4	5	15	18	40	47	22	26
Ministry implementing good practices in transparency and reporting to deliver effective accountability	2	2	8	9	9	11	34	40	32	38
Ministry determines interventions necessary to optimize achievement of intended outcomes	1	1	7	8	12	14	44	52	21	25

Source: Field Data

Respondents were asked whether the Ministry is strongly committed to integrity, ethical values and the rule of law; whether the ministry is open and comprehensive in stakeholder engagement; whether the ministry invests in developing the capacity of entity, leadership and staff; whether the ministry is implementing good practices in transparency and reporting to deliver effective

accountability; and whether the ministry determines interventions necessary to optimize the achievement of intended outcomes. Results from Table 16, show an average 47% of respondent who agree with good governance, transparency and commitment in the Ministry of Local Government. However, 2% strongly disagree and the results show that 15% could neither agree nor disagree with good governance, transparency and commitment in the Ministry of Local Government. Other breakdown is as follows: 8% disagree, 28% strongly agree with good governance, transparency and commitment in the Ministry of Local Government. This high percentage shows that the respondent had trust in good governance, transparency and commitment in the Ministry of Local Government.

4.4.5 Challenges in M&E Implementation

The study examined the challenges faced by the Ministry in an attempt to implement Public Sector Monitoring and Evaluation. The results are as in Table 17

Source: Field Data

Key: SD: Strongly Disagree, D: Disagree, N: Neutral, A: Agree, SA: Strongly Agree										
Table 17: Challenges in the Implementation of M&E										
Challenges of M&E Implementation	SD	%	D	%	N	%	A	%	SA	%
Ministry has adequate Human Resource Capacity in M&E	2	2	23	27	18	21	27	32	15	18
M&E is not viewed as a priority	14	16	34	40	12	14	16	19	9	11
Ministry has appropriate M&E implementation strategy	2	2	14	16	33	39	26	31	10	12
M&E system is cascaded and properly understood by staff	4	5	25	29	22	26	23	27	11	13
There is identified priority areas for M&E	3	4	18	21	22	26	29	34	13	15
There is lack of an effective communication strategy to inform policy development and planning	9	11	28	33	14	16	24	28	10	12

In establishing the challenges the Ministry is facing in the implementation of Public Sector M&E, respondents were asked whether the Ministry has adequate Human Resource Capacity in M&E; whether Ministry has appropriate M&E implementation strategy; whether the M&E system is

cascaded and properly understood by staff; and whether there are identified priority areas for M&E. It can be seen from the results that an average of 28 % of the participants agree and an average of 28% disagree with challenges the Ministry is facing in implementation of Public Sector Monitoring and Evaluation. The results show that an average of 24% could neither agree nor disagree with the challenges the Ministry is facing in implementation of Public Sector Monitoring and Evaluation. When four staff of the Office of the Prime Minister were asked about the implementation of the Public Sector M&E, the respondents indicated lack of training, inappropriate M&E implementation strategies, inadequate HR capacity, and lack of funding for M&E have been key challenges facing and in some MDAs in the implementation of Public Sector Monitoring and Evaluation (Source: Key Respondents).

Table 18: Correlation between Good Governance and Challenges in implementation

		Correlations	
		M&E Good governance	M &E challenges
M&E Good governance	Pearson Correlation	1	.332**
	Sig. (2-tailed)		.002
	N	85	85
M&E challenges	Pearson Correlation	.332**	1
	Sig. (2-tailed)	.002	
	N	85	85

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

For the above table, there was a weak positive correlation of 0.332. This weak positive correlation, however, may mean that M&E Challenges and Good Governance move in different directions. As M&E challenges increase, Good Governance may decrease. As seen from the correlation coefficients, these relationships are statistically significant.

CHAPTER V

SUMMARY, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the results, discusses and draws conclusions from them. It also makes recommendations in the light of the conclusions.

5.2 Summary

Below is the summary of findings of the study

5.2.1. Role of M&E Accountability in promoting good governance

The findings indicate that there is a strong positive relationship between M&E Accountability and good governance and the relationship was proved statistically significant. This means that increases or decreases in one variable do significantly relate to increases or decreases in the second variable. The study agreed that for accountability to promote good governance, an institution has to have a strong accountability function, system, standards and procedures and this should be strongly institutionalized in the functioning of the Ministry. Strong accountability systems, standards and procedures should not only be established but should be operationalized and adhered to. Continuous assessments have to be done to ensure that the system is functioning and achieving the purpose for which it has been established.

The study also reveals that the ministry adheres to the principles of mandatory M&E. This is adherence to established accountability requirements such as submission of policy statements, budget proposals and accountability.

5.2.2 Role of M&E Management Decision in promoting good governance

The role of M&E management decision-making in promoting good governance was statistically significant, indicating that M&E Management Decision-making plays a significant role. This means that M&E role is important as part of the decision-making process. The study reveals that information management in the Ministry has contributed to transparency and accountability which are the hallmarks of good governance. It also indicates that management decisions are based on the prevailing legislations and monitoring reports, which is an indication of promotion of good governance. The same result shows that M&E information used for accountability purposes and staff are part of the management process. Although a number of respondents either remained neutral while others disagreed, the role of M&E Management decision-making in promoting good governance in the Ministry of Local Government is evident.

5.2.3 Role of M&E Organizational Learning in promoting good governance

The role of M&E Organizational Learning in promoting good governance was proved statistically significant. The relation between M&E and good governance was positively related. This implies that M&E Organizational Learning influences good governance. This is further confirmed by responses that indicate a general understanding of the role of M&E by staff in the Ministry. This shows that M&E was cascaded, although a few disagree. The disagreement may have arisen because of lack of continuous training, number trained in M&E and level of involvement in M&E activities. This agrees with the results which indicate that staff were involved and involvement increased the level of knowledge. It is therefore true that the level of involvement in M&E contributed to the level of understanding of M&E in the Ministry. The results also indicated that

M&E is taken as a critical management tool and adds value to work. Respondents also agreed that the M&E component is sufficiently integrated into the Ministry's institutional arrangement.

5.3 Discussion of Findings

5.3.1. Role of M&E Accountability in promoting good governance

The fundamental role of Public Sector M&E is to enhance accountability and increase efficiency and effectiveness in the way government works. The study revealed that the Ministry has an established accountability systems, standards and procedures. This is supported by Mulgan (2000) who argues that in governance, accountability expands beyond the basic definition of "being called to account for one's actions". He says accountability cannot exist without proper accounting practices; in other words, an absence of accounting means an absence of accountability. It therefore reveals that M&E Accountability influences good governance. The findings is also consistent with Roper and Petitt (2002) who observe that accountability is sufficient for producing the effect or outcome of good governance, or whether the production of good governance requires a more comprehensive application of M&E.

However, a fundamental question is whether meeting compliance criteria is sufficient for producing the effect or outcome of good governance. The Ministry requires a more comprehensive application of M&E to be able to achieve good governance. The level of compliance must be reinforced for the Ministry to achieve good governance.

5.3.2 Role of M&E Management Decision-making in promoting good governance

The findings of the study indicate that M&E Management decision-making has a positive though moderate relationship with good governance. This means that M&E management decision-making

is significant in promoting good governance. This relates to how information got from M&E contributes to making management decisions. It also relates to the practice and use of M&E as part of the decision-making process. This finding agrees with Hauge (2003) who argues that M&E systems should augment managerial processes and provide evidence for decision-making. The question that should be asked is whether the quality of the M&E information provided is appropriate and how well it feeds into existing managerial processes. The extent to which decisions are made based on prevailing legislations and whether decisions made translate into good governance is an issue of contention. Tuckerman (2007) argues that the greater value ascribed to M&E by decision-makers or managers, the greater the propensity for M&E to be used in the decision-making process, and the greater is its potential for promoting good governance. It is therefore important to note that if decision were based on M&E results and were translated into Ministry systems and practices, then M&E would have an effective role in promoting good governance.

5.3.3 Role of M&E Organizational Learning in promoting good governance

The research found out the extent to which M&E Organizational Learning contributes to good governance. It is presupposed that M&E results and findings help to create organization learning. The result indicates that the role of M&E in promoting organizational learning and promoting good governance is moderate but positive. The study shows that M&E findings and results do contribute to organizational learning, but the extent to which the Ministry is taking advantage of M&E results and finding to promote learning, how M&E information is useful for learning purposes, and the extent to which M&E is integrated in the Ministry decision-making and learning processes still remain a challenge. This is supported by Public Service Report of South Africa on monitoring and

evaluation, 2010 that indicated that translating findings into learnings is the most sophisticated task for organizations. It further revealed that knowledge management means capturing findings, institutionalizing learning, and organizing the wealth of information produced continually by the M&E system. The importance of M&E in contributing to learning has been established by Engel and Carlesson (2002) who indicates that M&E should not just be about accountability and transparency, but also learning.

5.4 Conclusion

5.4.1. Role of M&E Accountability in promoting good governance

Effective Public Sector M&E should enhance accountability. Effective accountability system, standards and procedures is a necessary and sufficient precondition for promotion of good governance. Increase in the level of accountability should lead to a significant increase in the level of good governance. Where there is commitment in ensuring accountability chances for good governance to flourish is high.

5.4.2 Role of M&E Management Decision-making in promoting good governance

M&E should play a role in supporting effective management decisions since M&E provides information that supports decision-making. An effective decision arising from M&E information is expected to improve governance.

5.4.3 Role of M&E Organization Learning in promoting good governance

M&E findings and results are expected to cause organizational learning. When M&E information is collected, analyzed and transformed to a decision, an organization is able to learn and do things better. It is true that if this happens, organizational skills and knowledge will increase and this will enhance efficiency and effectiveness which in turn will support good governance.

5.5 Recommendations

The recommendation in this section are based the findings and conclusions that have been reached during the discussion.

5.5.1. Role of M&E Accountability in promoting good governance

The study indicates that M&E is often tied to nominal compliance with reporting requirements, rather than responding to the underlying performance revealed by M&E. The Ministry should not tie M&E to nominal compliance but should broadly support evidence-based decision-making and M&E data should be used to inform choices in the different stages of planning and public service delivery.

5.5.2 Role of M&E Management Decision-making in promoting good governance

The Ministry should ensure that M&E is well located in the policy process. M&E should mediate policy process by producing valid evidence for policy decisions, thereby ensuring greater objectivity and transparency. There is need for stronger coordination to ensure that M&E helps to guide the Ministry's actions toward greater effectiveness.

5.5.3 Role of M&E Organizational Learning in promoting good governance

The potential exists for a more integrated and effective M&E programme in the Ministry. The Ministry should allocate more resources for the M&E function, and ensure recognition and integration of M&E into all levels of management.

5.6 Areas for further research

- a) Future studies should use the same variables to ascertain how private sector M&E (Civic M&E) contribute in good governance in a government ministry.

- b) Future studies should also consider examining the perception of public sector employees of the institutionalization of M&E in the public sector.

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APPENDICES

Appendix 1. Certificate of proof that dissertation has been edited

MUKOTANI RUGYENDO

P.O. BOX 31178

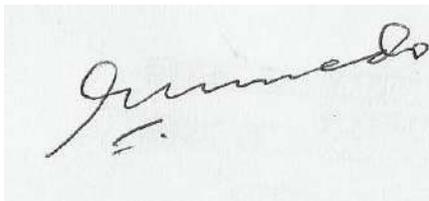
KAMPALA

TEL: 0701707093

21 December 2015

CERTIFICATE OF PROOF THAT DISSERTATION HAS BEEN EDITED

This is to certify that the Master's Degree dissertation entitled, '**Effective Role of Public Sector Monitoring and Evaluation in Promoting Good Governance: Implications from the Ministry of Local Government**' by **James Ojok** has been reviewed and corrected in order to ensure clarity of expression and consistency regarding key style aspects like content organization, sentence construction, logical flow, spelling, word use, punctuation, citation and referencing.

A handwritten signature in black ink on a light-colored background. The signature is cursive and appears to read 'Mukotani Rugyendo'.

Mukotani Rugyendo

Professional Editor

Appendix 2: Questionnaire

You are kindly requested to spare a few minutes of your precious time to fill this questionnaire as accurately and exhaustively as possible. The research is solely for academic purposes. The questions will provide insights into how M&E is viewed, and its role in promoting good governance.

Please respond by ticking the best answer that suits your opinion. You are assured that the information given shall be treated with utmost confidentiality. You are requested not to disclose your name.

SECTION A: BACKGROUND INFORMATION

Name of Directorate/Department	Sex 0= male, 1= female	Age 1=Below 30 2=30-45 3=46-60	Education 1= Diploma 2=Degree 3=Masters +	Years of service 1= 1-3 years 2=4-6 years 3=7 and above
Designation				

SECTION B: M&E Accountability

The following statement relates to the role of M&E accountability in promoting good governance in the Ministry of Local Government. Please indicate the extent you agree or disagree with the following statements.

Tick: 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5=Strongly Agree

NS	Description of items	1	2	3	4	5
1	The Ministry has put in acceptable accountability standards					
2	The Ministry adheres to accountability procedures					
3	There is compliance to oversight institutions					

4	The Ministry does not achieve its set annual targets					
5	The Ministry is rated high in performance in the annual performance assessment					
6	There is increased sanctions by OPM, Finance and Inspectorate of Government over accountability					
4	The Ministry prepares and submit financial reports to government as provided for in the Public Finance Act					
5	There is an established accountability function in the Ministry					
6	Ministry adhere to the approved budgets and targets					
7	Ministry complies to annual report stipulations and other policy and regulatory framework					

Section C: M&E Management Decisions

The following statement relates to the role of M&E Management Decisions in promoting good governance.

Please indicate the extent you agree or disagree with the following statements.

Tick: 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5=Strongly Agree

NS	Description of items	1	2	3	4	5
1	Information management in the Ministry contributes to transparency and accountability					
2	Decisions are made arising from monitoring reports					
3	The Ministry takes proactive stance when it comes to engaging with external stakeholders					

4	M&E information are necessarily used for accountability purposes					
5	I feel part of management processes and contribute in good governance					
6	M&E management decisions guideline in place					
7	Ministry Policy statement in place and articulates governance decisions					

Section D : M&E Organisation Learning

The following statement relates to the role of M&E Organization Learning in promoting good governance. Please indicate the extent you agree or disagree with the following statements.

Tick: 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5=Strongly Agree

NS	Description of items	1	2	3	4	5
1	Staff understand the role of M&E in the Ministry					
2	Staff involved in monitoring and supervision of programme					
3	I understand the mission, vision and core values of the Ministry					
4	The Ministry takes as a critical management tool					
5	M&E function in the Ministry is well located and adequately facilitated					
6	M&E component adds value to my work since it produces useful management tools and information					
7	M&E component is sufficiently integrated into the institutional arrangements of the ministry					

Section E: Good Governance: Transparency and Commitment

The following statement relates to good governance in the Ministry of Local Government. Please indicate the extent you agree or disagree with the following statements.

Tick 1= Strongly Disagree, 2= Disagree,3= Neutral, 4= Agree, 5=Strongly Agree

NS	Description of items	1	2	3	4	5
1	Strong commitment to integrity, ethical values, and the rule of law					
2	The Ministry has open and comprehensive stakeholder engagement					
3	The Ministry has a robust internal control and strong public financial management systems					
4	The Ministry has invested in developing the capacity of the entity, including the capability of its leadership and the individuals.					
5	The Ministry is implementing good practices in transparency and reporting to deliver effective accountability					
6	The Ministry determines interventions necessary to optimize achievement of intended outcomes					

SECTION F: CHALLENGES IN M&E IMPLEMENTATION

The following statement relates to challenges the Ministry is facing in the implementation of Public Sector M&E. Please indicate the extent you agree or disagree with the following statements.

Tick 1=Strongly Disagree, 2= Disagree,3= Neutral, 4= Agree, 5=Strongly Agree

NS	Description of items	SD	D	N	A	SA
1	The Ministry have adequate human resource capacity in M&E					
2	M&E is not viewed as a priority in the Ministry					
3	M&E system to collect information is in place					
4	The Ministry has appropriate implementation strategy for M&E					
5	M&E system is cascaded and properly understood by staff					
6	There is identified priority areas for M&E					
7	There is lack of an effective communication strategy to inform policy development and planning					

Appendix 3: Interview Guide for OPM Staff

- In which directorate/department to you belong?
- What is your post title?
- How long have served in the Ministry?
- What in your opinion is M&E?
- To what extent is M&E institutionalized in the MDAs?
- What are the roles played by M&E in the MDA's?
- Is there an independent budget towards monitoring and evaluation in Government?
- When do you do monitoring and how are the reports disseminated?
- Are there indicators of M&E?
- What is your view on the quality of such data collected on such monitoring?
- When people have done the monitoring how are the findings presented?
- When you do monitor, do you measure input against targets?
- What have been the challenges faced by the Ministry in the implementation of M&E?
- Suggest ways in which these challenges can be mitigated

Appendix 4: RVK Rejcie and DW Morgan Model (1970)

Sample size(S) required for the given population sizes (N)

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	256	3000	341
20	19	120	92	300	168	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

Source: R.V Krejcie and D.W. Morgan (1970) extracted from Martin E. Amin Social Science

Appendix 5: Introductory Letter



1st June 2015

TO WHOM IT MAY CONCERN

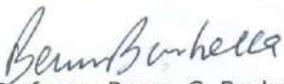
RE: OJOK JAMES-REG. NO. JAN15/PM&E/0379U

This is to introduce Ojok James who is a student in the School of Business and Management doing a Masters in Monitoring and Evaluation of Uganda Technology And Management University (UTAMU).

As part of the course, he wants to undertake a research study on **"Effective role of Public Sector Monitoring and Evaluation in promoting Good Governance in Uganda. Implications from the Ministry of Local Government"**.

Any assistance rendered to him will highly be appreciated. In case you need any further information, do not hesitate to contact the undersigned.

Sincerely,


Professor Benon C. Basheka
Dean, School of Business and Management

Cc. Deputy Vice Chancellor, UTAMU
Director, Academic Affairs, UTAMU

Appendix 6. Functional Organization Structure of the Ministry of Local Government

