

**FACTORS INFLUENCING THE PERFORMANCE OF MONITORING AND
EVALUATION SYSTEMS IN NON-GOVERNMENT ORGANIZATIONS IN LIRA
DISTRICT, NORTHERN UGANDA**

BY

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DECLARATION

I, **JULIET NASAMBU**, hereby declare that this dissertation is my own original piece of work and has not been submitted for any degree or examination in another University or any other Institution of Higher Learning. In all cases where other people's ideas have been used, they have been duly acknowledged by complete references.

Signature..... 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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Above all, I give Glory back to God the Almighty for the good health and strength to carry out all the required tasks of the study.

DEDICATION

I dedicate this work to God Almighty, My Parents, Mr. and Mrs. Ongol William Biagami and to husband Mr. Kenneth Ocaya, Sons Ryan Olet and Raylan Engole.

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ABBREVIATIONS

AIC	AIDS Information Centre
AusAID	Australian Agency for International Development
CLEAR	Centre for Learning and Evaluation Results
CSO	Civil Society Organization
HCD	Human Capacity Development
ICOBI	Integrated Community – Based Initiative)
ICT	Information communication technology
IFAD	International Fund for Agricultural Development
INGOs'	International Non-Governmental Organizations
LEMU	Land and Equity Movement Uganda
LFA	Logical framework Analysis
LSIO	Lango Samaritan International Organization
LUPD	Lira Union of Persons with Disabilities
M&E	Monitoring and Evaluation
NGO	Non- Governmental Organizations

NIMES	National Integrated Monitoring and Evaluation System
PACE	Programme for Accessible health, Communication and Education
PM&E	Participatory Monitoring and Evaluation
PME&R	Participatory Monitoring, Evaluation and Reporting
RBM	Results Based Management
RHU	Reproductive Health Uganda
SDS	Strengthening Decentralization and Sustainability
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDP -	United Nations Development Programme
USAID	United States Agency for International Development
VSO	Volunteer Services Overseas
WRA	White Ribbon Alliance
WAYS	Waverley Action for Youth Service

ABSTRACT

Monitoring and evaluation systems allow for project activities to be measured and analyzed. Unfortunately, there is often a gap in the design of M&E systems; generation of information during the process of M&E and use of this information in future designs. The purpose of this study was to establish the factors influencing performance of M&E systems of NGOs in Lira District. The study was guided by the following research objectives: To determine how M&E structure influenced the performance of M&E systems of NGOs in Lira district; to assess how human resource capacity influenced the performance of M&E systems of NGOs in Lira district; to examine how data quality influenced the performance of M&E systems of NGOs in Lira district and to establish how the M&E methods influenced the performance of M&E systems of NGO's in Lira district. The research design used was a cross-sectional.

The study targeted seventy nine (79) respondents who included managers, M&E officers and other organization staffs who work closely with the M&E department. The data collection instrument used was a questionnaire with 79 of them sent by the researcher to 72 respondents.. The findings were that, M&E structure, data quality, human resource capacity and use of the M&E methods influenced the performance of M&E system in NGOs in Lira District as M&E officers, staffs who had M&E experience and training, utilized M&E information adequately and carried out regular data collection from various sources. More so the performance of monitoring and evaluation systems was satisfactory given the fact that information was accessible to organizational staff; feedback after measurement of project activities was received and the information needs of staff were met. Therefore, the study recommends that non-governmental

organizations should ensure routine data audit, conduct preliminary assessment of impacts by conducting case studies and combine the use of logical framework with outcome mapping.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This study examined the Factors Influencing the performance of monitoring and evaluation systems in non-government organizations in Uganda. Monitoring & Evaluation (M&E) of sport-for-development interventions is of high priority. The relatively recent recognition of the use of sport as a tool in development requires thorough assessment of its value in development and humanitarian disaster contexts (Crawford and Brye, 2003: 21).

Effective, transparent and (if possible) comparable M&E must therefore take place to further determine the inherent benefits, risks and limitations of sport and physical activity Crawford and (Brye,2003: 21-22). Monitoring and Evaluation is important because it provides the only consolidated source of information showcasing the project's progress by allowing actors to learn from each other's experiences, building on expertise and knowledge. It often generates (written) reports that contribute to transparency and accountability, and allows for lessons to be shared more easily and reveals mistakes and offers paths for learning and improvements. It provides a basis for questioning and testing assumptions as well as providing a means for agencies seeking to learn from their experiences and to incorporate them into policy and practice. M&E provides a way to assess the crucial link between implementers and beneficiaries on the ground and decision-makers adding to the retention and development of institutional memory as well as providing a more robust basis for raising funds and influencing policy (Crawford and Brye, 2003: 23).

Businesses and organizations that have a Monitoring and evaluation system will attest to the fact that this system helps in the reflection of past projects of a business or an organization to determine whether they achieved the set goals for a given period of time. The monitoring and evaluation system is also a tool used to check whether resources were well used and it also helps a business/organization to make changes where necessary and to improve on their weaknesses, (UNDP 2001:33)

This chapter contains brief background information about the problem under study, the problem statement, purpose of the study, research objectives, research questions, significance and scope of the study.

1.2 Background of the study

1.2.1. Historical Background

Monitoring and evaluation (M&E) are essential components of results based management (Rist, Boily & Martin, 2011: 11). Results-based management involves deliberately gathering empirical evidence in order to know the extent to which intended results are being achieved so that modifications to the design and delivery of activities can be made to improve and account for performance in achieving intended outcome. Furthermore, organizations successfully adopting RBM will need to have appropriate systems and procedures in place that collectively constitute an RBM regime (Mayne, 2007: 62)

The increased level of emphasis given to results (outcomes), as opposed to activities and output, has also brought some major changes in the focus, approach and application of monitoring and evaluation systems whereby, as focus of management changes from activities to

results, focus of M&E also changes from the traditional M&E system, which focuses on assessing inputs and implementation process (progress monitoring) to results-based M&E system, which emphasizes assessment of the contributions of interventions to development outcomes. Building and sustaining a result based monitoring and evaluation system is admittedly not an easy task for it requires continuous commitment, champions, time, effort and resources. In addition, it may take several attempts before the system can be tailored to suit a given governmental or organizational policy, program or project; but it is doable (Kusek, 2004: 67).

According to an IFAD, (2008: 43) annual report on results and impact, recurrent criticisms against M&E systems include: limited scope, complexity, low data quality, inadequate resources, weak institutional capacity, lack of baseline surveys and lack of use. Moreover, the most frequent criticism of M&E systems in IFAD projects relates to the type of information included in the system. Most of the IFAD projects collect and process information on the project activities. However, the average IFAD project did not provide information on results achieved at the purpose or impact level. The M&E system of the Tafilalet and Dades Rural Development project in Morocco for example only focused on financial operations and could not be used for impact assessment.

In the Pakistan IFAD Country Programme Evaluation, cases were reported of contradictory logical frameworks combined with arbitrary and irrelevant indicators while in Belize, two different logical frameworks were generated which increased confusion and complexity. The Ethiopia IFAD Country Programme Evaluation found that project appraisal documents made limited provision for systematic baseline and subsequent

beneficiaries surveys. For example in one project in Ethiopia, the baseline survey was carried out 2-3 years after projects start-up, (IFAD, 2008: 53) .

In a study report of an Australian NGO conducted by Spooner and Dermott (2008: 78), staff reported that, as WAYS evolved over time, they were unsure about what works in the current system of monitoring and evaluation. Additionally, resources had not been dedicated to data analysis; and the data was rarely analyzed. A further problem found with data analysis was that the responsibility of doing the analysis lay with program managers, who had little time to analyze data that was not required by funding bodies. Some of the staff stated that they are required to collect information and analyze it, but that their analysis is hampered because they have minimal research skills. Finally, some staff reported that there was no feedback loop built into the current system. So, while staff report on their activities to the management, they do not know what happens to the information once it is reported.

The Canadian M&E system has invested heavily in both evaluation and performance monitoring as key tools to support accountability and results-based management. Additionally, the current state of the M&E system has evolved over time, as the central designers have recognized that the development and implementation of M&E is long term and iterative therefore putting emphasis on the “process” of implementation as an important mechanism in itself in developing an “evaluation culture” or “results culture” in an organization and across the entire system (Lahey, 2009: 23).

The CLEAR (2012: 12) report notes that the M&E mechanism of Benin relies on the national statistics system for measurement and data. The Benin system employees have considerable basic training, but there are not many of them and their knowledge is not

regularly updated. Furthermore, access to data and information remains a great challenge, particularly access to data to be collected, but also with regard to data already processed. Finally, the CLEAR report argues that the information gathered through the Benin M&E system is not sufficiently taken into account.

In Ghana, after several years of implementing the national M&E system, significant progress has been made (CLEAR, 2012: 33). However, challenges include severe financial constraints; institutional, operational and technical capacity constraints; fragmented and uncoordinated information, particularly at the sector level. To address these challenges the CLEAR report argues that the current institutional arrangements will have to be reinforced with adequate capacity to support and sustain effective monitoring and evaluation, and existing M&E mechanisms must be strengthened, harmonized and effectively coordinated.

The Government of Uganda developed the Poverty Eradication Action Plan (PEAP), which is incorporated into its Poverty Reduction Strategy Paper. The country is still experiencing coordination and harmonization difficulties with respect to evaluation and the PEAP (Morra, et al, 2009:53). For example, the PEAP monitoring and evaluation regime is characterized by the separation of poverty monitoring and response monitoring, although both are coordinated by the Ministry of Finance, Planning, and Economic Development MFPEd. A review carried out in 2007 reported several problems with Monitoring and Evaluation System. For instance, sector ministry outcomes and outputs, measurable indicators, baselines and targets were not clear. Again, there is no uniformity in evaluation standards within ministries.

1.1.2. Theoretical Background

Monitoring and Evaluation Systems have their roots in Results-Based Management Approaches. The Development Assistance Committee DAC, (2002:142) defines this approach as “a management strategy focusing on performance and achievement of outputs, outcomes and impacts”. In this light, it is clear that monitoring and evaluation concepts draw on the Results-Based Management Approach, especially with its focus on demonstrable results, outputs and impacts from development programmes. In this vein, it should also be recalled that Monitoring and Evaluation Systems are “management toolkits” aiding decision-making in organizations, and enhancing development’s effectiveness through delivery of results. The approach improves organizational performance by applying traditional tools such as results frameworks, strategic planning, monitoring and program evaluation (www.adb.org/documents/guidelines/mfdr/introduction-to-results_management/default.asp). It was initially applied in private sector organizations and moved to the public sector as part of the reform efforts of the 1980s and 1990s. It has increasingly been implemented in development agencies and multilateral organizations.

Theory of Change (ToC) is a specific type of methodology for planning, participation and evaluation that is used in the philanthropy, not-for-profit and government sectors to promote social change. Theory of Change defines long-term goals and then maps backward to identify necessary preconditions, (Brest, 2010:45). Theory of Change explains the process of change by outlining causal linkages in an initiative, i.e., its shorter-term, intermediate and longer-term outcomes. The identified changes are mapped –as the “outcomes pathway” – showing each outcome in logical relationship to all the others, as well as chronological flow. The links between

outcomes are explained by “rationales” or statements of why one outcome is thought to be a prerequisite for another, (Clark, 2012:33)

The innovation of Theory of Change lies (1) in making the distinction between desired and actual outcomes, and (2) in requiring stakeholders to model their desired outcomes before they decide on forms of intervention to achieve those outcomes. A common error in describing Theory of Change is the belief that it is simply a methodology for planning and evaluation, (Taplin, 2013:45). Theory of Change is instead a form of critical theory that ensures a transparent distribution of power dynamics. Further, the process is necessarily inclusive of many perspectives and participants in achieving solutions.

Theory of Change can begin at any stage of an initiative, depending on the intended use. A theory developed at the outset is best at informing the planning of an initiative. Having worked out a change model, practitioners can make more informed decisions about strategy and tactics. As monitoring and evaluation data become available, stakeholders can periodically refine the Theory of Change as the evidence indicates. A Theory of Change can be developed retrospectively by reading program documents, talking to stakeholders and analyzing data. This is often done during evaluations, reflecting what has worked or not in order to understand the past and plan for the future.

This study was guided by Results-based Management Approach since it focused on demonstrable results, outputs and impacts from development programmes. Results-based management (RBM) is a management strategy which uses feedback loops to achieve strategic goals. Individuals and organizations (actors) who contribute directly or indirectly to the result, map out their business processes, products and services, showing how they contribute to the

outcome. This outcome may be a physical output, a change, an impact or a contribution to a higher level goal. Information (evidence) of the actual results is used for accountability, reporting and to feedback into the design, resourcing and delivery of projects and operational activities. Results-based Management is an example of a strategic control mechanism. It has been shown to have stronger similarities in its design and use to the third-generation balanced scorecard, (as cited in the Results-based Management Handbook", United Nations Development Group, 2012).

1.1.3. Conceptual Background

This section discussed the definitions of key terms and dominant thinking on the subject. Case experiences from both countries and development agencies are reviewed to single out factors for either success or failure in setting up and management of Monitoring and Evaluation Systems. (Gideon, 2013:70-72). Impliedly, this means the identification of success cases, challenged cases, as well as cases of poor practice. For the study, this ultimately assists in mapping the general terrain for Monitoring and Evaluation Systems on a global scale.

Understanding of Monitoring and Evaluation Systems presupposes appreciation of “monitoring” and “evaluation as its conceptual building blocks. The terms monitoring and evaluation are distinct, yet complementary (Kusek, et al, 2004). Both are intended to measure and assess performance of programmes and projects, and to review progress. Monitoring is a routine, ongoing, internal activity which is used to collect information on programmes, activities, outputs and outcomes to track its performance (Kusek, et al, 2004:13). As a process, monitoring systematically collects data against specified indicators at each stage of the

programme/project cycle. Hence there is evidence-based reporting on programme progress at every stage, relative to respective targets and outcomes. And it can be distilled from the foregoing that monitoring is a detective tool, continuously generating information that enables programme managers to make adjustments during the implementation phase of a programme/project. So, it follows then, that for the tool to provide accurate, valid and consistent information usable to programme managers, it must be well-designed and functioning smoothly. Poorly designed or weak monitoring systems will automatically be poor detectors of programme performance status. Problem areas will go unnoticed and, subsequently, appropriate adjustments will not be made where they should. In a way, such a system will not be of any good use to any organization because, ideally, a good monitoring system should produce continuous streams of current, valid and timely data to programme management, aiding their day-to-day decision-making processes on programmes.

Evaluation, as gleaned from the OECD (2002:21), is a systematic and objective assessment of an ongoing or completed project, programme or policy. The aim is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness and impact. The process of evaluation gives explanations on why results, targets and outcomes were or were not achieved. And this way, the concept addresses issues of causality for both programme's success or its failure, by highlighting the contributing factors in each case to draw lessons for organizational learning and enable replication of positive performance. It is clear then that any good evaluation system should provide explanations to any kind of programme results: poor results, positive results or mediocre performance of programmes. However, not all evaluation systems provide such kind of explanations owing to many

inhibiting factors that may include structural challenges, implementation failures and resource constraints.

Monitoring and Evaluation Systems

Monitoring and Evaluation Systems are management toolkits that enable decision-makers to track progress and demonstrate the impacts of a given programme/ project. In the long run, the toolkits help organizations make decisions on the success, failure, relevance, efficiency and effectiveness of their programmes.

Monitoring and Evaluation Systems requires twelve main components in order to function effectively and efficiently to achieve the desired results. These twelve M&E components i.e. Organizational Structures with M&E Functions, Human Capacity for M&E, Partnerships for Planning, Coordinating and Managing the M&E System, M&E frameworks/Logical Framework, M&E Work Plan and costs, Communication, Advocacy and Culture for M&E, Routine Programme Monitoring, Surveys and Surveillance, National and Sub-national databases, Supportive Supervision and Data Auditing, Evaluation and Research and Data Dissemination and Use, (Kusek, et al, 2004:138).

Any slack in either component automatically leads to derailing of progress in managing of programmes and projects. Monitoring and Evaluation Systems provide important feedback on the progress of programmes/projects. That is, the success or failure of projects, programmes and policies throughout their respective life cycles. These systems constitute a powerful, continuous management tool that decision makers can use to improve performance and demonstrate results. Monitoring and Evaluation Systems (especially Results-based) have a special capacity to add to the learning and knowledge process. These systems

provide for learning and knowledge, since by providing continuous feedback to managers, they promote organizational learning through a cycle involving the reflection on progress, learning and allows for adjustments in the course of programmes or projects where need be . (Kusek, et al, 2004:140). These systems have been designed to monitor and evaluate at all levels: macro and micro levels, which can roughly be translated to policy, programme and project levels respectively.

Information supplied by Monitoring and Evaluation Systems is used as a crucial management tool in achieving results and meeting specific targets. Such information, which reveals the level of progress, performance and problems, is crucial to managers striving to achieve results. As Baum, et al, (1985:362) argue, these systems are actually one of the “techniques” for managing programme/ project implementation, especially because they provide an early warning to project management about potential or actual problems. Subsequently, when problems are identified, questions about assumptions and strategy behind a given programme or project may be raised .

This way, they aid development managers make choices and decisions on running projects and programmes. Monitoring and Evaluation Systems can also aid in promoting greater transparency and accountability within organizations and government (Rubin, 1995:31).

1.1.4. Contextual background

Monitoring and evaluation (M&E) is a process that helps improve performance and achieve results. Its goal is to improve current and future management of outputs, outcomes and impact. It is mainly used to assess the performance of projects, institutions and programmes set up by

governments, international organisations and NGOs. It establishes links between the past, present and future actions, (Rist, Boily & Martin, 2011:33).

Monitoring and evaluation processes can be managed by the donors financing the assessed activities, an independent branch of the implementing organization, project managers or implementing team themselves and/or by a private company. The credibility and objectivity of monitoring and evaluation reports depend very much on the independence of the evaluator or evaluating team in charge. Their expertise and independence is of major importance for the success of the process, (Mayne, 2007:48).

Many international organizations such as the United Nations, the World Bank group and the Organization of American States have been utilizing this process for many years. The process is also growing in popularity in the developing countries where the governments have created their own national M&E systems to assess the development projects, resource management and government activities or administration. The developed countries are using this process to assess their own development and cooperation agencies.

An important goal of evaluation is to provide recommendations and lessons to the project managers and implementation teams that have worked on the projects and for the ones that will implement and work on similar projects.

Evaluations are also indirectly a means to report to the donor about the activities implemented. It is a means to verify that the donated funds are being well managed and transparently spent. The evaluators are supposed to check and analyse the budget lines and to report the findings in their work, (http://www.cgdev.org/doc/full_text/CGDBriefs/1426965/US-Spending-in-Haiti-The-Need-for-Greater-Transparency-and-Accountability.html).

The main problem in African countries is that while sector ministries collect a range of performance information, the quality of data is often poor. This is partly because the burden of data collection falls on over-worked officials at the facility level who are tasked with providing the data for other officials in district offices and the capital, but who rarely receive any feedback on how the data are actually being used, if at all. This leads to another problem: data are poor partly because they aren't being used; and they're not used partly because their quality is poor. Therefore, in such countries, there is too much data but not enough information (Mackay, 2006:63)

A nationwide survey by the Uganda NGO coordination board (2013), found that some NGOs mainly depended on the founder members or the chief executives for sustainability and their survival relied on individuals and not institutional systems, thereby affecting their performance. For instance, it was observed that some organizations employed relatives regardless of minimum qualification required in certain jobs thereby comprising professionalism in the management of NGOs - other NGO officials used projects funds for personal gains at the expense of the intended actual beneficiaries.

1.2 Problem Statement

Monitoring and Evaluation is “donor driven”: Most NGOs carry out monitoring and evaluation because it is a requirement from the donor. As such most M&E activities are tied to donor to donor funding and projects and not institutionalized. Lack of demand for M&E in sub-Saharan Africa means that, much of the M&E activity has occurred through donor-driven initiatives. M&E often addresses donor concerns for accountability of project inputs and outputs, rather than local concerns that are directly related to broader development issues. The disproportionate element of donor initiative reduces local commitment to and ownership of M&E efforts.

Lack of participation of stakeholders in the development of M&E systems: Since M&E is not part of organizational culture for many NGOs, there is no participation in programming and designing of M&E system; they are left out in the process of determining indicators, mode of monitoring and evaluating.

A further challenge is ensuring that the NGO has the necessary competence to analyze and make use of the information that emerges from its monitoring and evaluation systems (Britton, 2009). The scarcity of M&E skills has been exacerbated by high turnover of M&E staff with experience, these highly marketable skills lead to other job opportunities (Gorgens & Kusek, 2010). According to the coordinator (2010), many Uganda NGOs lack the capacity to employ both monitoring and evaluation professionals and in-house ICT staff who are well skilled to understand M&E and develop appropriate tools. This has led to the development of inferior monitoring and evaluation systems that do not meet internal and donor requirements.

This study, therefore, seeks to establish the factors influencing the performance of monitoring and evaluation systems of non-governmental organizations in Lira, Uganda.

1.3 Purpose of the study

The purpose of this study was to examine the factors influencing performance of monitoring and evaluation systems of non-governmental organizations in Lira district.

1.4 Objectives of the study

- i. To determine how structure of monitoring and evaluation influenced the performance of monitoring and evaluation systems of non-governmental organizations in Lira district.
- ii. To assess how human resource capacity influenced the performance of monitoring and evaluation systems of non-governmental organizations in Lira district
- iii. To examine how data quality influenced the performance of monitoring and evaluation systems of non- governmental organizations in Lira district.
- iv. To establish how the Monitoring and evaluation methods influenced the performance of monitoring and evaluation systems of non-governmental organizations in Lira district

1.5 Research Questions

- i. In what way did the structure of monitoring and evaluation influence the performance of monitoring and evaluation systems of non-governmental organizations in Lira district?
- ii. How human capacity influenced the performance of monitoring and evaluation systems of non-governmental organizations in Lira district?

iii. How data quality influenced performance of monitoring and evaluation systems of non-governmental organizations in Lira district?
iv. How the use of monitoring and evaluation methods influenced the performance of monitoring and evaluation systems of non-governmental organizations in Lira district?

1.6 Hypotheses of the Study

H0: There is no significant relationship between M&E and performance of NGO's.

H1: There is a significant relationship between M&E and performance of NGO's.

H2: Human capacity influences the performance of monitoring and evaluation systems of NGO's.

H3: Human capacity does not influence the performance of monitoring and evaluation systems of NGO's

1.7 Conceptual Framework.

Independent Variables

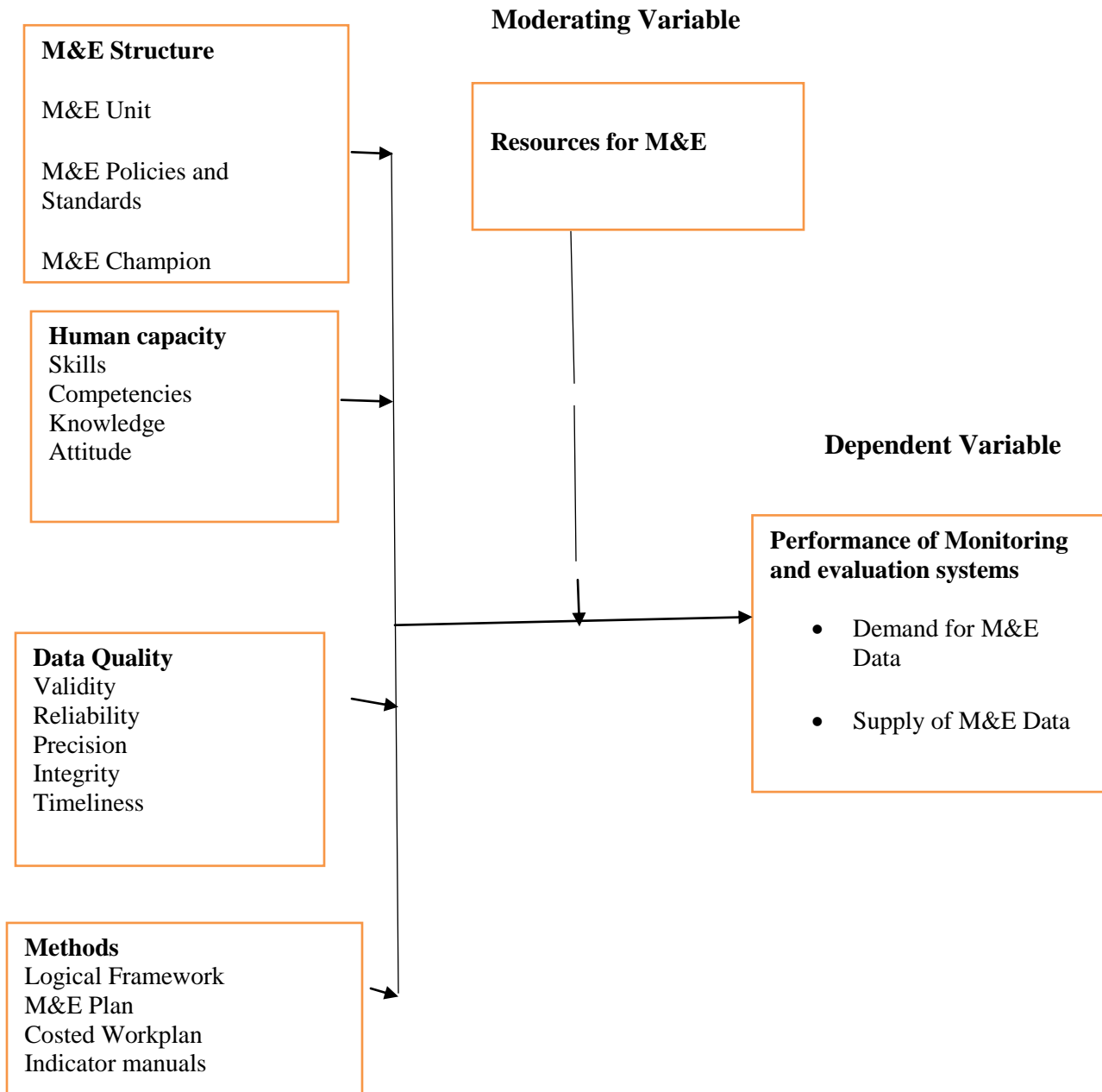


Figure 1: Conceptual framework

Source: Adopted from Dr, Dana H. T , Dr. Clark , H. , Collins, E., David C. C. *Theory of*

Change technical papers (2013) and modified by the Researcher

Independent Variables

This involved the elements of Monitoring and Evaluation Systems that had impact on organization performance which included Monitoring and evaluation structure, Data Quality, Human capacity and Monitoring and evaluation methods.

Dependent Variables

Performance of monitoring and Evaluation system was measured in two dimensions that is: Demand for monitoring and evaluation data by Users and Supply of monitoring and evaluation data. For the system to perform this, two indicators have to work. An increase in demand for evaluation findings has a potential for driving supply for evaluation findings. (Adams, 2013:29)

Intervening Variables

These variables in the model attempt to portray that, whereas Monitoring and Evaluation Systems mentioned above termed as independent variables will be expected to enhance the performance of monitoring and evaluation system in an organization but they may not be the end in themselves. Other factors like resources may as well have an effect on the performance of an organization.

1.7 Significance of the study

It is hoped that the study was of significance to organizations by contributing to a better understanding and knowledge of strengthening monitoring and evaluation systems. Non-Government Organizations could use the study to provide a framework for strengthening existing monitoring and evaluation systems.

Information generated from this study is of much value to a number of stakeholders, including academics, policy makers, development managers and practitioners as well as the general public interested in issues of development programmes management. By analyzing the effectiveness of Monitoring and Evaluation Systems in development agencies, programme managers in government and policy makers will be enlightened by experiences, practice and operations in these organizations whose technical and organizational capacities are usually way ahead of many governments. So good practice in development agencies may lead to sensitization at political and policy levels, which may further lead to the installation of Monitoring and Evaluation Systems in key decision-making centers of government. This also means that there will also be legal and budgetary support for the institutionalization of Monitoring and Evaluation Systems in government projects and programmes. Moreover, when a Monitoring and Evaluation System is institutionalized it serves as an integral part of the development policy or programme cycle to improve performance accountability and to provide effective feedback to improve planning, budgeting and policymaking to achieve effectiveness in development . Sensitization at political level may again influence the decision to adopt a national evaluation policy to guide evaluations.

Monitoring and Evaluation Systems are a relatively new concept. Hence, not much literature exists on the subject. In a way, it is a new area that has emerged with the calls for results-based management and/or performance-related management. So, to the academia this study will add to the small existing body of literature on the subject. To development managers and programmes personnel, results of the study will help in the replication and maximization of strengths of Monitoring and Evaluation Systems, as well as seek remedy for shortfalls in these systems design, implementation and maintenance. The general public will

also benefit from knowing the importance of Monitoring and Evaluation Systems as management tools in development programmes.

1.9 Justification of the Study

There was an evolution in the field of monitoring and evaluation involving a movement away from traditional implementation-based approaches towards new results-based approaches. The latter relates to the aftermath of programme implementation. That is to say, organizations may successfully implement programmes and projects, but have they produced the actual intended results? Have they truly delivered the promises made to the stakeholders? Implied in the foregoing are demands for real, tangible and demonstrable results and performance in various programmes and projects implemented. There is also an increasing number of international initiatives and forces at work pushing governments, development agencies and NGOs in the direction of adopting management systems geared towards results. These include Millennium Development Goals (MDGs), Highly Indebted Poor Country (HIPC) initiative, International Development Association funding, World Trade Organization (WTO) membership, European Union Structural Funds and Transparency International (Kusek, et al, 2004). MDGs are among the most ambitious of global initiatives to adopt a results-based approach toward poverty reduction and improvement in living standards; and they contain some elements of a results-based monitoring and evaluation approach. For instance, the MDG targets have been translated into a set of indicators that can measure progress.

1.10 Scope of the study.

1.10.1 Geographical Scope

The proposed research covered the Factors Influencing the Performance of Monitoring and Evaluation Systems in Non-Government Organizations in Uganda, with special emphasis of NGOs in Lira District.

1.10.2 Content Scope

The Study was limited to finding out a clear understanding of Factors Influencing the Performance of Monitoring and Evaluation Systems in Non-Government Organizations in Uganda, how structure of monitoring and evaluation information influence performance of monitoring and evaluation systems of non-governmental organizations in Lira district, how human resource capacity influence performance of monitoring and evaluation systems of non-governmental organizations, how data quality influence performance of monitoring and evaluation systems of governance non- governmental organizations and how the use of the Methods influence monitoring and evaluation systems of non-governmental organizations.

1.10.3 Time Scope

The study took into consideration a time period of five years that is from 2010 – 2015, a time very convenient for the researcher to get the required data.

1.10.4 Definition of Significant Terms

Performance of Monitoring and Evaluation Systems:

Performance of monitoring and evaluation systems is the ability of measured project activities to provide users of the system access to quality and accurate information that can be used for organizational learning and decision making.

Data Quality: Data collection that influence the monitoring and evaluation system while satisfying the information needs of users. Quality data is dependent on the duration of monitoring and evaluation, data sources and data analysis.

Human Capacity:

This is defined as the capabilities of employees in an organization to perform their monitoring and evaluation duties efficiently, effectively and sustainably to support the M&E system. For the system to perform employees should have the skills and experience.

Use of the Logical Framework:

This is defined as the application of the matrix and its accuracy during the process of monitoring and evaluation. Usage is determined through the choice of indicators and the understanding of users as they refer to the tool during the process of monitoring and evaluation.

Demand and supply of Monitoring and Evaluation Information:

This is putting monitoring and evaluation results to use. The use of monitoring and evaluation findings for decision making and project control ensure that there is a baseline against which to undertake new measurements.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviewed the literature related to the study from the global, African and local perspective. The chapter also presented a conceptual framework reflecting the relationship between the identified dependent and independent variables.

2.2 Theoretical Review

This study was guided by Theory of Change (ToC). ToC is a specific type of methodology for planning, participation and evaluation that is used in the philanthropy, not-for-profit and government sectors to promote social change. Theory of Change defines long-term goals and then maps backward to identify necessary preconditions, (Brest, 2010:45). Theory of Change explains the process of change by outlining causal linkages in an initiative, i.e. its shorter-term, intermediate and longer-term outcomes. The identified changes are mapped –as the “outcomes pathway” showing each outcome in logical relationship to all the others, as well as chronological flow. The links between outcomes are explained by “rationales” or statements of why one outcome is thought to be a prerequisite for another, (Clark, 2012:33)

2.3 Concept of M&E system.

Monitoring and evaluation (M&E) are tools employed to assess the relationships of intentions versus actions, actions versus outcomes and outcomes versus impacts. However, the most important yet quite often the most neglected aspect of monitoring and evaluation is feedback. It is the feedback of lessons learned through M&E that assists in correcting current mistakes to

improve future decisions (Khan, 1998:23). A results-based M&E system is essentially a feedback system; it is a management tool to measure and evaluate outcomes, providing information for governance and decision making. A results-based system, whilst not neglecting the monitoring of inputs and outputs, attaches the highest importance to providing feedback on results at the level of outcomes and goals (Edmunds & Marchant, 2008:45)

Kelly (2008:22), argues that good M&E systems for civil society programs are ones which are: dynamic, participative, reflective and evolving. First, dynamic systems encourage `practical learning and promote regular ways of seeking dynamic feedback from multiple sources about the benefits, problems and impacts of the intervention. Secondly, participative and gender sensitive systems actively seek to overcome barriers of gender, age, power, culture and other issues which limit the participation of all stakeholders in the monitoring and assessment process. Thirdly, reflective systems encourage staff, partners and stakeholders to create regular space and time for analyzing information and reflecting back on underlying assumptions or `theories of change which underpin the interventions. Fourthly, evolving systems are adapting and changing in order to keep them as light and simple as possible while providing `real timely information which informs on-going improvement of the intervention.

2.3 Performance of Monitoring and Evaluation Systems

The structural arrangements of an M&E system are important from a number of perspectives; one is the need to ensure objectivity, credibility and rigor of the M&E information that the system produces Mackay, (2006:19). Khan (2003:11), concurs that the conceptual design of an M&E system is supposed to address issues with regard to the objectives of the system, competent authority, credibility of information, its management, dissemination and recycling into the

planning process with special emphasis on community participation. M&E systems should be built in such a way that there is a demand for results information at every level that data are collected and analyzed. Furthermore, clear roles, responsibilities, formal organizational and political lines of authority must be established (Kusek & Rist, 2004: 114). There is often a need for some structural support for M&E, such as a separate evaluation unit which at the very least needs one person who is the internal champion identified to make sure the system is implemented and developed. Moreover, the systems must be consistent with the values at the heart of the organization and work in support of the strategy. There are twelve components of a functional monitoring and evaluation namely: structure and organizational alignment for M and E systems; Human capacity for M and E systems; M and E partnerships; M and E plans; Costed M and E work plans; Advocacy, communication and culture for M&E systems; Routine monitoring; periodic surveys; Databases useful to M&E systems; Supportive supervision and data auditing; Evaluation and research; and using information to improve results (UNAIDS, 2008). Taut (2007:53) study, “self- evaluation capacity building in a large international development organization”, indicate low organizational readiness for learning from evaluation. Moreover, interviewees similarly described a lack of open, transparent and critical intra-organizational dialogue and a lack of formal structures and processes to encourage reflection and learning as an organizational habit. At the same time, there was rather high awareness of the potential for evaluation to be used as a tool for learning and demand voiced for such evaluations

2.4 Data Quality and performance of M&E

The source of performance data is important to the credibility of reported results hence, it is important to incorporate data from a variety of sources to validate findings. Furthermore, while primary data are collected directly by the M&E system for M&E purpose, secondary data are

those collected by other organizations for purposes different from M&E (Gebremedhin, Getachew & Amha, 2010: 40). In the design of an M&E system, the objective is to collect indicator data from various sources, including the target population for monitoring project progress (Barton, 1997:67). The methods of data collection for M&E system included interviews using questionnaires and observations. Moreover, developing key indicators to monitor outcomes enables managers to assess the degree to which intended or promised outcomes are being achieved (Kusek & Rist, 2004:84).

Frequent data collection means more data points; more data points enable managers to track trends and understand intervention dynamics hence the more often measurements are taken, the less guesswork there will be regarding what happened between specific measurement intervals. But, the more time that passes between measurements, the greater the chances that events and changes in the system might happen that may be missed Gebremedhin et al., (2010:40). Guijt (1999:1) concurs that to be useful, information needs to be collected at optimal moments and with a certain frequency. Moreover, unless negotiated indicators are genuinely understood by all involved and everyone's timetable is consulted, optimal moments for collection and analysis will be difficult to identify.

According to Cornielje, Velema and Finkenflugel, (2008:43) only when the monitoring system is owned by the users of the system is it likely to generate valid and reliable information. However, all too often the very same users may be overwhelmed by the amount of daily work which, in their view, is seen as more important than collecting data and, subsequently, the system may become corrupted. They conclude that it is of extreme importance that the front-line workers are both involved in monitoring and evaluation and informed about the status of the services and activities they largely provide in interaction with other stakeholder and beneficiaries.

Singh (2009:52), study, “the numeric paper forms for NGOs”, expressed concern regarding data collection namely: cost, time, training, data accuracy and consistency, storage and means of data analysis. Additionally, the NGOs that had experimented with electronic systems highlighted difficulties with infrastructure and maintenance. Among the key findings of the study was that data collection and form-filling are important activities for many NGOs; cost and ease-of-use are major concerns, often preventing technology-heavy systems; and digitized data is desired, but digitizing data was the bottleneck for data-collection efforts. A system of data collection should be self-organizing and evolving as it gathers information from the environment where the staff would then generate the information in the course of their daily activities (Innes & Booher, 1999: 415). In a report of strengthening the M&E system of HIV and AIDS projects in Child fund Uganda, Ediau (2012: 29) found that data was not routinely collected, compiled, stored, analyzed and shared by Child Fund Uganda and project stakeholders. As a result, such data was not effectively utilized to track and measure performance as well as inform program improvement and learning.

Obure (2008:18 in a study of RBM in Northern Ghana indicates a problem associated with post collection data management. As confessed by many field officers, the storage, processing and interpretation of data was ineffectively handled. Results from the study strongly point to a weakness in the system arising from the inability of stakeholders to handle and process data in a meaningful way. He concludes that this challenge could seriously lead to mere collection of large volumes of data which eventually might not be used in a helpful way. Data must be collected and analyzed regularly on the objectives and intermediate results. Furthermore, the PME&R system allows for three levels of information by project, activity and organization where the data for all

organizations involved in a specific activity can be averaged up to the activity level, and the data for all activities can be averaged up to the project level.

2.5 Human Capacity and performance of M&E

The M&E system cannot function without skilled people who effectively execute the M&E tasks for which they are responsible. Therefore, understanding the skills needed and the capacity of people involved in the M&E system (undertaking human capacity assessments) and addressing capacity gaps (through structured capacity development programs) is at the heart of the M&E system Gorgens & Kusek, (2010:95). In its framework for a functional M&E system, UNAIDS (2008) notes that, not only is it necessary to have dedicated and adequate number of M&E staff, it is essential for the same staff to have the right skills for the work. Moreover, M&E human capacity building requires a wide range of activities, including formal training, in-service training, mentorship, coaching and internships. Lastly, M&E capacity building should focus not only on the technical aspects of M&E, but also address skills in leadership, financial management, facilitation, supervision, advocacy and communication.

Building an adequate supply of human resource capacity is critical for the sustainability of M&E system and is generally an ongoing issue. Furthermore, it needs to be recognized that “growing” evaluators requires far more technically oriented M&E training and development than can usually be obtained with one or two workshops. Both formal training and on-the-job experience are important in developing evaluators with various options for training and development opportunities which include: the public sector, the private sector, universities, professional associations, job assignment, and mentoring programs (Acevedo et al., 2010:24).

Monitoring and evaluation carried out by untrained and inexperienced people is bound to be time consuming, costly and the results could generated prove impractical and irrelevant. Therefore, this will definitely impact the success of projects (Nabris, 2002). In assessment of CSOs in the Pacific, UNDP (2011) discusses some of the challenges of organizational development as having inadequate monitoring and evaluation systems. Additionally, the lack of capabilities and opportunities to train staff in technical skills in this area is clearly a factor to be considered. During the consultation processes, there was consensus among CSOs that their lack of monitoring and evaluation mechanisms and skills was a major systemic gap across the region. Furthermore, while there is no need for CSOs to possess extraordinarily complex monitoring and evaluation systems, there is certainly a need for them to possess a rudimentary knowledge of, and ability to utilize reporting, monitoring and evaluating systems.

2.6 Use of the Methods and performance of M&E

Among South African NGOs, there was a widespread adherence to the logical framework as a foundation for evaluation and reporting with its use as a planning tool locking organizations into established timeframes and specified outputs. These rigid timeframes of project funding and LFAs is not in accord with the complex uneven nature of development work. Furthermore, quantitative rather than qualitative indicators could be advantageous as they were easily measured to demonstrate success while qualitative measures of how much was understood or subsequently used were largely avoided (Bornstein, 2006:5).

The task of monitoring and evaluation becomes significantly more challenging as one moves up the log frame and emphasis shifts from performance monitoring to results measurement. Moreover, working at the top end of the results chain is a question less of monitoring indicators

than of systematic analysis of available evidence which can be a very data-intensive exercise, especially since such higher-level indicators become increasingly costly to collect and complex to analyze (Edmunds & Marchant, 2008:29). Bakewell and Garbutt (2005:14) in their study noted that, where the Logical Framework Analysis (LFA) is used for monitoring and evaluation, the focus is often the logical framework; to look at the expected achievements laid out in the matrix rather than the work itself. In theory, Bakewell and Garbutt argue, that the logical framework can be revised through the programme cycle and changes made at least to the output level. However, this rarely happens in practice.

A study by Businge in the Rwenzori region of Uganda, (2010:87) found that donors rarely operate outside the log frame approach where they are boxed in results that are put in the project log frame, and yet the situation on the ground might sometimes affect the achievement of some of the results, hence requiring some aspects of the project to be changed. Therefore, any suggested changes by the implementing organizations had to go through prolonged to and fro communication over the changes. A critique to this argument, however, is that the log frame brings significant benefits for a range of stakeholders while their longevity suggests that, to a great extent, they meet the needs of powerful decision-makers in development organizations (Jacobs, Barnett & Ponsford, 2010). Furthermore, they simplify complex social situations and make them relatively easy to understand, linking budgets to actions and expected results while also providing a tool for setting measurable goals, the basis for assessing performance towards them and for holding implementing organizations or staff to account.

NGOs adapt to the variety of log frames as well as templates for the narrative/technical and financial reports used by funding agencies which is an added complexity to the use of the log frame. Moreover, the variety of log frames used and disseminated by international agencies,

require that counterparts learn not only how to work with a particular type of log frame but how to work with other various types of log frames (Martinez, 2011). The choice of appropriate indicators is an art, requires experience and skill involving a thorough understanding of the information needs of project management and information users at different levels. Furthermore, choosing indicators requires knowledge of how best to obtain and analyze data for the indicators and of the limits imposed by both costs and techniques. Input and output indicators are easier to assess than effect or impact indicators, but the lower“ level indicators only provide an indirect measure of the success of a project (Barton, 1997). With reference to the standards, the worth of an indicator (or a set of them) is to facilitate systematic inquiry through collection, analysis and interpretation of accurate and relevant data.

According to Grove and Zwi (2008:66-81), the log frame contains a natural bias towards quantification in that the matrix demands objectively verifiable indicators, forcing projects to consider how they will measure progress towards intended outcomes. While setting clear objectives and identifying ways of measuring these from the outset helps management and other stakeholders to identify where the project is succeeding or failing, this emphasis on the measurables also represents a crucial weakness. In particular, Grove and Zwi (2008:66-81) argue that relationships between people (both internal and external to the project) and process issues (how the project is undertaken) are likely to be neglected, with attention focused on the most tangible outputs, such as clinics built or vaccinations administered.

In most of the cases, regular progress reporting is conducted for donor purposes that gives an account of activities undertaken and immediate outputs, but misses out on qualitative information as to whether the objectives of the program are being achieved or fall short at the end of the project (Khan, 2003). In order to reassure donors that their money has been well-spent

and has made a measurable difference, quantitative indicators are required. Furthermore, an over-reliance on quantitative data may mean that the real essence of change is not recorded or understood. Thus, there is a considerable challenge not only in providing the aid system with the numbers it needs but also in ensuring that these numbers are both meaningful and practical to collect (Hailey & James, 2003).

The classic mantra for M&E has been to develop Specific, Measurable, Achievable, Reliable and Time bound (SMART) indicators. Therefore, the drive for setting up M&E systems based only on easily measurable quantitative indicators has perhaps been one of the key reasons for the failure of M&E systems to contribute useful information for the management of development initiatives. Hence both qualitative and quantitative information are critical, yet an indicator driven approach to M&E often drives systems in the direction of quantitative information, yet it is often the qualitative information that is required for explanation, analysis and sound decision making (Woodhill, 2005).

2.7 Utilization of M&E Information and performance and sustainability of M&E system

The utilization of M&E information is central to the performance and sustainability of an M&E system and depends on the nature and strength of demand for M&E information (Mackay, 2007:11). Utility requires that commissioners and evaluators undertake the evaluation with the intention to use its results; that they undertake the evaluation at a time when the results can meaningfully inform decision making processes; and that evaluations be accessible (Rist, Boily & Martin, 2011:154).

2.8. Empirical Studies

Global

A study of Monitoring, Evaluation and Learning system on Comic Relief by Sam McPherson indicated that not all NGO explicitly link their MEL systems and what they require of them with their position in the aid chain. If they were to do this, it would support them to think more systematically about the differing roles of commissioning, intermediate and implementing NGOs with regards to MEL, and how MEL can be designed to help them evaluate how well they are playing their specific role. As the Homeless International example shows, understanding what data each party needs for their operations allows NGOs to focus more clearly on the data they will use (for strategic planning, future planning, programme management, donor reporting, etc) rather than on the actual data collected.

Africa

A study conducted in Nairobi Kenya where data from 30 Non-Government Organizations was collected and analyzed, it established that the more the number of M&E staff the better the M&E Performance. The study further found out that good governance structure, more funding for M&E and proper indicator definition impacted positively on the performance of M&E system.

Uganda

Businge's study of Ugandan Rwenzori region (2010:87) found that donors rarely operate outside the log frame approach where they are boxed into results that are put in the project log frame and yet sometimes the situation on the ground might affect the achievement of some of the results hence requiring some aspects of the project to be changed. Therefore, any suggested changes by

the implementing organizations had to go through prolonged to and fro communication over the changes.

The M&E systems in NGOs have difficulty receiving quality and timely data and information from other parts and levels of government. In many cases, because of limited budget and resources, organizations are dependent on others to provide data and rely on goodwill rather than explicit authority to encourage compliance. There is also lack Of sufficient numbers of skilled M&E personnel to gather required data and poor management information systems make storing and sharing data difficult (CLEAR 2013:11)

2.9. Synthesis and Gap

The literature review presents gaps and arguments that need to be authenticated through investigation (Kothari, 2000). The literature review revealed that establishing of an M&E system involves a combination of building blocks that do not operate in isolation but complement each other to generate a functional monitoring and evaluation system. A number of studies indicated that Uganda, being at its infancy stage, is facing a number of challenges in developing its M&E system. None of the studies reviewed was done on the factors that influenced the performance of monitoring and evaluation systems in NGOs. The study will therefore address the knowledge gap. This study is unique to Uganda thus making it an important step to closing this gap.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This section presents the proposed way in which the data was collected and analyzed. It covers the research design, the study population, sample size selection, sampling procedures, data collection methods, methods of validity and reliability, measures of variables and ethical considerations.

3.2 Research Design

According to Trochim (2005), Research design is the back bone of research as it provides the components and plan for the success in carrying out the study and creates framework upon which answers to research questions can be sought. In this study, cross sectional research design was employed to enable respondents describe the state of affair and factors that influence the performance of M&E Systems.

3.3 Study Population

The study population was generated from the NGO register at the district and active NGOs which constituted the target population

3.4 Sampling size determination

Sample size

$$n = \frac{z_{\alpha}^2 p(1-p)}{e^2}$$

$$= \frac{1.96^2 * 0.05(1 - 0.05)}{0.05^2}$$

$$n = 79$$

Assuming a level of significance of 95% confidence interval, $\alpha = 0.05$, $e = 0.05$ (margin of error) and $p = 0.05$ (proportion of variations from the mean) and $n =$ sample size

Table 1: shows full list of NGO's Targeted

NGO Name	Population size	Sample population	Sampling Method
Child Fund International	05	05	Purposive
Transparency International	04	04	Purposive
Mango Tree	05	05	Purposive
Reproductive Health Uganda (RHU)	04	03	Purposive
AIDS Information Centre (AIC)	03	03	Purposive
AVSI- Foundation	03	03	Purposive
Programme for Accessible health, Communication and Education (PACE)	05	05	Purposive
CARITAS	04	03	Purposive
Coalition for Health Promotion and Social Development (HEPS-Uganda)	03	03	Purposive
VSO	03	02	Purposive
World Education & Bantwana	05	04	Purposive
Community Connector	05	05	Purposive
GOAL	03	03	Purposive
AYINET	05	04	Purposive
World Vision	03	03	Purposive
CLUSA	05	04	Purposive
LEMU	03	03	Purposive
Lira Union of Persons with Disabilities	05	04	Purposive
LSIO	03	03	Purposive

TPO	03	03	Purposive
Total	79	72	

Source: Primary Data, 201

The researcher used purposive sampling methods.

Purposive sampling involves selecting certain number of respondents based on the nature of their occupation. This method was appropriate because the selection sample comprised of informed persons who possessed vital data that was comprehensive enough to give a better insight into the problem.

3.6. Data Collection Methods

Quantitative Data collection method was employed. A survey was employed using a structured questionnaire to generate information on the factors influencing the performance of monitoring and evaluation systems in Non-Government Organizations in Lira District

3.7 Data Collection Instruments

Structured questionnaire was used to collect data. The Structured questionnaire guided on how to answer questions to avoid ambiguity and for easier data analysis.

3.8.1 Reliability

To ensure reliability of the instruments, the internal consistency method using Chronbach's alpha co-efficient was used (excluding background information).

The Chronbach's alpha co-efficient computed section by section as per the research variables using the SPSS programme and once the reliability index 0.857 was enough to guarantee reliability.

After testing the reliability of the instruments and finding that it is okay, the researcher proceeded to use the same instruments to collect data. The questionnaire was pretested on 10 people.

$$\alpha = \frac{k}{k-1} \left(1 - \frac{\sum \sigma^2 k}{\sigma^2} \right)$$

α =Reliability, Alpha Coeffeciencies (Cronbach)

K=Number of items in the instrument

$\sum \sigma^2 k$ = Variance of the individual items

σ^2 =Variance of the total instrument

Σ = Summation

This according to sekero 2003 was greater than 0.6

3.8.2. Validity

The researcher used the Content Validity Index (CVI), to test the validity of the instruments. The interview guide and questionnaire were given to experts to determine the relevant and irrelevant questions. The number of items ticked relevant by all experts in each instrument was summed

up and divided by the total number of items in each instrument. The researcher then computed the Content Validity Index using the formula below:

$$\text{CVI} = \frac{\text{Number of items regarded relevant in the questionnaire}}{\text{Total Number of items in the questionnaire}}$$

Total Number of items in the questionnaire

This should be >0.5 according to Goy (1996)

The researcher considered proceeding to collect data using the same instruments if their CVI was 0.7 and above (Amin, 2005). If the CVI was below 0.796 then the instruments were revised accordingly before proceeding to collect data.

3.9. Data collection procedures

After defense and approval of the research proposal by the University, the Researcher obtained an introductory letter from the office of the research coordinator of Uganda Technology and Management University (UTAMU) upon approval of the research proposal introducing her to different NGO offices in Lira District.

3.10 Data Analysis

The quantitative analysis was done 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 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.

3.11 Measurement of variables

The likert scale was used to measure the strength of respondents' feelings or attitude towards statements that were 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, not sure, agree and strongly agree.

3.12 Ethical Consideration

Wulff (1979) and Sigma (1986) ethical conduct is an important aspect of research and means in respect of showing consideration to the people who participate in the study with us. There are four areas of concern where the rights and dignity of the subject must be preserved. These areas are: consent, harm, privacy and deception - Wulff 1979 and Sigma Xi (1986). The researcher will abide by these ethical issues when conducting the study

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.1 Introduction

The study examined factors influencing the performance of monitoring and evaluation systems in non-government organizations in Lira district, northern Uganda. This chapter highlights the presentations, analysis and interpretation of findings of the study. The presentations are done according to the objectives of the study. Respondents interviewed were managers, M&E officers and other staff who work closely with the M&E department. Findings have been presented in form of tables and figures; narratives have been provided for each of the tables.

4.2 Response rates of Respondents

Out of a total of 79 targeted study respondents, 72 were reached and positively responded by participating in the study, giving a 91% response rate. Non-achievement of 9% was due to respondents being busy and out of station during the period of the study despite several attempts to made to reach them.

Table 2: No of Respondents interviewed

Name of Organization	Number of people interviewed
AIC	5
AVSI Foundation	2
AYINET	5
CARITAS	5
Child Fund International	3

CLUSA	5
Community Connector	5
GOAL	3
LEMU	5
Lira District Union of PWDs	4
LSIO	5
Mango Tree	3
PACE	4
Plan International	4
RHU	5
Transparency international	3
VSO	2
world education	4
Grand Total	72

Source: Primary Data, 2016

4.3 Background Information of the Respondents

The background information of respondents included gender, age, marital status and level of education. Profiles of the respondents who participated in this study are shown in the tables below:

4.3.1: Gender of respondents.

From table 3, study involved 72 respondents and results show that out of them, 43 respondents (60%) were males and 25 respondents (40%) were females. This implies that male respondents were more during the study. However, difference in numbers did not affect participation of both male and female respondents in the study.

Table 3: Gender of the respondents

Gender	Frequency	Percentage
Male	43	60%
Female	29	40%
Grand Total	72	100%

Source: Primary Data, 2016

4.3.2: Age of respondents

As shown in table 4, 9 respondents (13%) were between 20-30 years, 35 respondents (49%) were between 31-40 years, while 26 respondents (36%) were between 41-50 years and 2 respondents (3%) were from 50 years and above.

Table 4: Age of respondents

Age	Frequency	Percentage
20-30	9	13%
31-40	35	49%
41-50	26	36%
Above 50	2	3%
Total	72	100%

Source: Primary Data, 2016

This implies that those respondents in the age group of 31-40 years made the majority during the study carried out in Lira District.

4.3.3: Marital status.

From table 5 and from the population of males, 7 (16%) were single while 36 (84%) were married while on the side of females, 15 (52%) were single while 14 (48%) were married.

Table 5: Marital status by gender

Marital status	Male	Percentage	Female	Percentage	Grand Total	Percentage
Single	7	16%	15	52%	22	31%
Married	36	84%	14	48%	50	69%
Grand Total	43	100%	29	100%	72	100%

Source: Primary Data, 2016

Therefore, with the population of male and female respondents, finding reveals that the majority (50 respondents (69%) were married compared to 22 respondents (31%) who were single.

4.3.4: Level of education.

As shown in table 6, respondents varied in terms of education level. 21 respondents (29%) were at Masters/postgraduate level, 32 (44%) were at undergraduate level; while 16 respondents (22%) were at diploma level and 3 (4%) were at certificate level.

Table 6: Respondents Level of Education

Highest level of education	Frequency	Percentage
Masters/Postgraduate	21	29%
Undergraduate	32	44%
Diploma	16	22%
Certificate	3	4%
Grand Total	72	100%

Source: Primary Data, 2016

. These results indicate that the majority of respondents were at undergraduate level but every participant had reasonable knowledge on Monitoring and Evaluation as their responses were appropriate and corresponded to the questions asked.

4.4 Factors that influence the performance of monitoring and evaluation systems in Non-Governmental Organizations.

In this section, the descriptive statistics used were frequencies and percentages, while the inferential statistics used were Pearson correlation, coefficient of determination and Hypothesis testing.

4.4.1: Influence of structure of monitoring and evaluation on performance of monitoring and evaluation systems of non-governmental organizations.

The first objective of the study was to determine how the structure of monitoring and evaluation influenced the performance of M&E system in the selected Non-Governmental Organizations in

Lira district. The structure was measured using different variables and five-point Likert scale whose results are shown in table 7.

On statement that the top management has a positive attitude towards strengthening the monitoring and evaluation system, 1 (1%) strongly disagreed, 5 (7%) disagreed, 1 (1%) was not sure while 40 (56%) agreed and 25 (35%) strongly agreed. This implies that the majority (those who either strongly agreed or agreed) accepted this statement of M&E structure in non-governmental organizations in Lira district.

Table 7: Structure of monitoring and evaluation on performance of M&E systems

		Frequency	Percentage	Mean	Standard Deviation
Top management has a positive attitude towards strengthening the monitoring and evaluation system	Strongly Disagree	1	1%	4.15	0.867
	Disagree	5	7%		
	Not sure	1	1%		
	Agree	40	56%		
	Strongly Agree	25	35%		
	Grand Total	72	100%		
The organization has a well-defined structure that includes a monitoring and evaluation unit	Strongly Disagree	1	1%	4.33	0.805
	Disagree	3	4%		
	Agree	35	49%		
	Strongly Agree	33	46%		
	Grand Total	72	100%		
The organization conducts assessment of the overall performance of M&E system on a regular basis	Disagree	3	4%	4.06	0.785
	Not sure	11	15%		
	Agree	37	51%		
	Strongly Agree	21	29%		
	Grand Total	72	100%		
The organization has a policy or set standards in place describes roles and responsibilities of the operation of M&E System	Disagree	6	8%	4.08	0.868
	Not sure	6	8%		
	Agree	36	50%		
	Strongly Agree	24	33%		
	Grand Total	72	100%		
The organization has got a 'champion' for	Strongly Disagree	1	1%	3.9	0.995
	Disagree	8	11%		

the M&E exercises	Not sure	9	13%		
	Agree	33	46%		
	Strongly Agree	21	29%		
	Grand Total	72	100%		

Source: Primary Data, 2016

On statement that the organization has a well-defined structure that includes a monitoring and evaluation unit, 1 (1%) strongly disagreed, 3 (4%) disagreed, 35 (49%) agreed while 33 (46%) strongly agreed. This therefore implies that majority (those who either strongly agreed or agreed) accept the statement.

On the statement that the organization conducts assessment of the overall performance of M&E system on a regular basis, 3 (4%) disagreed, 11 (15%) was not sure, 37 (51%) agreed and 21 (29%) strongly agreed. With the majority being respondents who either strongly agreed or agreed, the statement was accepted in the organizations included in the study.

Under statement that the organization has a policy or set standards in place describes roles and responsibilities of the operation of M&E System, 6 (8%) disagreed, 6 (8%) was not sure and 36 (50%) agreed while 24 (33%) strongly agreed, indicating that the majority accepted the statement during the study in Lira district.

From the point of view that the organization has got a ‘champion’ for the M&E exercises, 1 (1%) strongly disagreed, 8 (11%) disagreed, 9 (13%) was not sure, while 33 (46%) agreed and 21 (29%) strongly agreed. Implying that the majority also accepted the statement in non-governmental organizations during the study

4.4.1: Correlations between M&E Structure and performance of M&E Systems in Non-Governmental Organizations.

In determining the influence M&E Structure and performance of M&E Systems in Non-Governmental Organizations, correlation analysis was carried out. Pearson correlation coefficient (r) was used to determine the strength of the relationship between M&E structure and performance of Non-Governmental Organizations. This is shown in table 8 which indicates that there was significant relationship between M&E Structure (0.637) on performance of M&E Systems in Non-Governmental Organizations in Lira district.

Table 8: Correlations between M&E Structure and performance of M&E Systems

		PERFORMANCE	M&E STRUCTURE
PERFORMANCE	Pearson Correlation	1	.637**
	Sig. (2-tailed)		.000
M&E STRUCTURE	Pearson Correlation	.637**	1
	Sig. (2-tailed)	.000	

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

4.5 Influence of data quality on performance of monitoring and evaluation systems of Non-Governmental Organizations.

The study was also specifically meant to determine how data quality influenced the performance of M&E system in the selected Non-Governmental Organizations. The structure was also measured using different variables and five-point Likert scale whose results are shown in table 9.

Table 9: Data quality on performance of monitoring and evaluation systems

		Frequency	Percentage	Mean	Standard Deviation
Monitoring system owned by users is likely to generate reliable information	Disagree	1	1%	4.28	0.659
	Not sure	5	7%		
	Agree	38	54%		
	Strongly Agree	27	38%		
	Grand Total	71	100%		
Data collected when measured reports on outputs that reflect the critical stated objectives of the organization	Disagree	6	8%	4.1	0.842
	Not sure	4	6%		
	Agree	39	54%		
	Strongly Agree	23	32%		
	Grand Total	72	100%		
Good system identifies key issues as well as root of problems that the organization wants to address	Strongly Disagree	1	1%	4.29	0.74
	Disagree	1	1%		
	Not sure	3	4%		
	Agree	38	53%		
	Strongly Agree	29	40%		
	Grand Total	72	100%		
Data collection activities conducted legally with due regard to the welfare of those affected by its results	Strongly Disagree	1	1%	4.18	0.793
	Not sure	11	15%		
	Agree	33	46%		
	Strongly Agree	27	38%		
	Grand Total	72	100%		
Frequently collected data enables to track trends as well as understand project intervention	Disagree	1	1%	4.6	0.597
	Not sure	1	1%		
	Agree	24	33%		
	Strongly Agree	46	64%		
	Grand Total	72	100%		
Data collected provides clear indicators against which the organization work is being measured	Not sure	4	6%	4.51	0.605
	Agree	27	38%		
	Strongly Agree	41	57%		
	Grand Total	72	100%		
The organization carries out periodic data audits	Strongly Disagree	1	1%	3.88	0.97
	Disagree	6	9%		
	Not sure	12	18%		
	Agree	30	44%		
	Strongly Agree	19	28%		

	Grand Total	68	100%		
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Source: Primary Data, 2016

Respondents were asked whether Monitoring system owned by users is likely to generate reliable information from where 1 (1%) disagreed, 5 (7%) was not sure, 38 (54%) agreed while 27 (38%) strongly agreed, implying that the majority accepted the statement.

Asked if the collected data output report reflect the critically stated objectives of the organization, , 6 (8%) disagreed, 4 (6%) was not sure, 39 (64%) agreed while 23 (32%) strongly agreed. This also indicates that the majority accepted this in the selected organizations in Lira district.

On the statement that good system identifies key issues as well as root cause of problems that the organization wants to address, 1 (1%) strongly disagreed, 1 (1%) disagreed, 3 (4%) was not sure, 38 (53%) agreed while 23 (32%) strongly agreed. Majority, therefore, accepted the statement.

On statement that data collection activities are conducted legally with due regard to the welfare of those affected by its results, 1 (1%) strongly disagreed, 11 (15%) was not sure, 33 (46%) agreed while 27 (38%) strongly agreed. Results indicate that the majority accepted this statement in the selected Non Governmental Organizations in Lira district.

Respondents were also asked if frequently collected data enables the tracking of trends as well as understanding project's intervention, 1 (1%) disagreed, 1 (1%) was not sure, and 24 (33%) agreed while up to 46 (64%) strongly agreed. The majority therefore, accepted the statement.

On the statement that data collected provides clear indicators against which the organization work is being measured, 4 (6%) was not sure, 27 (38%) agreed while 41 (57%) strongly agreed implying that most of the respondents accepted the statement.

Another question sought to know if organizations carry out periodic data audits and, 1 (1%) strongly disagreed, 6 (9%) disagreed, 12 (18%) was not sure, 30 (44%) agreed while 19 (28%) strongly agreed. This also implies that most of the respondents were okay with the statement.

4.5.1 Correlations between data quality and performance of M&E systems in Non-Governmental Organizations.

As the study examined the influence of data quality on performance of M&E Systems in NGO’s, Pearson correlation coefficient (r) was used to determine the strength of the relationship between the two variables in the Non-Governmental Organizations. This is shown in table 10 which indicates that there was a significant relationship between data quality (0.724) and performance of M&E Systems in Non-Governmental Organizations selected in Lira district.

Table 10: Correlations between data quality and performance of M&E systems

		PERFORMANCE	DATAQAULITY
PERFORMANCE	Pearson Correlation	1	.742**
	Sig. (2-tailed)		.000
	Sig. (2-tailed)	.000	.000
DATAQAULITY	Pearson Correlation	.742**	1
	Sig. (2-tailed)	.000	

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

4.6: Influence of human capacity on the performance of monitoring and evaluation systems

One of the study objectives was to assess how human resource capacity influenced the performance of monitoring and evaluation systems in Non-Government Organizations. Different

variables were therefore used and guided by the five point Likert scale whose results are shown in table 11.

Table 11: Human capacity on performance of Monitoring and Evaluation systems

		Frequency	Percentage	Mean	Standard Deviation
The organization has got skilled personnel who gather information on the performance of programs	Strongly Disagree	1	1%	4.35	0.825
	Disagree	2	3%		
	Not sure	4	6%		
	Agree	29	40%		
	Strongly Agree	36	50%		
	Grand Total	72	100%		
The organization has skilled personnel with adequate capacity to analyze data	Strongly Disagree	1	1%	4.31	0.79
	Disagree	2	3%		
	Not sure	2	3%		
	Agree	34	49%		
	Strongly Agree	31	44%		
	Grand Total	70	100%		
The monitoring and evaluation officers are knowledgeable in the day-to day management of monitoring and evaluation systems	Disagree	2	3%	4.44	0.69
	Not sure	2	3%		
	Agree	30	42%		
	Strongly Agree	38	53%		
	Grand Total	72	100%		
Result-based performance is factored into personnel assessments	Disagree	3	4%	4	0.737
	Not sure	10	14%		
	Agree	42	59%		
	Strongly Agree	16	23%		
	Grand Total	71	100%		

Source: Primary Data, 2016

On statement that the organization has got skilled personnel who gather information on the performance of programs, 1 (1%) strongly disagreed, 2 (3%) disagreed, 4 (6%) was not sure, 29 (40%) agreed and 36 (50%) strongly agreed, implying that the majority was okay with the statement.

Respondents were also asked if the organization has skilled personnel with adequate capacity to analyze data. From the results, 1 (1%) strongly disagreed, 2 (3%) disagreed, 2 (3%) was not sure,

34 (49%) agreed and 31 (44%) strongly agreed, implying that most of the respondents accepted the statement.

On statement that the monitoring and evaluation officers are knowledgeable in the day-to-day management of monitoring and evaluation systems, 2 (3%) disagreed, 2 (3%) was not sure and 30 (42%) agreed while 38 (53%) strongly agreed. This implies that the majority of respondents accepted the statement.

Asked about the statement that result-based performance is factored into personnel assessments, 3 (4%) disagreed, 10 (14%) was not sure, 42 (59%) agreed and 16 (23%) strongly agreed implying that most of the respondents accepted the statement during the study with selected Non Governmental Organizations in Lira district.

4.6.1: Correlations between human Capacity and performance of monitoring and evaluation systems of non-governmental organizations.

The study also sought to determine the influence of M&E Structure on performance of M&E Systems in NGOs whose results are presented in table 11 above and further used Pearson correlation coefficient (r) which indicates that there was a significant relationship between human capacity (0.700) and performance of monitoring and evaluation systems of non-governmental organizations. This is shown in table 11.

Table 12: Correlations between Human Capacity and performance of monitoring and evaluation systems of non-governmental organizations

		PERFORMANCE	HR CAPACITY
PERFORMANCE	Pearson Correlation	1	.700**
	Sig. (2-tailed)		.000
HR CAPACITY	Pearson Correlation	.700**	1
	Sig. (2-tailed)	.000	

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

4.7: Influence of Monitoring and evaluation methods on the performance of monitoring and evaluation systems of non-governmental organizations

The study also sought to find out how the monitoring and evaluation methods influence the performance of monitoring and evaluation systems in Non-Governmental Organizations. This objectives was measured using different variables and five-point Likert scale bearing results as shown in table 13

Table 13: Monitoring and Evaluation methods on the performance of monitoring and evaluation systems

		Frequency	Percentage	Mean	Standard Deviation
The logical frameworks clearly indicates the proposed impact of the programme	Strongly Disagree	1	1%	4.18	0.743
	Not sure	8	11%		
	Agree	38	54%		
	Strongly Agree	24	34%		
	Grand Total	71	100%		
The logical frameworks provides the intended outcomes of the programme	Strongly Disagree	1	1%	4.25	0.707
	Not sure	5	7%		
	Agree	40	56%		

	Strongly Agree	26	36%		
	Grand Total	72	100%		
The logical frameworks provides the intended outcomes of the programme	Disagree	1	1%	4.27	0.612
	Not sure	3	4%		
	Agree	42	60%		
	Strongly Agree	24	34%		
	Grand Total	70	100%		
The logical frameworks provides the planned outputs of the programme	Disagree	3	4%	4.29	0.705
	Not sure	1	1%		
	Agree	39	56%		
	Strongly Agree	27	39%		
	Grand Total	70	100%		
The logical frameworks clearly defines the indicators to track progress of the programme	Disagree	1	1%	4.42	0.647
	Not sure	3	4%		
	Agree	32	45%		
	Strongly Agree	35	49%		
	Grand Total	71	100%		
Funding is a key factor on performance of the monitoring and evaluation system	Strongly Disagree	1	1%	4.3	0.983
	Disagree	4	6%		
	Not sure	8	11%		
	Agree	17	24%		
	Strongly Agree	40	57%		
	Grand Total	70	100%		

Source: Primary Data, 2016

On statement that the logical frameworks clearly indicates the proposed impact of the programme, 1 (1%) strongly disagreed, 8 (11%) was not sure, 38 (54%) agreed while 24 (34%) strongly agreed, implying that the majority accepted the statement.

On statement that the logical frameworks provides the intended outcomes of the programme, 1 (1%) strongly disagreed, 5 (7%) was not sure, 40 (56%) agreed and 26 (36%) strongly agreed implying that most of the respondents were okay with the statement.

On the statement that logical framework provides the intended outcomes of the programme, 1 (1%) disagreed, 3 (4%) was not sure, 42 (60%) agreed and 24 (34%) strongly agreed which indicates that most of the respondents accepted the statement.

Respondents were also asked if the logical framework provides the planned outputs of the programme from where 3 (4%) disagreed, 1 (1%) was not sure, 39 (56%) agreed while 27 (39%) strongly agreed with the majority being persons who accepted the statement.

Respondents were also asked if the logical frameworks clearly define the indicators to track progress of the programme; 1 (1%) therefore disagreed, 3 (4%) was not sure, 32 (45%) agreed and 35 (49%) strongly agreed. This indicates that the majority accepted the statement.

On statement that funding is a key factor on performance of the monitoring and evaluation system, 1 (1%) strongly disagreed, 4 (6%) disagreed, 8 (11%) was not sure, 17 (24%) agreed and 40 (57%) strongly agreed. This implies that most of the respondents accepted the statement.

4.7.2: Correlations between Monitoring & Evaluation Methods and performance of M&E systems.

The study investigated the influence of M&E methods on the performance of M&E systems as presented in table 14, there is a significant relationship between M&E methods (0.675) and M&E systems in Non-Governmental Organizations.

Table 14: correlations between Monitoring & Evaluation Methods and performance of M&E systems.

PERFORMANCE	Pearson Correlation	1	.675 ^{**}
	Sig. (2-tailed)		.000
METHODS	Pearson Correlation	.675 ^{**}	1
	Sig. (2-tailed)	.000	
** . Correlation is significant at the 0.01 level (2-tailed).			
* . Correlation is significant at the 0.05 level (2-tailed).			

4.8: Influence of resources on performance of M&E Systems in Non-Governmental Organizations.

The study also looked at other factors like resources to find out their influence on the performance of monitoring and evaluation systems of organization. Resources were measured using different variables and guided by the five point Likert scale whose results are shown in table 15.

Table 15: influence of resources on performance of M&E Systems

		Frequency	Percentage	Mean	Standard Deviation
The organization resources are committed to the implementation of M&E work plan	Strongly Disagree	1	1%	3.86	1.018
	Disagree	9	13%		
	Not sure	9	13%		
	Agree	32	45%		
	Strongly Agree	20	28%		
	Grand Total	71	100%		
The organization is willing to invest	Disagree	8	11%		
	Not sure	12	17%		

money to improve M&E management	Agree	35	49%		
	Strongly Agree	17	24%		
	Grand Total	72	100%		

Source: Primary Data, 2016

4.8.1 Descriptive analysis of variables under resources

As shown in table 14 and on the statement that the organization resources are committed to the implementation of M&E work plan, 1 (1%) strongly disagreed, 9 (13%) disagreed, 9 (13%) was not sure, 32 (45%) agreed and 20 (28%) strongly agreed implying that the majority accepted the statement in the selected Non-Governmental Organizations.

On the statement that the organization is willing to invest money to improve M&E management, 8 (11%) disagreed, 12 (17%) was not sure while 35 (49%) agreed and 17 (24%) strongly agreed. This implies that most of the respondents accepted this statement.

4.8.2: Correlations between resources and performance of M&E Systems

As the study sought to determine the influence of resources on the performance of M&E Systems in Non-Governmental Organizations, results that also used Pearson correlation coefficient (r) are presented in table 16 which indicates a significant relationship between resources (0.491) and performance of M&E Systems in Non-Governmental Organizations.

Table 16: correlations between resources and performance of M&E Systems in NGO's

		PERFORMANCE	RESOURCES
PERFORMANCE	Pearson Correlation	1	.491**
	Sig. (2-tailed)		.000
RESOURCES	Pearson Correlation	.491**	1
	Sig. (2-tailed)	.000	

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

4.9: Performance of monitoring and evaluation system in Non-Governmental Organizations.

The performance of monitoring and evaluation system in the study was measured in two dimensions (Demand for monitoring and evaluation data by Users and Supply of monitoring and evaluation data). Therefore for the system to perform, these two indicators had to work. Performance was also measured using different variables whose results are shown in table 17 below.

Table 17: Performance of monitoring and evaluation system in Non-Governmental Organizations.

		Frequency	Percentage	Mean	Standard Deviation
All staff get feedback after measurement of project activities	Strongly Disagree	1	1%	4.01	0.847
	Disagree	5	7%		
	Not sure	4	6%		
	Agree	44	61%		
	Strongly Agree	18	25%		
	Grand Total	72	100%		
The organization has adequate capacity to	Disagree	11	15%	3.83	0.934
	Not sure	5	7%		

commission evaluations	Agree	41	57%		
	Strongly Agree	15	21%		
	Grand Total	72	100%		
The organization has adequate capacity to conduct evaluations	Strongly Disagree	1	1%	4	0.845
	Disagree	4	6%		
	Not sure	7	10%		
	Agree	41	58%		
	Strongly Agree	18	25%		
	Grand Total	71	100%		
There exists a management information system or database to frequently provide data	Strongly Disagree	1	1%	4.13	0.893
	Disagree	4	6%		
	Not sure	6	8%		
	Agree	34	48%		
	Strongly Agree	26	37%		
	Grand Total	71	100%		
Overall monitoring and evaluation systems meet the information needs of staff.	Strongly Disagree	1	1%	3.96	0.83
	Disagree	3	4%		
	Not sure	11	15%		
	Agree	40	56%		
	Strongly Agree	17	24%		
The organization has essential tools or equipment for data management	Strongly Disagree	1	1%	4.19	0.725
	Disagree	1	1%		
	Not sure	4	6%		
	Agree	43	60%		
	Strongly Agree	23	32%		
The organization's M&E materials that are available target different audiences	Strongly Disagree	1	1%	4.07	0.811
	Disagree	2	3%		
	Not sure	9	13%		
	Agree	39	54%		
	Strongly Agree	21	29%		
The organization's M&E materials that are available support data sharing	Disagree	5	7%	4.06	0.809
	Not sure	6	8%		
	Agree	40	56%		
	Strongly Agree	20	28%		
	Grand Total	71	100%		
The organization's M&E materials are	Strongly Disagree	1	1%	4.06	0.808
	Disagree	2	3%		

available for use	Not sure	8	12%		
	Agree	38	56%		
	Strongly Agree	19	28%		
	Grand Total	68	100%		

Source: Primary Data, 2016

Respondents were asked if every staff gets feedback after measurement of project activities. 1 (1%) strongly disagreed, 5 (7%) disagreed, 4 (6%) was not sure, 44 (61%) agreed and 18 (25%) strongly agreed. The majority therefore accepted.

On statement that the organization has adequate capacity to commission evaluations, 11 (15%) disagreed, 5 (7%) was not sure, 41 (57%) agreed and 15 (21%) strongly agreed. This implies that most of the respondent accepted the statement.

About the statement that the organization has adequate capacity to conduct evaluations, 1 (1%) strongly disagreed, 4 (6%) disagreed, 7 (10%) was not sure, 41 (58%) agreed and 18 (25%) strongly agreed implying that most of the respondents accepted the statement.

Asked if there exists a management information system or database to frequently provide data, 1 (1%) strongly disagreed, 4 (6%) disagreed, 6 (8%) was not sure, 34 (48%) agreed and 26 (37%) strongly agreed. This indicates that the majority of respondents accepted the statement.

Respondents were also asked if the overall monitoring and evaluation systems meet the information needs of staff. 1 (1%) strongly disagreed, 3 (4%) disagreed, 11 (15%) was not sure, 40 (56%) agreed and 17 (24%) strongly agreed. The majority therefore, accepted the statement.

On the statement that the organization has essential tools or equipment for data management, 1 (1%) strongly disagreed, 1 (1%) disagreed, 4 (6%) was not sure, 43 (60%) agreed and 23 (32%) strongly agreed. Results further imply that most of the respondents accepted the statement.

About the statement that the organization's M&E materials that are available target different audiences, 1 (1%) strongly disagreed, 2 (3%) disagreed, 9 (13%) was not sure, 39 (54%) agreed and 21 (29%) strongly agreed. Most of the respondents therefore accepted the statement.

Respondents were asked if the organization's M&E materials are available to support data sharing, 5 (7%) disagreed, 6 (8%) was not sure, 40 (56%) agreed and 20 (28%) strongly agreed. Results imply that most of the respondents accepted the statement.

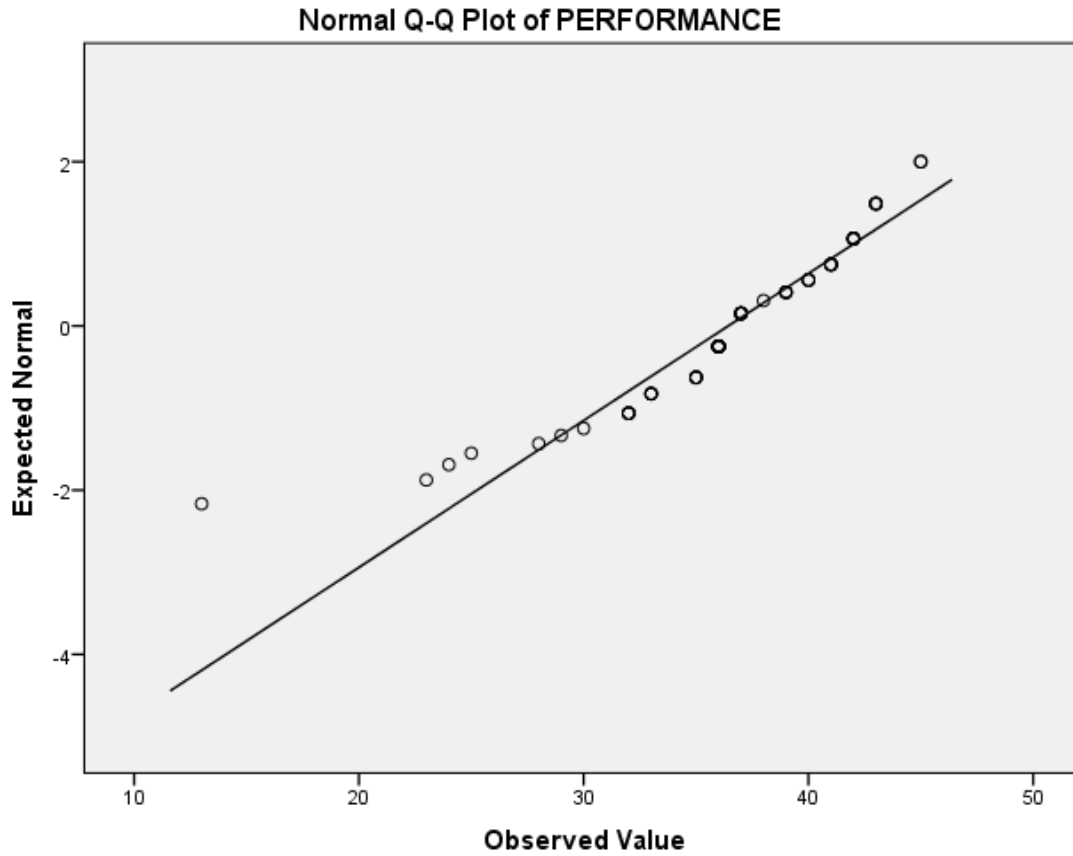
On the statement that the organization's M&E materials are available for use, 1 (1%) strongly disagreed, 2 (3%) disagreed, 8 (12%) was not sure, 38 (56%) agreed and 19 (28%) strongly agreed. This implies that majority of respondents were okay with the statement.

Table 18: Reliability Statistics

Cronbach's Alpha	N of Items
.936	39

Reliability test was carried out to check the consistency of results amongst the respondents using the Cronbach Alpha statistic. As the results are shown in table 16 above, the value of 0.936 was greater than the recommended 0.7, implying that 93.6% of the study finding/result was reliable.

Figure 2: Normality test



A Q-plot figure 2 showed that there was a normal distribution along the line. Dependent variable showed tendencies of normality hence a normal distribution.

9.3: Model

Table 19: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.785 ^a	.617	.579	3.77437
a. Predictors: (Constant), Resources, Methods, M&E structure, Data quality, HR Capacity				

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	-2.676	4.460		-.600	.551
	M&E STRUCTURE	.395	.253	.210	1.562	.124
	DATA QAULITY	.575	.250	.345	2.304	.025
	HR CAPACITY	.346	.370	.150	.935	.354
	METHODS	.259	.264	.151	.982	.331
	RESOURCES	.128	.382	.037	.335	.739
a. Dependent Variable: PERFORMANCE						

Performance of M&E

$$\text{System} = 2.676 + 0.395\text{MESTRUCTURE} + .0575\text{DATAQAULITY} + 0.346\text{HRCAPACITY} + 0.259\text{METHODS} + 0.128\text{RESOURCES}$$

57.9% of Performance of Monitoring and Evaluation Systems are explained by M&E Structure, Data Quality, Human Capacity and M&E Methods. This means there are other factors which the survey did not capture that explain the performance of Monitoring and Evaluation systems. Therefore, further research has to be done to investigate them.

CHAPTER FIVE:

SUMMARY, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The study examined the factors that influence the performance of monitoring and evaluation systems in Non-Government organizations. The study set out to determine how structure of monitoring and evaluation influenced the performance of monitoring and evaluation systems of non-governmental organizations; to assess how human resource capacity influenced performance of monitoring and evaluation systems of non-governmental organizations; to examine how data quality influenced the performance of monitoring and evaluation systems of non-governmental organizations and to establish how the Monitoring and evaluation methods influenced the performance of monitoring and evaluation systems of non-governmental organizations. This chapter, therefore, presents and discusses the summary of findings, conclusion, and recommendations and gives suggestions for further research.

5.2 Summary of findings

The purpose of this study was to establish factors influencing the performance of monitoring and evaluation systems of selected non-governmental organizations in Lira District. The research objectives were used to guide the collection of required data from the respondents.

5.2.1 Influence of M&E structure on the performance of Monitoring and Evaluation systems of non-governmental organizations.

In the Non-governmental Organizations, top management has a positive attitude towards strengthening the monitoring and evaluation system. The organization has a well-defined

structure that includes a monitoring and evaluation unit and conducts assessment of the overall performance of M&E system on a regular basis. The Non-Governmental Organizations also have the policy or set standards in place to describe roles and responsibilities of the operation of M&E System.

5.2.2 Influence of data quality on the performance of Monitoring and Evaluation systems of non-governmental organizations.

NGOs were able to collect data on a regular basis from both primary and secondary sources. Moreover, data analysis of the project activities was adequately carried out mainly through the use of software. However, the use of software for data analysis was faced with challenges of storage and processing. This is supported by Gebremedhin et al. (2010), who cites that the more often measurements are taken, the less guesswork there will be regarding what happened between specific measurement intervals with the source of performance data being important to the credibility of reported results hence the importance of incorporating data from a variety of sources to validate findings.

Moreover, Barton (1997) argues that in the design of a monitoring and evaluation system, the objective is to collect indicator data from various sources, including the target population for monitoring project progress. Additionally, Singh et al. (2009) observe that, where NGOs expressed concern regarding data collection namely, cost, time, training, data accuracy and consistency, storage, and means of data analysis. Those NGOs who had experimented with electronic systems highlighted difficulties with infrastructure and maintenance.

Obure (2008) identified post collection data management weakness in the system arising from the inability of stakeholders to handle and process data in a meaningful way with the storage, processing and interpretation of data being ineffectively handled.

5.2.3 Influence of Human Capacity on the performance of Monitoring and Evaluation systems of non-governmental organizations.

Findings reveal that the M&E officers and other staffs working in these NGOs had received the necessary training in monitoring and evaluation either formally or through in-service training besides having several years of experience working with monitoring and evaluation systems. Moreover, these programme officers were in-charge of few projects from which they were able to provide timely information.

In support, UNDP (2011) argues that though CSOs need not have complex monitoring and evaluation systems, there is need to possess an elementary knowledge of and ability to utilize reporting, monitoring and evaluation system. Furthermore, Acevedo et al. (2010), observes that both formal training and on the job experience are important in developing evaluators.

Additionally, Murunga (2011) cites that players in the field of project management like project and programme managers, M&E officers, project staff and external evaluators will require specialized training not just in project management and M&E but specifically, in areas like participatory monitoring and evaluation and results-based monitoring and evaluation. UNAIDS (2008) notes that, not only is it necessary to have dedicated and adequate numbers of M&E staff, it is essential for this staff to have the right skills for the work while Nabris (2000), avers that

monitoring and evaluation carried out by untrained and inexperienced people is bound to be time consuming, costly and the results generated could be impractical and irrelevant.

5.2.4 Influence of M&E Methods on the performance of Monitoring and Evaluation systems of non-governmental organizations.

The use of M&E methods was found to be popular as a monitoring and evaluation tools which are relied on throughout stages of the project life cycle. M&E officers had the knowledge on how to use the logical framework, M&E plans and adhered to. In support, Woodhill (2005) asserts that both qualitative and quantitative information are critical, yet an indicator-driven approach to monitoring and evaluation often drives systems in the direction of quantitative information, yet it is often the qualitative information that is required for explanation, analysis and sound decision making.

Furthermore, it concurs with the study findings of South African NGOs where there was widespread adherence to the logical framework as a foundation for evaluation and reporting with quantitative rather than qualitative indicators proving advantageous as they were easily measured to demonstrate success while qualitative measures of how much was understood or subsequently used were largely avoided (Bornstein, 2006).

The difficulty in results measurement is in agreement with the views of Barton (1997), who argues that input and output indicators are easier to assess than effect or impact indicators, but the lower level indicators only provide an indirect measure of the success of a project. In addition, Edmunds & Marchant (2008), observe that working at the top end of the results chain can be a very data-intensive exercise, especially since such higher-level indicators become increasingly costly to collect and complex to analyze.

5.2.4 Influence of Resources on the performance of Monitoring and Evaluation systems of non-governmental organizations.

In the Non-Governmental Organizations, funds are committed to the implementation of M&E work plan, organizations are willing to invest money to improve M&E management.

5.4 Conclusion

5.4.1 Influence of M&E structure on the performance of Monitoring and Evaluation systems of non-governmental organizations.

The study confirmed that M&E structures have a positive relationship with the performance of monitoring and Evaluation systems in Non- government Organizations. M&E should play a role in supporting effective management decisions since it provides information that supports decision-making. An effective decision arising from M&E information is expected to improve the performance of organizations.

5.4.2 Influence of data quality on the performance of Monitoring and Evaluation systems of non-governmental organizations.

To fully understand how NGOs use their M&E systems, one is required to understand data flow between partners or different parts of the organization. Data derived from M&E activities is often used by different people, sometimes in different locations, for a range of purposes. This means that data has to be moved either electronically or physically to enable this. We assume that each data flow incurs a cost to the organization or the project in terms of staff time or overheads and that is how data flows may give us some insights into the effectiveness and efficiency of the overall M&E system. (Jennifer Chapman 2014:31)

5.4.3 Influence of Human Capacity on the performance of Monitoring and Evaluation systems of non-governmental organizations.

Human resource, with proper training and experience is crucial for good M&E results. There is need to have an effective M&E human resource capacity in terms of quantity and quality. Therefore there is great demand for skilled professionals, capacity building of M&E systems, and harmonization of training courses as well as technical advice (Gorgens and Kusek, 2009).

Capacity building of personnel helps with the interaction and management of the M&E systems. M&E training starts with the understanding of the M&E theory and ensures that the team understands the linkages between the project theory of change and the results framework, as well as associated indicators (CPWF, 2012). Training should therefore be practical and focused to ensure the understanding (CPWF, 2012). Theory of change (Perrin, 2012); it is a causal logic that links research activities to the desired changes in the actors that a project targets to change. It is therefore a model of how a project is supposed to work. The function of a theory of change is to provide a road map of where the project is heading while monitoring and evaluation tests and refines that road map (CPWF, 2012 and Perrin, 2012).

5.4.4 Influence of M&E Methods on the performance of Monitoring and Evaluation systems of non-governmental organizations.

In order to increase the effectiveness of an M&E system, the monitoring and evaluation plan and design need to be prepared as an integral part of the project (Nabris, 2002). The M&E methods help manage the process of monitoring, analyzing, evaluating and reporting progress towards achieving objectives. The M&E Plan logical Framework serves as reference documents that

contain targets, a detailed definition of each project indicators, the methods and frequency of data collection, as well as who is responsible for collecting the data. It will also provide details on how data will be analyzed and the evaluations required to complement monitoring data (CAP, 2012).

5.4.5 Influence of Resources on the performance of Monitoring and Evaluation systems of non-governmental organizations.

A good monitoring and Evaluation system can inform managers on what policies or programs have been more or less successful in terms of their outcomes and what level of resources they might merit. Likewise, evaluation information can help guide decisions on whether the results of pilot efforts suggest expanding, redesigning, or even dropping the initiative altogether.

5.5 Recommendations

5.5.1 Influence of M&E structure on the performance of Monitoring and Evaluation systems of non-governmental organizations.

Based on the findings of this study and the conclusion made, the study makes the following recommendations for policy action by NGOs given that their monitoring and evaluation systems have a bearing on the kind of information they provide. It is appropriate to make preliminary assessments of the direction and nature of impacts by doing case studies of the target population within the lifetime of the project. This should entail studying a sample of the targeted beneficiaries.

5.5.2 Influence of data quality on the performance of Monitoring and Evaluation systems of non-governmental organizations.

Credibility is also essential to any monitoring system. Valid and reliable data help ensure the credibility of the system. To be credible, monitoring systems need to be able to report all data—both good and bad. If bad news, or information demonstrating failure to meet desired outcomes and targets, is deliberately not reported, the system will not be credible. There is need for data protection.

5.5.3 Influence of Human Capacity on the performance of Monitoring and Evaluation systems of non-governmental organizations.

The people who carry out M&E functions are not different from other professionals and managers in the organization. In fact, a large number of managers and program officers involved in the development work perform the M&E activities quite well, as mentioned earlier. Therefore, it should be part of the organizations HRD policy to orient and train middle management for the M&E functions and also rotate them into various jobs for cross training aimed at better understanding and appreciation of the work done by other colleagues in the organization. The M&E function should be looked upon as the collective responsibility in the organization, particularly, when a separate section or person is assigned to the job to avoid internal conflict. It would help to create a culture of conscious monitoring and evaluation, information sharing, seeking internal assistance in case of problem and most of all, sharing credit for success and Responsibility for failure.

5.5.4 Influence of M&E Methods on the performance of Monitoring and Evaluation systems of non-governmental organizations.

There is need for data audit. This should entail the review of monitoring and evaluation systems to address needs arising from the use of software for analysis and allow for adjustments of monitoring and evaluation plan when the approach changes.

5.5.5. Influence of Resources on the performance of Monitoring and Evaluation systems of non-governmental organizations.

There is need to combine the use of the logical framework with outcome mapping. Outcome mapping as shift away from assessing development impact of a programme and toward changes in the behavior, relationships, actions or activities of the people, groups and organizations with whom a development programme is working directly and seeks to influence

5.6 Suggestions for further research

The following areas are suggested for further research: the role of ICT support to project management, influence of monitoring and evaluation systems on the effectiveness of project implementation and NGOs use a range of both qualitative and quantitative data collection tools and methods in their work that they consider appropriate to their needs but find it more challenging to store and analyse qualitative data. How to do this effectively is a gap that may need further research.

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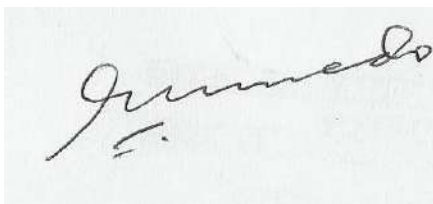
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26 September 2016

CERTIFICATE OF PROOF THAT DISSERTATION HAS BEEN EDITED

This is to certify that the Master's Degree dissertation entitled, **Factors Influencing the Performance of Monitoring and Evaluation Systems in Non-Government Organizations in Lira District, Northern Uganda by Juliet Nasambu**, has been reviewed and corrected in order to ensure clarity of expression and consistency regarding key style aspects like general grammar, sentence structure to ensure logical flow and effectiveness of meaning, all-round punctuation, consistency in citation and referencing.

A handwritten signature in black ink, appearing to read 'Mukotani Rugyendo', is written on a light-colored rectangular background.

Mukotani Rugyendo

Professional Editor

QUESTIONNAIRE

Dear respondent,

I am Nasambu Juliet, a student of Uganda Technology and Management University pursuing a Masters in Monitoring and Evaluation. I am currently conducting a study on: ***Factors Influencing the Performance of Monitoring and Evaluation Systems in Non-Government Organizations in Lira District, Northern Uganda***, as part of my study requirements at Uganda Technology and Management University.

Your responses are very important in the success of this study. The information provided will be only used for academic purpose and will be treated with utmost confidentiality.

Please ticks the appropriate boxes which best suit your view and fill in the blanks where necessary.

Section A: General information.

- Name of organization

.....

- Gender: 1. Male 2. Female

- Age(in years): 1. 20-30 2. 30-40 3. 40-50 4. Above 50

- Marital status: 1. Single 2. Married 3. widow

Other; please specify.....

- Highest level of Education so far attained.

1. Masters 2. Undergraduate 3. Diploma 4. Certificate

Others; specify.....

- In which department are you working:

- Designation:

- Length of service in the organization (in years).

1. 1-4 2. 5-8 3. 9-12 4. Above 12

- Your work experience in monitoring and evaluation activities.

1. None 2. 1-4 3. 5-8 4. 9-12 5. Above 12 **NOTE:** This

section seeks your opinion on how data quality influences the performance of monitoring and evaluation systems of non-governmental organizations

You are requested to respond to most of the items in the subsequent sections using the following scale by ticking the appropriate option.

- 1. SD Strongly Disagree
- 2. D Disagree
- 3. NS Not sure
- 4. A Agree
- 5. SA Strongly Agree

No	Statement					
SECTION B: MONITORING AND EVALUATION STRUCTURE		SD	D	NS	A	SA
1	Top management has a positive attitude towards strengthening the monitoring and evaluation system	1	2	3	4	5
2	The organization has a well-defined structure that includes a monitoring and evaluation unit	1	2	3	4	5
3	The organization conducts assessment of the overall performance of M&E system on a regular basis	1	2	3	4	5
4	The organization has a policy or set standards in place describes roles and responsibilities of the operation of M&E System	1	2	3	4	5
5	The organization has got a 'champion' for the M&E exercises	1	2	3	4	5
SECTION C: DATA QAULITY		SD	D	NS	A	SA
6	Monitoring system owned by users is likely to generate reliable information	1	2	3	4	5
7	Data collected when measured reports on outputs that reflect the critical stated objectives of the organization	1	2	3	4	5
8	Good system identifies key issues as well as root of problems that the organization wants to address	1	2	3	4	5
9	Data collection activities conducted legally with due regard to the welfare of those affected by its results	1	2	3	4	5
10	Frequently collected data enables to truck trends as well as understand project intervention	1	2	3	4	5
11	Data collected provides clear indicators against	1	2	3	4	5

	which the organization work is being measured					
12	The organization carries out periodic data audits	1	2	3	4	5
SECTION D: HUMAN CAPACITY						
13	The organization has got skilled personnel who gather information on the performance of programs	1	2	3	4	5
14	The organization has skilled personnel with adequate capacity to analyze data	1	2	3	4	5
15	The monitoring and evaluation officers are knowledgeable in the day-to-day management of monitoring and evaluation systems	1	2	3	4	5
16	Result-based performance is factored into personnel assessments	1	2	3	4	5
SECTION E: METHODS						
17	The logical frameworks clearly indicates the proposed impact of the programme	1	2	3	4	5
18	The logical frameworks provides the intended outcomes of the programme	1	2	3	4	5
19	The logical frameworks provides the intended outcomes of the programme	1	2	3	4	5
20	The logical frameworks provides the planned outputs of the programme	1	2	3	4	5
21	The logical frameworks clearly defines the indicators to track progress of the programme	1	2	3	4	5
22	Funding is a key factor on performance of the monitoring and evaluation system	1	2	3	4	5
SECTION F: RESOURCES		1	2	3	4	5
23	The organization resources are committed to	1	2	3	4	5

	the implementation of M&E work plan					
24	The organization is willing to invest money to improve M&E management	1	2	3	4	5
SECTION G: Performance of Monitoring and evaluation systems						
25	All staff get feedback after measurement of project activities.	1	2	3	4	5
26	The organization has adequate capacity to commission evaluations	1	2	3	4	5
27	The organization has adequate capacity to conduct evaluations	1	2	3	4	5
28	There exists a management information system or database to frequently provide data	1	2	3	4	5
29	Overall monitoring and evaluation systems meet the information needs of staff.	1	2	3	4	5
30	The organization has essential tools or equipment for data management	1	2	3	4	5
31	The organization's M&E materials that are available target different audiences	1	2	3	4	5
32	The organization's M&E materials that are available support data sharing	1	2	3	4	5
33	The organization's M&E materials are available for use	1	2	3	4	5

Thank you.

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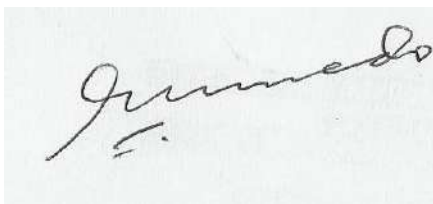
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