

SUCCESS FACTORS FOR ESTABLISHMENT OF A RESULTS BASED MONITORING
AND EVALUATION SYSTEM IN CARE UGANDA

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ACRONYMS

RBME.....Results based monitoring and evaluation.

RBM..... Result Based Management

M&E..... monitoring and evaluation

RWSSD..... Rural Water Supply and Sanitation Department

MWE..... Ministry of Water and Environment

UEA..... Uganda Evaluation Association

SPR..... Sector Performance Report

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This study will examine the success factors for establishment of Result Based Monitoring and Evaluation System in CARE Uganda. Care Uganda is an international non-government organization operating in Uganda and in 89 other countries around the world to support 880 poverty –fighting development and emergency projects.. Its major focus is cutting off poverty through provision of tools for sustainable change to the people most vulnerable to hunger, violence and disease. Care also works with community based efforts to improve basic education, increase access to quality health care and expand economic opportunity for all (Care Uganda). Care Uganda is among the few non-governmental organizations with well establishment monitoring and evaluation systems and streamlined Results Based Monitoring and Evaluation systems. This has been developed over time to enhance the general performance of the organization in transformation of society. The study on Care Uganda’s formal and well established result based monitoring and evaluation system follows a desire to draw out successful factors that have favored the establishment of the Result Based Monitoring and Evaluation system, which can be used to support the establishment of similar systems in the public sector institutions in Uganda. Success factors in this study will be conceived as independent variable while establishment of result based monitoring and evaluation system will be conceived as the dependent variable. Success factors will be measured inform of institutional factors, organizational resources and organizational capacity while establishment of result based monitoring and evaluation system will be measured inform of Monitoring and Evaluation plan, Monitoring and Evaluation reports and Utilization of Monitoring and Evaluation findings.

This chapter will cover the background of the study, the statement of the problem, the purpose, the objectives of the study, the research questions, the hypotheses, the conceptual

framework, the scope of the study, the significance of the study, justification of the study, and operational definitions of terms and concepts.

1.2 Background of the Study

Monitoring and evaluation as a broad field of study has steadily grown to cover institutional operations, program and project performance across the globe. Monitoring and evaluation was conceptualized as an accountability tool for the funds used in restoration of structures and systems after World War II in 1945 and as development work continued to grow over the years, monitoring and evaluation became a dependable tool for accountability and learning in private and the public sector worldwide (Lynn et al, 2008).

The birth of Result Based Management (RBM) in the late 1990s set a clear mark, that without a Result Based Monitoring and Evaluation (RBME) system, it was becoming very impossible to establish whether the expected changes or results were achieved. This led to the introduction of Result Based Monitoring and Evaluation system in public sectors. It was however sad that despite this perceived brilliancy , public sectors as well as development organizations continued to concentrate more on the activity implementation processes rather than the results (change) made in people's lives (Farrell, 2008 and Spreckley, 2009).

Global context

The UNDP in their strategic reforms adopted the results based management systems in 1999, intensifying focus on outcomes as a major shift to better measurement of performance and systematic monitoring and reporting of organizational out comes (UNDP 2002).

In the Latin America, the Result based monitoring and evolution system commonly known as the Colombia's National Results-Based Management and Evaluation System (SINERGIA) was established 16 years ago. This system has progressively developed and endured the countries' institutional, political, and fiscal problems to attain one of the highest levels of development. Based on its accomplishments in improvement of the country's

performance, it has been held up as an example by multilateral organizations, donor agencies, and other governments (Manuel 2008).

African context

South Africa is one of the African countries with the mature Monitoring and Evaluation (M&E) systems which were established way back between 1980 and 1994. This followed the increased need for clear cut accountability from the South African public sectors (Charlin 2010). In 2009 the South African government through its African National Congress (ANC) made a strategic shift by introducing the outcome approach whose cardinal focus was to ensure improved performance through measurement of outcomes (NEWS 2012). This initiative is championed by the Department of Performance Monitoring and Evaluation (DPME) in the office of the President.

East African region

The government of Tanzania in a bid to improve its service delivery introduced the performance management systems. These systems were mainstreamed in all public sector institutions and are monitored every six month to measure the effectiveness of the developed tools. The usage of these monitoring and evaluation tools stood at 62% in financial year 2008/2009 but steadily rose to 75% in 2012/2013 financial year. (Cafrad.org)

Ugandan context

Over the past decades Uganda has undergone comprehensive economic reforms and has achieved macroeconomic stability. Hague (2001: pg 16) asserts that the recognition of service delivery effectiveness as an imperative of national development management is strong evidence of commitment to results by the Ugandan government (Alois 2012). Uganda is named among the first countries to benefit from the IFM and world bank support to the HIPC with good M&E systems (Kusek and Rist 2004: pg 6) The Monitoring and

Evaluation in Uganda got a major boost with the establishment of the department of Monitoring and evaluation at the prime minister's office. This from time to time conducts reviews and evaluations on government implemented programs/ projects and advises the cabinet accordingly. Establishment of the Uganda evaluation Association (UEA). It's however key to note that despite the existence of an M&E systems at the executive realms, casketing it down to the different ministries still remains a challenge. There are no formal Result Based Monitoring and Evaluation (RBME) systems in place that comprehensively inform the strategic decisions for better public sector performance. It's from this current state of affairs in the Public sectors that this study seeks to establish the factors that can successfully work for the establishment of Result Based Monitoring and Evaluation systems in the Ugandan public sectors.

1.3 Statement of the problem

Result based monitoring and evaluation systems (RBME) are essential in appropriate allocation of resources. The outstanding performance of private and public sectors in the developed countries has been attributed to the RBME approach to planning, implementation and evaluation of interventions. International Non-governmental organizations in Uganda have adopted the result based approach and have equally registered tremendous success. The situation in the public sector however remains wanting. The conventional approach to monitoring and evaluation is majorly in use in Uganda and this has led to unrealistic measurement of results and sector performance. The central Monitoring and evaluation department at the prime minister's office alone is not enough to align the ministry's plans and implementation processes to achieve set targets and adequately measure the results that accrue thereafter. Sectors like ministry of health which have attempted to use the result based monitoring and evaluation systems are grappling like the rest without, because the system is not given the necessary life support it deserves and therefore lacks some ingredients to yield better services. Like noted by Williamson 2003, the public sectors lack formal internal reporting and performance tracking systems at the central (Ministry level) and local government level to

support such endeavors. Baseline data against which the public sector interventions are monitored and evaluated do not exist and where this data is available, its insufficient to inform the result based monitoring and evaluation processes (UNICEF 2012) it is therefore pertinent that this study is conducted to establish key success factors for establishment of a result based monitoring and evaluation system in order to improve planning and budgetary processes at the departmental level of the ministry.

1.4 Purpose of the Study

The purpose of this study is to examine the success factors for the establishment of Result Based Monitoring and Evaluation system in Care Uganda.

1.5 Objectives of the Study

- i. To examine how institutional factors influence the establishment of result based monitoring and evaluation system in Care Uganda
- ii. Establish the relationship between organizational resources and the establishment of result based monitoring and evaluation system in Care Uganda
- iii. To find out how organizational capacity influence the establishment of result based monitoring and evaluation system in Care Uganda

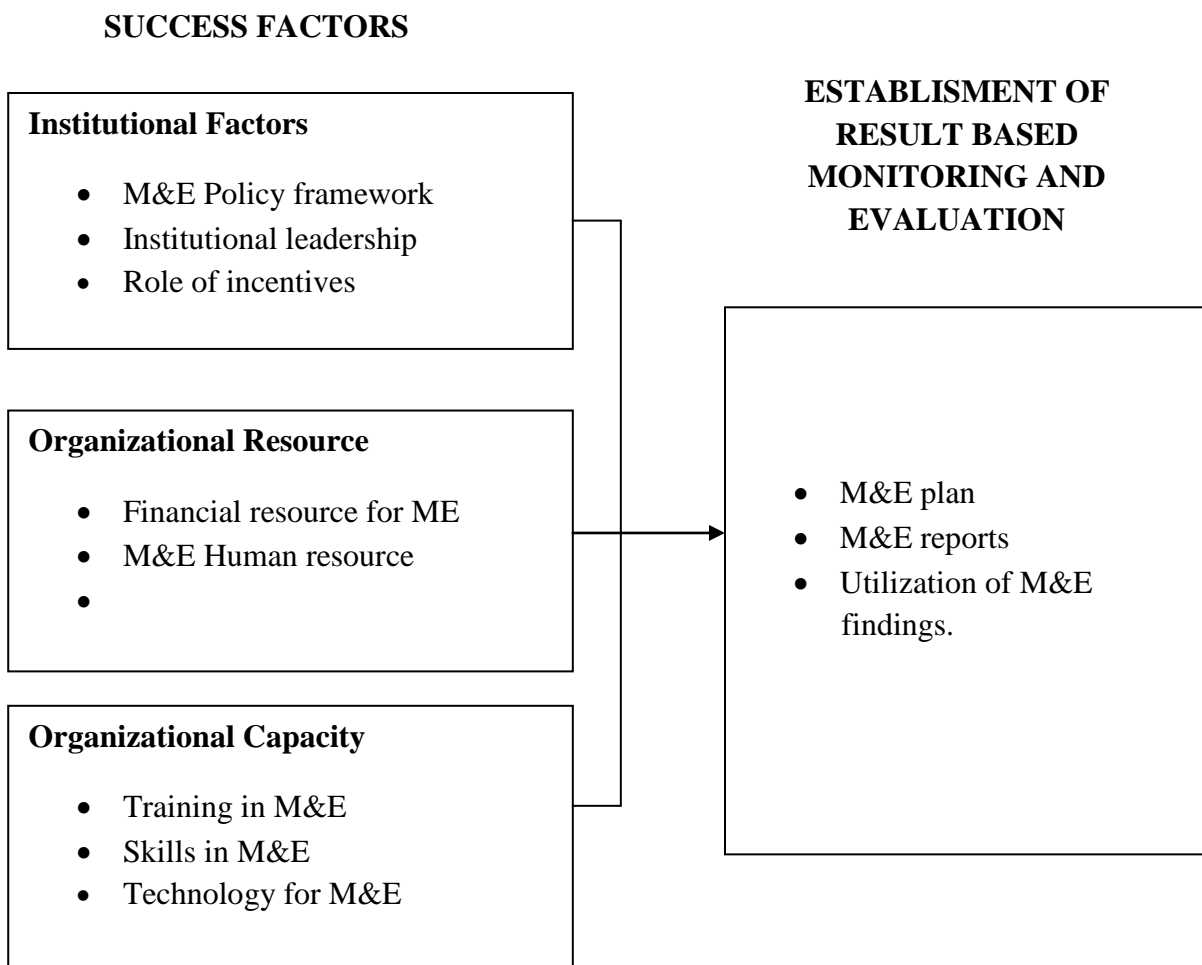
1.6 Research Questions

- i. How do institutional factors influence establishment of result based monitoring and evaluation system in Care Uganda?
- ii. What is the relationship between organizational resources and the establishment of result based monitoring and evaluation system in Care Uganda?
- iii. How does organizational capacity influence the establishment of result based monitoring and evaluation system in Care Uganda?

1.7 Research Hypotheses

- i. Institutional factors have a significant positive influence on the establishment of result based monitoring and evaluation system
- ii. There is significant positive relationship between organizational resources and the establishment of result based monitoring and evaluation system
- iii. Organizational capacity has a significant positive influence on the establishment of result based monitoring and evaluation system

1.8. Conceptual framework



Source: Adopted with modifications from Hassan Karamat 2014, superior University.

Figure 1.above is of a conceptual framework for this study.

The above figure is a many to one relational conceptual framework which shows the relationship between the independent and dependent variables. From the above diagram it's clear that the institutional factors, the organizational resource and the organizational capacity have a direct negative or positive effect or influence in the establishment of a result based monitoring and evaluation system. Both independent and dependent factors have a range of indicators against which their impacts can be measured.

1.9 Significance of the study

This study will enhance the researcher's skills and broaden knowledge in the Results based monitoring and evaluation field on both academic and practice. Whereas the successful completion leads to attainment of an academic award, this study will provide a basis for establishment of RBME systems in the Ugandan public sectors for improvement of service delivery.

Justification of the study

The zeal to conduct this study emanates from my desire to see results based monitoring and evaluation systems established in all public sector establishments in Uganda. Billions of shillings are spent each year by the government and the development partners for the general improvement of the Ugandan population well-being, the results however do not measure up to the efforts and resources spent. This has been attributed to lack of results based monitoring and evaluation systems which would otherwise inform subsequent sector action plans. A case in point is the stagnation of the rural water coverage at 64% for 3 consecutive years between 2011-2013 (SPR 2013). There was again a 65% stagnation for two years between 2014-2015 (SPR 2015). Who knows what the results from the sector performance report (SPR 2016) are going to be like. One would therefore find it inevitable to ask how a sector can only achieve a 1% increment in coverage in 5 years against an average expenditure of over a trillion shillings.

These are some of the common scenarios in Uganda's public sector institutions that only result based monitoring and evaluation would ably address.

1.11. Scope of the study

For better understanding of this subject matter, this study shall have content scope, time bonds and clearly defined geographical limits.

1.11.1 Content scope

This study shall focus majorly on the result based monitoring and evaluation systems in CARE Uganda, identifying factors that have enabled its successful establishment and sustainability. The target study population shall include Monitoring and evaluation officers, program managers, administrative managers and technical staff.

1.11.2 Time Scope

Well aware that dragging any study of this nature results in to distortion of information and compromise of the research quality, this study shall be conducted and completed within two month that's to say May and June 2016.

1.11.3 Geographical Scope

This study shall be conducted in the central district of Kampala, specifically at CARE Uganda headquarters.

1.12. Operational definitions

For purposes of this study the following statements / words shall be used to mean the following;

Monitoring is a continuous, systematic and regular (routine) collection of data on a given project's indicators to provide management and the main stakeholders with information on an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds (Lynn et al, 2008).

Results are the changes occurring as an effect of a project and that can be attributed to it. They may be positive or negative, intended or unintended, direct or indirect. The results include

output, outcomes and impact. Outputs are the products, capital goods and services, which result from a project. Outcomes are both short-term and medium term effects of a project's outputs and impact are positive and negative, primary and xiii secondary long-term effects produced by a project, directly or indirectly, intended or unintended (Lynn et al, 2008)

Evaluation is a selective exercise that attempts to systematically and objectively assess progress towards and the achievement of an outcome (UNDP2002)

Results-based monitoring: (what we call “monitoring”) is a continuous process of collecting and analyzing information to compare how well a project, program, or policy is being implemented against expected results (IPDET)

Results-Based Evaluation; Results-based evaluation is an assessment of a planned, ongoing, or completed intervention to determine its relevance, efficiency, effectiveness, impact, and sustainability(IPDET).

Results Based Monitoring and Evaluation System is a standard and structured procedure for recording and reporting project performance to inform decision making on the project implementation and performance (Food and Agriculture Organization (FAO 2010).

Public sector: refer to government established institutions which ensure provision of public goods and services.

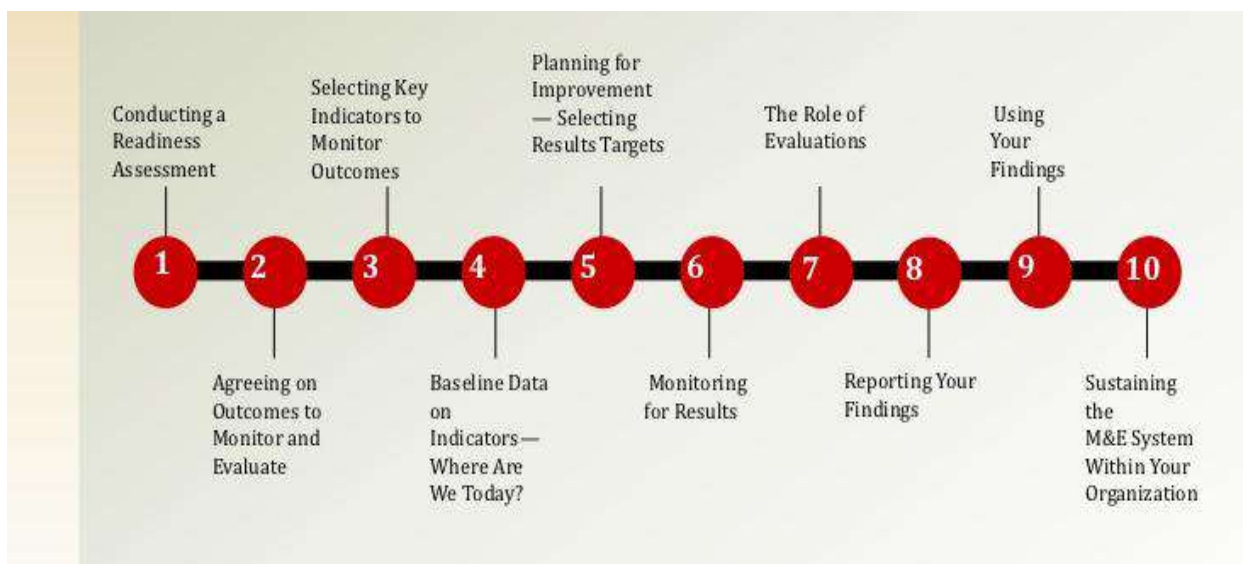
2.0 CHAPTER TWO LITERATURE REVIEW

2.1 introductions

Much information in form of journals articles, reports and books have been published on RBME systems in the public sectors. Such information shall be reviewed for enrichment of this study. This chapter will cover the review of appropriate theory for the study, conceptual, empirical reviews and synthesis of the reviewed set of information.

2.2 Theoretical review.

The establishment of RBME systems have in recent years been successfully executed using the 10 step model for building a sustainable result based monitoring and evaluation system. This model which has been accepted as a bench mark for establishment of M&E systems is attributed to Kusek and Rist 2004. According to this model, the process of establishing a RBME must be systematic and comprehensively designed for sustainability purposes. The sequential undertakings for the 10 step RBME model is as per the illustration below;



Source (Jody and Ray C. 2004)

Figure 2 above shows the ten step for establishment of a sustainable RBME system.

2.3 Conceptual review

The concept of RBME as part and parcel of Results Based management (RBM) is believed to have begun with Peter Drucker as Management by Objectives (MBO) and Program

Performance Budgeting System (PPBS) in the 1960s and evolved into the use of logical framework for the public sector in the 1970s (Rassapan 2003: 02) . It was adopted by different countries in the 1980s and 1990s using different forms and names. It has now developed into a proven and accepted approach for improving public sector accountability, effectiveness and efficiency.

2.4 Thematic literature review

Institutional factors for establishment of RBME systems

Institutional factors relate to the norms, rules and routines that guide behaviour. These factors may be both internal and external related (Nurse killam 2013). Internal factors like the existence of an M&E policy frame work are central to building an institutional strategic direction towards establishing and strengthening of a RBME system (UNITAR 2012). According to (Angela bester 2012 :33.) establishment of a RBME system requires an explicit theory of change, Adequate resources to facilitate the set up processes and a well structured change management approach within the organization. The evaluation by UNDP Evaluation Office (UNDP 2007), stressed the importance of having incentives in place for managers and staff to use results-based monitoring and evaluation. It is apparent from these studies and the existing literature that the issue of incentives cannot be dealt with on an ad hoc basis. There needs to be a framework for incentives and how they should be applied (Angela Bester 2012:pg33)

Organizational resources

Organizational resources are all assets that are available to the institution for use. There are four basic types of organizational resources which are significantly key in the establishment of a RBME. These among other include; human, monetary, raw materials and Capital (Subject money.com) a highly professional, skilled and talented human resource base works perfectly well in favor of the RBME system establishment process. Kusek and Rist 2004 recognize the pertinent role individuals as part of the human resource in embracing and championing the

RBME establishment processes. World Bank 2000 seems to agree with this when it notes that lack of champions, fiscal resources and political will act as immediate barriers to the establishment of the RBME system. Chris Bishop 2015, points out a strong human resource base as one of the key factors in the establishment of a RBME system in the public sector.

Organizational capacity

Establishing a RBME requires specialized skills such as data tools development, data collection, analysis and presentation of findings. These skills are instrumental in building a reliable M&E data base of facts, which are used to inform the decisions of an institution.

According to (World Bank 2000), the broader assessment of the organizational capacity must critically look at the technical skills, managerial skills, existing data systems and their quality, technology available, fiscal resources available and institutional experience in conducting monitoring and evaluation.

Establishment of a RBME

This dependent variable is an evidence of the actual existence of a system as a result of certain undertakings. The evidence lies in the existence of an M&E plan, reports and utilization of findings.

M&E plan; is a roadmap to the successful implementation an M&E activity. It identifies how evaluation questions directly link to programmatic goals and Variables needed for measurement so as to provide answers to monitoring and evaluation questions (Marla Vaughan... etal...2009).

M&E reports; The M&E reports are essential in directing the top management's decision making processes.(Kusek and Rist 2004). This reports should be timely, clear to the point and comprehensible if the its findings are to be utilized.

Utilization of findings; the common scenario a cross various sectors is non-utilization of monitoring and evaluation findings. According to Kusek and Rist 2004, utilization of evaluation findings involves generating and sharing knowledge and learning within all stakeholders.

2.5 Empirical review

Following the growing need for establishment of RBMS in the public sectors across the globe, a similar study was conducted in Zimbabwe by Gwata and Rudo Grace in 2014. The purpose of the study was to investigate the main factors that impacted on the implementation of the RBM strategy in the Zimbabwe Public Service. The researcher employed both the primary and secondary data collected through exploratory and extensive literature review respectively. The findings of this study were that inadequacy of skills, information, attitudes as well as financial were some of the major factors which impeded the achievement of the RBM strategy. According to this study, managers of the line ministries required result based capacity building for better performance (Gwata and Rudo 2014)

This similar study was conducted by Kimathi 2015 under the title “application of the result based monitoring and Evaluation system by development organizations in north Rift region of Kenya The objective of this study was to assess the level of RBME application by development organizations. Findings of this study showed that management support, budget allocation, staff capacity, baseline surveys and stake holder participation were very significant preconditions for any organization to effectively design and apply a RBME system

2.6 Synthesis and gap analysis

The above literature reviewed shows that the demand and appreciation of the RBME as a new public management tool is on the rise in the developing countries. This follows an increasing demand for accountability, transparency and tangible results (Kusek and Rist 2004). The developed countries in Europe which adopted this strategy which focuses on outcomes in the 1990s attest to the significant role of RBME in improving performance of their organizations. South Africa is one of the countries in the African continent with a leading and well established RBME system which is centrally managed in the public service institution for cohesion and enforcement. Academicians and practitioners alike agree that the process of establishing an

RBME system must be done in a systematic and logical manner. This closely follows the ten step model for establishment of a RBME system as advanced by Kusek and Rist. certain fundamentals must be observed for RBME establishment as per numerous prior studies; the organizational structure upon which a RBME is established must be clearly defined . Baring in mind that the introduction of a RBME system affects the status quo in one way or another, an explicit theory of change must be employed to avert negative perception. Drivers or champions (individuals with specialized skills) for RBME system must be identified and an extensive buy in strategy adopted to ensure involvement of all key stakeholders in the introduction, use and sustainability processes of a RBME system. Setting up of a RBME physical system is an expensive undertaking which requires substantial funds for; acquisition of the technological equipment (hard ware and software) as well as conducting RBME exercises. Last but not least, incentives are crucial in motivation of staff, managers and in increasing the demand and use of RBME findings in the decision making processes.

Whereas much information exists on how to set up a RBME system and whereas the factors limiting this process have been partially mentioned, the literature review provides a general organizational over view to this subject matter without specifics while employing a TOP-BOTTOM approach This study will specifically investigate the success factors for establishment of a RBME system in a public sector department (Rural Water Supply and Sanitation Department- Ministry of water and environment.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter gives a description of the methodology that shall be used in the research process. The research design, study population, the sample size determination procedures, sampling techniques, the data collection methods, data collection instruments, quality control procedures, data analysis and ethical issues are all laid out herein;

3.2 The research design

A cross sectional study will be carried out by conducting interviews on CARE Uganda staff, selected both among support, technical and administrative staff.. Cross sectional study design is suitable for this study because it is used for examining a phenomenon that is expected to remain static through the period of the study, gives room to collect data on many variables at once and best applied for different groups of individuals that differ in the variables under the study but share other characteristics including those under investigation (Mugenda and Mugenda, 2003). The Result Based Monitoring and Evaluation system used could not change within a period of one month period of data collection.

3.3 study population

CARE Uganda has 4 administrative staff, 10 program managers and 20 technical staff bringing the total to 34 employees. For purposes of this study however the researcher will interview all the 34 employees for credibility of the research

3.4 sample and sample size determination

A sample size of 34 respondents was determined using statistical tables of (Krejcie & Morgan, 1970) as cited by Amin (2005), and included various categories as specified in table 1 below:

Table 1: Research respondents by category and sample

No.	Category of respondents	(N)	(S)	Sampling technique
1	Administrative staff	4	4	Purposive Sampling
2	Program managers	10	10	Purposive sampling
3	Technical staff	20	20	Purposive sampling
	Total	34	34	

Key: *N* – Population Size, *S* – Recommended Sample Population (*Krejcie & Morgan, 1970*).

3.5 sampling techniques

Purposive sampling involved identifying and selecting individuals or groups of individuals that were knowledgeable about or experienced with a phenomenon of interest (Cresswell and Plano Clark 2011). This sampling was used to select (4) Administrative, (10) program managers and (20) technical staff who shall be interviewed. The researcher chose this technique because the respondents are at the center of CARE Uganda core activities.

3.6 data collection methods

The researcher shall use a mixed method; quantitative research is weak in understanding the context or setting in which people behave, something that qualitative research makes up for. On the other hand, qualitative research is seen as deficient because of the potential for biased interpretations made by the researcher and the difficulty in generalizing findings to a large group. Quantitative research does not have these weaknesses. Thus, by using both types of research, the strengths of each approach can make up for the weaknesses of the other (foodRisk 2016).

3.7 Data Collection Instrument.

A questionnaire will be used as one of the data collection instrument. A questionnaire is a printed self-report form designed to elicit information that can be obtained through the written responses of the subjects. The information obtained through a questionnaire is similar to that obtained by an interview, but the questions tend to have less depth (Burns & Grove 1993: Pg 368).

3.7.1 interview method

The researcher shall distribute questionnaires to the prospective respondents and brief them accordingly to ensure that they understand the questionnaire content and the study context. On the other hand for those that may not have the ability to fill out the questionnaire the research shall use the available interview guide to acquire the desired data.

3.8 Validity and Reliability

The validity of an instrument is the degree to which an instrument measures what it is intended to measure (Polit & Hungler 1993:448). Content validity refers to the extent to which an instrument represents the factors under study. To achieve content validity and reliability, questionnaires shall include a variety of questions on the Respondent's M&E. Questions shall also be based on information gathered during the literature review to ensure that they are representative of the RBME concept and RWSSD day to day operations. To further address the validity and reliability questions, the researcher shall conduct a pilot survey of the developed questionnaire to determine its reliability, applicability and relevance.

3.9. Data collection procedure

On approval of this proposal the researcher shall acquire an introductory letter from the university which shall be presented to respondents or institutional administrators to eliminate any suspicions that could otherwise jeopardize the study. Self-administered questionnaire shall be handed over to each respondent by the researcher while noting collection dates on a piece of paper. Each respondent shall be given adequate time depending on their schedules before the

questionnaire is picked up. This will give the respondents ample time to feel out and review their questionnaires.

3.10. Measurement of variables

The researcher shall use the nominal and ordinal measurement levels. The nominal measure shall be used in computing variables with undisputable order, while on the other hand by virtue of choice for in the use of the Likert scale in the data collection, which measures sentiments, the use of an ordinal measurement unit becomes inevitable.

3.11. Data analysis

Upon successful completion of data collection, the data shall be cleaned to ensure all minor errors are rectified. Data forms shall be organized and entered in to the computer system. A computer program called Statistical Package for Social Sciences (SPSS) shall be used for data analysis. Data shall then be analyzed using descriptive statistics, frequency tables shall be presented in pie diagrams and bar graphs.

3.12 ethical issues

The researcher recognizes the crucial role of ethics in any study especially if reliability and validity are to be attained. Honesty, integrity and attribution shall be highly taken in to account. The researcher shall seek for respondent's consent prior to engagement. Rights and opinions of every respondent shall be respected both during the data collection and analysis process.

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APPENDIX II: CONSENT FORM FOR STUDY PARTICIPANT

**UGANDA TECHNOLOGY AND
MANAGEMENT UNIVERSITY,
SCHOOL OF BUSINESS STUDIES**

11TH MAY 2016

Background and Purpose

My Name is **Isaiah Eitu, REGISTRATION NO. May15/PM&E/0392U**. I'm a student from **Uganda Technology and Management University**. I'm carrying out a study on *success factors for establishment of a Result Based Monitoring and Evaluation in CARE Uganda*. This is self-administered questionnaire by the respondents within CARE Uganda and it will take 10 minutes to fill. I seek your consent for completing this research questionnaire. The purpose of the study is purely academic, to enable me fulfill the requirements for the award of Master in Project Monitoring and Evaluation. I will treat all the information you share in the questionnaire with strictest confidence. I'm willing to share the findings of this study with you if you officially request me to.

Consent for Participation

I understand that the study is designed to gather information about and for academic work. My participation in this study is voluntary. I understand that I will not get any direct benefits for my participation.

Research Signatures

.....
Name of Participant	Signature	Date
.....	
Signature of the Investigator		Date

APPENDIX I: QUESTIONNAIRE

INTRODUCTION

My name is ISALAH EITU, a student from Uganda Technology and Management University. I'm pursuing Masters' degree in Monitoring and Evaluation and one of the university requirements for the award of the Master's degree is to carry out a research project in areas of individual interest. I would like to seek your consent for completing this research questionnaire on **“Success factors for establishment of Result Based Monitoring and Evaluation System at CARE Uganda”**

Serial No.....

SECTION A: BACKGROUND INFORMATION

Please tick or circle the appropriate number

1	AGE (Years)				
	Less than 25 years	26 – 35 years	36 – 45 years	46 -55 years	56yrs and above
	1	2	3	4	5

2	SEX	
	Female	Male
	1	2

3	Department	Tick
	Child protection	
	Education	
	Health	
	Sustainable livelihood	
	Accounts	
	Management	
	Monitoring and Evaluation	
	Support staff	

4	TITLE	
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5	EDUCATION QUALIFICATION					
	PhD	Masters	Bachelors	Diploma	Certificate	Others (Specify)
	1	2	3	4	5	6

6	DURATION OF SERVICE AT COCIS MAKERERE UNIVERSITY			
	Less than 5 years	5 – 10 years	11 – 16 years	17 years and above
	1	2	3	4

From questions 1 – 56, tick or circle the number that best indicates your opinion on the question using the following scales:

SCALE	1	2	3	4	5				
	SD	D	N	A	S A				
	SECTION B. INSTITUTIONAL FACTORS SUPPORT				SD	D	N	A	SA
1	Care Uganda has got M&E guiding principles, norms and standards				1	2	3	4	5
2	Performance measurement is established at Care Uganda				1	2	3	4	5
3	Success performance is rewarded at Care Uganda				1	2	3	4	5
4	Management always allocate sufficient fund for M&E.				1	2	3	4	5
5	There is a clear feedback mechanism on progress bat Care Uganda				1	2	3	4	5
6	There is an demand for an M&E report on outcome and impact at Care Uganda				1	2	3	4	5
7	Care Uganda has a well designed goals for all its projects				1	2	3	4	5
8	Care Uganda always achieves its goals and objectives				1	2	3	4	5
9	Care Uganda has clear indicators for outcome and impact				1	2	3	4	5

10	Care Uganda conducts baseline studies for all its projects	1	2	3	4	5
11	Information on progress is always accessible at Care Uganda	1	2	3	4	5
12	Accountability on projects is a requirement at Care Uganda	1	2	3	4	5
13	There is regular reporting on evaluation results on outcome and impact level	1	2	3	4	5
14	Staffs are trained in M&E at Care Uganda	1	2	3	4	5
15	Staff have M&E competences at Care Uganda	1	2	3	4	5
16	Care Uganda has got the required number of staff	1	2	3	4	5
17	All staffs have the required level of qualification in their positions	1	2	3	4	5
18	There is leadership support for result based monitoring and evaluation at Care Uganda	1	2	3	4	5
19	There exist are champions for building and using a M&E system at Care Uganda	1	2	3	4	5
20	There is motivation for building an M&E system at Care Uganda	1	2	3	4	5
21	Management involves other staff in the development of project indicators	1	2	3	4	5
22	An M&E framework (work plan) exists	1	2	3	4	5
23	Management enforces adherence to M&E frame works	1	2	3	4	5
24	M&E findings are used by management in decision making processes.	1	2	3	4	5
25	Incentives exist for staff who adhere to good M&E standards	1	2	3	4	5
	SECTION C: ORGANIZATIONAL CAPACITY	SD	D	N	A	SA
26	Staffs have M&E skills	1	2	3	4	5
27	Staffs are regularly trained in M&E reporting	1	2	3	4	5
28	Staffs have experience in M&E	1	2	3	4	5
29	The organization has sufficient number of staff with M&E competences	1	2	3	4	5
30	The organization has a department in charge of M&E related activities	1	2	3	4	5
31	Care Uganda has got qualified staff in all the departments	1	2	3	4	5
32	There is sufficient budget allocated for staff training and development	1	2	3	4	5

33	The staffs have competence in logical/result framework	1	2	3	4	5
34	The staff have competences in developing outcome and imp indicators	1	2	3	4	5
35	The staffs have competence in designing M&E plan	1	2	3	4	5
36	The staffs always meet their performance target	1	2	3	4	5
37	Staffs have competence in data analysis	1	2	3	4	5
38	Staffs have competence in conducting evaluation studies	1	2	3	4	5
39	The organization regularly collects data on project outcomes and impact	1	2	3	4	5
40	Care Uganda has got competent leadership	1	2	3	4	5
41	Project donors have a vote for capacity training and development	1	2	3	4	5
SECTION D: ORGANIZATION RESOURCE		SD	D	N	A	SA
42	CARE Uganda has permanently recruited M&E specialists	1	2	3	4	5
43	The existing number of M&E staff is sufficient for timely execution of M&E tasks.	1	2	3	4	5
44	Each project under CARE Uganda has an M&E funding component	1	2	3	4	5
45	Funds allocated for measuring project results are commensurate to the M&E work plan.	1	2	3	4	5
46	Measurement of project results is conducted by external M&E consultants.	1	2	3	4	5
47	There is sufficient budget allocation for each project under Care Uganda	1	2	3	4	5
48	There is sufficient funds allocated for baseline studies at Nature Africa	1	2	3	4	5
SECTION E: RESULT BASED MONITORING AND EVLUATUION		SD	D	N	A	SA
49	The organization has clear indicators for measuring result at outcome and impact level	1	2	3	4	5
50	The organization reports on outcome and impact	1	2	3	4	5
51	M&E reports informs decision making in the organization	1	2	3	4	5
52	There is utilization of M&E results in the organization	1	2	3	4	5
53	Performance has improved as a result of the demand for M&E results at outcome and impact level	1	2	3	4	5
54	Funding has increased as a result of the organization reporting on outcome and impact	1	2	3	4	5
55	The demand for results at outcome and impact level has improved on accountability in the organization	1	2	3	4	5

56	Care Uganda has M&E plan	1	2	3	4	5
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E1 Please comment on the success factors for the establishment of result based monitoring and evaluation system at Care Uganda?

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E2 What can be done to enhance result based monitoring and evaluation at Care Uganda?

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Thank you for your participation!

APPENDIX II: INTERVIEW GUIDE

SUCCESS FACTORS FOR THE ESTABLISHMENT OF RESULT BASED MONITORING AND EVALUATION SYSTEM AT CARE UGANDA

The purpose of the interview is to gather Key informants' views on the factors influencing application of result based monitoring and evaluation at Nature Africa.

1. What have you done as management to improve in the reporting of outcome and impact at Care Uganda?
2. What criteria do you have to demand for result based monitoring and evaluation results?
3. As Management, do normally carry out baseline studies for your entire project and how often?
4. What strategies do you have in this organization to build capacity in Monitoring and Evaluation?
5. What strategies to you have in place to enhance result based monitoring and evaluation?
6. What challenges have you faced with building a result based monitoring and evaluation?
7. What do think are the likely recommendations on building a result based monitoring and evaluation system at Care Uganda?
8. Does management have sufficient organizational resources to establish result based monitoring and evaluation
9. What challenges do you have with regard to staff capacity?

10. What do you recommend to address the challenges mentioned above?

THANK YOU