



UGANDA MANAGEMENT INSTITUTE

**MONITORING AND EVALUATION SYSTEM AND PERFORMANCE OF  
PROJECTS AMONG NGOS IN UGANDA: A CASE STUDY OF WAR CHILD  
HOLLAND-LIVELIHOOD PROJECT**

**BY**

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**DECLARATION**

I, George Okeny, declare that this dissertation is my own work and it has not been presented to any University or high institution of learning for any academic award what so ever.

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Sign: .....

Date: .....

## **APPROVAL**

This Research Report entitled Monitoring and Evaluation Systems and Performance of projects among NGOs in Uganda: A case study of War Child Holland-Livelihood Project is submitted to Uganda Management Institute (UMI) with our due approval

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## **DEDICATION**

This book is dedicated to my family: my wife Frany, Parents, brothers and sisters for their invaluable support during the process of this research.

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## TABLE OF CONTENT

<b>DECLARATION</b> .....	<b>i</b>
<b>APPROVAL</b> .....	<b>ii</b>
<b>DEDICATION</b> .....	<b>iii</b>
<b>ACKNOWLEDGEMENT</b> .....	<b>iv</b>
<b>TABLE OF CONTENT</b> .....	<b>v</b>
<b>LIST OF TABLES</b> .....	<b>x</b>
<b>LIST OF FIGURES</b> .....	<b>xi</b>
<b>ABSTRACT</b> .....	<b>xii</b>
<b>CHAPTER ONE: INTRODUCTION</b> .....	<b>1</b>
1.0 Introduction .....	1
1.1 Background to the Study .....	2
1.1.1 Historical Background .....	2
1.1.2 Theoretical Background.....	3
1.1.3 Conceptual Background.....	5
1.1.4 Contextual Background .....	6
1.2 Statement of the Problem.....	7
1.3 General Objective .....	8
1.3.1 Specific Objectives of the Study .....	8
1.4 Research Questions.....	8
1.5 Hypotheses of the Study .....	8
1.6 Conceptual Framework.....	9
1.7 Significance of the Study.....	10
1.8 Justification of the Study .....	10
1.9 Scope of the Study .....	11
1.9.1 Content Scope .....	11
1.9.2 Geographical Scope .....	11
1.9.3 Time Scope .....	11
1.10 Operational Definitions .....	12

<b>CHAPTER TWO: LITERATURE REVIEW .....</b>	<b>14</b>
2.0 Introduction .....	14
2.1 Theoretical Review.....	14
2.2 Review of Related Literature.....	16
2.2.1 Organization’s Capacity for M&E and Project Performance.....	16
2.2.2 Planning and Project Performance .....	20
2.2.3 Accountability and Project Performance .....	22
2.2.4 Self-regulation and Project Performance .....	25
2.3 Summary of the Literature Review.....	27
<b>CHAPTER THREE: METHODOLOGY.....</b>	<b>28</b>
3.0 Introduction .....	28
3.1 Research Design .....	28
3.2 Study Population.....	29
3.3 Sample size .....	29
3.4 Sampling Techniques .....	30
3.5 Data Collection Methods .....	31
3.5.1 Questionnaire survey.....	31
3.5.2 Face-to-face interview.....	31
3.5.3 Documentary Review.....	32
3.6 Data collection instruments .....	32
3.6.1 Questionnaires.....	32
3.6.2 Interview guides.....	33
3.6.3 Documentary analysis checklist.....	33
3.7 Validity and Reliability of Instruments .....	33
3.7.1 Validity .....	33
3.7.2 Reliability .....	34
3.8 Procedure of Data Collection.....	35
3.9 Data Analysis.....	36
3.9.1 Quantitative data analysis .....	36

3.9.2	Qualitative data analysis .....	36
3.10	Measurement of variables.....	36
<b>CHAPTER FOUR: PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA .....</b>		<b>38</b>
4.1	Introduction .....	38
4.2	Response Rate.....	38
4.3	Background of the respondents .....	39
4.3.1	Gender of the Respondent.....	39
4.3.2	Age of the Respondents .....	40
4.3.3	Number of Years with War Child Holland .....	41
4.4	Organisational Capacity and Project Performance .....	41
4.4.3.	Testing the first hypothesis .....	48
4.5	Planning and Project Performance.....	49
4.5.1.	Planning .....	49
4.5.2.	Testing the second hypothesis.....	52
4.6	Accountability and Project Performance .....	53
4.6.1.	Accountability.....	53
4.6.2	Testing the third hypothesis .....	57
<b>CHAPTER FIVE: SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS</b>		<b>58</b>
5.0	Introduction.....	58
5.1	Summary of Major findings.....	58
5.1.1	Organizational Capacity and Project Performance .....	58
5.1.2	Planning and Project Performance .....	59
5.1.3	Accountability and Project Performance .....	59
5.2	Discussion of the results .....	59
5.2.1	Organizational Capacity and Project Performance .....	59
5.2.2	Planning and Project Performance .....	61
5.2.3	Accountability and project performance.....	64
5.3	Conclusions .....	66
5.3.1	Organizational Capacity and Project Performance .....	66



5.3.2	Planning and Project Performance .....	66
5.3.3	Accountability and Project Performance .....	67
5.4	Recommendation .....	67
5.4.1	Organizational Capacity and Project Performance .....	67
5.4.2	Planning and Project Performance .....	67
5.4.3	Accountability and Project Performance .....	68
5.5	Contribution of the study .....	68
5.6	Areas for further studies .....	69
	REFERENCES .....	i
	APPENDIX 1: SURVEY QUESTIONNAIRE.....	iv
	APPENDIX 2: INTERVIEW GUIDE TO BE ANSWERED BY PROJECT MANAGERS.....	x
	APPENDIX 3: INTERVIEW GUIDE FOR BENEFICIARIES, MARKET RESOURCE CENTER COMMITTEE MEMBERS & LOCAL LEADERS .....	xi
	APPENDIX 4: KREJCIE AND MORGAN’S TABLE.....	xii
	APPENDIX 5: INTRODUCTION LETTER.....	xiii

## **LIST OF ABBREVIATION**

AfrEA- African Evaluation Association

CVI-Content Validity Index

HIPC- Heavy Indebted Poor Countries initiatives

HRD-Human Resource Department

IPC-Indicator Progress Card

LDC-Less developed Countries

M&E- Monitoring and Evaluation

MFPEd-Ministry of Finance Planning and Economic Development

NGO- Non Governmental Organization

NIMES-National Integrated Monitoring and evaluation strategy framework

OPM-Office of the Prime Minister

PAS-Project Administration System

PEAP-Poverty Eradication Action Plan

SPSS-Statistical Package for Social Scientist

WCH- War Child Holland

## LIST OF TABLES

Table 1: Sample Size and Selection.....	29
Table 2: Determination of Content Validity Index .....	34
Table 3: Values of Cronbach’s Coefficient alpha of Variables .....	35
Table 4: Response rate.....	38
Table 5: Gender of the Respondents.....	39
Table 6: Age group of Respondents.....	40
Table 7: Number of years with WCH .....	41
Table 8: Descriptive statistics on Organisational Capacity.....	42
Table 9: Descriptive Statistics on Project Performance.....	46
Table 10: Correlation between Organisational Capacity and Project Performance.....	48
Table 11: Descriptive statistics on Planning .....	49
Table 12: Correlation between Planning and Project Performance .....	52
Table 13: Descriptive Statistics on Accountability.....	54
Table 14: Correlation between Accountability and Project Performance.....	57

## LIST OF FIGURES

Figure 1: Conceptual Framework .....	9
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## **ABSTRACT**

The purpose of the study was to examine the influence of monitoring and evaluation system on the performance of projects among nongovernmental organizations in Uganda taking War Child Holland's Livelihood project as a case study. The objectives of the study were to find out how organization's capacity, planning and accountability affect performance of NGO projects. The study was both qualitative and quantitative in nature where data was collected through self administered questionnaire and face-to-face interviews from the management committee, center managers, local leaders and the project staffs under the livelihood project of War Child Holland. The data collected was analyzed using SPSS and the following were the key findings. It was revealed that Accountability was inadequately done by WCH to its stakeholders as many did not receive any financial reports from WCH and this affected the operations of the center managers and the general performance of the project to the largest extent. Similarly, the few number of staffs employed to implement this project coupled with absence of trainings greatly affected the timely and quality implementation of the project. The lack of human resource planning, absence of planning within departments and lack of a planning framework were stumbling block to project success. It is thus concluded that, an improvement in organisational capacity, planning and accountability is very important in ensuring project performance. The major recommendation is that, the organization should have a monitoring & evaluation plan to ensure regular data collection and analysis that enables corrective measures in all aspect of the project. Capacity building for staffs especially the community personnel should be done to enable them perform in their assignments.

# **CHAPTER ONE:**

## **INTRODUCTION**

### **1.0 Introduction**

Monitoring and evaluation is increasingly critical world over. Governments are attempting to address demands and pressure for improving the lives of their citizens. Internal and external pressure and demand on government and development organizations are causing them to seek new ways to improve public management; where improvement may include greater accountability, transparency, enhanced effectiveness and efficiency of interventions. Results based monitoring and evaluation is a management tool to help track progress and demonstrate the impact of development projects, programs and policies (Rist and Linda, 2009:105)

This study examines the influence of monitoring and evaluation system on the performance of projects among nongovernmental organizations in Uganda taking War Child Holland's Livelihood project as a case study. Monitoring and evaluation system was used in this study as the independent variable while performance is seen as the dependent variable. Monitoring and evaluation system was looked at in terms of three sub-variables and these are; organization capacity (Organizational Culture, Personnel and organizational Structure), Planning (Work Breakdown Structure, Logic Schedules and Cost Estimates) and Accountability (Disclosure, Self-Regulation and Social Auditing). Project Performance was however measured in terms of Sustainability, Timeliness, Cost and Quality as explained in the conceptual framework

This chapter covers the background to the study, statement of the problem, the purpose of the study, the objectives of the study, research questions, the hypotheses, the scope of the study, the significance, justification and operational definitions of terms and concepts.

## **1.1 Background to the Study**

### **1.1.1 Historical Background**

The evolution of modern discipline of evaluation can be traced from ancient traditions. Archaeological evidences shows that ancient Egyptians regularly monitored their country's output of grains and livestock production more than 5000 years ago. Similarly, the ancient Chinese and Greeks also conducted evaluation in the public sector where Chinese officials conducted civil service examinations to measure the proficiency of applicants for government position a round 2000BC (Fitzpatrick, Sanders and Worthen, 1997) as cited in Rist et.al., (2009:19). Despite the above host of examples, the boom period for evaluation research was evident during and after World War II where several programs were launched in the areas of education, family planning, health, nutrition and rural development where expenditures became high and consequently accompanied by demands for knowledge of results (Rist, 2009)

Uganda is one of the few African countries responding to the global call by evaluators and development practitioners to form professional evaluation association as a mechanism for cultivating an evaluation culture among nationals. In a bid to ensure the above, the Uganda Evaluation Association was registered in 2002 as a professional association and national chapter of the African evaluation association (AfrEA). The association operates in close collaboration with government institution and various international organizations to consolidate and strengthen evaluation capacity in Uganda (UEA). To that note, Uganda became the first country to be declared eligible and to benefit from the heavy indebted poor countries initiatives (HIPC) and qualified for debt relief in 2000 in recognition of its poverty reduction strategy and evaluation (Hauge, 2001). The National Integrated Monitoring and evaluation strategy framework (NIMES) is yet another effort in achieving excellence in public sector performance through management

of public sector for development results. The framework is to coordinate all the existing Monitoring and evaluation systems from country wide, sector wide and local government (OPM, 2008)

However, Uganda is still experiencing harmonization difficulties with respect to evaluation and PEAP where, there is a separation of poverty monitoring and resource monitoring both coordinated by Ministry of Finance Planning and Economic Development (MFPED). The two strands of M&E have separate actors, reports, and use different criteria of assessment. For instance, finance resource monitoring is associated with inputs, activities and output, whereas poverty monitoring is based on analyzing overall poverty outcomes (Hauge, 2001) as cited in (Rist, 2009). The Office of the Prime Minister (OPM) working paper report 2007 also noted a number of challenges in Uganda's M&E such as lack of clarity of output, outcome, baselines and measurable indicators in the sector ministry. Further still, the strategic use of evaluation to determine performance and causality still remains a gap (OPM, 2008)

### **1.1.2 Theoretical Background**

Amin (2005) affirms that theoretical background seeks to clearly state the basic theoretical orientation (assumptions) about the variables being studied. The variable in this study was monitoring and evaluation systems in relation to how the project is performing. There are a number of theories that explain M&E systems but the program theory proposed by Don Kirkpatrick was adopted in the study (Torvatn, 1998). Kirkpatrick theory is by far the most commonly used framework for evaluation of capacity building and learning programs. This framework, first put forward in 1959, is best characterized as a taxonomy. It outlines four levels for evaluation of training and capacity building. The popularity of the Kirkpatrick model is due to its simplicity.



A program theory is an explicit model of how an intervention such as project, program, a strategy, an initiative or policy, contribute to actions of intermediate results and finally to the intended or observed out comes. The program theory focuses on the underlying rationale for programs, describing how and why a program should lead to the intended out comes (Funnel and Rogers, 2011). The purpose of the proposed M&E system was to provide information useful for improving performance related to overall project performance. With taxonomies, and to a lesser extent logic models, questions and answers would be focused on making changes only to the training itself. With more powerful evaluation frameworks, one can identify additional elements in the organization that may also be adjusted to improve overall performance in the area of planning, accountability and organizational capacity.

The widely accepted Kirkpatrick's Learning Evaluation Model was adopted as the evaluation framework based on the extent of analysis expected. The study found the model useful as it enables the monitoring and evaluation of the capacity building project at each level of the model. According to Ogunlayi (2011), the Kirkpatrick's model has four levels of evaluation namely reaction (level 1), Learning (level 2), Behavior change (level 3) and Result (level 4). Our first innovation was to overlay Kirkpatrick's model onto the War Child Holland-Livelihood Project results chain, enabling the study to analyze what is expected at output, outcome and impact levels.

### **1.1.3 Conceptual Background**

A system is defined as a group of interacting, interrelated or interdependent elements forming a complete whole (The Free Dictionary, 2007). Evaluation on the other hand is defined as a systematic examination of a planned, ongoing or completed project. It aims to answer specific management questions and to judge the overall value of an endeavor and supply lessons learned to improve future actions, planning and decision-making. Applying the systems approach to M&E requires identifying the components (understanding that they are interrelated as a means to describe the system) and ensuring that each component is functional to ensure that the system is functional (Marelize and Jody, 2010). Monitoring and evaluation (M&E) is an important part of project management. Timely and accurate data about the effects of different project interventions is the key to steering the project in the desired direction. Actors at all levels of the project (beneficiaries, project staff and donors) benefit from a functioning M&E system.

The M&E systems of all the studied projects are based on the logical framework approach where the project identifies the inputs and processes as well as desired outputs, outcomes and impacts (World Bank, 2004) and then defines indicators that are used to monitor the progress towards these goals. There is large variation between the M&E systems of different projects and the question is: are these indicators providing adequate and scientifically valid information about the successes and failures of project interventions and about the progress of the projects towards their goals?

In this study, the researcher focused on three major monitoring and evaluation system dimensions. These include; Organization Capacity (Personnel, Organizational Culture, and Organizational Structure), Planning within the organization (Work Breakdown Structure, Logic

Schedules, Cost Estimates) and M&E Accountability systems (Disclosure, Self Regulation and Social Auditing). This helped the study to establish the effect of M&E systems on the overall performance of the War Child Holland's Livelihood project.

Project performance in this study was defined as the overall quality of a project in terms of its impact, value to beneficiaries, implementation effectiveness and efficiency, and sustainability (<http://www.ifad.org>, 2013). It was conceptualized in terms of; quality, timeliness, sustainability and satisfaction derived from the project as reflected in the conceptual framework.

#### **1.1.4 Contextual Background**

The study looks at the effect of the Monitoring & Evaluation system on the performance of projects among NGO's in Uganda, taking War child Holland (WCH)'s livelihood project, as a case study. WCH is an international non-governmental organization which started work in Uganda in 2004 and covered the districts of Kitgum, Gulu, Amuru, Nwoya, Pader, Lamwo, Agago, Lira and Abim. WCH been implementing a three years livelihood project entitled "Building Skills, Changing Futures" since 2010 in the districts of Gulu, Amuru and Kitgum. The project aims at empowering the youth to be able to get employment through vocational and life skills training. The project has also established Market Resource Centres in Amuru and Kitgum districts to enable the trained youth acquire various vocational tools ([www.warchild.org](http://www.warchild.org), 2013). The management committee and center managers were also trained to enable them run the centers. WCH established a monitoring and evaluation system in 2010 to help track progress towards results, with a monitoring and evaluation coordinator who is based in Kampala head office. Compliance to the monitoring and evaluation requirements would help improve performance of the organization by tracking progress in the implementation and at the same time get feedbacks from the various stake holders regarding the implementation of the project.

## **1.2 Statement of the Problem**

The M&E systems make it possible for the organizations to track progress towards results at output and impact/outcome level. M&E systems also provide information that can be used to guide and improve capacity building interventions. Over time, M&E systems contribute to the development of a sound evidence base for capacity building, which informs the design of future interventions and ultimately enables NGOs to meet program goals and objectives more effectively (Fitzgerald, Posner, & Workman, 2012).

WCH has established an M&E system with the aid of a computer program called Project Administration System (PAS) which is meant to track progress at out-put level whereas the Indicator Progress Card (IPC) tracks progress at out-come level with support of an M&E coordinator based in Kampala office.

Despite the above efforts, there seems to be performance problems in the implementation of WCH's livelihood project in Kitgum district and the cause is not yet known. For instance, several performance gaps have been observed by field officers like limited community ownership (sustainability), late implementation of activities, and poor quality service delivery to project beneficiaries which has caused a lot of dissatisfaction (WCH, 2012). This study therefore intends to establish whether the organizational capacity, planning and accountability are responsible for the poor performance of the project in Kitgum.

### **1.3 General Objective**

To establish how monitoring and evaluation system affect the performance of projects among non-governmental organizations in Kitgum district.

#### **1.3.1 Specific Objectives of the Study**

- i) To find out how organization's capacity for M&E affects the performance of NGO projects in Kitgum district.
- ii) To assess how planning affects the performance of NGO projects in Kitgum district.
- iii) To assess the extent to which accountability affects the performance of NGO projects in Kitgum district.

#### **1.4 Research Questions**

- i) How does organization's capacity for M&E affect the performance of NGO projects in Kitgum district?
- ii) To what extent does planning affect the performance of projects among NGOs in Kitgum district?
- iii) How does accountability affect the performance of project among NGOs in Kitgum district?

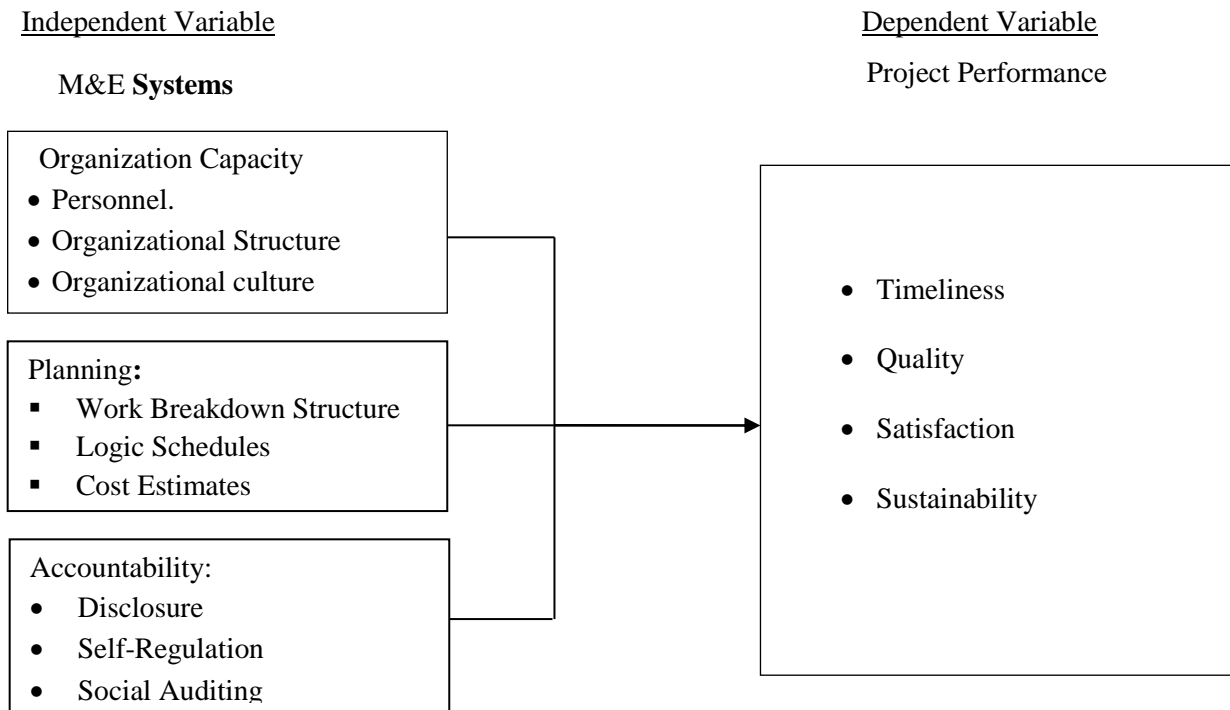
#### **1.5 Hypotheses of the Study**

- i) Organization's capacity for M&E positively affects the performance of NGO Projects in Kitgum district.
- ii) Effective planning positively affects the performance of NGO projects in Kitgum district.
- iii) Effective use of accountability measures positively affects the performance of NGO projects in Kitgum district

## 1.6 Conceptual Framework

The figure below shows the variables and their dimensions in the study. The M&E system formed the independent variable while project performance forms the dependent variable.

**Figure 1: Conceptual Framework**



**Adopted from Gorgens &Kusek, (2009), Kusek &Rist, (2004) and modified by the author.**

This conceptual framework assumes that the dimensions of monitoring and evaluation systems such as organizational capacity, planning and accountability in NGOs contribute to the performance of projects. It is anticipated that effectiveness in the dimensions of organizational capacity, planning and accountability contribute to an improvement in project performance and otherwise. This improvement can be seen in terms of timeliness in terms of project execution, the quality of the output, satisfaction derived by the project beneficiaries and the overall sustainability of the project.

## **1.7 Significance of the Study**

The study will contribute to development practitioners, government and NGOs in the following ways. The findings from the study will contribute to policy formulation regarding the practice of monitoring and evaluation by Kitgum district local government or Kitgum NGO forum. Secondly, it's anticipated that the study findings will also point out the various challenges facing the M&E systems among NGOs in Kitgum district and through the recommendations that will be provided; improvements can be made in the functionality of M&E systems of these NGOs.

The donor agencies will also greatly benefit from this study as they will be interested in understanding how well the current M&E systems of NGOs can track and document results within the organization. Finally, the study will add new knowledge to the academia that can be used for future reference.

## **1.8 Justification of the Study**

Following the Northern insurgency that lasted for nearly a decade, Kitgum district was among the districts that suffered most due to its proximity to Sudan. A lot of investments were made through the Non-governmental organizations to help rehabilitate the war affected community. Similarly, a lot of investments have been made in the development of M&E system and yet these systems still present performance gaps in tracking results. If the phenomenon is not studied through a research, then there is a high possibility of NGOs failing to identify success and in turn reward failures. It also seems like no study has been conducted to find out how M&E systems affects the performance of project among NGOs in Kitgum district. Hence this will provide more knowledge on the subject and this can be used by other researchers as points of reference. It is in light of the above that the study was undertaken

## **1.9 Scope of the Study**

The study looks at how monitoring and evaluation system affects the performance of projects among the NGOs, taking War Child Holland livelihood project as a case study. Conceptually, monitoring and evaluation system was measured against Performance of projects.

### **1.9.1 Content Scope**

The study examined how M&E systems affect the performance of projects among NGOs in Kitgum district. Project performance formed the dependent variable in this study while M&E system was the independent variable with dimensions including; Organization Capacity for M&E, planning and accountability. Performance was looked at in terms of project sustainability, quality of the output, timeliness in the delivery of the project activities and satisfaction derived from the projects.

### **1.9.2 Geographical Scope**

The study was conducted in Kitgum district, Uganda. Geographically, Kitgum District is one of the districts in Acholi Sub-region, bordering Lamwo from the West, Kabong from East, Agago from the south, Pader from South west, and Sudan from the North; about 441.6kms from Kampala. This district was selected due to the fact that it suffered from the L.R.A insurgency for nearly a decade and several projects have been implemented in the district with the aim to rehabilitate and empower the war affected community.

### **1.9.3 Time Scope**

The study looked at a time span of four (4) years, from 2010 to 2014 through a cross sectional design. The year 2010 was when the implementation of livelihood project started. The same year also saw the establishment of M&E system in the organization (WCH). The subsequent years



saw the return periods from the Internally Displaced People's Camps (IDP) and post war recovery programs like PRDP among others which saw heavy investments done in various field aimed at improving the lives of the war affected people in Northern Uganda, hence the need for knowledge of results.

### **1.10 Operational Definitions**

This section presents the definition of key terms used in the study and they are defined within the context of the study.

**Monitoring:** Tracking progress and achievement of the WCH objectives against plan.

**Evaluation:** Is the systematic and objective assessment of an ongoing or completed project, program or policy, including its design, implementation and results.

**Sustainability:** The ability of the WCH project gains to continue even upon withdrawal of funding by the donors. It will take into consideration ownership of the project by the Kitgum community.

**Effectiveness:** A measure of the extent to which the WCH aid activity attains its objectives.

**M&E System:** The study looks at M&E system as; Organizational capacity for M&E, Planning and Accountability under the project.

**Performance:** This refers to extent to which WCH attains its desired impact taking into consideration timeliness, quality, sustainability and satisfaction.

**Livelihood:** This comprises of people, their capabilities and their means of living, including food and assets.

**Project:** The WCH project was defined in this case as a temporary endeavor with defined beginning and end period, having interrelated activities to meet unique goals and objectives

**NGO:** Is a non-profit group, principally independent from government, which is organized on a local, national or international level to address issues in support of the public good.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter reviews the works done by different researchers on monitoring and evaluation system and project performance. The first section presents the theoretical review. The second section presents data on conceptual review regarding the dimensions of monitoring and evaluation and project performance and then finally a summary of the literature review. This was done by reviewing the primary and secondary data from journals articles, books, reports, observation and interview.

#### **2.1 Theoretical Review**

Kirkpatrick created a model in 1959 that it is still the most used and accepted monitoring and evaluation training model to date. His model focuses on “what” must be evaluated. Since the model was developed in 1959, several training researchers have augmented the model. Phillips (1991) stated the Kirkpatrick Model was probably the most well-known framework for classifying areas of evaluation. This was confirmed in 1997 when the America Society for Training and Development assessed the nationwide prevalence of the importance of measurement and evaluation to human resources department (HRD) executives by surveying a panel of 300 HRD executives from a variety of types of U.S. organizations. Survey results indicated the majority (81%) of HRD executives attached some level of importance to evaluation and over half (67%) used the Kirkpatrick Model.

In 1952, Donald Kirkpatrick (1996) conducted research to evaluate a supervisory training program. Kirkpatrick’s goal was to measure the participants’ reaction to the program, the amount

of learning that took place, the extent of behavior change after participants returned to their jobs, and any final results from a change in behavior achieved by participants after they returned to work. From Kirkpatrick's doctoral research, the concept of the four Kirkpatrick measurement levels of evaluation emerged. While writing an article about training in 1959, Kirkpatrick (1996) referred to these four measurement levels as the four steps of in evaluation.

Kirkpatrick's first level of measurement, *reaction*, is measured by how well the staff and beneficiaries of WCH like the training program. The second measurement level, *learning*, is designated as the determination of what knowledge, attitudes, and skills have been learned by the staff and the beneficiaries of WCH during the training programs. The third measurement level is defined as behavior. *Behavior* outlines a relationship of learning (the previous measurement level) to the actualization of doing. Kirkpatrick recognized a big difference between knowing principles and techniques and using those principles and techniques on the job. In this study an assessment will be made on how well the trainees apply planning, accountability and other organizational capacity initiatives. The fourth measurement level, results, is the expected outcomes of most educational training programs such as reduced costs, reduced turnover and absenteeism, reduced grievances, improved profits or morale, and increased quality and quantity of production (Kirkpatrick, 1971). This was conceptualized in terms of project cost, satisfaction, timeliness and sustainability of the WCH project activities.

Numerous studies reported use of components of the Kirkpatrick Model; however, no study has been done in WCH to apply the effect of the monitoring and evaluation systems on the overall project performance up to all the four levels of the model.

## **2.2 Review of Related Literature**

### **2.2.1 Organization's Capacity for M&E and Project Performance**

Designing and building a reporting system that can produce a truth worthy, timely and relevant information on performance of projects, programs and policies requires experience, skills and real institutional capacity. The capacity includes the ability to successfully construct indicators; the means to collect, aggregate, analyze and report on the performance data in relation to the indicators and their baselines. This also requires managers with skills and understanding of what to do with the information once collected (Gorgens and Kusek, 2004). A number of organizational scholars see organizational capacity as the ability to absorb and manage resources effectively (Honadle 1981; Teece, Pisano et. al., 1997; Graham, Joyce et. al., 2003). This perspective asserts that it's the basic know how of how an organization constitutes its capacity. However, most of these studies were carried out in developed countries and few of these were done in a developing country like Uganda.

Though these scholars emphasize the importance of resources to positively influence the performance of the organization, they argue that resources alone are an insufficient measure of the organization's capacity. They argue that the organization must also have the ability to utilize these resources in ways that positively contribute to the performance of these organizations. In this study, there will be need to differentiate between organizational performance on paper versus actual performance based on the output that the WCH beneficiaries exhibits.

One way of measuring the capacity of the organization is by looking at the culture of that particular organization. Puckett (2004) looks at organizational culture as the mechanism for guiding employee behavior and it is the personality of the organization. It determines how employees view their jobs, how they act towards fellow employees and customers, and what

leadership styles the managers use. This assumption however may not come out fully in this case as WCH is not mainly dealing with customers. However, Gorgens & Kusek (2009) adds that one of the most important building blocks for a highly successful organization and workplace is organizational culture. They define organizational culture as the set of shared beliefs, assumptions, and values that operate in organizations. Organizational culture has been described as “...how people behave when no one is looking.”

They assert that a negative organizational culture with respect to data management and information dissemination will make it difficult for the M&E system to be functional and effective. However, a positive organizational culture plays a strong role in the organization’s effectiveness and should be taken into account. Organizational culture is strongly influenced by the leadership of the organization. This will also be measured by looking at how the M&E officer at WCH relates to general management on his departmental issues.

Khan (2003) asserts that creating an M&E culture could give a tremendous impetus to work and performance of the organization. She however argues that much as the functioning of the M&E system depends on creating the right working environment and building capacity; it’s acceptability depends on making it part of the organization’s culture. The M&E functions should therefore be incorporated in the mandate of the organization at the planning stage. Similarly, she notes that the value system adopted during planning process should include three core values namely; integrity, transparency and accountability to encompass the M&E aspect of the mandate. These values are reflected in the behaviors’ of people associated with the organization as members, partners, stakeholders, and collaborators. These three values will be measured in this study.

Khan (2003) continues to say that, there is a two-pronged approach to establishing the foundation of an effective M&E culture in an organization. Firstly, create a trusting environment in which people are not hesitant to talk about their experiences, particularly of failures; secondly, establish internal system that would support in coordinating activities of information collection, consolidation, analysis, and dissemination as well as providing constructive criticism and feedback. An important aspect of M&E culture is acceptability of errors. The system should be flexible enough to make room for mistakes and learn from them. It should encourage four basic human faculties essential for growth, namely: innovation, experimentation, responsiveness and admission of failure.

Another important dimension of organizational capacity can be seen by looking at its personnel. Skilled personnel are vital for the functioning of M&E system and this component is about the people involved in the M&E system (Gorgens & Kusek, 2009). Khan (2003) argues that people who carry out the 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 development work perform M&E activities quite well.

Gorgens & Kusek (2009) however adds that M&E functions should be assigned to specific and relevant post. To them, employees are more likely to fulfill tasks that are officially assigned to them and for which their performance is explicitly rewarded. This makes it critical that each organization involved in M&E be given specific M&E functions. Unless the organization's M&E functions are assigned to specific posts in the organization, it is unlikely that people in the organization will execute M&E functions on their own initiative.

Gorgens & Kusek (2009) asserts that the responsibility for M&E and M&E functions in an organizational structure does not necessarily require new staff appointments. However, they noted that in some cases, posts may be needed with full-time staff dedicated to M&E tasks (i.e., M&E officers, data clerks, and statisticians in an M&E unit) Existing staff could also have M&E responsibilities assigned to them, in addition to their regular responsibilities. Once organizations with M&E functions have identified and defined the positions required to execute them, the posts must be filled with appropriately skilled individuals. These individuals (human resources) need to be managed well. This requires responsive human resource (HR) policies, systems, and strategies and sound HR practices to retain good quality staff. However this must be seen in perspective where an organization has a fully fledged M&E unit which is not the case for WCH.

Khan (2009) notes that, engaging external consultants for periodic activities and special assignments such as field research could complement in house efforts. Since research being an integral part of M&E system needs special technical skills and talents, it is recommended to even have research specialist in the organizations if financial resources are available.

According to Khan (2003), it should be part of the organization's Human Resource Development (HRD) Policy to orient and train middle management for the M&E functions. The M&E function should be looked at as a collective responsibility in the organization especially when separate section or person is assigned to do the job to avoid internal conflict. This would help to create a culture of conscious monitoring and evaluation, information sharing, seeking internal assistance in case of problems and most of all sharing credits for success and responsibility for failure. This should be done through trainings, interaction among departments for experience sharing and team spirit. However, a training need assessment on M&E could help in out lining the specific aspects of training in accordance with organization's prevailing needs.



According to Allen C. Amason (1996), Top management teams make strategic decisions, the quality of which influences organizational performance. Because consensus among the team members facilitates the implementation of those decisions, consensus also influences organizational performance. Further to sustain their ability to produce and implement strategic decisions, top management team must maintain positive affective relationship among their members. Thus decision quality, consensus and effective acceptance are together necessary for sustainable high performance. This consensus can be best reached when the lower level staffs are involved in the decision making process.

### **2.2.2 Planning and Project Performance**

Planning is a critical phase in project management (Johnson et.al, 2001). Gardiner (2005) believes that every project needs a plan that explains how the project is going to proceed. The project participants need to know the goal, the steps to achieve it, the order those steps take and when those steps must be completed. Several project management bodies of knowledge attribute poor project performance and failure to the project planning stage. Inadequate project planning can lead to a series of subsequent alterations and clarifications, which increase cost and create delays. Johnson et.al, (2001) identified planning as one of the critical success factors in project management among others.

This was further supported by Zwikael & Globerson (2004) and Zwikael & Sadeh (2007) who stated that planning has a positive impact on project success. Yet others who disagree at least to some extent like, Dviret.al, (2002) found no correlation at all between the implementation of planning procedures in the project and the quality of the functional and technical specifications of the end product. This study breaks down planning into work breakdown structures, logic

schedules and cost estimates. The discussion begins with how the Work Break Down Structure (WBS) affects the performance of projects.

Many different definitions of a WBS exist in the literature, the difficulty just being to differentiate the various concepts researchers talk about with the same names. The most general vision of a WBS is expressed in the statements in Godinot (2003) in which the work breakdown structure is described as a method of defining and organizing work so that project performance can be measured and controlled. Project management and planning requires the decomposition of activities into small segments, which is called a WBS. Richman (2002) unleashes that there are many possibilities of making a WBS which include structuring according to product components, functions, organizational units, geographical areas, cost accounts, time phases or activities but recommends the use of any categorization that makes sense for the project.

When the project team exhaustively defines all the activities necessary to produce all the components of a system on the WBS, it serves as a project management tool. More precisely, Springer (2001) highlights that one measure of effective project planning and successful project execution is the thoroughness of the steps involved in identifying, categorizing and allocating contractually stated and derived requirements, which is precisely the role of a WBS. The concept has gained popularity over time and is now commonly cited as an effective tool in improving the performance of projects. Many quantities can be indeed controlled using the WBS, such as man-hours, physical resources used, drawings completed, etc and the WBS can become a baseline for time, cost and performance control, as well as for resource allocation (Stoehr, 2001; Richman, 2002). However, the above facts have not been so profound in organizations that have their operations in developing countries and more specifically in war ravaged areas .This study also

envisages that the assessment of the impact of this tool in WCH project performance is yet to be ascertained and thus the need for this study.

Secondly, management accounting facilitates the analysis of costs through estimation. Such analysis enables management to exercise closer control over costs by reducing inefficiencies and focusing on cost-effective ways of service delivery in NGOs. When confronted by escalating costs, many clinics respond inappropriately because they have inadequate information. For example, they might introduce cost-cutting measures that do more harm than good (USAID, 1994). Successful project planning and management must include a thorough understanding of these details

Similarly, Wilson, (2001) argues that project costing if properly done can promote the performance of a project by aiding the management of ongoing activities to improve effectiveness and efficiency. Using budget information for management addresses such questions as: “What is the best way to organize for the accomplishment of a prescribed task? Of the various grants and projects proposed, which should be approved. He explains that the budget system may require agencies, programs, or even the entire government to engage in strategic planning and budget proposals, appropriations, and implementation should then be consistent with those plans.

### **2.2.3 Accountability and Project Performance**

In 1995, Edwards and Hulme framed the debate on NGO accountability in their book “NGOs – Performance and Accountability”. They concluded: “Despite the complexities and uncertainties involved, all agree that the current state of NGO accountability is unsatisfactory” (Edwards & Hulme, 1995, p.222). Improving performance-assessment and accountability is not an ‘optional extra’ for NGOs: it is central to their continued existence as independent organizations with a

mission to pursue (Edwards & Hulme, 1995, p. 224). Since then, academic research has analyzed and illustrated these complexities further, and practical initiatives have been undertaken by donors and NGOs alike. Two key concepts in the debate around managing and reporting the performance of NGOs' field work are: 'upwards accountability' and 'downward accountability'.

'Accountability' is an attribute of a relationship between at least two actors, which can be defined as the means by which individuals and organizations report to a recognized authority, or authorities, and are held responsible for their actions" (Edwards & Hulme, 1995). 'Upwards accountability' is associated with relationships that face up the aid chain, e.g. from implementing NGO to donor. 'Downwards accountability' is associated with relationships that face down the aid chain, e.g. from implementing NGO to beneficiary. These directions are of real practical importance, because actors higher up the chain typically control the allocation of funds and so can exert power over those lower down the chain. They may also gain power in other ways, such as through their networks with other influential high-level actors, or their symbolic location in capital cities and smart offices. There is an immediate relationship between this exertion of power and the substance of what NGOs aim to achieve. Based on a Freirean view, 'development' can be understood as helping people with less power, who are liable to be the victims of oppression, to engage more confidently and effectively with the institutions that govern their lives.

In other words, there is always a political element to fighting poverty – it is rarely only about giving people things or knowledge (Ellerman, 2001). The core process in working towards this kind of development is that those without power build up the ability to engage more effectively with those who have it (Chambers, 1997). This has direct implications for the relationships between development actors, setting up the central question: as money is naturally associated

with power, and those higher up the aid chain have money, how can funds flow down the aid chain in such a way that those lower down the chain (in particular, beneficiaries and community based organizations) gain more confidence and power? The mechanisms of accountability create a practical structure for these relationships and the exchange of money between organizations. Research shows that, at the moment, mechanisms that aim to improve up-ward accountability' undermine this core process of empowerment.

For instance, NGO annual reports and disclosure statements mostly emphasize upward accountability. While performance assessment and programme evaluations advance various dimensions of accountability, the log frame format and reporting on the same can distort accountability practices more towards accounting exercises which don't reflect actual project performance. Leen (2006) asserts that while agencies do sometimes issue accountability reports to the public, these are often rather uncritical summaries of what agencies have done, thus providing a 'branded' rather than a balanced view of their performance.

Ebrahim (2003) also argues that for a sector that views itself as largely mission driven, there is an urgent need for the international development community to take performance assessment seriously in order to justify activities with substantiated evidence rather than by anecdote or rhetoric. Funders and regulators also bear responsibility in this regard. A greater emphasis by donors on building up the internal capacity of NGOs to develop their own long-term assessment tools, rather than on receiving regular reports of a pre-specified nature, might go a long way towards internalizing performance assessment in NGOs. Thus, Ebrahim (2003) notes that external evaluations, including those funded by official donors, can improve NGO accountability through assessing performance via self-evaluations and by encouraging the analysis of failure as a means of learning.

#### **2.2.4 Self-regulation and Project Performance**

Self-regulation on the other hand refers to efforts by NGOs to develop standards or codes of behavior and performance. Lloyd (2005) notes that, NGO self-regulatory initiatives are operating in over 40 countries worldwide. Such an approach provides an opportunity for self-definition by national NGO networks as well as a public presentation of their collective mission, principles, values and methods. This approach allows the international development community in a country to tackle its sector wide problems. For instance, in the Philippines, a self-regulatory code provides a level of visibility that enhances the reputation of the sector and is able to evaluate overall performance of the projects under the NGOs. However, the legitimacy of any such code is influenced by the process through which it is established. A participatory approach to developing such codes can take a couple of years. The other important fact is that such alliances for example have been more functional in developed countries where the network of operations can be effectively tracked but the case for LDCs still remains a challenge.

In the USA for example, the NGO network Interaction with its 168 members utilizes standards to assess the eligibility of new members. These are based on the accountability systems of those NGOs in relation to their performance. A board level committee oversees these standards, which are regularly reviewed and updated, as is member compliance with same. Interactions member agencies took it on themselves to compile standards that would enhance the programmatic and management excellence of the member agencies as well as raise the bar within the sector for greater accountability (Leen, 2006)

While Interaction's standards were initially self-certified by members, the net work has piloted self-certification plus and third party (external) auditing among certain members to strengthen assessment of compliance with as well as the appropriateness of, and learning from, such

standards. Lloyd (2005:10) notes that in order for self-regulatory systems to ensure onward accountability, NGOs need to ensure that the type of accountability around which norms and standards are developed is not solely focused on activities such as improving reporting requirements and compliance with laws and regulation but has to reflect the overall impact of this on the performance of the NGOs in relation to the beneficiaries. In addition, structures should be developed to support enforcement, and beneficiaries should be made aware that a code of conduct's existence and of their right to hold NGOs to account on such codes.

Another important fact is social auditing which refers to the process through which an organization assesses reports and improves upon its social performance and ethical behavior, especially through stakeholder dialogue. This approach has particular relevance and resonance as many international NGOs have been urging social and environmental audits on commercial corporations. Ebrahim (2003:822) notes that this process integrates various elements of different accountability mechanisms such as disclosure statements, evaluations, participation and standards of behavior and their corresponding reflections on the program performance. Ebrahim notes that social auditing is the most expensive mechanism in terms of use of financial and human resources and can have an effect on the overall program project performance in the short run, but such an approach can be developed over time as NGOs build on their existing capacities. It is such areas that most NGOs operating in LDCs such as WCH are greatly challenged due to the difficulty in complying with the requirements.

Ebrahim (2003) cautions that, social audits can improve upward and downward accountability only if users systematically seek to incorporate stakeholders into dialogue, indicator development and performance assessment. It can increase organizational transparency if the information that is collected and analyzed including evidence of failure is disclosed to stakeholders among the

public. As a mechanism for internal accountability, social auditing offers a coherent framework for integrating organizational values and goals with governance and strategic planning where its users are committed to acting on findings. Other ways raising accountability are organizational self-assessments focused on internal self-reflection and learning.

For example, Action Aid's decentralization of its operations and moving its headquarters to South Africa is one manifestation of this approach in operation. This has all been done to improve overall efficiency of their projects. At the same time, over the past 15-20 years, most international NGOs have adopted strategic frameworks to set specific objectives across their whole organization and to account for them corporately with regard to their performance. Many NGO networks have also explored and agreed on quality programme standards, for instance Oxfam International, World Vision and Caritas International (Slim, 2002).

### **2.3 Summary of the Literature Review**

Generally, the available literature explored shows a contribution by the Monitoring and Evaluation systems to project performance. It has been noted that there is a link between organization's capacity for M&E and organizational performance. However, not many studies had conceptualized the truth of the statement in developing countries. It also highlighted the fact that planning was a panacea if actual organizational performance is to be achieved. It was also recorded that accountability systems were key to improving the performance of organizations. This could be seen in from social audits, disclosure and self-regulation and if these were properly done, performance of the organization would improve and vice versa. However, little has been done in this area in developing countries despite the fact that most NGOs in LDCs are failing to be accountable on a number of occasions.



## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

This chapter presents the methodology that was used in the study. The presentation includes the research design, study population, sample size and selection, sampling techniques and procedure, data collection methods, data collection instruments, pre-testing research instruments (validity and reliability) and data analysis.

#### **3.1 Research Design**

Yin (1984) defines the case study research method as an empirical inquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used. Case study research method excels at bringing us to an understanding of a complex issue or object and can extend experience or add strength to what is already known through previous research. Case studies also emphasize detailed contextual analysis of a limited number of events or conditions and their relationships.

This design was chosen for this study because it enables the researcher to have adequate time to obtain in-depth information about the M&E systems and project performance.

The study was descriptive in nature as it intends to capture the effects of different M&E sub variables to project performance. Both quantitative and qualitative approaches were adopted in the study. This is because the quantitative approach allows the researcher to solicit information that could be quantified while the qualitative approach allows the researcher to solicit

information that could not be quantified (Mugenda & Mugenda, 1999). Combining numerical and textual information helped the researcher to enrich the interpretation of findings of the study.

### 3.2 Study Population

The study population included respondents from WCH and the community (beneficiaries), all in Kitgum District. These included project manager (1), Center managers (2), M&E officer (1), Center management committees (2), local leaders (2) and Project officers (23) and project coordinators (2). Therefore, the study target was twenty eight (33) respondents.

### 3.3 Sample size

The sample size was selected from the accessible population of thirty eight (30) people. The sample size was determined by using the Krejcie and Morgan's Table (Amin, 2005).

**Table 1: Sample Size and Selection**

	Category	Study Population	Sample Size	Sampling Technique
1	Project Managers	1	1	Purposive
2	Center Managers	2	2	Purposive
3	M & E Officer	1	1	Purposive
4	Center management committee	2	2	Purposive
5	Local leaders	2	2	Purposive
6	Project officers	23	20	Simple Random Sampling
7	Project Coordinators	2	2	Purposive
	<b>Total</b>	<b>33</b>	<b>30</b>	

*Source: War Child Holland, 2012*

As indicated in Table 1, out of the population size of 33, a sample size of 30, were selected. This number ensured that adequate information was obtained. The breakdown of the respondents is detailed below.

The Project Manager (1) in WCH was included in the survey. This was done because the researcher needed sufficient information on the project under WCH in order to obtain more conclusive information. Twenty (20) project officers and two (2) Project coordinators were selected given their involvement in the implementation of the project. The sample also included two (2) center managers and two (2) management committee members of Market resource center in Kitgum because of their in-depth knowledge about the project (center). The two (2) local leaders were also included because of their service monitoring roles in the sub-counties. Finally, the M&E officer (1) was also included since he plays a key role in ensuring that the project performs

### **3.4 Sampling Techniques**

According to Sekaran (2003), in some situations a sampling frame does not exist or it would require much time and resources to compile one. In such cases, a researcher could decide on any other method of selecting a sample provided that such a procedure is described in detail in the research report. The researcher used non-probability sampling methods to select some respondents as described by Onen (2009). Purposive sampling was used to select the project manager, project staff, M&E coordinator and the local council leader. Here selection was based on subjects that are informative and or posses the required knowledge on the subject matter which is the livelihood project under study (Mugenda & Mugenda, 2003)

### **3.5 Data Collection Methods**

#### **3.5.1 Questionnaire survey**

A questionnaire survey is a research method for collecting information from a selected group of project officers, project coordinators using standardized questionnaires. This method involved collecting information from all project officers and project coordinators in a systematic way. Questionnaire survey was used for this category of respondents to save on time because their number is big to interview let alone their ability to read and write. The questionnaire was adopted as it is helpful in the generation of constructive data and makes the results more dependable and reliable (Sekaran, 2000). It also offers greater assurance of anonymity which enables the respondents to give sensitive information without fear as their identity is not needed.

#### **3.5.2 Face-to-face interview**

Face-to-face interviews was used to collect data from project manager, M&E coordinator, local leaders as well as the management committee and the center managers because they enables the researcher to establish rapport with these categories of respondents and therefore gain their cooperation. They also allowed the researcher to clarify ambiguous answers and obtain in-depth information through probing. Semi structured-interviews were designed to collect data for this study. Semi-structured interviews are the most widely used interviewing formats for qualitative research (DiCicco& Crabtree, 2006). In this study, the probing interviewing tactic was used extensively to obtain a deeper explanation of the issue at hand from the respondents. This was largely due to the fact that the respondents often need stimuli to expand or clarify their own answers and ideas more broadly, so that a broader understanding could be more easily reached later on in the findings of this study.

### **3.5.3 Documentary Review**

Secondary data were obtained from War Child Holland and UMI resource centre. Sources like journals, articles, reports and books were used in gathering and compiling the information. These documents and reports helped to supplement and substantiate data obtained from other instruments.

## **3.6 Data collection instruments**

Three types of data collection instruments were used in the study. These included questionnaires, interview guides and documentary checklist, which are briefly explained in the following subsection.

### **3.6.1 Questionnaires**

According to Mugenda (2003), questionnaires are commonly used to obtain important information about the population. A closed ended Self-Administered Questionnaires (SAQs) were used to collect quantitative data from the project officers. One of the advantages of close-ended questionnaires is that they are analyzed with more ease since they are presented in an immediate usable form (Mugenda & Mugenda, 2003). The items focused mainly on the key variables of the study and their dimensions. Each item in the questionnaire was developed to address a specific objective of the study. This method was used because it's very helpful in the generation of constructive data and enables the coverage of large samples in addition to making the results more dependable and reliable (Sekaran, 2000). The Likert rating scale with the five category response continuum was used, that is, 5= Strongly agree, 4= Agree, 3= Undecided, 2= Disagree, 1= Strongly disagree). Such numerical scales help to minimize subjectivity and enable the use of quantitative analysis (Mugenda & Mugenda, 2003).

### **3.6.2 Interview guides**

An interview guide is an instrument which consists of unstructured questions used for in depth interviews with key respondents to validate the range of information. Interviews refer to dialogue or conversation between two or more parties. In this case the researcher interacted with selected members of staff using the interview guide. These were used to collect qualitative data from project managers, M&E coordinator, center manager and local leaders who were expected to provide in-depth information through probing during the face-to-face interviews. The researcher presented questions to the project managers and their views were written down by the researcher in order to complement data collected by structured questionnaires. This gave the researcher room to probe and capture nonverbal clues not covered by the questionnaire.

### **3.6.3 Documentary analysis checklist**

This was a tool which aided the researcher to read already written data. It enabled the researcher to review presentations, organizational records and publications relevant to the study. The purpose of this review was to provide a comprehensive theoretical base for the theoretical framework of the study. This involved a list of expected articles, annual reports, journals publications, services brochures and magazines with information pertaining to this study. This list was presented to officials in the organizations and was used to help search for the documents.

## **3.7 Validity and Reliability of Instruments**

### **3.7.1 Validity**

A validity test was carried out prior to the administration of the research instruments. This was done in order to find out whether the questions are capable of capturing the intended data. Experts in research reviewed the questions to see whether they were capable of capturing the intended response. A Content Validity Index (CVI) was calculated in order to establish the

validity of the research instrument. This involved judging and scoring the relevant questions in the instruments in relation to the study variables and a consensus judgment given in each variable. The content validity index was arrived at using the formula;

CVI = [Number of item declared valid/Total number of items]. CVI above 0.70 was considered.

**Table 2: Determination of Content Validity Index**

<b>Judge</b>	<b>Number of item rated</b>	<b>CVI</b>
A	12	0.70
B	14	0.71
C	11	0.73
D	4	0.75

### **3.7.2 Reliability**

Reliability of the questionnaire instrument was assessed using Cronbach's coefficient alpha. Each questionnaire was pre-tested to 10 respondents and the reliability results for all the variables computed using SPSS. The reliability analysis results were then tabled as below.

**Table 3: Values of Cronbach's Coefficient alpha of Variables**

	<b>Variable</b>	<b>Alpha</b>	<b>Number of item</b>
1	Organisational Capacity	0.708	9
2	Planning	0.788	10
3	Accountability	0.910	12
4	Project Performance	0.857	12
	Average Total	0.816	

The values obtained from analysis of the instruments from pre-test gave an average alpha value of 0.816 which is greater than 0.70, the recommended minimum alpha value hence the instrument was considered reliable

### **3.8 Procedure of Data Collection**

Upon approval of the proposal from Uganda Management Institute, the researcher got a letter of introduction to WCH. This served as proof to secure permission in order to carry out the study in the organization. The researcher then presented a letter of consent to the respondents, after which, questionnaires were distributed. The respondents were given time within which they returned the fully filled questionnaires. Dates were set for the interviews with the key informants. After filling the questionnaires, the researcher collected, sorted and then coded them.



### **3.9 Data Analysis**

#### **3.9.1 Quantitative data analysis**

Coded (quantitative) data was entered using a statistical Package for the Social Scientists (SPSS) for analysis. Descriptive statistics was used to determine the distribution of respondents on personal information and on the questions under each of the variables. Inferential statistics was used to test the hypotheses. Spearman correlation coefficients were used to test the hypotheses given that the scales used in the questionnaire were ordinal (Sekaran, 2003). The data was organized and presented by tables. The qualitative data from interviews was reviewed thoroughly, sorted and classified into themes and categories, in order to support the quantitative data.

#### **3.9.2 Qualitative data analysis**

This involved content analysis, which was used to edit qualitative data and reorganize it into meaningful shorter sentences. A thematic approach was used to analyze qualitative data where themes, categories and patterns were identified. The recurrent themes, which emerge in relation to each guiding question from the interviews, were presented in the results, with selected direct quotations from participants presented as illustrations.

#### **3.10 Measurement of variables**

The questionnaires were accompanied with an ordinal measurement, which categorizes and ranks the variables. Thus, a Likert scale was used to collect opinion data on the study variables using the five scales: 5 = strongly agree; 4 = agree; 3 = undecided; 2 = disagree; 1 = strongly disagree.

### **3.11 Limitation of the study**

Generalisation: Although every effort was made to ensure generalisation of the findings of this study, it should be remembered that this study was a case study. It therefore relied on data collected on opinions of project staff, local leader and the center management committees in Kitgum district. The opinions, ideas and views of WCH staff may not fully reflect the behavior of other staff in other organizations (NGO's) in Uganda. However, through triangulation, views were incorporated from local leaders so as to give a more conclusive overview of the project performance

## CHAPTER FOUR

### PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

#### 4.1 Introduction

This chapter focuses on the results obtained from the relationship between monitoring and evaluation systems and project performance among NGOs in Uganda a case study of War Child Holland. First, the respondents' profiles are outlined and explained using descriptive statistics. Then an explanation of organisational capacity, planning and accountability is given in comparison with the extent to which they contribute to the performance of the project. The corresponding hypotheses tested in this study are explored using; tests of significance, spearman correlation coefficients and their meanings drawn in line with the research objectives.

#### 4.2 Response Rate

This refers to the number of people who answered the survey compared with the number of people in the sample. It is usually expressed in the form of percentage. In this study, the sample was 30 respondents and the study managed to get 25 of them. The break down for each is shown in the table below.

**Table 4: Response rate**

	<b>Category of staff</b>	<b>Sample Size</b>	<b>Obtained Sample</b>	<b>Response Rate(%)</b>
1	Project Manager	1	1	100%
2	Center Managers	2	2	100%
3	M & E Officer	1	1	100%
4	Center Management Committee	2	1	50%
5	Local Leaders	2	1	50%
6	Project Officers	20	18	90%
7	Project Coordinators	2	1	50%
	<b>Total</b>	<b>30</b>	<b>25</b>	<b>80 %</b>

*Source: Data from the field*

Table 4 above shows that the response rate was 80%. According to Amin, (2005) the response rate should be a minimum of 50%. The above response rate was obtained because majority of the targeted respondents were in one place and the researcher frequently reminded them to respond to the questionnaires distributed as well as make appointments for interviews. A lot of explanation and encouragement was done to ensure maximum feedback. Therefore, the results were considered to be thoroughly representative of what would have been obtained from the population.

### **4.3 Background of the respondents**

Data concerning the background information of the respondents was collected in this section. Details concerning their gender, age and the years in service under the project were collected and are presented in the sections that follow.

#### **4.3.1 Gender of the Respondent**

It was a requirement by War Child Holland to have gender balance as an area of focus during the recruitment process. This was aimed at improving organisational performance in the departments where ladies are generally known to perform than men and it was indeed embraced as many ladies were observed at the various areas of operation. The results concerning gender of the persons involved in the project was presented in table 5 below.

**Table 5: Gender of the Respondents**

<b>S/N</b>	<b>Sex</b>	<b>Frequency</b>	<b>Percentage (%)</b>
1	Male	10	56
2	Female	8	44
	Total	18	100

*Source: Data from field*

From the above table, statistics show that majority (56%) of the respondents were male while the rest (44%) were female. The results imply that the WCH project had slightly more male employees as compared to their female counter parts. This suggests that the level of project performance was mainly a reflection of the productivity of both males and females though the males had a slight upper hand in WCH overall operations. The demographic data of the center managers (2), local leader (1) and management committee (1) were not captured by the interview guide because it was not found useful in the analysis as compared to the data on staffs.

#### 4.3.2 Age of the Respondents

The age of the respondent has over the years been identified with the efficiency with which a person executes their duties. Younger employees are known to be faster both in thinking and practice. While younger employees might be faster, they are likely to make more mistakes because of the speed they use and their lack of experience in the area of duty. The information on age was gathered from employees of WCH to establish the status quo and how this affects overall organisational performance. This was categorized as can be seen in table 6 below;

**Table 6: Age group of Respondents**

S/N	Ages	Frequency	Percentage (%)
1	20-30 years	4	22
2	31- 40 years	14	78
3	Above 50 years	0	0.0
	Total	18	100.0

*Source: Data from field*

The results from the table above shows that most staff (78%) were from the age category 31-40 years followed by those in the age group 20-30 years with 22% and none above 40years old. The results mean that majority of the staff and beneficiaries were mainly young people. This is likely

to improve the overall project performance since younger employees are likely to be more efficient at executing their duties as compared to the older ones.

### 4.3.3 Number of Years with War Child Holland

The number of years that one spends with an organisation is sequential with accumulation of knowledge concerning the operations of that organisation. Therefore, the more experienced an employee is, the less likely they are to face challenges fulfilling their given assignments at work. Information was also collected from the respondents concerning the number of years they had spent under the project and the results are shown in table7 below.

**Table 7: Number of years with WCH**

S/N	Years worked	Frequency	Percentage (%)
1	Less than 5 years	11	61
2	5-10 years	7	39
	Total	18	100.0

*Source: Data from field*

The results show majority (61%) of the project staffs had spent less than 10 years at the project and the rest (39%) had spent between 5-10 years at the project. This means that relatively few people had spent a long time with the WCH project. This closely links to the fact that most the project officers were relatively young in age. This implies that the inexperience of the employees likely to negatively affect the overall performance under the project. This is because experienced staffs are more articulate when fulfilling day to day operations.

### 4.4 Organisational Capacity and Project Performance

This objective was set to find out the influence organisational capacity had on organisational performance within the WCH project. The researcher sought to understand whether organisational capacity was adequate and if so, whether it contributed to enhanced productivity,

and overall improved performance under the WCH Project. To effectively analyse the relationship between the two variables, descriptive statistics were presented for each of the variables and then inferential statistics computed and interpreted. Table 8 present the descriptive statistics for organisational capacity.

**Table 8: Descriptive statistics on Organisational Capacity**

	<b>Statements on Personnel</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Undecided</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Total</b>
1	The organisation takes time to train all its employees under the project	6	2	0	10	0	18
		33.3%	11.1%	0.0%	55.6%	0.0%	100.0%
2	The organisation has staffs that are competent at executing duties	0	12	0	6	0	18
		0.0%	66.7%	0.0%	33.3%	0.0%	100.0%
3	The organisation has enough personnel in its departments	12	6	0	0	0	18
		66.7%	33.3%	0.0%	0.0%	0.0%	100.0%
<b>Organisational Structure</b>							
4	All actions at the lower level under the project are subject to the approval of management	0	0	2	10	6	18
		0.0%	0.0%	11.1%	55.6%	33.3%	100.0%
5	The organisation has a formal communication procedure	10	4	4	0	0	18
		55.6%	22.2%	22.2%	0.0%	0.0%	100.0%
6	Key decisions under the project are taken by the organisation's top management.	0	0	0	6	12	18
		0.0%	0.0%	0.0%	33.3%	66.7%	100.0%
<b>Organisational Culture</b>							
7	Leaders focus on adherence to standard rules and regulations of the organisation.	0	0	2	12	4	18
		0.0%	0.0%	11.1%	66.7%	22.2%	100.0%
8	Leaders encourage subordinates to be innovative and creative in their duties	8	10	0	0	0	18
		44.4%	55.6%	0.0%	0.0%	0.0%	100.0%
9	The management of the organisation lead by example.	4	12	2	0	0	18
		22.2%	66.7%	11.1%	0.0%	0.0%	100.0%

#### **4.4.1.1 Staff training**

There was a question which aimed at understanding whether the organisation took time train its staff under the project. Evidence on their level of competence was also ascertained. The study results from table 4.4.1 show that majority (55.6%) agreed that the organisation trained its staff under the project while 44.4% disagreed to this fact. This differs greatly from views from key informants who asserted that *The new center managers were not formally trained to perform*

*their roles let alone the limited mentorship and follow up programmes that had been neglected for a long time.* In addition, many of the key informants doubted the competence of a number of workers. One informant pointed out that, *a number of community center managers were found to have low competence especially in matters of record keeping and documentation.* The views from the key informants coincided with the findings from questionnaires on the level of competence of the workers. The results showed that, majority of the respondents (66.7%) were not convinced about the adequacy in competence among staff at fulfilling their duties while only 33.3% favoured this.

This finding was an illustration of general lack of training among staff which is reflected in their lack of competence in executing duties. If the center managers were not adequately trained, this will be reflected within the people who work under them and this slows down the overall performance of the project. This means that the lack of enough, trained and competent personnel especially at the community level has been a major barrier towards effective implementation of the project plans.

#### **4.4.1.2 Number of Staff**

A question on the adequacy of the number of staff was posed to the employee under the project and the key informants. On fundamental note, all the respondents agreed that the organisation did not have enough number of staffs to handle their duties. An interview with majority of the key informants further confirmed this. They established that the project did not have enough staff to execute its daily functions. One official pointed out that: *The number of staff versus the workload was unbalanced. There were few human resource compared to the workload available.*

This implies the inadequate number of staffs under the project slowed down the rate at which the duties were executed which reduced the overall efficiency. This had a negative effect on project performance.



#### **4.4.1.3 Communication and Decision Making**

Information was also gathered on the presence of a formal communication procedure in the organisation. The study also sought to ascertain how decisions were made under the project. The results also show that all actions at the lower level under the project were subject to the approval of management (Strongly Agree = 33.3%, Agree = 55.6%). All respondents affirmed that key decisions under the project were taken by the organisation's top management. Information from interviews further affirmed that *decisions under the project were done by the management team and then relayed down for implementation*. Further evidence from interviews shows that: *WCH most times decided what should be done and then communicated to the committees whose views are hardly taken into account*. He continued to stress that; *The top bottom approach in decision making affected the performance of the project negatively since the project was only viewed as belonging to WCH*. It is also paramount to note that the organisation did not have a formal communication procedure (77.8%).

This means that the process of ordering and receiving instructions was mainly one way with few people at top management making decisions for the lower level project staff without their consent. Use of the top down approach and the lack of collective participation in decisions making negatively affected the performance of the performance of the project.

#### **4.4.1.4 Innovation and Creativity**

The study results reveal that innovation and creativity was not encouraged by the leadership (100%) and the management did not lead its subordinates by example (88.9%). Interviewed key informants stated that, *right from proposal development, all decisions were done from the head office and the passed down with limited consultation with the lower level staff and yet early involvement of staffs would have given valuable input*. This means that lower level staff did not feel a sense of ownership and or partnership in the project which reduced their commitment and

productivity since no new ideas were encouraged from them. This culminated into poor project performance.

Descriptive statistics on project performance are paramount in describing the state of project performance in the WCH project in Kitgum district. The table below highlights the results followed by a detailed explanation of the results.

**Table 9: Descriptive Statistics on Project Performance**

	<b>Satisfaction</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Undecided</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Total</b>
1	The project always meets the beneficiaries' needs	4	12	2	0	0	18
		22.2%	66.7%	11.1%	0.0%	0.0%	100.0%
2	The project beneficiaries are satisfied with the way the project services are delivered.	4	12	2	0	0	18
		22.2%	66.7%	11.1%	0.0%	0.0%	100.0%
3	Target clients actively participate in our programmes .	2	12	2	0	2	18
		11.1%	66.7%	11.1%	0.0%	11.1%	100.0%
<b>Timeliness</b>							
4	Employees promptly get the information they need to execute tasks on time.	0	12	2	0	4	18
		0.0%	66.7%	11.1%	0.0%	22.2%	100.0%
5	There are proper and timely financial reports	0	12	0	2	2	18
		0.0%	66.7%	0.0%	11.1%	11.1%	100.0%
6	Time management is highly esteemed by staff in this project	0	0	2	8	8	18
		0.0%	0.0%	11.1%	44.4%	44.4%	100.0%
<b>Quality</b>							
7	Reports prepared on the project are always accepted with minor changes.	0	14	0	0	4	18
		0.0%	77.8%	0.0%	0.0%	22.2%	100.0%
8	The quality of services offered under this project is a great tool towards the success of this project	6	12	0	0	0	18
		33.3%	66.7%	0.0%	0.0%	0.0%	100.0%
9	The deadlines on project activities enable employees to present accurate reports	0	12	2	0	4	18
		0.0%	66.7%	11.1%	0.0%	22.2%	100.0%
<b>Sustainability</b>							
10	The organisation has enough financial support	6	4	4	4	0	18
		33.3%	22.2%	22.2%	22.2%	0.0%	100.0%
11	The NGO has a financial sustainability plan	6	4	4	4	0	18
		33.3%	22.2%	22.2%	22.2%	0.0%	100.0%
12	The communities participate in the programmes as we wished	4	10	2	2	0	18
		22.2%	55.6%	11.1%	11.1%	0.0%	100.0%

#### 4.4.2.1 Satisfaction

A number of questions were asked seeking the views of the respondents on the satisfaction derived from the project. Most of the project officers (77.8%) highlighted that a number of the targeted clients did not actively participate in the WCH programmes. They further asserted that

the project did not always look into the beneficiaries' needs. More still, most of the project officers (88.9%) revealed that the beneficiaries were not satisfied with the way project services were delivered. This essentially shows a general sense of dissatisfaction with the project activities from the beneficiaries which negatively affected the performance of the project.

#### **4.4.2.2 Timeliness**

Regarding timeliness, the study shows that time management had been highly esteemed by staff under the project (66.7%). Despite that though, the employees reported that they did not promptly get the information they needed to execute their tasks on time. Consequently, the financial reports produced were not proper and did not come on time as well (66.7%). An interview with one key informant revealed that *the lack of regular project reviews (content wise and financial) has resulted in to the late completion of project activities*. This is an indicator that timeliness is still an undermined component in the project. It is also a pointer to the fact that project activities are not executed on time which negatively affects overall project performance.

#### **4.4.2.3 Quality of Output**

As far as quality of the output is concerned, the quality of services offered under this project was found wanting by all project officers. Similarly, the deadlines given to project officers at work did not foster them to make an improvement in the quality of reports that they produced. This must have been because of other factors that were at play. This means that lack of quality assurance was another factor letting down the overall out put in project performance. In relation to the quality of the work done, one key informant highlighted that the poor quality of work done was fundamentally because there was a human resource gap. He noted that one staff could not adequately cover, monitor and follow up the different planned locations of the project.

The results mean that the overall quality of work done under the project was still undesirable both to the employees and target beneficiaries and this had a negative effect on overall project performance.

#### 4.4.2.4 Project Sustainability

The study also revealed that only 22.2% of the project officers were confident that the NGO had a financial sustainability plan. The same percentage also believed that the project had enough financial support. As a result the communities did not participate in the programmes as it had been expected. The sustainability plan of this whole project becomes questionable unless certain important issues are dealt with. In assertion, a key informant pointed out that: *There is no sustainability plan in place. The community did not know when WCH was leaving. They have left some locations without a formal handover which affected the ownership of the activities by the community and the overall continuity.* This means that no proper sustainability plan has ever been communicated to the beneficiaries with whom WCH is working. The study results mean that the sustainability of the project couldn't be independently verified as the beneficiaries and the employees were left in suspense.

#### 4.4.3. Testing the first hypothesis

The first hypothesis stated that; *Organization's capacity for M&E positively affects the performance of NGO Projects in Kitgum district.* Spearman's correlation coefficient (*rho*) was used to determine the strength of the relationship between the two variables. The coefficient of significance (*p*) was used to test the findings by comparing *p* to the critical significance levels. This procedure was applied in testing the second and third hypotheses in sections 4.5.2 and 4.6.2

**Table 10: Correlation between Organisational Capacity and Project Performance**

			Organisational Capacity	Project Performance
Spearman's rho	Organisational Capacity	Correlation Coefficient	1.000	.615**
		Sig. (2-tailed)	.	.007
		N	18	18
	Project Performance	Correlation Coefficient	.615**	1.000
		Sig. (2-tailed)	.007	.
		N	18	18

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

Findings show a high correlation ( $\rho = 0.615$ ) exists between organisational capacity and the performance of the WCH project in Kitgum. The coefficient of determination, which is a square of the correlation coefficient ( $\rho^2 = 0.3782$ ) was computed and expressed as a percentage to determine the variance in the project performance due to organizational capacity. These results imply that organisational capacity accounted for 37.8% variance in project performance. The significance value of 0.007 which is far below the critical significance value of 0.01 affirms that there is a variant relationship between the two variables. Therefore, the hypothesis “*Organization’s capacity for M&E positively affects the performance of NGO Projects in Kitgum district*” was accepted. The implication of these findings is that the lack of effective organisational capacity (other factors constant) would be responsible for 37.8% inefficiency in project performance. Therefore if an improvement will be made in organisational capacity, a corresponding 37.8% improvement in the overall performance will be realised.

#### **4.5 Planning and Project Performance**

In order to ascertain how planning relates to performance of projects, use of descriptive statistics was made to bring out the views of the staff on planning. Then inferential statistics were used to draw overall conclusions on the subject matter.

##### **4.5.1. Planning**

The study sought to ascertain the way planning processes are executed under project. This entailed looking at work breakdown structure, how they schedule project activities and how they estimated costs. This was fundamental in establishing how this was reflected in overall project output. To understand the views of staff on planning, table 11 below presents percentages of responses to each of the items and meanings drawn thereafter.

**Table 11: Descriptive statistics on Planning**

	<b>Work Breakdown Structure</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Undecided</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Total</b>

1	Planning is regularly done on the best use of the available human resource under the project.	6	12	0	0	0	18
		33.3%	66.7%	0.0%	0.0%	0.0%	100.0%
2	Effective planning is done for every department before hand.	4	12	2	0	0	18
		22.2%	66.7%	11.1%	0.0%	0.0%	100.0%
3	The organisation provides a framework for monitoring progress of the project activities.	8	10	0	0	0	18
		44.4%	55.6%	0.0%	0.0%	0.0%	100.0%
<b>Logic Schedules</b>							
4	The organisation has a regular schedule of activities	2	0	2	10	4	18
		11.1%	0.0%	11.1%	55.6%	22.2%	100.0%
5	The organisation plans for functional job schedules for all staff under the project	0	0	0	16	2	18
		0.0%	0.0%	0.0%	88.9%	11.1%	100.0%
6	There are plans to regularly follow up on the scheduled programme activities under the project	2	14	2	0	0	18
		11.1%	77.8%	11.1%	0.0%	0.0%	100.0%
7	Staffs are allowed to share creative ideas on the respective job schedules under the project.	10	8	0	0	0	18
		55.6%	44.4%	0.0%	0.0%	0.0%	100.0%
<b>Cost Estimates</b>							
8	The decisions on spending under the project are based earlier projected estimates.	0	0	0	8	10	18
		0.0%	0.0%	0.0%	44.4%	55.6%	100.0%
9	All the project activity costs are planned before hand.	8	8	2	0	0	18
		44.4%	44.4%	11.1%	0.0%	0.0%	100.0%
10	The estimates of the project activity costs are verified by the relevant authorities	8	6	4	0	0	18
		44.4%	33.3%	22.2%	0.0%	0.0%	100.0%

#### 4.5.1.1 Structural Planning

An inquiry on the way structures in planning under the project was made. The study results reveal that planning was not done for the best use of the available human resource under the project. Similarly effective planning was not done for every department before hand. Worse still, all respondents agreed to the fact that the organisation did not provide a framework for monitoring of project activities. Information obtained from interviews with key informants was supportive of the findings obtained from the questionnaire. They revealed that though the project had a work plan that guided the implementation, there was no M & E plan for the project and therefore information gathering and analysis was done irregularly. Indeed emphasizing the

magnitude of the problem one leader said: *Even for the irregular monitoring of activities done, information was not shared with the rest of the implementing staff in time.* He further stressed that; *It was not at all shared with the beneficiaries (sub-county stake holders).*

This means that labour planning in monitoring and evaluation activities was done improperly. Similarly, the lack of information sharing was another factor hindering the success of the WCH project.

#### **4.5.1.2 Activity Schedules**

Questions regarding the scheduling of project activities were presented to the respondents in the questionnaires to ascertain their views thereof. The study results obtained from the questionnaire affirmed that staffs were not freely allowed to share creative ideas on the respective job schedules under the project. From a different perspective, the project was said to have had a regular schedule of project activities (77.8%) something that if followed could help to ensure timely implementation. However, the study revealed that despite the presence of such schedules, follow up on the scheduled programme activities under the project was irregular (88.8%). This means that the scheduled activities were most of the time left on paper and what was done deferred from the planned activities. This highlights the presence of very weak monitoring and evaluation arm under the project. Therefore performance of the project was dearly affected. This was further confirmed through interview, where the center managers noted limited involvement in planning of activities and most of the time things were imposed on them.

#### **4.5.1.3 Project Costs**

Concerning cost estimates, the study revealed that the decisions on spending under the project are based on earlier projected estimates (100%) while all project activity costs were planned before hand (88.8%). In addition, the estimates of the project activity costs are verified by the relevant authorities. While this was true and also provided grounds for bench marking, information from interviews revealed that some of these cost estimates were sometimes done in



bulk without breaking them down. The fact that price changes and oversight were inevitable, the budgets were most times found to be inadequate. Similarly, under budgeting had been cited in a number of cases leading to procurement of poor quality tools which got spoilt very fast. Interviews further revealed that: *At the centres, they had to make plans basing on the income that had been allocated to them [whether adequate or inadequate] and they made sure budget didn't exceed the available income.*

This means that since the lower project staffs were not involved in estimation of the project activity costs, the actual work done using the available resources was not adequate. This negatively impacted on the overall project performance since funds were a number of times found to be inadequate.

#### 4.5.2. Testing the second hypothesis

The second hypothesis stated that: *Effective Planning positively affects the performance of NGO projects in Kitgum District.* The table below shows spearman correlation values and the significance levels when relating the two variables.

**Table 12: Correlation between Planning and Project Performance**

			Planning	Project Performance
Spearman's rho	Planning	Correlation Coefficient	1.000	.544*
		Sig. (2-tailed)	.	.020
		N	18	18
	Project Performance	Correlation Coefficient	.544*	1.000
		Sig. (2-tailed)	.020	.
		N	18	18

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

The findings in the table above present a relatively moderate correlation ( $rho = 0.544$ ) between planning and project performance and a corresponding coefficient of determination

( $\rho^2=0.296$ ). This means that planning accounts for 29.6% variance in the project performance. These findings were subjected to a test of significance (p) and it was found that the significance of the correlation (p = 0.020) is less than the recommended critical significance at 0.05z. The relationship between the two variables was thus significant. Therefore the hypothesis *Effective planning positively affects the performance of NGO projects in Kitgum District* was accepted. The findings imply that the lack of effective planning alone (other factors constant) would significantly be responsible for a reduction in project performance by 29.6%. The moderate correlation implied that though planning was not as significant as organisational capacity, it was also a fundamental factor determining the overall project performance.

#### **4.6 Accountability and Project Performance**

Accountability relationships being fundamental in the success of any project, the study sought data on the variable in the WCH project. Like in the previous sections 4.4 and 4.5 above, the study first presented the descriptive statistics and then went on ahead to analyze the relationship between accountability and project performance in order to draw inference.

##### **4.6.1. Accountability**

The responses of project officers on the question of assessing the extent to which accountability is done and the different forms of accountability are presented in the table below

**Table 13: Descriptive Statistics on Accountability**

	<b>Disclosure</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Undecided</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Total</b>
1	All stake holders are fully informed about the relevant matters going on under the project	6	6	4	2	0	18
		33.3%	33.3%	22.2%	11.1%	0.0%	100.0%
2	Organisation meetings are conducted in matters that encourage participation	8	8	0	2	0	18
		44.4%	44.4%	0.0%	11.1%	0.0%	100.0%
3	The proposals under the project are properly analysed by all the employees before they are implemented.	4	4	6	4	0	18
		22.2%	22.2%	33.3%	22.2%	0.0%	100.0%
	<b>Self Regulation</b>						
4	The organisation has a code of conduct on which it runs its daily programs of the project	0	0	2	10	6	18
		0.0%	0.0%	11.1%	55.6%	33.3%	100.0%
5	The ethics under the organisation are regularly subject to an external check up	0	2	8	6	2	18
		0.0%	11.1%	44.4%	33.3%	11.1%	100.0%
6	The activities under the project meet the legal and regulatory requirements set by government	8	6	2	2	0	18
		44.4%	33.3%	11.1%	11.1%	0.0%	100.0%
7	This NGO adheres to Generally Accepted Accounting Standards	10	0	4	4	0	18
		55.6%	0.0%	22.2%	22.2%	0.0%	100.0%
8	The internal control procedures in this NGO ensure safeguard of the organisation's funds and assets	8	4	4	2	0	18
		44.4%	22.2%	22.2%	11.1%	0.0%	100.0%
	<b>Social Auditing</b>						
9	The activities of the accounting system under the project are subject to internal and external scrutiny.	6	10	2	0	0	18
		33.3%	55.6%	11.1%	0.0%	0.0%	100.0%
10	Financial statements and management reports are reliable	6	8	4	0	0	18
		33.3%	44.4%	22.2%	0.0%	0.0%	100.0%
11	Stakeholders of the organisation participate in the budgetary process	4	6	6	2	0	18
		22.2%	33.3%	33.3%	11.1%	0.0%	100.0%
12	In this NGO irregularities in financial management are promptly reported	12	2	4	0	0	18
		66.7%	11.1%	22.2%	0.0%	0.0%	100.0%

#### 4.6.1.1 Disclosure

On matters of disclosure, most of the project officers revealed that not all stake holders were fully informed about the relevant matters going on under the project (66.6%). The study also revealed that only 22.2% of the project officers agreed that the proposals under the project were properly analysed by all the employees before they were implemented. This is a sign of poor disclosure under the WCH project.

An interview with center managers revealed the presence of limited openness in the project. They revealed that financial reports especially on expenditures were not shared with the stakeholders (centre managers and centre committees).

They asserted that this has negatively affected the project performance since centre managers could not plan effectively for lack of information. Another leader had this to say in affirmation:

*The center managers are fully accountable to the stakeholders especially in terms of finance. However, the financial accountability from WCH was not shared with the center managers, committees as well as the sub county leaders. This has to a great extent affected the planning since they did not know how much had been spent and the balance at any given time.*

This means that openness especially on financial matters was still below the desired levels under the project, This implies that project performance will be greatly affected negatively since some stakeholders under the project would not cooperate fully citing the lack of openness on financial matters.

#### **4.6.1.2 Ethics and Conduct**

The study results also revealed that the activities under the project did not meet the legal and regulatory requirements set by government according to 77.71% of the project officers. Similarly, only 22.2% of the respondents believed that the NGO adhered to Generally Accepted Accounting Practices (GAAP). In addition, majority of the project officers (66.6%) never believed that the internal control procedures in the NGO ensured safeguard for the organisation's funds and assets. This presents the absolute lack of trust in self regulation mechanisms used by the NGO. This implies that the performance of the project under such insecure systems of accountability will be negatively affected.

#### **4.6.1.3 Reliability of Internal and External Audits**

Regarding social auditing, most project officers (77.7%) of the project officers believed that the financial statements and management reports were not reliable. Similarly, majority of the project officers interviewed indicated that the irregularities in financial management were not promptly reported. On a more fundamental note, the activities of the accounting system under the project were not subject to internal and external scrutiny according to 88.9% of the project officers. This greatly shows that there was a general problem with financial management under project which was likely to affect project performance negatively.

Interviews with most key informants affirmed that centre managers and sub county officials did not receive any financial reports from WCH. They thus lived in fear of being victimized for what they didn't fully understand in case funds had been misused. This means that the lack of open accountability was thus matter of serious concern. This was likely to be one of the leading factors causing the poor performance under the project.

#### 4.6.2 Testing the third hypothesis

The third hypothesis stated that: *Effective use of accountability measures positively affects the performance of NGO projects in Kitgum district.* Using spearman correlation coefficients and the associated level of significance for the two variables, the results are presented in table 14 below.

**Table 14: Correlation between Accountability and Project Performance**

			Accountability	Project Performance
Spearman's rho	Accountability	Correlation Coefficient	1.000	.849**
		Sig. (2-tailed)	.	.000
		N	18	18
	Project Performance	Correlation Coefficient	.849**	1.000
		Sig. (2-tailed)	.000	.
		N	18	18

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

The findings present a strong positive correlation ( $\rho = 0.849$ ) between accountability and the performance under the WCH in Kitgum district. The corresponding coefficient of determination ( $\rho^2 = 0.721$ ) implies that accountability alone accounted for 72.1% variance in the project performance. The obtained significance value (p) of 0.00 implies that the relationship between the two variables is very significant since it is less than the critical value of 0.01 in this case. Therefore the hypothesis, *Effective use of accountability measures positively affects the performance of NGO projects in Kitgum district* was accepted.

The findings imply that the lack of accountability alone (other factors constant) would be associated with a correspondingly very significant reduction in project performance. In other words, poor accountability mechanisms were extremely responsible for the poor performance of the WCH project.

## CHAPTER FIVE

### SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

#### 5.0 Introduction

This chapter presents the summary, discussion, conclusions and recommendations of the research. The Chapter is divided into six sections. The first section is introduction, the second section presents the summary and the third section presents the discussion. Fourth, fifth and sixth sections present the conclusions, recommendations and areas of future research respectively.

Percentages were used to depict the overall view of the project staff and inferential statistics were used to test the hypothesis. These were substantiated by the interview findings that were conducted on key informers like the center managers, local leaders, project manager and M&E coordinator. Conclusions were thereafter derived from the findings.

#### 5.1 Summary of Major findings

The purpose of the study was to establish how monitoring and evaluation system affect the performance of projects among non-governmental organizations in Kitgum district. Presented here is the summary of the findings based on the objectives of this research.

##### 5.1.1 Organizational Capacity and Project Performance

Findings shows that a high correlation ( $\rho = 0.615$ ) exists between organisational capacity and the performance of the WCH project in Kitgum. The coefficient of determination, which is a square of the correlation coefficient ( $\rho^2 = 0.3782$ ) was computed and expressed as a percentage to determine the variance in the project performance due to organizational capacity. These results imply that organisational capacity accounted for 37.8% variance in project

performance. The significance, ( $p < 0.01$ ) implies that there is a variant relationship between the two variables.

### **5.1.2 Planning and Project Performance**

The study results reveal that planning was not done for the best use of the available human resource under the project. Similarly effective planning was not done before hand in all departments. Worse still, the organization did not provide a framework for monitoring of project activities. The findings present a relatively moderate correlation ( $\rho = 0.544$ ) between planning and project performance and a corresponding coefficient of determination ( $\rho^2 = 0.296$ ). This means that planning accounts for 29.6% variance in the project performance. Further, the obtained degree of significance ( $p < 0.01$ ) affirms that the relationship between the two variables is significant.

### **5.1.3 Accountability and Project Performance**

The findings present a strong positive correlation ( $\rho = 0.849$ ) between accountability and the performance under the WCH in Kitgum district. The corresponding coefficient of determination ( $\rho^2 = 0.721$ ) implies that accountability alone accounted for 72.1% variance in the project performance. The obtained significance value ( $p < 0.01$ ) implies that the relationship between the two variables is very significant.

## **5.2 Discussion of the results**

### **5.2.1 Organizational Capacity and Project Performance**

Findings of this study indicates a high correlation ( $\rho = 0.615$ ) between organisational capacity and the performance of the WCH project in Kitgum. The implication of these findings is that the lack of effective organisational capacity (other factors constant) would be responsible for 37.8%



inefficiency in project performance. Therefore if an improvement will be made in organisational capacity, a corresponding 37.8% improvement in the overall performance will be realised.

The study results show that a number of community center managers and other staff had attained low training and were thus incompetent especially on matters of record keeping and documentation. This meant that the lack of enough, trained and competent personnel has been a major barrier towards effective implementation of the WCH project plans. Khan (2003) pointed out that, skilled personnel are vital not only for the functioning of an M&E system but also the performance of the projects. He emphasized that it should be part of the Human Resource Development policy (HRD) to train middle management for M&E functions as this would help to create a culture of conscious M&E. He however encourages the use of external consultants for periodic activities and special assignments such as field research to complement the in house efforts.

The findings also revealed that the organisation did not have enough staff capacity to handle its duties. There were few human resource compared to the workload available. This slowed down overall project performance. The above finding agrees with arguments from (Honadle 1981; Teece, Pisano et. al., 1997; Graham, Joyce et. al., 2003) who emphasized the importance of resources to positively influence the performance of organizations. However they argue that resources alone are an insufficient measure of the organization's capacity since the organization must also have the ability to utilize these resources in ways that positively contribute to the performance of these organizations.

The study findings further affirmed that decisions under the project were done by the management team and then relayed down for implementation. At the community centers, it was also noted that WCH most times decided what would be done and then communicated to the

committees whose views were hardly taken into account. Amason (1996) argues that top management teams have the ability to make strategic decisions and the quality of which influences organizational performance. He however points that despite the fact that strategic decisions can be made by top management; there is need for consensus among the team members as this facilitates the implementation of those decisions and subsequently influences organizational performance. He noted that inadequate involvement of the lower staffs in decision making also curtails their innovation and creativity. He calls upon top management to maintain positive affective relationship among their members and this consensus can be best reached when the lower level staffs are involved in the decision making process something found missing in this study.

### **5.2.2 Planning and Project Performance**

In order to ascertain how planning relates to performance of projects, use of descriptive statistics was made to bring out the views of the staff on planning. Then inferential statistics were used to draw overall conclusions on the subject matter. The findings established a relatively moderate correlation ( $\rho = 0.544$ ) between planning and project performance. The moderate correlation implied that though planning was not as significant as organisational capacity, it was also a fundamental factor determining the overall project performance

The study results reveal that planning had not been done for the best use of the available human resource under the project. Worse still, the organisation did not provide a framework for monitoring of project activities. Though the project had a work plan that guided the implementation, there was no M & E plan for the project and therefore information gathering and analysis was done irregularly.

The staffs were not freely allowed to share creative ideas on the respective job schedules under the project. However, the study revealed that despite the presence of regular schedules, follow up on the scheduled programme activities under the project was irregular. This highlights the presence of very weak monitoring and evaluation arm under the project. Therefore performance of the project was dearly affected. This finding concurs with a number of earlier studies which saw Planning as critical phase in project management (Johnson et.al, 2001). Gardiner (2005) believes that every project needs a plan that explains how the project is going to proceed. The project participants need to know the goal, the steps to achieve it, the order those steps take and when those steps must be completed. Several project management bodies of knowledge attribute poor project performance and failure to the project planning stage. Inadequate project planning can lead to a series of subsequent alterations and clarifications, which increase cost and create delays. Johnson et.al, (2001), Zwikael & Globerson (2004), Zwikael & Sadeh (2007) identified planning as one of the critical success factors in project management among others. This was further supported by Zwikael & Globerson (2004) and Zwikael & Sadeh (2007) who stated that planning has a positive impact on project success.

The study further links to Springer (2001) who highlighted that one measure of effective project planning and successful project execution is the thoroughness of the steps involved in identifying, categorizing and allocating contractually stated and derived requirements, which is precisely the role of a WBS. To him, when the project team exhaustively defines all the activities necessary to produce all the components of a system on the WBS, it serves as a project management tool that can be used to improve the performance of projects.

However the finding in this study differs from other studies which to some extent found no correlation between planning and performance. Dviret.al, (2002) found no correlation at all

between the implementation of planning procedures in the project and the quality of the functional and technical specifications of the end product.

Concerning cost estimates, the study revealed that the decisions on spending under the project are based on earlier projected estimates. In addition, the estimates of the project activity costs are verified by the relevant authorities a factor that helped to promote the performance of the project. This concurs with the view of Wilson, (2001) who argues that project costing if properly done can promote the performance of a project by aiding the management of ongoing activities to improve effectiveness and efficiency. This is because using budget information for management addresses such questions as: “What is the best way to organize for the accomplishment of a prescribed task? Of the various grants and projects proposed, which should be approved. He explains that the budget system may require agencies, programs, or even the entire government to engage in strategic planning and budget proposals, appropriations, and implementation should then be consistent with those plans.

While this was true and also provided grounds for bench marking, interviews revealed that some of these cost estimates were sometimes done in bulk without breaking them down. The fact that price changes and oversight were inevitable, the budgets were most times found to be inadequate. Similarly, under budgeting had been cited in a number of cases leading to procurement of poor quality tools which got spoilt very fast. This means that since the lower project staffs were not involved in estimation of the project activity costs, the actual work done using the available resources was not adequate. This negatively impacted on the overall project performance since funds were a number of times found to be inadequate.

### 5.2.3 Accountability and project performance

The findings present a strong positive correlation ( $\rho = 0.849$ ) between accountability and the performance under the WCH project in Kitgum district. The corresponding coefficient of determination ( $\rho^2 = 0.721$ ) implies that accountability alone accounted for 72.1% variance in the project performance. The obtained significance value (p) of 0.00 implies that the relationship between the two variables is very significant since it is less than the critical value of 0.01 in this case. The findings imply that the lack of accountability alone (other factors constant) would be associated with a correspondingly (72.1%) very significant reduction (72.1%) in project performance. In other words, poor accountability mechanisms were extremely responsible for the poor performance of the WCH project.

On matters of disclosure, it was found that not all stake holders were fully informed about the relevant matters going on under the project. The study also revealed that the proposals under the project were not properly analysed by all the employees before they could be implemented, a sign of poor disclosure under the WCH project. This means that openness especially on financial matters was still below the desired levels under the project something that greatly affected the project performance negatively since some stakeholders under the project would not co-operate fully citing the lack of openness on financial matters.

This findings agree with Chambers, (1997) who emphasized that downwards accountability' is associated with relationships that face down the aid chain, for instance from implementing NGO to beneficiary. He noted that these directions are of real practical importance, because actors higher up the chain typically control the allocation of funds and so can exert power over those lower down the chain making it easy for those up the chain to abuse their powers.

Similarly, the finding further concurs with the argument from Leen (2006) who questioned the practice of accountability by organizations. He asserted that while agencies do sometimes issue accountability reports to the public, these are often rather uncritical summaries of what agencies have done, thus providing a 'branded' rather than a balanced view of their performance something which undermines the practice of transparency and accountability.

Regarding social auditing, the findings revealed that most project officers of the project officers believed that the financial statements and management reports were not reliable. Similarly, majority of the project officers interviewed indicated that the irregularities in financial management were not promptly reported. On a more fundamental note, the activities of the accounting system under the project were not subject to internal and external scrutiny according to 88.9% of the project officers. This greatly shows that there was a general problem with financial management under project which was likely to affect project performance negatively. This was one of the leading factors causing the poor performance under the project.

The findings agrees with Ebrahim (2003) who noted that social auditing can have an effect on the overall program project performance in the short run though he pointed that such an approach can be developed over time as NGOs build on their existing capacities. He further adds that social audits can improve upward and downward accountability only if users systematically seek to incorporate stakeholders into dialogue, indicator development and performance assessment. It can increase organizational transparency if the information that is collected and analyzed including evidence of failure – is disclosed to stakeholders among the public. This links to the earlier findings that also found that information collection, analysis and sharing with stakeholders were undermined in the project.

### **5.3 Conclusions**

The study looked at how monitoring and evaluation system affect the performance of projects among non-governmental organizations and in view of the findings of this study and the literature reviewed, the following conclusions are made.

#### **5.3.1 Organizational Capacity and Project Performance**

- i) The few number of staffs employed to implement this project greatly affected the timely and quality implementation of the project. This was noted by all the project staffs (100%) and further by the by local leaders who saw the number of staffs versus the work load unbalanced.
- ii) Similarly, the absence of trainings for community personnel like the center managers as well as the management committee on how to run and monitor center activities respectively also affected the performance of the project.

It was thus concluded that staff training, collective decision making and bridging of the communication gap be kept key component in the organization if they are to better their performance

#### **5.3.2 Planning and Project Performance**

Planning just as organizational performance was found key in improving project performance.

- i) The lack of human resource planning, absence of planning within departments and lack of a planning framework were stumbling block to project success.
- ii) Similarly, poor cost estimation of the scheduled activities and poor monitoring of planned activities greatly affected the success of the project. Much as all the respondents (100%) agreed that decision on spending were based on earlier projects, 88% objected that the

project costs were done before hand. It was thus concluded that lower level staff be included in the estimation of the project activity costs if they were to better performance.

### **5.3.3 Accountability and Project Performance**

i) The findings established that accountability was inadequately done by WCH to its stakeholders as many did not receive any financial reports from WCH.

ii) The lack of open accountability (internal and external scrutiny) was thus matter of serious concern leading factors causing the poor performance under the project, hence, disclosure and openness had to be effectively improved if project performance was to soar.

## **5.4 Recommendation**

### **5.4.1 Organizational Capacity and Project Performance**

The organization should hire staffs that can match the work load especially for subsequent / future project as this will enable them to achieve high level of performance with regards to quality.

The organization should also plan for capacity building programs especially when involving community personnel. This will enable them to continue with the project gains even after the end of the project

### **5.4.2 Planning and Project Performance**

The organization should also have in place a monitoring and evaluation plan as this will ensure regular collection and analysis of information on performance, making it possible for corrective measures in case of poor performance.



Similarly, the organization should involve the lower staffs in the planning process as this will not only foster ownership but also make it possible for management to tap existing wealth of knowledge within the organisation

### **5.4.3 Accountability and Project Performance**

The organization should put in place accountability measure that enhances ownership. This should be through sharing reports with stake holders regarding both financial and implementation status and this should be clearly stipulated in the M&E plan.

Feedback meetings to share the performance report for the project should be planned for as this will also foster sustainability

## **5.5 Contribution of the study**

This paper contributes greatly to a debate that attempts to examine how monitoring and evaluations systems affect the performance organisations. It uses organisational capacity, planning and accountability as dimensions of M & E Systems and how they affect the timeliness, quality, satisfaction and the sustainability of a given project. While some of the relationships between the dimensions of M & E systems and organisational performance have been analyzed in the developed countries, empirical research in developing countries is still in the infancy stages. In particular, this paper makes important contributions to the literature on M & E Systems and how it affects the performance of NGOs. Since most studies of the prior studies have focused primarily on non African countries, the study complements the few other studies done in Africa and pioneers the status quo in Uganda. The investigation highlights that organization should also have in place a monitoring and evaluation plan and accountability systems as this will ensure regular collection and analysis of information on performance planning the

interaction between competition and concentration .This does not differ from conclusions that earlier studies made but initiates a regulatory and supervisory framework of monitoring operations for NGOs in Uganda. There is also evidence that organisation capacity points to the potential benefits of strengthening the performance of organisations. This was the same conclusion that earlier studies had come to though this conclusion had not yet been verified in most NGOs in Africa and Uganda in particular.

## **5.6 Areas for further studies**

The study looked at how M&E systems affect organization's performance among NGOs, other factors that could also influence project performance should be studied a case in point is community contribution and project performance.

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## **APPENDIX 1: SURVEY QUESTIONNAIRE**

### **TOPIC: MONITORING AND EVALUATION SYSTEMS AND PERFORMANCE OF PROJECTS AMONG NGOS IN UGANDA, ACASE STUDY OF WAR CHILD HOLLAND LIVELIHOOD PROJECT.**

*(To be filled by Project officers and coordinators)*

Dear Participant,

I am currently pursuing a Masters in Management Studies at Uganda Management Institute. As part of my course dissertation, I am undertaking a study on Monitoring and Evaluation Systems and Project Performance.

The purpose of this study is to examine the relationship between Monitoring and Evaluation Systems and Project Performance at WCH. Your responses will provide an understanding of the range of issues that can improve the level of project performance in the organization.

Kindly complete the attached questionnaire as objectively and accurately as possible, a process which should not take more than 20 minutes of your time. The completed questionnaire should be returned to the undersigned at the earliest opportunity.

Please note that the information provided will be treated with utmost confidentiality and will only be used for the purpose of the study.

Thank you for your kind participation.

Yours sincerely,

**George Okeny-UMI (Tel: 0776 -750501)**

**SECTION A: PERSONAL INFORMATION**

Please respond to the following questions by ticking/marking the appropriate response:

**1) AGE**

Below 20 ( )

20-30 ( )

31-40 ( )

41-50 ( )

51-60 ( )

**2. GENDER**

Male ( )

Female ( )

**3. HIGHEST EDUCATIONAL ATTAINMENT**

Diploma ( )

Bachelors Degree ( )

Post Graduate Diploma ( )

Masters Degree+ ( )

Others (please specify) .....

**4. LENGTH OF SERVICE AT WAR CHILD HOLLAND**

Less than 5 years ( )

5 – 10 years ( )

Over 10 years ( )

## SECTION B: MONITORING AND EVALUATION SYSTEMS

Please use the scale below to indicate your level of agreement or disagreement with the statements below.

SCALE	5	4	3	2	1
	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree

### (i) Organisation Capacity

	<b>Organizational Capacity Dimensions</b>					
	<b>Personnel</b>	5	4	3	2	1
1.	The organization takes time to train all its employees under the project.					
2.	The organization has staffs that are competent at executing duties.					
3.	The organization has enough personnel in its departments.					
	<b>Organizational Structure</b>	5	4	3	2	1
4.	All actions at the lower level under the project are subject to the approval of management					
5.	The organization has a formal communication procedure.					
6.	Key decisions under the project are taken by the organization's top management.					
	<b>Organizational Culture</b>	5	4	3	2	1
7.	Leaders focus on adherence to standard rules and regulations of the organization.					
8.	Leaders encourage subordinates to be innovative and creative in their duties.					
9.	The management of the organization lead by example.					



### Subsection (ii) Planning

	<b>Planning Dimensions</b>					
	<b>Work Breakdown Structure</b>	5	4	3	2	1
10.	Planning is regularly done on the best use of the available human resource under the project.					
11.	Effective planning is done for every department before hand.					
12.	The organization provides a framework for monitoring progress of the project activities.					
	<b>Logic Schedules</b>	5	4	3	2	1
13.	The organization has a regular schedule of activities					
14.	The organization plans for functional job schedules for all staff under the project					
15.	There are plans to regularly follow up on the scheduled programme activities under the project					
16.	Staffs are allowed to share creative ideas on the respective job schedules under the project.					
	<b>Cost Estimates</b>	5	4	3	2	1
17.	The decisions on spending under the project are based earlier projected estimates.					
18.	All the project activity costs are planned before hand.					
19.	The estimates of the project activity costs are verified by the relevant authorities.					

### Subsection (iii) Accountability

	<b>Accountability Dimensions</b>					
	<b>Disclosure</b>	5	4	3	2	1

20.	All stake holders are fully informed about the relevant matters going on under the project.					
21.	Organization meetings are conducted in matters that encourage participation.					
22.	The proposals under the project are properly analyzed by all the employees before they are implemented.					
	<b>Self-Regulation</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
23.	The organization has a code of conduct on which it runs its daily programs of the project.					
24.	The ethics under the organization are regularly subject to an external check up.					
25.	The activities under the project meet the legal and regulatory requirements set by government.					
26.	This NGO adheres to Generally Accepted Accounting Standards					
27.	The internal control procedures in this NGO ensure safeguard of the organization's funds and assets					
	<b>Social Auditing</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
28.	The activities of the accounting system under the project are subject to internal and external scrutiny.					
29.	Financial statements and management reports are reliable.					
30.	Stakeholders of the organization participate in the budgetary process.					
31.	In this NGO irregularities in financial management are promptly reported					

### SECTIONC: PROJECT PERFORMANCE

Please use the scale below to indicate your level of agreement or disagreement with the statements below.

SCALE	5	4	3	2	1
	Strongly agree	Agree	Undecided	Disagree	Strongly disagree

<b>Employee Performance</b>						
<b>Satisfaction</b>		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
28.	The project always meets the beneficiaries' needs.					
29.	The project beneficiaries are satisfied with the way the project services are delivered.					
30.	Target clients actively participate in our programme.					
<b>Timeliness</b>						
31.	Employees promptly get the information they need to execute tasks on time.					
32.	There are proper and timely financial reports.					
33.	Time management is highly esteemed by staff in this project.					
<b>Quality</b>						
34.	Reports prepared on the project are always accepted with minor changes.					
35.	The quality of services offered under this project is a great tool towards the success of this project.					
36.	The deadlines on project activities enable employees to present accurate reports.					
<b>Sustainability</b>						
37.	The organization has enough financial support.					
38.	The NGO has a financial sustainability plan					
39.	The communities participate in the programmes as we wished.					

**THE END**

**Thank you for your participation**

## **APPENDIX 2: INTERVIEW GUIDE TO BE ANSWERED BY PROJECT MANAGERS.**

### **TOPIC: MONITORING AND EVALUATION SYSTEMS AND PERFORMANCE OF PROJECTS AMONG NGOS IN UGANDA, A CASE STUDY OF WAR CHILD HOLLAND LIVELIHOOD PROJECT.**

#### **Section A: Influence Organizational Capacity on Project Performance**

1. What is your opinion on the competence of staff under this project?  
How has this impacted on the overall performance of the project?
2. Do you have an idea on how decisions are made under this project? Kindly explain.  
How is does this impact the performance of the project.
3. How does management relate with the subordinates under the project and how has this been reflected in the overall project performance?

#### **Section B: Influence of Planning on Project Performance**

4. What is your opinion on the presence of proper work break down structures under this project? How has this been reflected in the overall performance of this project?
5. How has the planning of job schedules impacted on the performance of the project?
6. What is your opinion on the effect of project cost estimates on the overall project performance?

#### **Section C: Influence of Accountability on Project Performance**

7. What is your opinion on the level of disclosure of the project activities to the stake holders? What is the impact of this on the overall project performance?
8. The organization has a code of conduct on which it runs its daily programs under the project. Briefly explain. How does this impact on the overall project performance?
9. Generally, what is your view about the influence of the state of financial accountability in the organization on the overall project performance?

**Thank you for your participation.**

**APPENDIX 3: INTERVIEW GUIDE FOR BENEFICIARIES, MARKET RESOURCE  
CENTER COMMITTEE MEMBERS & LOCAL LEADERS**

**TOPIC: MONITORING AND EVALUATION SYSTEMS AND PERFORMANCE OF  
PROJECTS AMONG NGOS IN UGANDA, A CASE STUDY OF WAR CHILD  
HOLLAND LIVELIHOOD PROJECT**

**Section A: Influence Organizational Capacity on Project Performance**

1. What is your opinion on the competence of staff under this project?  
How has this impacted on the achievements of the youths under the project?
2. Do you have an idea on how decisions are made under this project? Kindly explain.  
How has this affected of the progress of the project.
3. How has management style impacted on overall project success?

**Section B: Influence of Planning on Project Performance**

4. What is your opinion on the way planning is done for the project activities? How has this impacted on the benefits attained by the youths?
5. What is your opinion on the way cost estimation is done under the project and how has this affected the beneficiaries?

**Section C: Influence of Accountability on Project Performance**

6. Comment on the level of openness under the project? What impact has this had on the beneficiaries?
7. Briefly explain how the organization relates to the beneficiaries ethically and how has this impacted on the overall progress of the project?
8. How accountable is the organization financially and how has this impacted on the project beneficiaries?

**Thank you for your participation.**

#### APPENDIX 4: KREJCIE AND MORGAN'S TABLE

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000.	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" Is populationsize

"S"Is samplesize.

*Source: Krejcie,Robert V.,Morgan, DaryleW., (1970)*

## APPENDIX 5: INTRODUCTION LETTER



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Your Ref:

Our Ref: G/35

10 September 2014

### TO WHOM IT MAY CONCERN

### MASTERS IN MANAGEMENT STUDIES DEGREE RESEARCH

Mr. George Okeny is a student of the Master of Management Studies of Uganda Management Institute 32<sup>nd</sup> Intake 2012/2013, **Reg. Number 12/MMSPPM/27/059**.

The purpose of this letter is to formally request you to allow this participant to access any information in your custody/organization, which is relevant to his research.

His research Topic is: **“Monitoring and Evaluation System and Performance of Projects among NGOs in Uganda: A Case Study of War Child Holland-Livelihood Project in Kitgum.”**

Yours Faithfully,

A handwritten signature in blue ink, appearing to read 'Stella Kyohairwe', is written over a horizontal line.

Stella Kyohairwe (PhD)  
AG. HEAD, DEPARTMENT OF POLITICAL AND ADMINISTRATIVE SCIENCE