



UGANDA MANAGEMENT INSTITUTE

**MONITORING AND EVALUATION SUCCESS FACTORS AND
QUALITY OF SERVICE IN LOCAL GOVERNMENTS IN UGANDA**

**A CASE OF THE VULNERABLE CHILDREN TECHNICAL SUPPORT
PROJECT IN KABAROLE DISTRICT**

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08 MMS PPM/17/115**

**A DISSERTATION SUBMITTED TO THE HIGHER DEGREES DEPARTMENT IN
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE
MASTERS DEGREE IN MANAGEMENT STUDIES (PROJECT PLANNING AND
MANAGEMENT) OF UGANDA MANAGEMENT INSTITUTE**

MAY, 2010

DECLARATION

I Willy Etwop hereby declare that this is my original work and to the best of my knowledge, it has never been submitted for any award in any academic institution and should not be replicated without my authority.

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DEDICATION

To Czar, Mathieu, Tabu and all those who are prospering under difficulty

ACKNOWLEDGEMENT

For the completion of this work; I am grateful to the consultants at Uganda Management Institute particularly Mr. Godfrey Bwanika and the work-based supervisor, Mr. Jude Ddamulira for effectively guiding the researcher.

Many thanks to friends, particularly; lovely Mystica, Imat Jacinta, Dakatal Alex Omara-Etwop, Late Matia Etwop, Samuel Kiribire and Mordkai Ahimbisibwe.

I also express my appreciation to Kabarole District Local Government particularly the Community Based Services for accepting and supporting the research process.

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ACRONYMS USED IN THE TEXT

HIV/AIDS	:	Human Immunodeficiency Virus/ Acquired Immunodeficiency Syndrome
IFAD	:	International Fund for Agricultural Development
M&E	:	Monitoring and Evaluation
MGLSD	:	Ministry of Gender, Labour and Social Development
MoFPED	:	Ministry of Finance, Planning and Economic Development
OVC	:	Orphans and other Vulnerable Children
TSO	:	Technical Service Organization
UNAIDS	:	Joint United Nations Programme on HIV/AIDS
UNDP	:	United Nations Development Programme
UNESCAP	:	United Nations Economic & Social Commission for Asia & the Pacific
UNFPA	:	United Nations Population Fund

ABSTRACT

This study assessed contribution of Monitoring and Evaluation (M&E) to Quality of Service under the Vulnerable Children Technical Support Project in Kabarole. The study sought to; i) Examine contribution of stakeholder participation in M&E to quality of service; ii) Establish contribution of financial resources for M&E to quality of service and; iii) Evaluate how institutional uniqueness affects quality. All the objectives attempted to explain why M&E as a management tool has not met the expectation of informing quality of service. The study was built on both qualitative and quantitative approaches and data were obtained using a questionnaire, in-depth interview and document review. A total number of 120 respondents were targeted but 104 respondents took part. Findings revealed that participation, financial resource and institutional uniqueness are success factors for M&E and they contribute to achieving quality. Pearson correlation test showed a weak positive correlation of 0.286** between participation and quality, a positive correlation of 0.456** between financial resource and quality and, a correlation of 0.584** between institutional uniqueness and quality, meaning that stakeholders have not fully participated, funds for M&E have not been prioritized and characteristics like guidelines and norms have also affected quality. As supported by literature, attainment of quality can be pledged if desired outcomes are defined, measured and improved with diligent loyalty to M&E supported by full participation, financial prioritization and acclimatization to institutional best-fit. It is recommended that; 1) for quality improvement, stakeholders should fully participate; 2) finances should be prioritized and; 3) institutions should assimilate M&E into the institutional strategy. While, other factors not explained by this research should be explored to determine how M&E affects quality of service.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter focuses on the background to the study, statement of the problem, objectives of the study, scope of the study, significance of the study and operational definitions. It further presents the relationship between the critical success factors for Monitoring and Evaluation and, Quality of service in local governments using a case of the Technical Support Project implemented by Ministry of Gender, Labour and Social Development; Kabarole district; Africare and Civil Society Organizations providing services to vulnerable children in Kabarole district.

1.1 Background to the Study

Governments and organisations the world over face increasing internal and external pressures to demonstrate accountability, transparency and results (Kusek & Rist, 2004). Monitoring and Evaluation fosters political and financial support for policies and programmes and helps institutions build a solid knowledge base. They can produce changes in operations, leading to improved performance, accountability, transparency, learning and knowledge. Monitoring and Evaluation (M&E) should be considered a work in progress with continuous attention, resources, and commitment to ensure viability and sustainability (IFAD, 2006 & Douglas *et al*, 2003).

The growing interest within the international aid community in participatory approaches to development programming emanates from lessons learned in the past (UNFPA, 2004). UNFPA reported that stakeholder participation in programme design, implementation, monitoring and evaluation, improves programme quality and helps address development needs. Participation increases ownership and promotes the likelihood that programme and its impact are sustainable.

Aubel (1999) & UNDP (1997) listed merits of stakeholder participation in M&E planning and implementation, including; ensuring that findings are relevant to conditions; gives stakeholders a sense of ownership thus promoting their use to improve decision making; increases local level capacity which in turn contributes to self-reliance in implementation; increases understanding of stakeholders' own strategy and processes; what works or does not work and why; contributes to improved communication and collaboration between actors who are working at different levels of implementation; strengthens accountability; and promotes efficient allocation of resources.

Gordillo & Andersson (2004), noted that monitoring and evaluation of public policy has mostly focused on collecting, processing and analyzing policy activities, with less emphasis placed on constructing institutional arrangements that would induce a variety of actors, including both politicians and citizens, to demand the relevant information for decision-making. Therefore this study verified the institutional factors that deter quality of service with reference to M&E under the Technical Support Project.

Ccori & Solis (2007) in a survey of the institutionalisation of monitoring and evaluation (M&E) in IFAD projects in Latin America and the Caribbean reported that budgets allocated to M&E units are relatively low and in fact some projects have no specific budget for M&E. In the opinion of M&E unit officers, the average budget allocated to M&E and systematisation activities in 2007 was 5.1% of the total project amount, somewhat low considering current trend to set it at 10%.

Studies done in Botswana, Gabarone, Haiti and Malawi showed that, in order to assess if national strategies are effective in improving the welfare of orphans and other children made vulnerable by HIV/AIDS, governments need to continuously assess the capacities of families and communities to

take care of orphans and children made vulnerable by HIV/AIDS and, this can only be done with reliance on strong M&E processes (Ntambirweki & Monasch *et al*, 2004).

In East and Southern Africa, a survey (Penelope *et al*, 2008) reported weak M&E systems and a lack of institutional interest and funds making vulnerable children (OVC) programming difficult. Of the 15 countries of East and Southern Africa which have national plan of action in support of OVC, 9 have M&E plans. Countries have reported challenges in defining M&E quality of services, thus, consistency and quality of service is largely unknown. It was thus important to evaluate how these institutional characteristics affected quality of service under the Technical Support Project.

Vision 2025 (Uganda Ministry of Finance, Planning and Economic Development, 1999), a framework that provides economic and social development indicates that Government wants Uganda to evolve a society that is healthy, harmonious and prosperous with a high quality of life. This can be achieved by addressing misdemeanors that underpin quality of service. The framework acknowledges main bottleneck being institutional characteristics, which weakness often leads to unnecessary duplication of efforts and occasionally the omission of key development concerns in policy formulation and programme execution.

To ensure the maintenance of standards, the Uganda Ministry of Gender, Labour and Social Development (MGLSD) formulated quality standards, whose role (Uganda MGLSD, 2007) is to guide the quality of services and ensure that service providers adhere to standards. The MGLSD instituted the Orphans and other Vulnerable Children Policy and Strategy (Uganda MGLSD, 2004) to revitalize the provision of quality services to vulnerable children. The Policy charges MGLSD with the responsibility of monitoring and evaluating interventions to attain quality of services.

Monitoring and evaluation can be classified as contemporary or conventional in nature (Uganda Ministry of Local Government, 2003 pg 63). The latter is characterised by use of external and neutral expertise, relies on set indicators to measure results and aims at accountability; while, contemporary version builds on participation and is aimed at empowering stakeholder capacity.

The importance of M&E to achieving quality of service can not be over emphasized. It is intended to guide, inform and direct the adherence to quality in service provision. Monitoring according to Conner (1993), helps to identify problems at nascent stage and get them sorted out early enough. Stoner & Freeman (1995) as cited by Uganda MGLSD (2009) diagrammatically presented the relationship between control with M&E in-built and achieving quality (Figure 1).

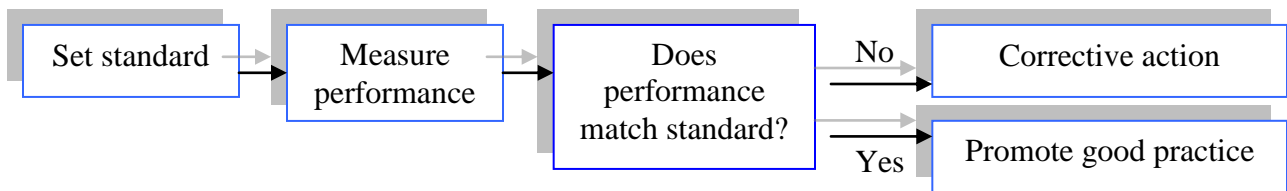


Figure 1: Flow of control. Source: Stoner & Freeman (1995).

The effect of irregular M&E will eventually, according to Dunham (1995), result in failure to focus on appropriateness, effectiveness and relevance in service delivery thereby lowering quality of service. This scenario if not addressed would mean denying vulnerable children in Uganda opportunity of living to their full potential, where rights, ambitions and responsibilities are fulfilled.

Uganda MGLSD (2009) describes quality as carrying out interventions correctly according to pre-established standards and procedures, with an aim of satisfying the customers and maximizing results without generating risks or unnecessary costs. This view conforms to Roemer & Aguilar (1983) as cited by Uganda MGLSD (2009) that refers to quality as performance of interventions

that are safe, affordable, and that have the ability to produce an impact and, also agree with Deming (1982) who defines quality as doing the right thing right.

Prokopenko (1992) defines quality as conformity to set standards. He argues that quality is user or beneficiary based. Crosby (1979) noted that increase in quality reduces cost. Importance of quality assurance is measured by the cost of not having quality. This stresses the concept that ‘prevention is better than cure’, thus the need for strengthening M&E. Uganda MGLSD (2009) highlighted that as service providers think about quality, they should not lose sight of the urgent need to monitor, evaluate and improve the quality of services and the effectiveness of services (Figure 2).



Figure 2: The quality assurance triangle. Source: Uganda MGLSD (2009: pg 21)

The underlying principle behind the triangle is that, quality or desired outcome can and must be measured, monitored and improved. This process is cyclical, continuous, can start at a particular point and should be applied flexibly to a given need specification. Desired outcomes should be defined, and then subjected to measurement, certification and improvement.

1.2 Statement of the Problem

Monitoring and evaluation as a management strategy has been widely tried by governments and civil society organizations to guarantee quality of service (Wholey, *et al*, 2004). Quality service delivery is one of the most important concepts in the context of assessing resource allocation and subsequent institutional productivity. Monitoring and evaluation adds value to service delivery processes and regulatory frameworks particularly with regard to achieving results (The World

Bank Group, 2009). Despite attempts and resources governments and partners have invested in M&E, performance levels have remained low in regard to quality assurance and achievement of set targets, not attained the desired 100% (Hovland, 2007).

Nalwadda (2008) argues that on several occasions, cases of ineffective, inappropriate and irrelevant strategies and resources mismanagement are the daily findings by M&E. Though most M&E are held with the objectives of informing quality of service in mind, they often fail to live up to those expectations (Lefevre *et al*, 2000), other factors which seem to obstruct M&E and eventually quality of service, including; a lack of participation and interest; poorly defined objectives; a lack of credibility of project implementers. An evaluation of the Technical Support Project exposed a flaw in beneficiary participation in decision making and thus inadequate sustainability in the local government system (Uganda MGLSD, 2008). It was feared that if this trend persisted, it could impede attainment of quality and adversely affect performance. There was a need to assess how participation, financial resource availability and institutional characteristics influenced quality of service under the Technical Support Project in Kabarole.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of this study was to assess the contribution of critical success factors for monitoring and evaluation to quality of service in local governments under the OVC technical support project in Kabarole district.

1.3.2 Specific Objectives

The study was guided by the following specific objectives;

- i. To examine the contribution of stakeholder participation in M&E to quality of service in local governments under the OVC technical support project in Kabarole district.
- ii. To establish the contribution of financial resource availability for M&E to quality of service in local governments under the OVC technical support project in Kabarole district.
- iii. To evaluate how institutional uniqueness with respect to M&E affects quality of service in local governments under the OVC technical support project in Kabarole district.

1.4 Research Questions

This study was guided by the following research questions:

- i. To what extent does stakeholder participation in M&E contribute to quality of service in local governments under the OVC technical support project in Kabarole district?
- ii. How does financial resource availability for M&E contribute to quality of service in local governments under the OVC technical support project in Kabarole district?
- iii. How does institutional uniqueness in M&E affect quality of service in local governments under the OVC technical support project in Kabarole district?

1.5 Hypotheses of the Study

This study tested the following alternative hypotheses (H_1);

- i. Stakeholder participation in M&E significantly contributes to quality of service in local governments under the OVC technical support project in Kabarole district.
- ii. Financial resource availability for M&E positively affects quality of service in local governments under the OVC technical support project in Kabarole district.
- iii. Institutional uniqueness in M&E significantly affects quality of service in local governments under the OVC technical support project in Kabarole district.

1.6 Conceptual Framework

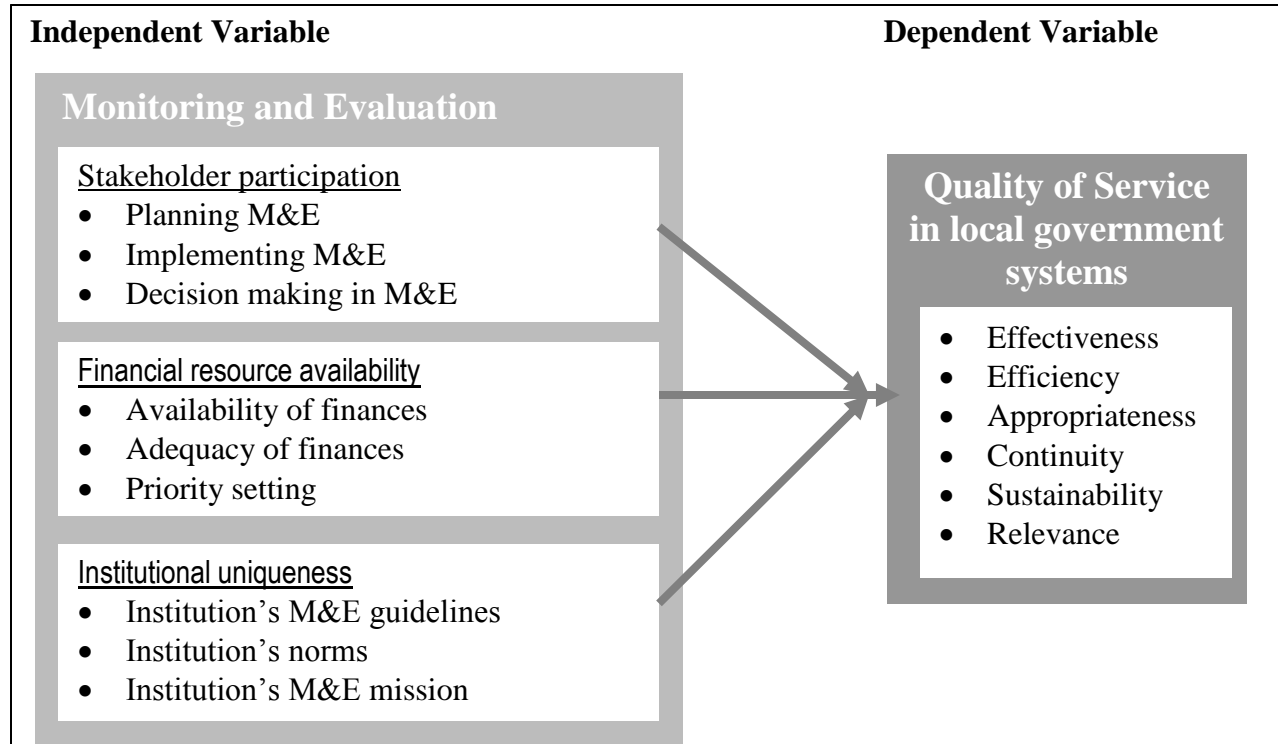


Figure 3: The conceptual link between M&E and Quality of Service. [Source: Adopted from Klassen & Russel *et al* (1998), Young & Meterko *et al* (2000), Hsieh (2005), Dong *et al* (2007), Chigwamba (2008) & Uganda MGLSD (2009) and modified by the researcher].

The conceptual framework above (Figure 3) attempts to explain that the independent variable (M&E) has a positive effect on the dependent variable (Quality of Service). The study considered how M&E factors affect service delivery. The thematic areas of study included;

- i. Active stakeholder participation in M&E nurtures a consensus on appropriate, efficient and effective strategies for achieving quality. Participation that necessitates and champions commitment, concentration and membership in planning, implementing, collecting and analyzing data and disseminating information, and utilizing information for decision making, guarantee realization of quality. Quality service is characterized by; effectiveness, efficiency, appropriateness, continuity, sustainability, relevance and accessibility.

- ii. Sufficient financial resource for M&E processes (like planning, collecting, reporting, disseminating and reviewing of M&E data) improves quality of service. Budgeting for M&E if done comprehensively, taking into consideration adequacy and availability of finances, priorities for the project and their cost-benefit relationship that maximizes benefits results in effective, efficient, relevant, sustainable and appropriate results.
- iii. An institution has unique attributes which guide and manipulate its M&E operations for effective, efficient and sustainable service delivery. Institutional factors like M&E practices; norms; organizational structure; mission; competence of personnel engaged in M&E; data management practices; systems for dissemination of data; usage of consultants (external M&E) and use of staff (internal M&E) in effecting M&E determine quality of service.

1.7 Significance of the Study

This study was of great importance because there is no substitute for quality. From this study, policy makers may perhaps appreciate the contribution of M&E to quality of service. This study has proposed M&E management that defines responsibility centres, and outlined activity channels that enhance achievement of quality. It was anticipated to supplement MGLSD's vision of a functional M&E system that improves quality of service. This study might guide outlook to policy making and provide a meaningful understanding of the bottlenecks associated with M&E as a key unit for delivering quality service. Appropriate methodologies for M&E that realize quality as identified have been recommended for use by development partners in Uganda.

1.8 Justification of the Study

The justification for the study was established in terms of the gap, which was in the research on M&E management as an ingredient of quality service. Various studies had been done on M&E;

however, this particular study assessed the dimensions of M&E management on quality of service, as a key ingredient to successful service delivery. The findings are useful to academicians in institutions of learning and, in informing decision makers and planners in the implementation of programmes aimed at uplifting living conditions of vulnerable children in Uganda.

1.9 Scope of the Study

This study looked at the dimensions of M&E management that have boosted quality of service under the Uganda's Ministry of Gender, Labour and Social Development Technical Support Project for vulnerable children services in Kabarole. Specific emphasis was on the contribution of M&E to quality of service from July 2007 when the project commenced up to October 2009.

This study was limited to stakeholders engaged in the Project implementation, targeting 483 respondents, namely; community based services department, members of OVC coordination committee, social services committee, planning unit, sector heads; team leaders, accountants, M&E officers and field staff of civil society organizations; the private sector, and staff of Africare Technical Service Organization, providing services to vulnerable children within Kabarole district.

1.10 Operational definitions

The terms defined below have been operationalised in the text by the researcher;

Institution referred to an established system forming a characteristic feature in social life.

Participation referred to a sustained commitment to the meaningful involvement of stakeholders.

Quality of service referred to degree to which a service that meets a standard, which if attained, meets the needs and interests of the target beneficiary.

Relevant stakeholders referred to key stakeholders.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents literature on existing observations of past researchers extracted from journals, textbooks and academic dissertations and, seeks to validate the utility of M&E as a constituent to effecting quality of service. The chapter is segmented into three: section one explores the theory of interest. Section two explores the actual review which also is analyzed objective by objective: how participation in M&E contributes to quality of service; contribution of financial resources for M&E to quality of service and; how institutional uniqueness with respect to M&E affects quality of service. Section three gives a synopsis of literature reviewed.

2.1 Theoretical Review

A number of theories supported this study, including; Project Management Theory broken down as, Project Theory and Management Theory; Theory of Controlling; and Institutional Theory. This study focused on Project Management Theory as it attempts to ‘marry’ all other theories listed.

Institutional theory (Scott, 2004), focuses on the deeper and more resilient aspects of social structures. This theory is related to the study in that; it explains how M&E can be configured within an institution. It considers the process by which structures including schema, rules, norms and routines become established as authoritative guidelines. It inquires how these elements are created, diffused, adopted and adapted over space and time, and how they fall into decline and disuse. Under this theory, social structures are both imposed and upheld by the actor’s behaviour (Bjorck, 2004). The theory indicates that, in order to survive, organisations must conform to the

rules and belief systems prevailing in the environment. This theory partly implies that for M&E to arrive at quality, it should be embedded within the organisation's system.

The Theory of Controlling divides the core processes of controlling into two sub process; 1) performance reporting and, 2) overall change control (Koskela & Howell, 2002). Based on the former, corrections are made based on the latter; changes are described for the planning processes. This theory relates to the study in that M&E and controlling as management devices underlines the creation of performance targets, strategies and procedures that must be pursued. The theory lays emphasis on guiding, informing, directing and adhering to methods that work, and it persuades setting standards and judging performance to uphold good practice or initiate corrective actions.

Theory of Project Management (Koskela & Howell, 2002), divides project management into planning, execution and controlling which form a close loop (Fig.4).

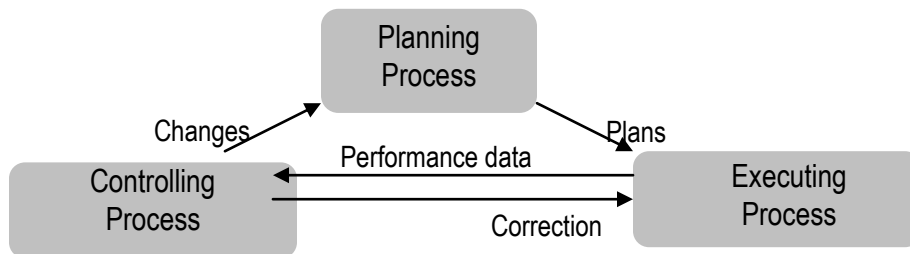


Figure 4: Closed loop of managerial process in project management (Koskela *et al*, 2002).

The planning process provides a plan that is realized by the executing processes, and variances from the baseline lead to corrections or changes in future plans. This theory tallies well with the theme of study; in that M&E contributes to achievement of quality through setting conditions for determining what changes can be accommodated. It assumes that quality improvement is a continuous, cyclic and recurring process where plans are made with standards in mind and the accomplishment of targets depends on implementation processes that are based on empiricism.

2.2 Conceptual Review

2.2.1 M&E and its Implication on Quality of Service

Within the broad conceptual framework, this study underscored the effect of critical success factors for M&E on quality of service and the relationships between the variables. Monitoring and evaluation factors affecting quality of service delivery in local governments in Uganda, mainly; stakeholder participation, financial resource availability, and institutional uniqueness, analyzed as pivotal factors catalyzing attainment of quality. For purpose of this study, the independent variable was M&E while the dependent viable was quality of service. Emphasis dwelt on the degree to which M&E had contributed to quality of service

In today's turbulent aggressive business environment (Matovu, 2007), institutions the world over, focus on satisfying client's dynamic and strategic needs through emphasizing quality as a means of guaranteeing survival and competitive advantage. Quality is an important competitive weapon and, institutions that disregard maintaining and evaluating quality usually perish in the long run (Oakland & Porter, 1994). The reputation enjoyed by an organization is built by quality and reliability, relevance, continuity, appropriateness, efficiency and effectiveness of its delivery.

In service provision, customer participation is required all through the entire service process and the customer's role is closely linked to production and delivery of service product (Kuusisto & Paallysaho, 2008; Harris *et al*, 2001 & Silpakit & Fisk, 1984). Effective communication between stakeholders during M&E is a prerequisite for developing strong and successful interventions, while on-going stakeholders' consultation also becomes necessary for quality assurance (Bridgman & Davis, 2004). Boselie & Paauwe (2002) assert that client satisfaction is a performance indicator of an institution especially when aspects of choice are considered. Bettencourt (1997; page. 384)

argues that customers' roles often need to be managed in same ways as the service workers' roles are managed, have to recognize the value of customer participation.

Joby & Stephen (2006) mentioned that stakeholders' involvement and proximity are key to improved service delivery because the less direct involvement and proximity to service production and delivery processes, the lesser the need for improvisation and vice-versa. Lober (1997) argues that managers should identify relevant stakeholders that influence institution's capacity to deliver effectively. Clear and well defined functions played by stakeholders in service delivery promote quality interventions (Buttgen, 2008). Effective service delivery is one of the most vital concepts in the context of assessing resource allocation and organizational efficiency (Prokopenko, 1992).

Estrella & Gaventa (1998) defines participation as a process of individual and collective learning and capacity development through which people become aware and conscious of their strengths and weaknesses, their wider social realities, and their visions and perspectives of development outcomes, which creates conditions conducive to change and action.

The effectiveness of an institution is an effect of; the individuals, the organization and the environment (Hardy & Waddington, 2000). Institutions vary in size based on funding available and their activity scope. They have a purpose (vision, mission, goal and aims) for existence; members with specific skills; processes and systems that facilitate effective use of skills; a structure to control the members and support systems and; a culture to shape the values and behavior patterns of members. Institutions have characteristics which hold them together and influence their operations for effectiveness in service delivery and sustainability.

2.2.2 Stakeholder Participation in M&E and its effects on Quality of Service

Participation in M&E is a collaborative partnership where stakeholders including beneficiaries work together to achieve a common goal. Mubende (2006) suggested that participation is rights-based and establishes identity and interests which are critical for achieving quality. Bakenegura (2003) as cited by Mubende (2006) viewed participation as a mechanism where stakeholders vigorously influence decisions. These views build on Desai's (2001) argument that participation enables pursuance of beneficiary empowerment, capacity building and effective intervention. These views were worthwhile examining with reference to the Technical Support Project.

A study by Courtney (2008) on Education Quality Improvement Project funded by the World Bank reported that stakeholder participation in M&E has a significant role in improving quality of education. M&E exercises caused a tremendous change in attitude and practices aimed at uplifting academic performance and further provided evidence of agreed quality improvement. Through supervision and filling data tools and analysis, M&E prompted ownership and, more efforts aimed at exceeding efficiency, effectiveness and punctuality. It was therefore worthwhile examining how it happens in the Technical Support Project.

A strategy of empowerment and sourcing immediate feedback on service provision by beneficiaries in India using the Community Score Card as an M&E tool was a success story of participation (Vivek *et al*, 2007). The Score Card system was introduced to expose social accountability mechanism for service provision. As the beneficiaries actively took part in the whole process of scoring, it created opportunities for setting, measuring and improving standards of quality. Vivek *et al* (2007) does not provide information on how beneficiary participation was initiated and how the rules for participation were determined, thus a gap that needed exploration.

ACORD (2003) noted that interests of stakeholders need to be delved into to sustain the triumph of a project. Participation in M&E is a medium through which the beneficiary is empowered to understand and manage the dynamics of M&E that fulfils their desires. This study probed how participation in different features of M&E considerably empowered attainment of quality of service, and how participation is initiated and sustained. The link between participation and dimensions of quality were examined and found to be correlated.

2.2.3 Financial Resource Availability and the Contribution to Quality of Service

Cost effective, timely and accurate M&E activities are more important than ever due to an increasing need for accountability, improvement in decision making, programme design, facilitating learning and thus impact (Elkins, 2006 & Turall & Pastuer, 2006). These authors concur that, a well designed M&E system support fact-based assessments of incremental intervention effectiveness, cost effectiveness, accountability and other defined dimensions of quality. It was worthwhile establishing if this was the case under the Technical Support Project.

Turall & Pastuer (2006) noted that allocation of financial resource is vital for developing effective M&E system. A lack of finances for this vital function is likely to reduce internal learning and result in deprived performance and failure to meet quality specifications. Therefore this study established if finances allocated for M&E restrained attainment of quality under the Technical Support Project. As a management tool, M&E should embrace human and financial costs of gathering, reporting and reviewing data that makeup implementation of the M&E system (MGLSD, 2009). Findings indicated that M&E requires adequate resources thus budgeting for M&E must be comprehensive and M&E should be integrated in the wider project planning.

Elkins (2006) agrees with Turall & Pastuer (2006) in that; she points out the failure to consider financial resources for M&E would mean limited financial resources for skilled M&E staff, activities and information management. M&E implementation normally result to incurring additional expenses, which costs impair results and cut on resources which should have been used to design and implement a more complete and robust M&E system which could provide more valuable support in analyzing results, generate relevant evidence to use in fine tuning activities, strategies and associated resource allocations aimed at service quality improvement.

Mackay (2006) noted that most African countries are simply too poor to conduct M&E, and thus rely unsustainably on compassion of donors. This had made reliance on M&E as an opportune assessment tool a dilemma. UNICEF *et al* (2005) noted that resources are limiting usage of M&E to track progress and effectiveness of efforts aimed at addressing predicaments that alter vulnerable children development. This irritates service providers as M&E which is meant to convince them of the value of time, energy and money vested in support is not paying-back.

Uganda MGLSD (2008) evaluation of the Technical Support Project uncovered a fault in the M&E system. However, the Ministry did not ascertain actual basis of this weakness, which could be finances or otherwise, thus a gap which was explored and found out to include a lack of full participation, inadequate funds and inadequate institution assimilation of M&E function.

From this analysis, it is logical to say that achieving a substantial demand for M&E is easier said than done. It considerably need financial input to sustain it as a function of project management, and thus, the intent to test the hypothesis that, ‘financial resource allocation for M&E positively affects quality of service’. This study explained how finance resource availability directly relates

to quality of service and what proportion of the Project budget should be billed to M&E function with respect to outstanding priorities. Findings indicated that financial resource allocation is success factor for M&E it has a moderate correlation with quality of service.

2.2.4 Institutional Uniqueness with reference to M&E and the effects on Quality of Service

In attempts to gauge institutionalisation of M&E, a study in Rwanda (Holvoet & Rombouts, 2000) revealed that even in partnership projects, partners still champion varying systems with a desire to satisfy own demands thus frustrate the integration of a national system that shares efforts and the limited financial resources aimed at measuring national service quality targets.

African Development Bank Group (2006) in a review of institutional specific Poverty Reduction Strategy Programme M&E capacity assessment identified two main bottlenecks; coordination and leadership commitment. There were coordination difficulties across many groups, systems, levels and partners with multiple existing M&E systems with separate procedures and needs for data collection which can frustrate the usefulness of M&E in informing quality of collaborative services. And, lack of leadership commitment at all levels greatly hampers functionality of M&E.

When institutional leadership does not know and understand the value of M&E, it equally does not appreciate why resources should be apportioned for its function. Elkins (2006) noted that limited capacity in M&E has a bearing on quality of service as it dissuades the attainment of sustainable development because evidence-based decision making is not championed.

Turall and Pasteur (2006) emphasized encouraging learning in institutions as a way of enhancing capacity. Learning as a tool helps stakeholders to reflect, question, understand and apply what is

learned to change behaviour and improve performance. Learning should develop procedures and methods that ensure the results of M&E genuinely reflect critical self awareness, leading to action for change. Literature indicate that a widely recognized priority still lies in institutionalizing M&E, and this can never be a 'quick fix'. Thus the attempt to test the hypothesis that, 'institutional uniqueness affected quality of service under the Technical Support Project'. Findings showed that institutional uniqueness is a success factor and it correlates with quality of service.

2.3 Summary of Literature Review

On analysis, literature suggested that participation, availability of finance and institutional uniqueness play a vital role in manipulating M&E to convene quality of service. There were however gaps that still needed to be surveyed, including; how stakeholder participation in different facets of M&E empower attainment of dimensions of quality? How participation is initiated, made functional and sustained? What proportion of financial resources is appropriate for M&E and how this proportion directly influences quality of service? And how institutional uniqueness (with reference to M&E) impels and impedes the attainment of quality in local government systems?

Assorted ideas expansively concurred that M&E establish progress against preferred standards and ascertain whether project products are useful and relevant to the arousing desires of beneficiaries and should be able to notify work quality in terms of specifications like standard or dimension. Literature evidently indicated the utility of beneficiary participation in capacity building, empowerment and ability to influence M&E to harmonize the realization of quality. Participation creates an understanding of the direction M&E should take as a constituent for achieving quality. Literature reviewed however does not wholly synthesize and present information on how

meaningful beneficiary participation in M&E should be initiated and sustained and, how the rules for participation can be determined, thus a gap that could be explored.

Financial resource allocation can no longer be under looked. Finance is an impelling force behind a thriving plan. A number of institutions fail to inform quality of service due to inertness of their M&E systems crippled by financial dearth. This affirmation furthered the insistence to answer the question; how did financial resource link to quality of service in local government systems?

Institutional uniqueness is visibly a hinge that holds the bondage between M&E and quality of service. Literature fairly showed that institutions customize their M&E demands to their quality terms and it is generally cumbersome to amalgamate a system that fits all and this can not be a quick fix, thus the need to assess if it was the case with the Technical Support Project.

Increased responsibility and level of resources at the disposal of institutions have hoisted the query of beneficiary capacity. M&E justify apt accountability for meager resources and breed the much needed thrust for effective control intended at quality perfection. To pledge the realization of service quality, desired outcomes must be identified, monitored and improved with careful allegiance to M&E supported by steady financial support, meaningful participation, and adaptation to institution's way of working, thus the basis for this study. Findings showed that institutions should adapt M&E as a critical function if quality of service is to be achieved under the Technical Support Project.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter focuses on research design, population and instruments. It further points out sample size, selection, methods of data collection, test for reliability and validity of tools and data analysis.

3.1 Research Design

Assessment of the contribution of M&E to quality of service was designed as a cross-sectional study incorporating qualitative and quantitative approaches. The cross-sectional design was espoused because it involved collecting information from several sources for the same purpose and the design collected information at that point in time from a sample of a population.

Quantitative approach quantified incidences in order to describe current conditions and explore the relationship between the independent and dependent variables using information got through questioning. Qualitative approach gave explanation of events and descriptions based on interview and document analysis. Relevant reports were obtained and information pertinent to the study was extracted to inform the research questions.

3.2 Population of the study

The population under study included 483 stakeholders in the implementation of the vulnerable children Technical Support Project in Kabarole district from the following groups;

- i. 48 Africare staff: Africare was co-opted by Ministry of Gender, Labour and Social Development as a Technical Service Organization to assist with two functions; 1) Popularize national level policies, strategies, standards, principles, guidelines, quality assurance and data

collection systems and; 2) Provide technical support to local governments and civil society organizations to design, plan, implement, and evaluate services.

- ii. 75 Kabarole district local government staff, who are the beneficiaries including; community based services department staff, members of the OVC coordination committee and social services committee, which are constituted by sectoral and political leadership.
- iii. 360 participating civil society organizations’ staff, particularly research/ M&E officers, team leaders, accounts officers, and programme officers.

3.3 Sample Size and Selection Strategies

A sample is a portion of a population whose results can be generalized to the entire population. A sample is obtained from the accessible population and contains elements known as respondents (Sekaran, 2003 pg. 266 & Mugenda & Mugenda, 2003, pg.10). From the population presented in Table 1 below, the sample of individuals was selected using probability and non-probability designs, namely; a) purposive sampling and, b) using a table for determining sample size from a given population (Krejcie and Morgan, 1970 as adopted by Sekaran, 2003, pg.294, Table 11.3).

According to Sekaran (2003), when desired information is to be obtained from specific target groups, purposive sampling was appropriate because it targets individuals who have got the necessary information required by the study. This selected sample gave information that is relevant to the study. The sample size for this study was estimated at 102 (see Table 1).

Table 1: Accessible population and sample size

Study population	Target population	Accessible population	Sample Size	Sampling design	Justification for the design
Kabarole District Community Based Services Department staff	32	24	23	Simple random	A probability design in which all 24 individuals

Study population	Target population	Accessible population	Sample Size	Sampling design	Justification for the design
					had known and equal chance of being selected
Kabarole District OVC Coordination Committee members (chief administration office, education sector, health sector, political representative, planning unit, production department and child and family protection unit)	43	36	30	Simple random	A probability design in which all 36 targeted individuals had known and equal chance of being selected
Kabarole Civil Society Organizations (non governmental organizations, community based organization and faith based organization) staff including team leaders, M&E persons and accountants.	360	69	59	Simple random	A probability design in which all the 69 individuals had known and equal chance of being selected
Africare Technical Support Project personnel	48	8	8	Purposive	A non-probability design in which all the 8 individuals which had required information of interest to the study were contacted.
Total size	483	137	120		

Source: Krejcie & Morgan (1970) & adopted by Sekaran (2003, page 294, Table 11.3).

3.4 Data collection methods

Data was collected using a blend of participatory learning techniques including; in-depth interviewing, document reviewing and questioning. The various methods of inquiry identified from different sources the contribution of M&E to quality of service and, triangulated information gathered to make a more robust recommendation.

The questions to inform the role of M&E to quality of service in Uganda focused on three themes; contribution of stakeholder participation, contribution of financial resources and contribution of institutional uniqueness. The questions captured project implementers' perceptions about what they view as possible ingredients to advance quality. Questioning involved use of a set of questions printed in a definite order. In-depth interviewing targeted key samples that are believed

to hold important but vital information. Document review involved analyzing the contents of plans, strategic plans, financial plan, guidelines and activity reports.

3.5 Data Collection Instruments

Based on the methods above, the following tools were appropriate to this study;

3.5.1 Questionnaire

Self-administered questionnaire with a mix of structured-closed, ended-open-ended questions was used. Structured questionnaire contains a list of possible alternatives from which respondents select answers that best suit situation (Mugenda & Mugenda, 2003 pg.71-72). In order to capture honest answers, questionnaire offered confidentiality. Respondents give information without fear of being victimized since it does not reveal identity. Questioning method is flexible, easy to administer and can be used to collect data within a short time.

Questions were organised according to themes of study and the responses arranged on a Likert scale of 1 – 5; where, 1 means ‘strongly disagree’, 2 means ‘disagree’, 3 means ‘neither agree nor disagree’, 4 means ‘agree’ and 5 means ‘strongly agree’ with assertion. This was designed to establish the extent to which respondents were in agreement with the statements.

3.5.2 In-depth Interview Guide

A guide with structured and semi-structured questions was used to collect data from sectoral heads, project managers and heads of institutions. By asking probing questions, more revealing information which could not be obtained from questionnaire, was collected. Queries within the guide were organised according to themes of study

3.5.3 Document Review Guide

Document analysis entails reviewing contents of textbooks, journals and newspapers among others (Mugenda & Mugenda, 2003 pg.29-40). Project documents were reviewed especially those written by Africare Technical Support Organization, Kabarole District and partners in form of strategic plans, reports and budgets using a guide. This gave the researcher an insight on how M&E contributed to quality of service.

3.6 Reliability of Data Collection Instruments

Data collection instruments were subjected to test-retest reliability measure using the same sampled population of study by subjecting the same tool to same respondents at different times and shuffling the questions. According to Sekaran (2003 pg.204), this measure involves repeating the same measure on a second occasion, and the higher the correlation between the two scores, the more reliable and stable the measure across time. Ten respondents were selected for the test-retest.

Findings were scrutinized using correlation to assess consistency, and whether there was any significant difference between the two tests. Pretest further identified deficiencies; unclear directions, insufficient space to write the responses, muddled questions and wrong numbering. SPSS 12.0 for Windows was used to compute the correlation. On the overall, the score gave a higher correlation of 0.814 and thus, the instrument was more reliable and stable across time.

3.7 Validity of Data Collection Instruments

Data collection instruments applied in this study measured acceptably the contribution of M&E to quality of service in Uganda since from the outlook and a close inspection of the contents indicated

that all variables were satisfactorily captured. Also, some of the questions had been used by credible researchers in similar researches, thus the empiricism that consistent results were realized.

3.8 Procedure for Data Collection

The lead researcher employed two assistants, familiar with action and social research methods. The assistants were oriented to method and rationale, and were 'armed' with essential kits, including a letter of introduction from Uganda Management Institute, questionnaire, in-depth interview guide and varied documentation resources. Some samples responded to the questionnaire via electronic mail. Data collection lasted for 14 days and the response rate was 86% (104 out of 120 targeted respondents were contacted).

3.9 Data Analysis

Data was analyzed with a view of getting a profound understanding of issues according to themes of study to examine the contribution of M&E to quality of service in Uganda. Appraisal of interventions and lessons learnt was extracted to identify areas of good practice in enhancing quality of service to OVC. Qualitative and quantitative analysis procedures were applied. Raw data were coded, variables defined and entries made into and analyzed using Statistical Package for Social Scientists 12.0 for Windows because of its simple usability. Correlations measured the degree of relationship between M&E and quality of service. While, regression analysis explained how M&E affects quality of service. Quantitative results have been presented in descriptive formats such as tables, frequencies, percentages and graphs on top of narrations and citations of qualitative data.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.0 Introduction

This chapter presents analysis and interpretation of results. It has been structured into four parts; Part I presents background information about respondents and institutions reached; Part II presents extent to which stakeholder participation in M&E contribute to quality of service; Part III answers how financial resource availability for M&E contribute to quality of service and lastly; Part IV answers how institutional uniqueness in M&E affect quality of service.

4.1 Part I: Background Information about Respondents and Institutions reached

4.1.1 Gender of Respondents

Table 2 presents the gender composition of respondents who participated in the study.

Gender	Respondents	
	Frequency	Percent
Female	34	32.7
Male	70	67.3
Total	104	100

Source: Primary data

A total of 104 respondents participated; 94 responded to the questionnaire while 10 key informants underwent in-depth interviewing, with a total response rate of 86.6%. Thirty four females and 70 males participated in the study (Table 2). This analysis means that men dominate key positions in the institutions sampled. This gender disparity had little or no statistical influence on the study.

4.1.2 Education Level

Table 3 shows that out of 104 respondents, 38.3% had post graduate qualifications while, 45.7% were graduates. Key informants were largely managers and senior officers with high levels of

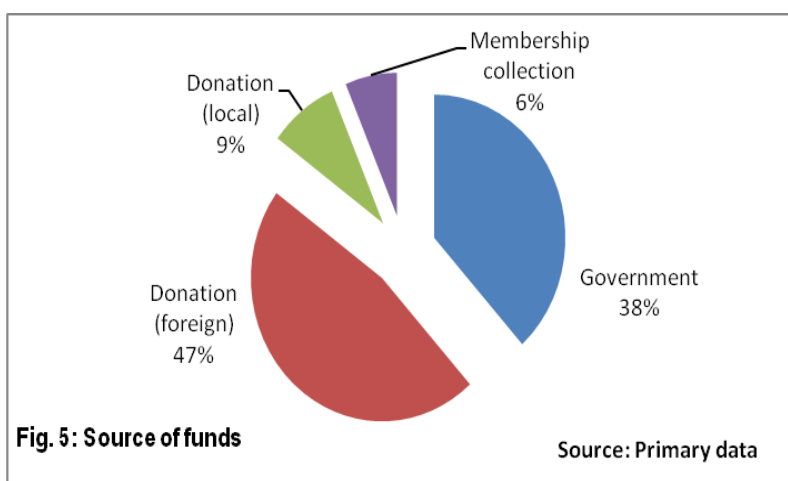
education. This could mean that the positions occupied by respondents sampled require high level of education and this could as well have affected responses to the research questions since the researcher dealt with intellectual respondents.

Level	Respondents	
	Frequency	Percent
Graduate	43	45.7
Post graduate	36	38.3
Diploma	11	11.7
Certificate	4	4.3
Total	104	100

Source: Primary data

4.1.3 Source of Funds

As shown on Figure 5, majority (47%) of institutions relied on foreign donations to execute programmes. Thirty eight percent depended on support from government. Six percent of the institutions are partly supported through membership remittance. Most institutions relied on more than one source of funding, and this means that resources are inadequate and only one source of funds may not satisfy an institution's needs and the reason most are donor dependent.



4.2 Part II: Stakeholder Participation in M&E and its Effects on Quality of Service

The first objective of this study was to examine the contribution of stakeholder participation in M&E to quality of service. The data to meet this objective were obtained from primary sources and reinforced by empirical secondary data. A number of indicators were analyzed as shown on Table

4; which presents a list of indicators with their percentage scores showing how partners contributed to project M&E activities;

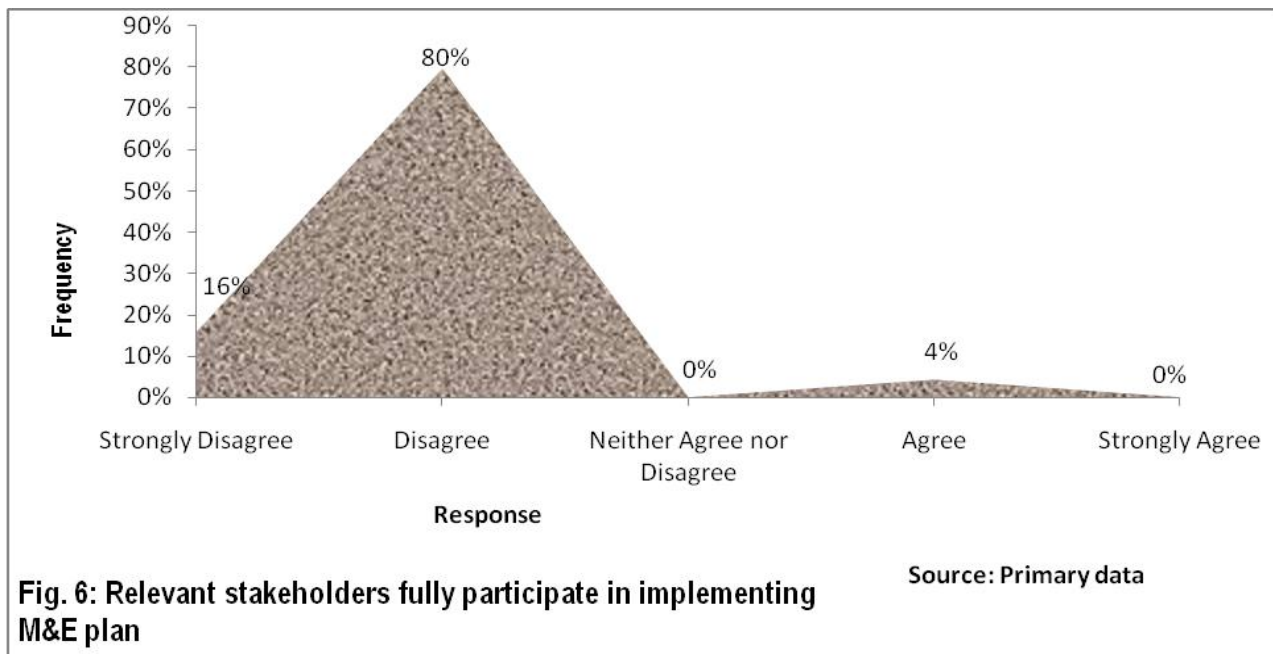
Table 4: Relevant (key) stakeholders fully contribute in M&E activities						
Dimension/ Variable	Response (%)					Total
	Strongly disagreed	Disagreed	Neither agreed nor disagreed	Agreed	Strongly agreed	
Key stakeholders fully contribute to planning	28.7	68.1	0	3.2	0	94
Key stakeholders fully contribute to organizing	57.4	42.6	0	0	0	94
Key stakeholders fully contribute to implementing	16	79.8	0	4.3	0	94
Key stakeholders fully contribute to data collection	8.5	78.7	0	12.8	0	94
Key stakeholders fully contribute to analysis	55.3	44.7	0	0	0	94
Key stakeholders fully contribute to dissemination	18.1	64.9	0	17	0	94
Key stakeholders fully contribute to decision making	14.9	73.4	0	11.7	0	94
Key stakeholders fully contribute to management, design and evaluation	20.2	79.8	0	0	0	94

Source: Primary data

On planning for M&E; a larger portion of the sample (of 94 respondents who underwent questioning) notified the study that stakeholders are not fully contributing during planning for M&E (Table.4). Out of the total sample, 68.1% disagreed and 28.7% strongly disagreed to the statement that stakeholders fully participate during planning for M&E. However, 3.2% of the sample agreed by noting that relevant stakeholders fully participate in planning for M&E. Results from interviews indicates that most times, key partners are invited to participate in planning. Thus, most partners are not participating in planning for M&E under the TSO Project.

On organizing for M&E, 42.6% disagreed and 57.4% strongly disagreed that relevant stakeholders fully contribute in organizing for M&E (Table.4). Key informants indicated that partners have a limited contribution to organizing and deciding how M&E is to be managed and these results means that partners do not fully participate and agree on how M&E is to be organised.

On implementing M&E plan; findings (Fig.6) indicated that a total 95.8% of respondents disagreed that stakeholders contribute during implementing M&E plan. However, only 4.3% agreed that stakeholders fully contribute during implementing M&E plan and according to a key informant, the Technical Support Project M&E is being implemented in isolation of partners.

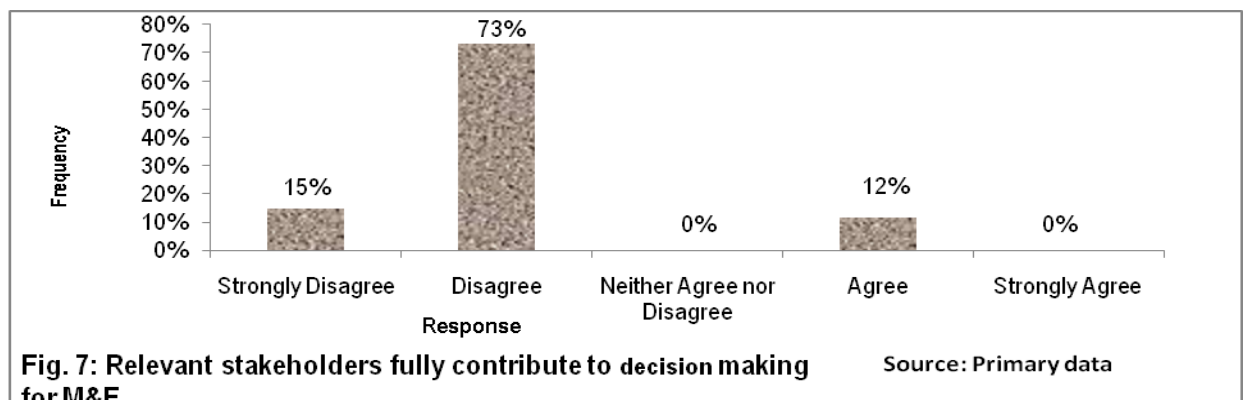


Findings from interviews fairly support results from questionnaire as key informers indicated that key partners are involved in implementing M&E plan even though they sometimes do not participate in drawing the plans. This means that a large proportion of key partners are not consulted during implementation of M&E plan.

On collection of data for M&E; Table 4 indicates that 87.2% of respondents disagreed (78.7% disagreed and 8.5% strongly disagreed) that stakeholders fully contribute to collection of data for M&E. Only 12.8% agreed that partners fully contribute. This is confirmed by revelations by key informants that majority of partners do not contribute much to data collection since it is a technical area and requires specific skills to conduct it, which is lacking amongst most partners.

On analysis of M&E data; all the 94 respondents disagreed about full participation of key stakeholders in analysis of M&E data (Table 4). Over 55% strongly disagreed, while 44.7% disagreed that partners fully contribute during analysis of M&E data. Submissions by the 10 key informants seem to concur that few partners fully contribute to analysis of M&E data as to them; data analysis is a technical component mostly suitable to persons with statistical competence.

On participation in dissemination of M&E findings; out of 94 respondents, 18.1% strongly disagreed and 64.9% disagreed that stakeholders fully contribute. Key informants seem to suggest that data management is a technical aspect and many partners do not have capacity to disseminate statistical data. This means that partners partially contribute to dissemination.



On full contribution to decision making for M&E, only 12% agreed that stakeholders fully contribute, while 88.3% disagreed (Figure7). Seventy percent of the 10 key informants mentioned

that decision making is a management issue and to them, not every partner should participate and thus, it is a function of management and therefore the reason for few partners participating.

Table 4 indicates that all the 94 respondents disagreed that key stakeholders participate in design, management and evaluation of TSO project. This means that stakeholders do not fully contribute to design, management and evaluation of project. Key informants mentioned that few stakeholders fully participate but majority partially participate and according to a key informant; design, management and evaluation seem managerial in nature, therefore left to managers to determine.

Table 5 below presents some of the questions as were summarized from the research questionnaire and the different descriptive summary scores;

Variable	Response (%)					Total
	Strongly disagreed	Disagreed	Neither agreed nor disagreed	Agreed	Strongly agreed	
M&E plan is shared with relevant stakeholders	17	76.6	0	6.4	0	94
M&E budget is shared with relevant stakeholders	21.3	75.5	3.2	0	0	90
M&E objectives are clear and realistic to relevant stakeholders	27.7	71.3	1.1	0	0	94
There is a framework for involving stakeholders in M&E	12.8	83	0	4.3	0	94
The objective for participating in M&E is very initiating, instigating and activating to stakeholders	35.1	64.9	0	0	0	94
Stakeholders are informed right from inception what participation in M&E would entail	26.6	62.8	10.6	0	0	94
Areas of responsibility	20.2	68.1	7.4	4.3	0	94

Variable	Response (%)					Total
	Strongly disagreed	Disagreed	Neither agreed nor disagreed	Agreed	Strongly agreed	
/roles played by stakeholders are clearly defined						
Key stakeholder roles in M&E do not interfere with other's roles	36.2	50	12.8	1.1	0	94
Stakeholders fully receive timely reports on project activities	52.1	0	7.4	36.2	4.3	94
Partners fully make timely feedback on reports received	13.8	73.4	0	12.8	0	94
Feedback from stakeholders is routinely utilized to improve performance	6.4	80.9	4.3	8.5	0	94
Information is routinely shared on progress in achieving the project purpose	8.5	83	7.4	1.1	0	94
Stakeholders are treated with respect and always consulted when making decisions	8.5	80.9	8.5	2.1	0	94
Stakeholders are satisfied with the progress participation is making towards improving M&E	10.6	77.7	11.7	0	0	94

Source: Primary data

Only 6.4% out of 94 respondents agreed that M&E plan is shared with relevant stakeholders (Table.5). However, 76.6% disagreed and 17% strongly disagreed with the opinion. Results from interviews indicated that plans are customized and shared based on target beneficiary. This means that project M&E plan is not being satisfactorily shared with partners and this could be affecting partners' comprehension of project's objectives and delivery of quality services and products.

On sharing M&E budget, 21.3% strongly disagreed and 75.5% disagreed that project M&E budget is shared with stakeholders (Table.5). This means that stakeholders do not receive information about M&E budget. Only 3.2% of the sample were not sure about stakeholders sharing M&E budget. As with plans, interviews also reported that M&E budget is customised, summarised and presented to only ‘those who matter’. This means that information about TSO project M&E budget is not known to majority of stakeholders and meaning that partners do not understand how project financial plan links with the programme implementation plan.

A larger share (98.9%) of the sample disapproved that M&E objectives are clear and realistic to stakeholders (Table.5). Only 1.1% neither agreed nor disagreed about objectives being clear and realistic to stakeholders. This means that, objectives are not meaningful to, not understood and not comprehended by a larger fraction of project partners. The reason for this could be related to earlier findings that M&E plans are not shared adequately among 93.6% of partners.

This study noted that there is no framework for involving partners in project M&E work (Table.5). A total of 95.8% disagreed that there is a framework for partner contribution to TSO project M&E activities. Only 4.3% agreed about the existence of a framework for involving stakeholders in project M&E. Interviews mentioned the existence of a District Orphans and Vulnerable Children Coordination Committee, but this Committee is nonfunctional and members do not understand or perform their roles. This means that a larger segment of partners are not involved in project M&E.

Analysis indicated that 100% disapproved (35.1% strongly and 64.9% disagreed) that the objective for participating in M&E is very initiating, instigating and activating to stakeholders (Table.5). Interviews noted that M&E is still a new concept to many institutions and most of them take it as

police watchdog kind of scenario that looks at only faults and thus do not want to associate with it. This means that stakeholders do not appreciate the objective for participating in M&E and, according to a key informant, this could be affecting the value of M&E and the eventual benefits of participatory M&E to quality of service.

A key informant noted that in many instances the Technical Support Project does not attach importance to stakeholder analysis, which is detrimental to project implementation. Key stakeholders do not fully participate and yet M&E should be a collective effort with stakeholders involved in decision making which would lead to ownership and quality improvement. In the views of two key informants, stakeholders are not very excited by the objective for participating in M&E and do not truly appreciate significance of participating in M&E.

Of the 94 respondents, 62.8% disagreed and 26.6% strongly disagreed that partners are informed right from project inception what participation in M&E would entail (Table.5). While, 10.6% were not sure whether stakeholders are informed right from project inception what participation in M&E would entail and thus seem not sure what the entire project M&E necessitate. This means that opportunities are not available for integration of partners' concerns on M&E at planning phase.

In contrast to findings of the questionnaire, a key informant mentioned that, 'preparing stakeholders for M&E processes improve service delivery and transparency, but stakeholders are not adequately prepared for participation'. Clear explanation of issues arising from M&E normally proves relevance. Furthermore, capacity building for stakeholders is required in M&E to have a meaningful effect on quality improvement. Another key informant noted that, 'the pace at which project activities are done is swift and does not allow adequate preparation and contact with most

stakeholders to address their concerns and therefore this compromised participation affects final quality of project'. This means that some important concerns of partners about M&E may not be considered during project planning and commencement phase.

Other key informants mentioned that, when stakeholders are genuinely involved as managers of their problems, it creates room for ownership, learning, sustainability and spillover of best practices. Participation creates support that harness delivery of quality OVC services. Involvement in all stages is crucial for effective and efficient quality service delivery. Regular feedback especially after joint M&E may contribute to national policy and plan improvement. It further empowers stakeholders to assess programmes in their area and provide feedback to relevant actor.

Only 4.3% out of 94 respondents mentioned that areas of responsibility and roles played by stakeholders are clearly defined while, 88.3% of the respondents disagreed and seem to be faced with unclear functions and scope of work (Table.5). Related to this finding, a key informant mentioned that, 'the project is supposed to be managed in a tripartite manner with public private partnerships and thus roles have to be clarified to avoid duplication and wastage of resources, but this is not the case, as roles of some stakeholders are fuzzy'. This means that roles played by stakeholders are not clearly understood and make activity implementation and coordination hard.

A key informant revealed that, stakeholders are very important and should be defined and categorized by levels. This has an effect on assigning roles and assuming expected levels of participation and determining when, where, why, who, what and how for meaningful participation. Under the project, stakeholder roles are not well determined. There is a need to involve stakeholder right from project conception. Much as some roles are spelt at different levels, there is still a

concern within stakeholders (the district); that capacities are inadequate to handle their roles fully and thus a need to integrate roles with project implementers to effectively meet project purpose.

Analysis indicated that there is to an extent timely sharing of reports with partners (Table.5). Forty percent agreed that there is timely receipt of reports. However, 52.1% disagreed and seem to suggest that stakeholders do not fully receive timely reports. And 7.4% could neither agree nor disagree. Interviews with 10 respondents revealed that, reports are for accountabilities and corporate governance and thus must be shared timely and thus, it is a practice that, all times, reports are received timely. The findings are in agreement with that of the questionnaire and secondary data, an indication that attempts are made to furnish partners with reports.

Only 12.8% acknowledged that partners fully make feedback on reports (Table.5). While 87% disagreed, which could mean that partners practice it with little concern or they do not give feedback at all. Input from interviews indicated that the idea of giving feedback is known among partners, but partners do not have courtesy to provide feedback and yet partners demand for accountability (timely and informative project reports) a lot.

A total of 91.5% of the 94 respondents disagreed that information on project progress is routinely shared and feedback from stakeholders is routinely utilized to improve project performance (Table.5). This means that feedback is not routinely utilized to improve performance. This could be explained by earlier findings that only 40.5% of partners acknowledge that feedback is done.

A number of quality dimensions, namely; improvement, effectiveness, efficiency, appropriateness, continuity, sustainability, relevance and continuity were measured against participation and the

views of stakeholders largely agree with the assertion that quality of service is improved by participation (Table.6). This table presents a summary from the questionnaire;

Table 6: Stakeholder’s participation leads to improvement in quality of service

Dimension of quality	Response (%)					
	Strongly disagreed	Disagreed	Neither agreed nor disagreed	Agreed	Strongly agreed	Total
Stakeholder’s participation leads to improvement in quality	2.1	0	0	58.5	39.4	94
Stakeholder’s participation leads to effectiveness in quality	0	0	0	57.4	42.6	94
Stakeholder’s participation leads to efficiency in quality	0	0	0	52.1	47.9	94
Stakeholder’s participation leads to appropriateness in quality of service	0	0	0	46.8	53.2	88
Stakeholder’s participation leads to continuity in quality	0	31.9	0	33	35.1	94
Stakeholder’s participation leads to sustainability in quality	6.4	25.5	0	31.9	36.2	94
Stakeholder’s participation leads to relevance in quality	0	43.6	0	13.8	42.6	91

Source: Primary data

Out of 94 respondents; 97.9% agreed that stakeholder participation in M&E improves quality of service; 100% approved that participation improves effectiveness of service; 100% agreed that participation improves efficiency of service; 100% agreed that participation improves appropriateness of service; 68.1% agreed that participation improves continuity of service; 68.1% agreed that participation improves sustainability of service and; 56.4% agreed that participation improves relevance of service (Table 6). Findings mean that stakeholders have the belief that full

participation leads to realization of quality and, quality of service would be guaranteed if stakeholders were fully participating in the Technical Support Project.

Interactions with the 10 key informants largely revealed information that supports the trend exposed by questionnaire. Key informants noted that participation has a big ‘say’ in the final product! When partners have a voice in determining ‘what it is’ and ‘what it should be’, they normally associate with ‘what will be’. This means; once partners understand and accept current situation, the final product is also owned. A key informant noted that, since quality lies in the eyes of the beholder, when the beholder participates in assessing quality of service, it is highly likely that, the service will be sustained and owned.

Relevant documents reviewed also indicated the benefits of stakeholder participation as listed under ‘what has worked well’ in all annual reports and acknowledgement sections, which praised stakeholder participation as key to successful achievement of project objectives. These findings mean that stakeholder participation largely improves service quality.

Table 7 presents correlation between stakeholder participation and quality of;

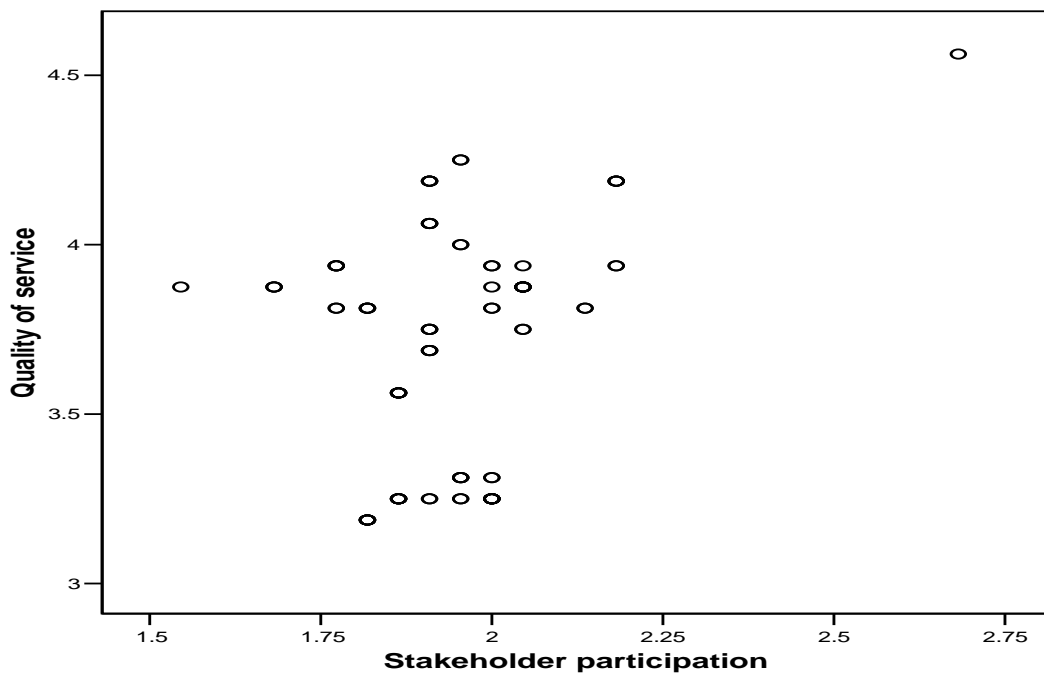
Table 7: Correlation of stakeholder participation and quality of service			
		Quality of service	Stakeholder participation
Quality of service	Pearson	1	0.286**
	Correlation		
	Sig. (2-tailed)	.	0.005
	N	94	94
Stakeholder participation	Pearson	0.286**	1
	Correlation		
	Sig. (2-tailed)	0.005	.
	N	94	94

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

Source: Primary data

The alternative hypothesis (H_1) was, ‘stakeholder participation in M&E significantly contributed to quality of service’. While the null hypothesis (H_0) was ‘stakeholder participation in M&E did not contribute to quality of service’. Analysis showed a weak correlation between stakeholder participation and quality of service ($r = 0.286^{**}$ at a significance of 0.005, which is less than 0.01), meaning that, the association is at 99% significance. This rejects H_0 and only fairly accepts the alternative hypothesis (H_1) meaning that stakeholder participation in M&E significantly contributed to quality of service. Thus, participation is a critical success factor to achieving quality.

Figure 8 presents a scatter gram of the relationship between participation and quality of service.



Source: Primary data

Figure 8: Scatter plot of stakeholder participation against quality of service

The scatter plot indicates a positive relationship exists between participation and quality of service, meaning an increase in participation leads to an increase in quality of service.

Table 8 presents the model summary of the link between participation and quality of service;

Table 8: Model summary				
Model	R	R Square	Adjusted R Square	Standard error of the estimate
1	0.286 ^a	0.082	0.072	0.334
Source: Primary data				

a: Predictors: (Constant), Stakeholder participation

The R Square value of 0.082 implies that only 8.2% of quality of service is explained by stakeholder participation in M&E.

Table 9 shows the model fit (ANOVA) between independent variable (stakeholder participation) and dependent variable (quality of service). The ANOVA shows the statistical significance of the two variables and how the model is accepted.

Table 9: ANOVA^b (stakeholder holder participation and quality of service)						
Model		Sum of Squares	df	Mean square	F	Sig.
1	Regression	0.913	1	0.913	8.165	0.005 ^a
	Residual	10.289	92	0.112		
	Total	11.202	93			
Source: Primary data						

a. Predictors: (Constant), Stakeholder participation

b. Dependent variable: Quality of service

Statistically, stakeholder participation explains quality of service at a significance of $p = 0.005 < 0.01$, with $F = 8.165$. This means that stakeholder participation moderately explains the variation in quality of service under the TSO Project and, other variables like networking and collaboration and government policies among others could be explaining quality of service.

Table 10 further analyses the relationship between quality of service and stakeholder participation under the TSO Project in Kabarole district.

Table 10: Coefficients^a					
Model		Unstandardized	Standardized	t	Sig.

		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant) Stakeholder participation	2.349	0.471		4.898	0.000
		0.692	0.242	0.286	2.857	0.005

Source: Primary data

a. Dependent variable: Quality of service

Using the formula; $y = a + bx$ where y is the dependent variable, a is a constant, b is the Beta and x is the independent variable; this means, a unit change in quality of service (y) is explained by 0.286 change in participation (x).

4.3 Part III: Financial Resource Availability for M&E and the Contribution to Quality

The second objective was to establish the contribution of financial resource availability for M&E to quality of service in local governments under the OVC Technical Support Project. The research question hence was; how does financial resource availability for M&E contribute to quality of service in local government systems under the OVC Technical Support Project in Kabarole district? The data to answer this question and test the hypothesis were obtained from primary sources and reinforced by empirically derived data. A number of indicators to establish contribution of financial resource were analyzed as shown on Table 11;

Table 11: Financial resource availability for M&E

Variable	Response (%)					Total
	Strongly disagreed	Disagreed	Neither agreed nor disagreed	Agreed	Strongly agreed	
Finances are prioritized for M&E activities	16	75.5	0	4.3	4.3	78
Finances are not available for M&E activities	11.7	36.2	1.1	28.7	22.3	92
Finances are adequate for M&E activities	16	75.5	8.5	0	0	94
The cost of M&E is worth the demand for M&E	22.3	60.6	11.7	5.3	0	78
Financial resources are planned and allocated	34	66	0	0	0	92

Table 11: Financial resource availability for M&E

Variable	Response (%)					Total
	Strongly disagreed	Disagreed	Neither agreed nor disagreed	Agreed	Strongly agreed	
properly						
Clear lines of accountability are not adhered to	3.2	45.7	0	33	18.1	90
Institution has plans to access resources to finance M&E	8.5	70.2	8.5	12.8	0	88

Source: Primary data

Of the 94 respondents, only 8.6% agreed that finances are prioritized for M&E work (Table 11). While, 91.5% disagreed (16% strongly and 75.5 disagreed) that funds are prioritized for M&E, meaning that funds are not earmarked for M&E activities. On adequacy of funds for M&E activities; 91.5% disagreed that finances are adequate for M&E activities, meaning that, M&E does not receive due importance as opposed to direct service delivery.

These findings correspond to input by 70% of 10 key informants who noted that finances are not even enough for direct service delivery aimed at achieving project goal and thus, make it hard to allocate funds to ‘subsidiary’ activities like M&E. When it comes to prioritization amidst meager funds and tight cost centre allocation, M&E usually finds itself at the lower tier with limited consequence as opposed to administration and direct service delivery. This means that M&E as a function of management is underfunded and this could limit experiential learning and documentation that informs decision making for result based management.

This situation is not helped by the fact that, 51.1% out of 94 respondents agreed that clear lines of accountability are not adhered to (Table 11). This amalgamates the dilemma further when 78.7% of respondents reveal that institutions do not have apparent plans to access additional resources to

finance M&E. When limited funds assigned to M&E are not properly used and accounted for, it could mean that the effect that could have accrued from M&E is curtailed.

Another key informant noted that, it is important for institutions to reduce system’s rigidity and embrace M&E by making it part of the overall institutional M&E framework and allocate funds to facilitate regular data collection, analysis, storage and dissemination. There is a need to institutionalize M&E so as to ensure sustainability of the TSO Project and staff retention.

A number of quality dimensions, namely; improvement, effectiveness, efficiency, appropriateness, continuity, sustainability, relevance and continuity were measured against financial availability and the views of respondents fundamentally agree with the assertion that quality of service is improved by financial availability (Table.12). The table presents a summary from the question; asking respondents about the relationship between financial availability and quality of service;

Table 12: Quality of service is improved by financial availability for M&E

Dimension of quality	Response (%)					Total
	Strongly disagreed	Disagreed	Neither agreed nor disagreed	Agreed	Strongly agreed	
Financial resource availability for M&E leads to improvement in quality	6.4	0	0	68.1	25.5	94
Sufficient finances for M&E leads to effectiveness in achieving quality	6.4	0	11.7	64.9	17	94
Sufficient finances for M&E leads to efficiency in achieving quality of service	0	0	0	83	17	94
Sufficient finances for M&E leads to appropriateness in achieving quality of service	10.6	0	0	64.9	24.5	94
Sufficient finances for M&E leads to continuity in achieving quality of service	8.5	5.3	10.6	63.8	11.7	94
Sufficient finances for	35.1	64.9	0	0	0	94

Table 12: Quality of service is improved by financial availability for M&E

Dimension of quality	Response (%)					Total
	Strongly disagreed	Disagreed	Neither agreed nor disagreed	Agreed	Strongly agreed	
M&E do not have an effect on sustainability of quality						
Sufficient finances for M&E do not have an effect on relevance of quality	31.9	61.7	5.3	1.1	0	94

Source: Primary data

Out of 94 respondents; 93.6% agreed that financial resource availability for M&E leads to improvement in quality; 81.9% accepted that sufficient finances leads to effectiveness in achieving quality; 100% agreed that sufficient finances leads to efficiency in achieving quality; 89.4% agreed that sufficient finances leads to appropriateness in achieving quality of service; 75.5% agreed sufficient finances leads to continuity in achieving quality; 100% disagreed that sufficient finances do not have an effect on sustainability of quality meaning sufficient finances has an effect on sustainability and; 93.6% disagreed that sufficient finances do not have an effect on relevance of quality of service meaning relevance of service is affected by availability of finances (Table 12).

All 10 key informants generally related project success to availability of funds. Sixty percent noted that, access to and control of funds is a driver and a great determinant for achieving intended objectives. When funds are available and properly utilized, project results are effectively, efficiently, appropriately realized and most times, beneficiaries associate themselves with well funded projects that respect and address their needs. These findings generally denote that financial resource availability fundamentally improves service quality.

A key informant noted that, sufficient finances for M&E can lead to continued quality service provision because it makes a project to be implemented according to plan. Efficient finance

allocation for M&E promotes improvement in relevancy, effectiveness and efficiency of implementation and greatly improves quality of service.

Table 13 presents correlation coefficient between financial availability and quality of service.

Table 13: Correlation of financial resource availability for M&E and quality of service			
		Quality of service	Financial resource availability
Quality of service	Pearson Correlation	1	0.456(**)
	Sig. (2-tailed)	.	0.000
	N	94	94
Financial resource availability	Pearson Correlation	0.456(**)	1
	Sig. (2-tailed)	0.000	.
	N	94	94

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

Source: Primary data

The alternative hypothesis (H_1) was, ‘financial resource availability for M&E positively affected quality of service in local governments under the OVC technical support project in Kabarole district’. While the null hypothesis (H_0) was ‘financial resource availability for M&E positively did not affect quality of service in local governments under the OVC Technical Support Project’.

Findings showed a moderate positive relationship between financial resource availability and quality of service with a coefficient of 0.456** at a significance of 0.000, meaning that, the association is over 99% correct. This rejects H_0 but moderately accepts H_1 meaning that financial resource availability positively affects quality of service and, thus, availability of finances strictly allocated for M&E function is a critical success factor in ensuring quality of service.

Table 14 presents model regression summary of the link between finances and quality of service;

Table 14: Model summary

Model	R	R Square	Adjusted R Square	Standard error of the estimate
1	0.456 ^a	0.208	0.199	0.311

Source: Primary data

a: Predictors: (Constant), Financial resource availability

The R Square value of 0.208 implies that 20.8% of quality of service is explained by financial resource availability for M&E. Other factors could be held responsible for predicting the unexplained percentage. Table 15 presents the relationship between quality of service and financial resource availability, how they best fit.

Table 15: ANOVA^b (financial resource availability and quality of service)

Model	Sum of Squares	df	Mean square	F	Sig.
1 Regression	2.331	1	2.331	24.173	0.000(a)
Residual	8.871	92	0.096		
Total	11.202	93			

Source: Primary data

a Predictors: (Constant), Financial resource availability

b Dependent Variable: Quality of service

Statistically, financial resource availability explains quality of service at a significance of $p = 0.000 < 0.01$, with $F = 24.173$. This means that financial resource availability moderately explains the variation in quality of service under the TSO Project and, other variables could be explaining quality of service. Table 16 further presents how financial resource availability predicts a change in quality of service under the TSO Project.

Table 16: Coefficients^a

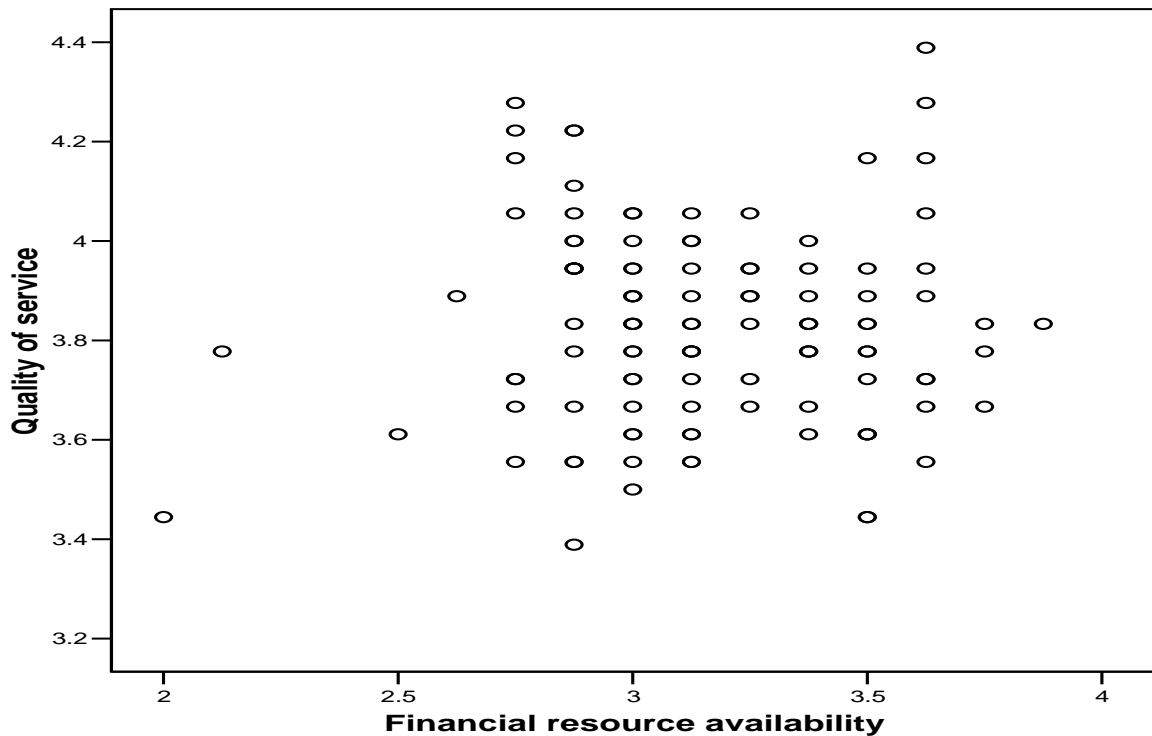
Model	Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
	B		Beta		
1 (Constant) Financial resource availability	2.656	0.213		12.475	0.000
	0.447	0.091	0.456	4.917	0.000

Source: Primary data

a. Dependent variable: Quality of service

Using the formula; $y = a + bx$ where y is the dependent variable, a is a constant, b is the Beta and x is the independent variable; this means that a unit change in quality of service (y) is explained by 0.456 change in financial resource availability (x).

Figure 9 presents a diagrammatic presentation of the relationship between financial resource availability and quality of service.



Source: Primary data

Figure 9: Scatter plot of financial resource availability against quality

The scatter plot indicates a positive relationship between quality of service and financial resource availability meaning that, as financial availability increases, quality of service also increase.

4.4 Part IV: Institutional Uniqueness with reference to M&E and the Effects on Quality

The third objective of this study was to evaluate how institutional uniqueness with respect to M&E affects quality of service in local governments under the OVC Technical Support Project in

Kabarole district. The data to fulfill this objective and test the hypothesis were obtained from primary sources and reinforced by empirical secondary data. Table 17 below presents a number of indicators used to measure effects of institutional uniqueness:

Table 17: Institutional uniqueness with reference to M&E						
Variable	Response (%)					Total
	Strongly disagreed	Disagreed	Neither agreed nor disagreed	Agreed	Strongly agreed	
Institution has clearly articulated vision, mission/ goal	9.6	24.5	2.1	62.8	1.1	94
Institution has clearly articulated M&E vision, mission and goal	8.5	66	0	25.5	0	94
Institution has clear M&E guidelines	13.8	82.6	0	0	0	94
There is a written constitution accepted and approved by staff	30.9	44.7	0	24.5	0	94
Institution has a committee that guides its decisions	0	45.7	4.3	48.9	1.1	94
Institution has a structure with clearly defined lines of authority, roles and functions	4.3	56.4	7.4	30.9	1.1	94
Institution's purpose is clearly understood and approved	4.3	67	4.3	24.5	0	94
Planning and strategies for M&E are aligned with institution mission and goals	6.4	66	4.3	23.4	0	94
Team work is utilized effectively to achieve M&E objectives	13.8	62.8	0	23.4	0	94
Relevant M&E expertise exists in the institution	9.6	54.3	0	31.9	4.3	94
Institution ensures that staff and volunteers support / motivate each other and have sufficient skills	10.6	59.6	11.7	16	2.1	94
Relevant partners and staff are consulted when making M&E decisions	6.4	91.5	2.1	0	0	94
The institution has a clear and shared statement of faith	8.5	83	7.4	0	1.1	94
Job descriptions in the institution are clearly defined	30.9	51.1	0	17	1.1	94
Human dignity and worth in the institution are respected	21.3	38.3	0	40.4	0	94
M&E personnel are adequately competent	4.3	61.7	8.5	25.5	0	94
Institution practices good data	2.1	68.1	0	29.8	0	94

Table 17: Institutional uniqueness with reference to M&E

Variable	Response (%)					Total
	Strongly disagreed	Disagreed	Neither agreed nor disagreed	Agreed	Strongly agreed	
management						
Institution has system for data dissemination	11.7	88.3	0	0	0	94
Institution mostly relies on consultants to conduct evaluation	7.4	73.4	0	18.1	1.1	94
Institution mostly relies on internal staff to conduct evaluation	11.7	48.9	0	35.1	4.3	94
Competence of personnel engaged in M&E improves	4.3	31.9	7.4	46.8	9.6	94
Use of external consultants to conduct M&E improves quality	87.2	12.8	0	0	0	94
Use of internal staff to conduct M&E improves quality	0	6.4	22.3	58.5	12.8	94

Source: Primary data

Out of 94 respondents, 63.9% agreed that their institutions have clearly articulated vision, mission and goal while, 34.1% disagreed with the statement that institution has a clearly articulated vision, mission and goal (Table 17). This means that majority of institutions have a well expressed institutional vision, mission and goal statements' which are the inspiring words chosen to clearly and concisely convey the direction of the organization.

Only 25.5% mentioned that institutions have specific vision, mission and goal to direct M&E while, 74.5% disagreed, meaning most institutions do not have specific M&E vision, mission or goal and this could be affecting how M&E is understood and managed. On whether institution's purpose is clearly understood and approved; 24.5% of respondents agreed while, 71,3% disagreed meaning that, most respondents did not understand institution's function and this can affect general management of institution's 'business' including M&E function.

Interviews revealed that vision, mission and goals form the backbone of institutions, without which most institutions would command no reason for existence. A key informant mentioned that, if an organization has clear vision, mission, goal, objectives and strategy, then M&E department will meet its expectations. All the 10 key informants concurred that institutions have these guiding and motivating statements and usually recite them on institutional documents. However, M&E may not have own vision, mission or goal but fit within the bigger institution's vision or mission.

All the 94 respondents disagreed about the existence of clear M&E guidelines (Table 17) in institutions meaning that M&E is being managed arbitrarily and irregularly. This finding relates to earlier findings which noted that institutions do not prioritize finances for M&E, meaning M&E is not taken as an important function of management. Review of project documents revealed that M&E as a technical area is yet to be rolled-out and this could explain the lack of guidance. Interviews indicated that some organizations have guidelines for managing M&E activities and the guidelines are in form of norms, rules and routines that guide technical management of M&E.

On the presence of an accepted and approved constitution, only 24.5% of respondents agreed that there is one, while, a total of 75.6% disagreed about acceptance and approval of a written constitution by staff (Table 17). According to a key informant; without a constitution, it is liable that work is done haphazardly without appropriate guidance and control procedures and this can affect M&E and eventually quality of service.

On the presence of a functional board or committee that meets and makes decisions that guide institutional development; 45.7% disagreed, while, 50% agreed that there is a committee in place (Table 17). According to another key informant, some organizations are 'briefcase', that is, a one-

man or few staff units where decisions are authoritarian with limited or no peer consultation. However, 4.3% of the respondents could neither specify nor reject the presence of a committee.

Clear lines of authority, roles, functions and responsibilities are features of effective management. On this, 60.7% disagreed that organization has a structure with clearly defined lines of authority, roles, functions and responsibilities, meaning the structure unclearly details these items and this could easily have an effect on M&E. However, a total of 32% out of 94 respondents agreed that the institution has clear lines of authority, roles, functions and responsibilities are features of effective management. The 10 key informants being constituted by largely managers mentioned that institutions have a well documented organizational charter with clearly spelt lines of authority and decision making is a democratic function of the board.

Three out of 10 key informants mentioned that, institution needs to have a strong structure and competent and technical staff to effectively manage M&E activities than rely on external expertise of consultants. There is room for improvement within the TSO Project with regard to institutional capacity. This is expected to have a positive effect on the quality of service.

Document review however discovered weaknesses in some institutions that do not have up-to-date human resource management tools; some are one man led and in others, staff do not have clear line of duty as they hop from one functional area to another because jobs demand multi-skilled staff.

Figure 10 presents the distribution of respondents based on how they agree or disagree with the statement that planning and strategies for M&E are aligned with institutional mission;

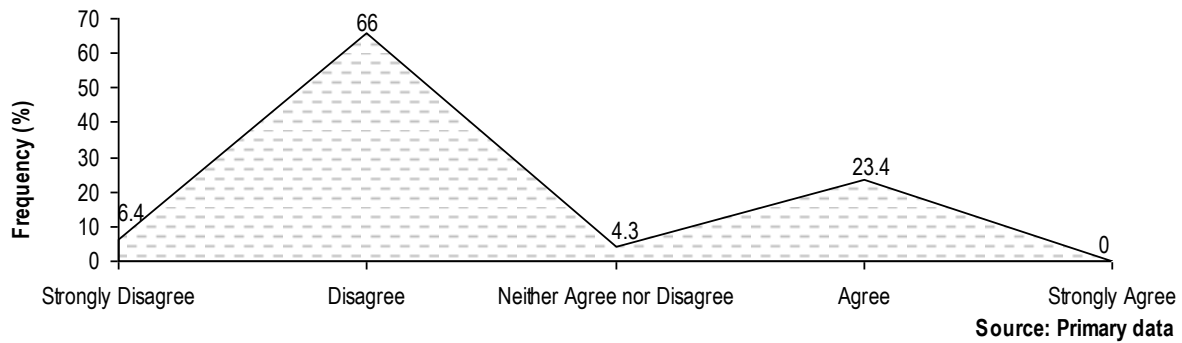


Fig.10: Planning and strategies for M&E are aligned with institutional goal

Out of 94 responses; a total of 72.4% disagreed (6.4% strongly and 66% disagreed) with the statement that planning and strategies for M&E are aligned with organization mission and goals, while 23.4% agreed that the institution’s mission and goals are in conformity to planning and strategies for M&E (Figure 10). This means most institutions do not align their M&E planning and strategies with what their institutions entirely want to achieve and this can have an effect on M&E and eventually quality of service. This finding in a way agree with the views of key informants who mentioned that, M&E being a new model is not seriously planned and fitted into the organisation’s way of working. Sometimes, donors demand their own planning and strategy development regimes which is inconsiderate to the beneficiary institution.

On clarity and sharing of institutional statement of faith; 91.5% of respondents noted that, their statements are not clear and shared with every staff in the institution (Table 17). Over 7% out of 94 respondents were not sure, while 1.1% strongly agreed that institution’s statement of faith is clear and shared by all staff. About human dignity and worth being respected by the institution; 40.4% agreed, while a total of 59.6% disagreed meaning that some institutions do not respect and value human dignity at work. Key informants revealed that statement of faith exist in most institutions but are not respected by staff and some workers (especially new ones) are ignorant as they are not oriented to institution’s statement of faith. However, self-esteem and dignity is upheld by most

institutions as a way of motivating workers. This means that most institutions have unclear statements of faith and do not respect human dignity at work and this could affect quality.

Out of 94 responses, 87.2% disagreed with the statement that use of external consultants to conduct M&E improves quality of service (Table.17). However, 12.8% agreed with statement that external M&E improves quality of service. This finding means that, institutions prefer internal (self-managed) M&E rather than externally imposed M&E systems to review programmes.

Out of 10 key informants, 80% concurred that using external M&E creates authenticity and removes bias and promotes objectivity. Nevertheless, internal staff (M&E) improves and sustains quality as opposed to hiring external consultancies. This means, institutions prefer to use internal systems rather than external persons to monitor, provide recommendations and implement actions.

In preference to internal M&E, 71.3% of respondents agreed that use of internal persons to conduct M&E improves quality of service as opposed to 6.4% who disagreed (Table 17). However, 22.3% could neither reject nor accept the proposition. A key informant noted that monitoring needed to be separated from evaluation, much as evaluation is fit to be done by external staff, monitoring needs to be done all time round by internal staff. These findings correlate well with the findings above where most respondents are against use of external consultants to conduct M&E.

Out of 94 respondents reached, a total of 58.5 agreed that institutional uniqueness has an effect on quality of service. However, 35.1% disagreed with the statement that quality of service is affected by institutional factors. Table 18 presents the Pearson correlation coefficient of institutional characteristics like norms, guidelines, procedures, and structure among others against quality;

Table 18: Correlation of institutional uniqueness and quality of service

		Quality of service	Institutional uniqueness
Quality of service	Pearson Correlation	1	0.584(**)
	Sig. (2-tailed)	.	0.000
	N	94	94
Institutional uniqueness	Pearson Correlation	0.584(**)	1
	Sig. (2-tailed)	0.000	.
	N	94	94

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

Source: Primary data

The alternative hypothesis (H_1) was, ‘institutional uniqueness significantly affected quality’. While the null hypothesis (H_0) was ‘institutional uniqueness did not significantly affect quality’. Results indicated a moderate relationship with a coefficient of 0.584** at a significance of 0.000, meaning that, the association is over 99% error free. This rejects H_0 but moderately accepts H_1 meaning that institutional uniqueness with respect to M&E significantly affected quality of service and, thus, the characteristic of an institution is a critical success factor in ensuring quality of service.

Figure 11 presents relationship between institutional factors and quality of service; the scattergram indicates a positive correlation between institutional characteristics and quality of service.

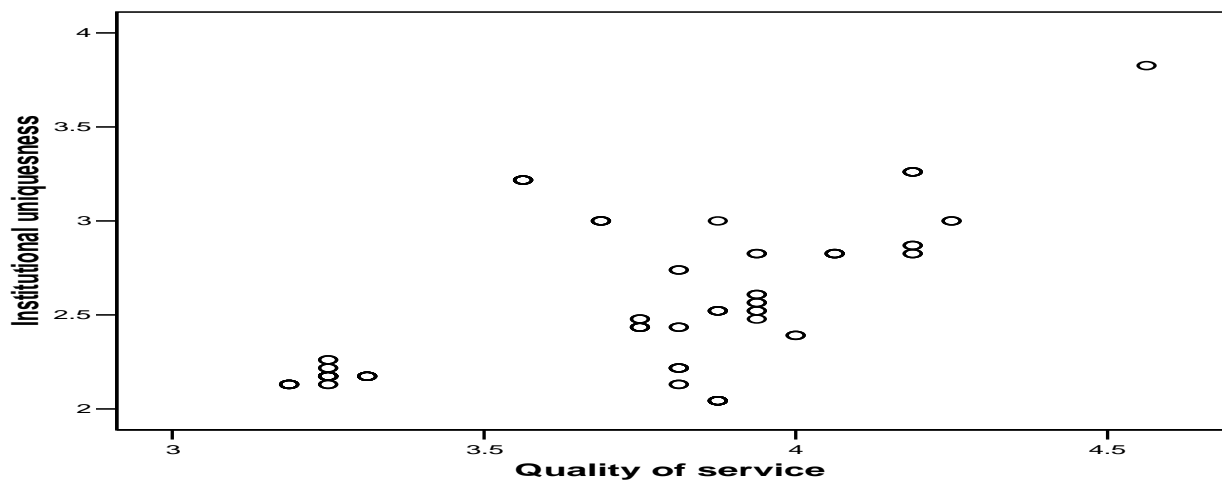


Fig.11: Scatter plot of institutional uniqueness and quality of service

Table 19 presents the model relationship between quality of service and institutional uniqueness;

Table 19: Model summary				
Model	R	R Square	Adjusted R Square	Standard error of the estimate
1	0.584(a)	0.341	0.334	0.283

Source: Primary data

a: Predictors: (Constant). Institutional uniqueness

The R Square value of 0.334 implies that 33.4% of quality of service is explained by institutional uniqueness. Other factors could be held responsible for predicting the unexplained percentage.

Table 20 presents the relationship between quality and institutional uniqueness, how they best fit.

Table 20: ANOVA^b (institutional uniqueness and quality of service)						
Model		Sum of Squares	df	Mean square	F	Sig.
1	Regression	3.822	1	3.822	47.639	0.000(a)
	Residual	7.380	92	0.080		
	Total	11.202	93			

Source: Primary data

a Predictors: (Constant), Institutional uniqueness

b Dependent Variable: Quality of service

Statistically, institutional uniqueness explains quality of service at a significance of $p = 0.000 < 0.01$, with $F = 47.639$. This means that institutional uniqueness moderately explains variation in quality of service under TSO Project and, other variables could be explaining quality of service.

Table 21 further explains the relationship between institutional uniqueness and quality of service;

Table 21: Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.448	0.183		13.412	0.000
	Institutional uniqueness	0.496	0.072	0.584	6.902	0.000

Source: Primary data

a. Dependent variable: Quality of service

Using the formula; $y = a + bx$ where y is the dependent variable, a is a constant, b is the Beta and x is the independent variable; it means that a unit change in quality of service (y) is explained by 0.584 change in institutional uniqueness (x).

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter summarizes the contribution of critical success factors for M&E to quality of service in local governments under the OVC Technical Support Project in Kabarole district and, discusses the results based on cross referencing and personal opinions and, draws conclusions and recommendations based on the findings.

5.1 Summary of Findings

5.1.1 Stakeholder Participation in M&E and its Effects on Quality of Service

Findings largely revealed that relevant stakeholders do not fully participate in M&E activities. Averagely, 83% of relevant stakeholders did not fully participate in critical M&E activities including; planning; organizing; implementing, collecting, analyzing and disseminating data; decision making and project design, management and evaluation. This revelation was confirmed by key informants that, majority of project partners do not contribute much to M&E activities and; secondary data reviewed, exposed a flaw in full stakeholder participation in M&E activities and thus, a negative effect on enriching quality of service in Kabarole District.

In contrast, on average, 84% of respondents agreed that stakeholder participation in M&E improves quality of service and dimensions of quality namely; effectiveness, efficiency, appropriateness; continuity; sustainability and relevance are all enhanced by participation. Interviews with key informants revealed that full stakeholder contribution in M&E has a significant affirmative influence on achievement of quality dimensions. Project documents

reviewed namely; 5 year OVC integrated strategic plan, OVC mapping report and workshop reports had applauded and acknowledged stakeholder participation as a key accelerator of success.

However, Pearson correlation test showed a weak positive relationship between stakeholder participation and quality of service ($r = 0.286^{**}$ at a significance of 0.005, which is less than 0.01). This rejects the null hypothesis (H_0) and only fairly accepted the alternative hypothesis (H_1) meaning that stakeholder participation in M&E significantly contributed to quality of service. The weak correlation could be explained by the fact that stakeholders did not fully participate in critical M&E activities and hence having a weak outcome on quality of service under the TSO Project. Nonetheless, participation is a critical success factor to achieving quality of service.

5.1.2 Financial Resource Availability for M&E and the Contribution to Quality of Service

On average, 82.9% of respondents mentioned that financial resource is not specifically assigned and prioritized for M&E activities and finances for M&E are not planned and allocated properly and besides, 51% noted that clear lines of accountability are not followed. Results from interviews showed that the TSO Project has not institutionalized M&E as part of the larger project strategy.

Whereas, 88.3% of respondents on average agreed that financial resource availability for M&E contributes to improvement of quality. Interviews revealed that access and control of finances is a driver and a great determinant of achieving intended objectives and, availability of finances fundamentally improves quality of service.

When subjected to Pearson correlation test, result showed a moderate positive relationship between financial resource availability and quality of service with a coefficient of 0.456^{**} at a significance

of 0.000. This result moderately accepts the alternative hypothesis meaning that financial resource availability for M&E positively affects quality of service and, thus, availability of finances strictly allocated for M&E function is a critical success factor in pledging quality.

5.1.3 Institutional Uniqueness with reference to M&E and the Effects on Quality of Service

On average, 63.9% of respondents noted that their institutions have clearly articulated vision, mission and goal and, 74.5% revealed that M&E is not part and parcel of institutions work as specific vision for M&E that is well-matched with the institutions general strategic function is lacking. Interviews indicated that some organizations have guidelines in form of norms, rules and routines for managing M&E activities but are not firmly adhered to and, M&E being a new model is not seriously planned and fitted into the institutions' strategy. Findings further revealed that most institutions have unclear statements of faith and do not respect human dignity at work. Documents reviewed revealed weaknesses in some institutions that do not have up-to-date human resource management tools and have unclear lines of duty for staff.

Findings revealed that institutions prefer internal to external M&E as it improves and sustains quality as opposed to hiring external consultants and, 58.5% of respondents agreed that institutional characteristic has an effect on quality of service

On testing this relationship using Pearson correlation, results indicated a moderate relationship between institutional uniqueness and quality of service with a coefficient of 0.584** at a significance of 0.000. This rejects null but moderately accepts alternative hypothesis meaning that institutional uniqueness with respect to M&E significantly affected quality of service and, thus, the characteristic of an institution is a critical success factor in determining quality of service.

5.2 Discussion on the Findings

5.2.1 Stakeholder Participation in M&E and its Effects on Quality of Service

A larger portion of the sample notified the study that stakeholders are not fully participating in M&E activities like planning, decision making, data collection, analysis and dissemination and, majority of stakeholders are not always consulted and are not aware of M&E budget and lack a framework for involving stakeholders in M&E activities. These findings concur with literature reviewed (Uganda MGLSD, 2008 & Lefevre *et al*, 2000), which indicated instances where stakeholders did not participate in project activities and this has a downside on quality of service.

According to Berger-Bartlett & Craig (2002), sharing brings in the aspect of organizational learning. Relating Berger-Bartlett & Craig (2002)'s assertion to the findings of this study, it is likely that inadequate sharing of M&E plan is discouraging participatory learning among partners that would improve project strategy. By communicating with stakeholders early and often, they get to know what a project is doing and fully understand the benefits of the project and, this means they can support actively when necessary.

One of the main purposes of participation in development is to improve effectiveness of development efforts (Karl, 2000) and, it is hypothesized that projects more likely achieve objectives if they have been identified, designed, implemented and evaluated with the participation of the people most affected by them. This is not the case with the TSO Project and thus, it is anticipated that the Project might not achieve its objectives if participation is not addressed. This confirms earlier findings by Uganda MGLSD (2008) during evaluation of the Technical Support Project where it uncovered a fault in the M&E where stakeholder participation was flawed.

Chandran (2004) noted that poor participation is represented as manipulation and effective participation as partnership. Partnership is thus considered as the highest level in participation. Participation makes people responsible for their decisions and behavior which has a significant influence on service delivery (UNESCAP, 2009). A project is more likely to be successful if it begins well (Smith, 2000). A good beginning includes time at the outset to discuss project stakeholders' needs and expectations. This should be augmented with a documented plan to meet these needs, deal with potential risks, and define project information communication routes.

Respondents generally accepted that stakeholder participation improves quality of service. Participation was noted to improve effectiveness, efficiency, continuity, appropriateness, relevance and sustainability of project quality. This finding concurs with the results of an eye opening study in Thailand, where it was reported that increased stakeholder participation enhances effectiveness of the HIV/AIDS programmes (Chandran, 2004). However, correlation test did not strongly support this finding. This is supported by findings by UNDP (2007) which reported that public participation does not necessarily bring about a significant improvement in service delivery. Difficulties in stakeholder participation occur as a result of; differing philosophical and theoretical approaches, cultural differences, competing organizational goals, political agenda and history of a project and start-up (Berger-Bartlett & Craig, 2002).

Stakeholder management is critical to the success of a project by engaging the right people in the right way. Opinions of stakeholders can be used to shape a project at an early stage. Not only does this make it more likely that they will support you, their input can also improve the quality of a project. This opportunity is being missed out by TSO Project. Gaining support from stakeholders could help project to win more resources and this would make project more likely successful.

Clayton *et al* (1994) as cited by Karl (2000) summarizes widespread hypotheses of the benefits of participation in rural development projects and programmes, which are in agreement with opinions of respondents. It is expected that participation can: 1) Increase the efficiency of development activities by involving local resources and skills and thereby make better use of external costs, 2) It also increases effectiveness of activities, by ensuring that they are based upon local knowledge and understanding and are more relevant to local needs and, 3) It builds local capacities and develops ability of local people to manage and negotiate development activities and helps to ensure sustainability of activities as beneficiaries assume ownership.

5.2.2 Financial Resource Availability for M&E and the Contribution to Quality of Service

Inadequate equipment and logistics obviously curtail progress and quality of M&E results. M&E is still a new phenomenon to most organizations and yet a key area in programme implementation. So adequate financing can lead to quality results in terms of documentation and services delivered. The TSO M&E budget should be increased if quality services are to be provided. This concurs with UNICEF *et al* (2005), in efforts to guide M&E of national responses to children orphaned and made vulnerable by HIV/AIDS emphasized that additional resources are needed to strengthen management information system that covers OVC and coordinates stakeholders. It suggested fixing proportion at 10% of the total project budget

Financial resources are a prerequisite for determining whether the project is meeting its objectives and creating desired change. Information on outputs and outcomes can only be captured when there is a regular M&E exercise on aspects like quality improvement, management, human capacity, networking and collaboration.

Results noted that M&E is regarded as a donor-driven requirement, with little use for the project implementer. This view leads to unreliable and unsystematic reporting. Beyond accountability to donors, there are many good reasons for undertaking M&E. The reasons for undertaking M&E may differ between partners, but these reasons should be clear to all stakeholders. This results agree with Mackay (2006) who noted that most African countries are simply too poor to conduct M&E, and thus rely unsustainably on compassion of donors. This has made reliance on M&E as an opportune assessment tool a dilemma. UNICEF *et al* (2005) also noted that resources are limiting usage of M&E to track progress and effectiveness of efforts aimed at addressing predicaments that alter vulnerable children development.

Results indicated that financial resource availability positively affects quality of service. However, correlation and regression analysis suggested other factors to be responsible for the change in quality of service. Financial availability alone cannot influence quality if it is not supported with the right expertise and attitude to achieve quality. Other than finances; dedication, commitment, right knowledge, skills and equipment for effective management of finances are required to achieve quality of service. Due to corruption, even if funds are available, some institutions may fake M&E and swindle the money meant for M&E exercises. Otherwise, when funds are used properly, it contributes to quality improvement.

5.2.3 Institutional Uniqueness with reference to M&E and the Effects on Quality of Service

Vision and mission statements are inspiring words chosen to clearly and concisely convey the direction of the organization. They powerfully communicate intentions and motivate an institution to realize an attractive and inspiring common vision of the future. Most respondents noted that institution do not have clear mission and vision, wholesomely accepted statement of faith,

constitution and guidelines and this is affecting quality of service. When shared with staff, institutional characteristics shape staff understanding of why they should work with the institution.

Organizations have different goals and objectives as to why they exist (in terms of targets, stakeholders and expected outcomes). This is obviously affecting successful partnerships and achievement of TSO Project objectives as a consortium.

Results indicated that institutional characteristics like; limited understanding of vision, level of decision making, power centres and authority at times derails the process of implementation. Some institutions are adamant on personnel development like trainings, capacity building opportunities and acquisition and internal promotions which all can impede project implementation and quality of service. There is a need to strengthen institutional mandate in relation to M&E by making M&E a part of the bigger strategy. This suggestion agrees with Turall & Pasteur (2006) who emphasized encouraging learning in institutions as a way of enhancing capacity.

Findings noted that institutions usually are at different levels of growth and what is ideal to one is often not ideal to another and, this is affecting the usefulness of M&E. This finding agrees with a study in Rwanda by Holvoet & Rombouts (2000) that revealed that, partners champion varying M&E strategies with a yearn to please own needs. Some organizations do not adhere to quality improvement principles due to institutional weaknesses like; weak human resources, limited technical capacity and weak guidelines for M&E. TSO Project should understand the different levels of organizational growth so as to build capacities to reach the ideal position. It takes a long effort though it is worth it.

Staff understanding of a project plays a big role in quality of service and output of M&E. This finding agrees with African Development Bank Group (2006) in a review of institutional specific Poverty Reduction Strategy Programme M&E capacity assessment, where it identified two main bottlenecks; coordination and leadership commitment. As noted, TSO Project is being affected by institutional leadership as some leaders feel M&E is a new concept and is not fitted into the main institutional strategic framework.

Many people can influence a project; some influencers are obvious and easy to spot while others are less obvious but significant. If a project fails to recognize and manage these influencers as in the case of TSO, it most likely experiences unexpected resistance to project implementation, and sometimes bewildering failure.

Findings revealed that quality of service is positively affected by institutional characteristics like norms, values, mission, goals and vision. Guidelines and vision statements when well designed; communicates both the purpose and values of the organization and, it gives direction about how employees are expected to behave and inspires them to give their best.

5.3 Conclusions

5.3.1 Stakeholder Participation in M&E and its Effects on Quality of Service

Meaningful stakeholder participation in M&E nurtures harmony on appropriate, relevant, efficient and effective strategies for achieving quality. Participation that support commitment, concentration and membership in planning, organizing, implementing, collecting and analyzing data, documenting and disseminating information, and utilizing information for decision making, guarantee realization of quality. It should be noted that participation alone does not guarantee

quality of service, but should be capacitated by other factors like adequate financial resource allocation for specific M&E actions.

5.3.2 Financial Resource Availability for M&E and the Contribution to Quality of Service

Sufficient financial resource for M&E processes (like planning, collecting and disseminating) improves quality of service. The TSO Project has not prioritized funds for M&E and this has affected smooth flow of M&E activities. One of the reasons being that, M&E is a new phenomenon and not seen as a vital function of management that needs financial allocation. Budgeting for M&E if done comprehensively taking into consideration adequacy and availability of finances and, priorities for the project and their cost-benefit relationship that maximizes benefits, results into effective, relevant, sustainable and appropriate results. However, finances alone do not determine realization of quality, but should be enhanced with other factors like stakeholder participation and integration of M&E strategy into the broader institutional strategy.

5.3.3 Institutional Uniqueness with reference to M&E and the Effects on Quality of Service

An institution has unique attributes which guide and manipulate its M&E operations for effective, efficient and sustainable service delivery. Characteristics like M&E guidelines; norms; organizational structure; mission; competence of personnel engaged in M&E; data management practices; systems for data dissemination; usage of consultants (external M&E) and use of staff (internal M&E) are affecting M&E and quality of service under the TSO Project. Nonetheless, it should be taken into concern that institutional factors alone do not explain achievement of quality.

5.4 Recommendations

5.4.1 Stakeholder Participation in M&E and its Effects on Quality of Service

The TSO Project should encourage and uphold meaningful stakeholder participation in M&E right from project inception including all phases to strengthen service appropriateness, relevance, efficiency and effectiveness. The Project should ensure that participation strongly supports commitment, concentration and membership in planning, organizing, implementing, collecting and analyzing data, documenting and disseminating information, and utilizing information for decision making to guarantee realization of quality.

5.4.2 Financial Resource Availability for M&E and the Contribution to Quality of Service

M&E should not be a standalone undertaking but should be embedded in programme implementation to avoid programming conflicts. Synergies should be utilized during programme implementation for meaningful utilization of meager funds. The Project needs to reduce diversion of M&E funds to other cost centres. There is a need to increase additional finances for M&E, prioritize funds for M&E as a function of management and, strengthen controls and management procedures to enhance value for money.

5.4.3 Institutional Uniqueness with reference to M&E and the Effects on Quality of Service

Institutional characteristics like M&E guidelines; norms; organizational structure; mission; competence of personnel engaged in M&E; data management practices; systems for data dissemination; usage of consultants (external M&E) and use of staff (internal M&E) need to be thought of when planning and implementing M&E. The TSO Project should assess and understand capacities of institutions and plan for M&E strategies that suit conditions in play. Organizations need to adhere to quality improvement principles by strengthening institutional characteristics like; norms, guidelines, human resources and technical capacity for M&E. TSO Project should understand different levels of institutional growth so as to build capacities to reach ideal position.

5.4.4 Areas for further research

There is a need to research and discover other critical success factors for M&E which guarantee achievement of quality other than participation, financial resource and institutional characteristics.

There is a need to research on how participation is initiated and sustained under partnership arrangements where institutions endeavor to pursue own needs. There is also a need to research further on financial resource impact on quality of service particularly; what quantity of funds are suitable for M&E and which M&E activities should be allocated what quantity of finances?

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Appendix I: Data Collection Tools
Appendix I.a: Questionnaire

UGANDA MANAGEMENT INSTITUTE
HIGHER DEGREES DEPARTMENT

**A STUDY ON THE RELATIONSHIP BETWEEN M&E & QUALITY OF SERVICE
UNDER THE ORPHAN & OTHER VULNERABLE CHILDREN TECHNICAL SUPPORT
PROJECT**

I am conducting a study on Monitoring, Evaluation & Quality of Service with the objective of establishing how monitoring & evaluation is contributing to quality of service in Uganda. Though the research is for fulfillment for award of a Masters Degree in Project Planning & Management, it could be valuable to stakeholders to understand better the relationship between monitoring, evaluation & service delivery to vulnerable children in Uganda.

You have been selected for this study as per your position in the organization to provide the required information to achieve the study objective. If any of the questions make you feel uncomfortable or you do not want to answer, you do not have to. However, I would really appreciate if you would answer the questions honestly & openly. If you agree to take part in this study, the answers you give will be confidential. That means; they will be private between you & me. The responses you give will be combined with those of others & compiled in a report. I will inform you & others about results of the study.

Many thanks!

Variable		Attribute (please tick or fill-in)				
Part I: Background information about respondent & organization/department						
Tick or write appropriate response						
1. Sex	1. Male	2. Female				
2. Education level	1. Diploma	2. Graduate				
	3. Post graduate	4. Other (specify)...				
3. Source of funds	1. Government	2. Donation (Foreign)				
	3. Donation (Local)	4. Membership collection	5. Other (specify)			
Part II: Stakeholder participation						
On a scale of 1-5, tick how strongly you agree or disagree with the statements given.						
1 = Strongly Disagree 2 = Disagree 3 = Neither Agree Nor Disagree 4 = Agree 5 = Strongly Agree						
4	Relevant (key) stakeholders fully contribute during planning for M&E	1	2	3	4	5
5	M&E plan is shared with relevant stakeholders	1	2	3	4	5
6	M&E budget is shared with relevant stakeholders	1	2	3	4	5
7	M&E objectives are clear & realistic to relevant stakeholders	1	2	3	4	5
8	There is a framework for involving stakeholders in project M&E	1	2	3	4	5
9	The objective for participating in M&E is very initiating/ instigating/ activating to all stakeholders	1	2	3	4	5
10	Stakeholders are informed right from project inception what their participation in M&E would entail	1	2	3	4	5
11	Key stakeholders fully contribute during organizing for M&E (partners agree	1	2	3	4	5

Variable	Attribute (please tick or fill-in)					
	on how M&E is to be run					
12	Areas of responsibility /roles played by stakeholders are clearly defined	1	2	3	4	5
13	Key stakeholder roles in M&E do not interfere with other's roles	1	2	3	4	5
14	Key stakeholders fully contribute during implementing M&E plan	1	2	3	4	5
15	Key stakeholders fully contribute during collection of data for M&E	1	2	3	4	5
16	Key stakeholders fully contribute during analysis of M&E data	1	2	3	4	5
17	Stakeholders fully contribute during dissemination of M&E findings	1	2	3	4	5
18	Stakeholders fully receive timely reports on project activities	1	2	3	4	5
19	Partners fully make timely feedback on project reports received	1	2	3	4	5
20	Feedback from stakeholders is routinely utilized to improve performance	1	2	3	4	5
21	Information is routinely shared on progress in achieving the project purpose	1	2	3	4	5
22	Stakeholders fully contribute during decision making for M&E	1	2	3	4	5
23	Stakeholders are treated with respect & always consulted when making decisions	1	2	3	4	5
24	Stakeholders fully contribute to the design, management & evaluation of project	1	2	3	4	5
25	Stakeholders are satisfied with the progress participation is making towards improving M&E	1	2	3	4	5
26	Any general comment you want to make in regard to stakeholder participation & its effects on quality of service under the TSO project					
Part III: Financial resource availability						
On a scale of 1-5, tick how strongly you agree or disagree with the statements given.						
1 = Strongly Disagree 2 = Disagree 3 = Neither Agree Nor Disagree 4 = Agree 5 = Strongly Agree						
27	Finances are prioritized for M&E activities	1	2	3	4	5
28	Finances are not available for M&E activities	1	2	3	4	5
29	Finances are adequate for M&E activities	1	2	3	4	5
30	The cost of M&E is worth the demand for M&E	1	2	3	4	5
31	Financial resources are planned for & allocated properly	1	2	3	4	5
32	Clear lines of accountability are not adhered to	1	2	3	4	5
33	Organization has plans to access additional resources to finance M&E	1	2	3	4	5
34	Any general comment you want to make in regard to financial resource availability & its effects on quality of service under the TSO project					
Section IV: Institutional uniqueness (characteristics)						
On a scale of 1-5, tick how strongly you agree or disagree with the statements given.						
1 = Strongly Disagree 2 = Disagree 3 = Neither Agree Nor Disagree 4 = Agree 5 = Strongly Agree						
35	Organization has clearly articulated vision/mission/goal	1	2	3	4	5
36	Organization has clearly articulated M&E vision/mission/goal	1	2	3	4	5
37	Organization has clear M&E guidelines	1	2	3	4	5
38	There is a written constitution accepted & approved by staff	1	2	3	4	5
39	Organization has a committee/board that meets & makes decisions that guides its development	1	2	3	4	5
40	Organization has a structure with clearly defined lines of authority, roles, functions & responsibilities	1	2	3	4	5
41	Organization's purpose is clearly understood & approved	1	2	3	4	5

Variable	Attribute (please tick or fill-in)					
42	Planning/strategies for M&E are aligned with organisation mission/goals	1	2	3	4	5
43	Team work is utilized effectively to achieve M&E objectives	1	2	3	4	5
44	Relevant M&E expertise exists in the organization	1	2	3	4	5
45	Organisation ensures that staff & volunteers support & motivate each other & have sufficient skills	1	2	3	4	5
46	Relevant partners & staff are consulted when making M&E decisions	1	2	3	4	5
47	The organization has a clear & shared statement of faith	1	2	3	4	5
48	Job descriptions in the organization are clearly defined	1	2	3	4	5
49	Human dignity & worth in the organization are respected	1	2	3	4	5
50	M&E personnel are adequately competent	1	2	3	4	5
51	Organisation practices good data management	1	2	3	4	5
52	Organisation has system for data dissemination	1	2	3	4	5
53	Organisation mostly relies on consultants to conduct evaluation	1	2	3	4	5
54	Organisation mostly relies on internal staff to conduct evaluation	1	2	3	4	5
55	Competence of personnel in the organisation engaged in M&E improves quality of service	1	2	3	4	5
56	Use of external consultants to conduct M&E improves quality of service	1	2	3	4	5
57	Use of internal persons (staff) to conduct M&E improves quality of service	1	2	3	4	5
58 Any general comment you want to make in regard to institutional characteristics & its effects on quality of service under the TSO project						
Section V: Quality of service						
On a scale of 1-5, tick how strongly you agree or disagree with the statements given.						
1 = Strongly Disagree 2 = Disagree 3 = Neither Agree Nor Disagree 4 = Agree 5 = Strongly Agree						
59	Stakeholder's participation in M&E leads to improvement in quality of service	1	2	3	4	5
60	Stakeholder's participation in M&E leads to effectiveness in quality of service	1	2	3	4	5
61	Stakeholder's participation in M&E leads to efficiency in quality of service	1	2	3	4	5
62	Stakeholder's participation in M&E leads to appropriateness in quality of service	1	2	3	4	5
63	Stakeholder's participation in M&E leads to continuity in quality of service	1	2	3	4	5
64	Stakeholder's participation in M&E leads to sustainability in quality of service	1	2	3	4	5
65	Stakeholder's participation in M&E leads to relevance in quality of service	1	2	3	4	5
66	Quality of service is characterized by its effectiveness	1	2	3	4	5
67	Financial resource availability for M&E leads to improvement in quality of service	1	2	3	4	5
68	Sufficient finances for M&E leads to effectiveness in achieving quality of service	1	2	3	4	5
69	Sufficient finances for M&E leads to efficiency in achieving quality of service	1	2	3	4	5
70	Sufficient finances for M&E leads to appropriateness in achieving quality of service	1	2	3	4	5
71	Sufficient finances for M&E leads to continuity in achieving quality of service	1	2	3	4	5
72	Sufficient finances for M&E do not have an effect on sustainability of quality of service	1	2	3	4	5
73	Sufficient finances for M&E do not have an effect on relevance of quality of service	1	2	3	4	5
74	Quality of service is affected by institutional characteristics like mission/goal/structure/norms/guidelines/vision	1	2	3	4	5
75 Any general comment you want to make in regard to institutional characteristics & its effects on quality of service under the TSO project						

Appendix I.b: In-depth interview guide

UGANDA MANAGEMENT INSTITUTE HIGHER DEGREES DEPARTMENT

A STUDY ON THE RELATIONSHIP BETWEEN M&E AND QUALITY OF SERVICE UNDER THE OVC TECHNICAL SUPPORT PROJECT IN KABAROLE DISTRICT

Request for Consent

My name is(*interviewer*)....I am representing Willy Etwop, who is pursuing a Masters Degree in Management Studies (with a bias in Project Planning and Management) of Uganda Management Institute and as part of the Degree award requirements is thus a basis for this research. This research is being conducted on Monitoring, Evaluation and Quality of Service with the objective of establishing how monitoring and evaluation is contributing to quality of service in Uganda. Though the study is for the fulfillment for the award of a Masters Degree in Management Studies, it could be useful to Kabarole district and stakeholders to understand better the relationship between monitoring, evaluation and service delivery to vulnerable children in Uganda.

You have been selected for this study as per your position in the organization to provide the required information to achieve the study objective. Some of these questions might be about things that some people find personal, or may be difficult to answer. If any of the questions make you feel uncomfortable or you do not want to answer, you do not have to. However, I would really appreciate if you would answer the questions honestly and openly. If you agree to take part in this study, the answers you give will be confidential. That means they will be private between you and me. The responses you give will be combined with those of others and compiled in a report. I will inform you and others about the results from the study.

Thank you!

Section 1: Stakeholders participation

Do stakeholders participate and how does their participation in attributes below

1. Planning M&E
2. Organizing M&E
3. Implementing M&E
4. Collecting M&E
5. Analyzing M&E
6. Disseminating M&E
7. Decision making in M&E

..... lead to

1. Improvement in quality of service?
2. Effectiveness?
3. Efficiency?
4. Appropriateness?
5. Continuity?
6. Sustainability?
7. Relevance?

Section 11: Financial resource allocation for M&E

How does financial resource for M&E with respect to attributes below.....

- 1. Availability of finances
- 2. Adequacy of finances
- 3. Priority setting

.....lead to

- 1. Improvement in quality of service?
- 2. Effectiveness?
- 3. Efficiency?
- 4. Appropriateness?
- 5. Continuity?
- 6. Sustainability?
- 7. Relevance?

Section III: Institutional characteristics

In your own view, how do you think the individual characteristics of your organization affect M&E functionality? (*Size (activity scope, funding, facilities, etc.), purpose (mission, goal and objectives), members (Skills, experience, personal attitude), structure (levels and reporting relationships) and processes (communication and decision-making).*)

Are you satisfied with the whole process of developing M&E and how it operates?

How do the following characteristics below affect M&E

- 1. Organisational guidelines for M&E?
- 2. Organisational structure?
- 3. Organisational mission?
- 4. Competence of personnel engaged?
- 5. Data management practices?
- 6. Systems for dissemination of data?
- 7. Use of consultants (external)?
- 8. Use of staff (internal)?

.....and how do each of them contribute to.....

- 1. Effectiveness?
- 2. Efficiency?
- 3. Appropriateness?
- 4. Continuity?
- 5. Sustainability?
- 6. Relevance?

Appendix I.c: Document Review Guide

Section 1: Stakeholders participation

The effects of the following attributes of M&E

1. Planning M&E
2. Organizing M&E
3. Implementing M&E
4. Collecting M&E
5. Analyzing M&E
6. Disseminating M&E
7. Decision making in M&E

...on

1. Improvement in quality of service?
2. Effectiveness?
3. Efficiency?
4. Appropriateness?
5. Continuity?
6. Sustainability?
7. Relevance?

Section 11: Financial resource allocation for M&E

The effects of the following attributes of finances.....

1. Availability of finances
2. Adequacy of finances
3. Priority setting

.....on.....

1. Improvement in quality of service?
2. Effectiveness?
3. Efficiency?
4. Appropriateness?
5. Continuity?
6. Sustainability?
7. Relevance?

Section III: Institutional characteristics

The effects of institutional unique factors including....

1. Organisational guidelines for M&E?
2. Organisational structure?
3. Competence of personnel engaged?
4. Data management practices?
5. Systems for dissemination of data?
6. Use of consultants (external)?
7. Use of staff (internal)?

.....on.....

1. Improvement in quality of service?
2. Effectiveness?
3. Efficiency?
4. Appropriateness?
5. Continuity?
6. Sustainability?
7. Relevance?

Appendix II: Tally Sheet

Reliability

Case Processing Summary

		N	%
Cases	Valid	94	100.0
	Excluded(a)	0	.0
	Total	94	100.0

a Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.814	71

Correlations

		Quality of service	Financial resource availability	Stakeholder participation	Institutional uniqueness
Quality of service	Pearson Correlation	1	.456(**)	.286(**)	.584(**)
	Sig. (2-tailed)	.	.000	.005	.000
	N	94	94	94	94
Financial resource availability	Pearson Correlation	.456(**)	1	-.006	.504(**)
	Sig. (2-tailed)	.000	.	.957	.000
	N	94	94	94	94
Stakeholder participation	Pearson Correlation	.286(**)	-.006	1	.125
	Sig. (2-tailed)	.005	.957	.	.231
	N	94	94	94	94
Institutional uniqueness	Pearson Correlation	.584(**)	.504(**)	.125	1
	Sig. (2-tailed)	.000	.000	.231	.
	N	94	94	94	94

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

Frequency Tables from SPSS 12 for Windows

Sex		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	64	68.1	68.1	68.1
	Female	30	31.9	31.9	100.0
Total		94	100.0	100.0	

Education level		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	11	11.7	11.7	11.7
	Graduate	43	45.7	45.7	57.4
	Post graduate	36	38.3	38.3	95.7
	Certificate	4	4.3	4.3	100.0
	Total	94	100.0	100.0	

Source of funds		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Government	36	38.3	38.3	38.3
	Donation (foreign)	44	46.8	46.8	85.1
	Donation (local)	8	8.5	8.5	93.6
	Membership collection	6	6.4	6.4	100.0
Total		94	100.0	100.0	

Relevant stakeholders fully contribute during planning for M&E

	Frequency	Percent	Valid Percent	Cumulative Percent

Valid	Strongly disagree	27	28.7	28.7	28.7
	Disagree	64	68.1	68.1	96.8
	Agree	3	3.2	3.2	100.0
	Total	94	100.0	100.0	

M&E plan is shared with relevant stakeholders

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	16	17.0	17.0	17.0
	Disagree	72	76.6	76.6	93.6
	Neither agree nor Disagree	6	6.4	6.4	100.0
	Total	94	100.0	100.0	

M&E budget is shared with relevant stakeholders

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	20	21.3	21.3	21.3
	Disagree	71	75.5	75.5	96.8
	Neither agree nor Disagree	3	3.2	3.2	100.0
	Total	94	100.0	100.0	

M&E objectives are clear & realistic to relevant stakeholders

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	26	27.7	27.7	27.7
	Disagree	67	71.3	71.3	98.9
	Neither agree nor Disagree	1	1.1	1.1	100.0
	Total	94	100.0	100.0	

There is a framework for involving stakeholders in project M&E

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	12	12.8	12.8	12.8
	Disagree	78	83.0	83.0	95.7
	Neither agree nor Disagree	4	4.3	4.3	100.0
	Total	94	100.0	100.0	

The objective for participating in M&E is very initiating/ instigating/ activating to all stakeholders

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	33	35.1	35.1	35.1
	Disagree	61	64.9	64.9	100.0
	Total	94	100.0	100.0	

Stakeholders are informed right from project inception what their participation in M&E would entail

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	25	26.6	26.6	26.6
	Disagree	59	62.8	62.8	89.4
	Neither agree nor Disagree	10	10.6	10.6	100.0
	Total	94	100.0	100.0	

Relevant stakeholders fully contribute during organizing for M&E (partners agree on how M&E is to be run)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	54	57.4	57.4	57.4
	Disagree	40	42.6	42.6	100.0
	Total	94	100.0	100.0	

Areas of responsibility /roles played by stakeholders are clearly defined

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	19	20.2	20.2	20.2
	Disagree	64	68.1	68.1	88.3
	Neither agree nor Disagree	7	7.4	7.4	95.7
	Agree	4	4.3	4.3	100.0
	Total	94	100.0	100.0	

Relevant stakeholder roles in M&E do not interfere with other's roles

		Frequency	Percent	Valid Percent	Cumulative Percent
--	--	-----------	---------	---------------	--------------------

Valid	Strongly disagree	34	36.2	36.2	36.2
	Disagree	47	50.0	50.0	86.2
	Neither agree nor Disagree	12	12.8	12.8	98.9
	Agree	1	1.1	1.1	100.0
	Total	94	100.0	100.0	

Relevant stakeholders fully contribute during implementing M&E plan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	15	16.0	16.0	16.0
	Disagree	75	79.8	79.8	95.7
	Agree	4	4.3	4.3	100.0
	Total	94	100.0	100.0	

Relevant stakeholders fully contribute during collection of data for M&E

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	8	8.5	8.5	8.5
	Disagree	74	78.7	78.7	87.2
	Agree	12	12.8	12.8	100.0
	Total	94	100.0	100.0	

Relevant stakeholders fully contribute during collection of data for M&E

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	8	8.5	8.5	8.5
	Disagree	74	78.7	78.7	87.2
	Agree	12	12.8	12.8	100.0
	Total	94	100.0	100.0	

Relevant stakeholders fully contribute during analysis of M&E data

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	52	55.3	55.3	55.3
	Disagree	42	44.7	44.7	100.0
	Total	94	100.0	100.0	

Stakeholders fully contribute during dissemination of M&E findings

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	17	18.1	18.1	18.1
	Disagree	61	64.9	64.9	83.0
	Agree	16	17.0	17.0	100.0
	Total	94	100.0	100.0	

Stakeholders fully receive timely reports on project activities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	49	52.1	52.1	52.1
	Neither agree nor Disagree	7	7.4	7.4	59.6
	Agree	34	36.2	36.2	95.7
	Strongly Agree	4	4.3	4.3	100.0
	Total	94	100.0	100.0	

Partners fully make timely feedback on project reports received

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	13	13.8	13.8	13.8
	Disagree	69	73.4	73.4	87.2
	Agree	12	12.8	12.8	100.0
	Total	94	100.0	100.0	

Feedback from stakeholders is routinely utilized to improve performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	6	6.4	6.4	6.4
	Disagree	76	80.9	80.9	87.2
	Neither agree nor Disagree	4	4.3	4.3	91.5
	Agree	8	8.5	8.5	100.0
	Total	94	100.0	100.0	

Information is routinely shared on progress in achieving the project purpose

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	8	8.5	8.5	8.5
	Disagree	78	83.0	83.0	91.5
	Neither agree nor Disagree	7	7.4	7.4	98.9
	Agree	1	1.1	1.1	100.0
	Total	94	100.0	100.0	

Stakeholders fully contribute during decision making for M&E

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	14	14.9	14.9	14.9
	Disagree	69	73.4	73.4	88.3
	Agree	11	11.7	11.7	100.0
	Total	94	100.0	100.0	

Stakeholders are treated with respect & always consulted when making decisions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	8	8.5	8.5	8.5
	Disagree	76	80.9	80.9	89.4
	Neither agree nor Disagree	8	8.5	8.5	97.9
	Agree	2	2.1	2.1	100.0
	Total	94	100.0	100.0	

Stakeholders fully contribute to the design, management & evaluation of project

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	19	20.2	20.2	20.2
	Disagree	75	79.8	79.8	100.0
	Total	94	100.0	100.0	

Stakeholders are satisfied with the progress participation is making towards improving M&E

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	10	10.6	10.6	10.6
	Disagree	73	77.7	77.7	88.3
	Neither agree nor Disagree	11	11.7	11.7	100.0
	Total	94	100.0	100.0	

Finances are prioritized for M&E activities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	15	16.0	16.0	16.0
	Disagree	71	75.5	75.5	91.5
	Agree	4	4.3	4.3	95.7
	Strongly Agree	4	4.3	4.3	100.0
	Total	94	100.0	100.0	

Finances are not available for M&E activities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	11	11.7	11.7	11.7
	Disagree	34	36.2	36.2	47.9
	Neither agree nor Disagree	1	1.1	1.1	48.9
	Agree	27	28.7	28.7	77.7
	Strongly Agree	21	22.3	22.3	100.0
	Total	94	100.0	100.0	

Finances are adequate for M&E activities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	15	16.0	16.0	16.0

Disagree	71	75.5	75.5	91.5
Neither agree nor Disagree	8	8.5	8.5	100.0
Total	94	100.0	100.0	

The cost of M&E is worth the demand for M&E

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	21	22.3	22.3	22.3
Disagree	57	60.6	60.6	83.0
Neither agree nor Disagree	11	11.7	11.7	94.7
Agree	5	5.3	5.3	100.0
Total	94	100.0	100.0	

Financial resources are planned for & allocated properly

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	32	34.0	34.0	34.0
Disagree	62	66.0	66.0	100.0
Total	94	100.0	100.0	

Clear lines of accountability are not adhered to

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	3	3.2	3.2	3.2
Disagree	43	45.7	45.7	48.9
Agree	31	33.0	33.0	81.9
Strongly Agree	17	18.1	18.1	100.0
Total	94	100.0	100.0	

Organization has plans to access additional resources to finance M&E

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	8	8.5	8.5	8.5
Disagree	66	70.2	70.2	78.7
Neither agree nor Disagree	8	8.5	8.5	87.2
Agree	12	12.8	12.8	100.0
Total	94	100.0	100.0	

Organization has clearly articulated vision/mission/goal

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	9	9.6	9.6	9.6
Disagree	23	24.5	24.5	34.0
Neither agree nor Disagree	2	2.1	2.1	36.2
Agree	59	62.8	62.8	98.9
Strongly Agree	1	1.1	1.1	100.0
Total	94	100.0	100.0	

Organization has clearly articulated M&E vision/mission/goal

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	8	8.5	8.5	8.5
Disagree	62	66.0	66.0	74.5
Agree	24	25.5	25.5	100.0
Total	94	100.0	100.0	

Organization has clear M&E guidelines

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	13	13.8	13.8	13.8
Disagree	81	86.2	86.2	100.0
Total	94	100.0	100.0	

There is a written constitution accepted & approved by staff

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	29	30.9	30.9	30.9

Disagree	42	44.7	44.7	75.5
Agree	23	24.5	24.5	100.0
Total	94	100.0	100.0	

Organization has a committee/board that meets & makes decisions that guides its development

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	43	45.7	45.7	45.7
Neither agree nor Disagree	4	4.3	4.3	50.0
Agree	46	48.9	48.9	98.9
Strongly Agree	1	1.1	1.1	100.0
Total	94	100.0	100.0	

Organization has a structure with clearly defined lines of authority, roles, functions & responsibilities

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	4	4.3	4.3	4.3
Disagree	53	56.4	56.4	60.6
Neither agree nor Disagree	7	7.4	7.4	68.1
Agree	29	30.9	30.9	98.9
Strongly Agree	1	1.1	1.1	100.0
Total	94	100.0	100.0	

Organization's purpose is clearly understood & approved

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	4	4.3	4.3	4.3
Disagree	63	67.0	67.0	71.3
Neither agree nor Disagree	4	4.3	4.3	75.5
Agree	23	24.5	24.5	100.0
Total	94	100.0	100.0	

Planning/strategies for M&E are aligned with organisation mission/goals

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	6	6.4	6.4	6.4
Disagree	62	66.0	66.0	72.3
Neither agree nor Disagree	4	4.3	4.3	76.6
Agree	22	23.4	23.4	100.0
Total	94	100.0	100.0	

Team work is utilized effectively to achieve M&E objectives

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	13	13.8	13.8	13.8
Disagree	59	62.8	62.8	76.6
Agree	22	23.4	23.4	100.0
Total	94	100.0	100.0	

Relevant M&E expertise exists in the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	9	9.6	9.6	9.6
Disagree	51	54.3	54.3	63.8
Agree	30	31.9	31.9	95.7
Strongly Agree	4	4.3	4.3	100.0
Total	94	100.0	100.0	

Organisation ensures that staff & volunteers support & motivate each other & have sufficient skills

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	10	10.6	10.6	10.6
Disagree	56	59.6	59.6	70.2
Neither agree nor Disagree	11	11.7	11.7	81.9
Agree	15	16.0	16.0	97.9

Strongly Agree	2	2.1	2.1	100.0
Total	94	100.0	100.0	

Job descriptions in the organization are clearly defined

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	29	30.9	30.9	30.9
Disagree	48	51.1	51.1	81.9
Agree	16	17.0	17.0	98.9
Strongly Agree	1	1.1	1.1	100.0
Total	94	100.0	100.0	

Human dignity & worth in the organization are respected

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	20	21.3	21.3	21.3
Disagree	36	38.3	38.3	59.6
Agree	38	40.4	40.4	100.0
Total	94	100.0	100.0	

M&E personnel are adequately competent

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	4	4.3	4.3	4.3
Disagree	58	61.7	61.7	66.0
Neither agree nor Disagree	8	8.5	8.5	74.5
Agree	24	25.5	25.5	100.0
Total	94	100.0	100.0	

Organisation practices good data management

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	2	2.1	2.1	2.1
Disagree	64	68.1	68.1	70.2
Agree	28	29.8	29.8	100.0
Total	94	100.0	100.0	

Organisation has system for data dissemination

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	11	11.7	11.7	11.7
Disagree	83	88.3	88.3	100.0
Total	94	100.0	100.0	

Organisation mostly relies on consultants to conduct evaluation

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	7	7.4	7.4	7.4
Disagree	69	73.4	73.4	80.9
Agree	17	18.1	18.1	98.9
Strongly Agree	1	1.1	1.1	100.0
Total	94	100.0	100.0	

Organisation mostly relies on internal staff to conduct evaluation

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	11	11.7	11.7	11.7
Disagree	46	48.9	48.9	60.6
Agree	33	35.1	35.1	95.7
Strongly Agree	4	4.3	4.3	100.0
Total	94	100.0	100.0	

Competence of personnel in the organisation engaged in M&E improves quality of service

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	4	4.3	4.3	4.3
Disagree	30	31.9	31.9	36.2

Neither agree nor Disagree	7	7.4	7.4	43.6
Agree	44	46.8	46.8	90.4
Strongly Agree	9	9.6	9.6	100.0
Total	94	100.0	100.0	

Use of external consultants to conduct M&E improves quality of service

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	82	87.2	87.2	87.2
Agree	12	12.8	12.8	100.0
Total	94	100.0	100.0	

Use of internal persons (staff) to conduct M&E improves quality of service

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	6	6.4	6.4	6.4
Neither agree nor Disagree	21	22.3	22.3	28.7
Agree	55	58.5	58.5	87.2
Strongly Agree	12	12.8	12.8	100.0
Total	94	100.0	100.0	

Stakeholder's participation in M&E leads to improvement in quality of service

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	2	2.1	2.1	2.1
Agree	55	58.5	58.5	60.6
Strongly Agree	37	39.4	39.4	100.0
Total	94	100.0	100.0	

Stakeholder's participation in M&E leads to effectiveness in quality of service

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	54	57.4	57.4	57.4
Strongly Agree	40	42.6	42.6	100.0
Total	94	100.0	100.0	

Stakeholder's participation in M&E leads to efficiency in quality of service

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	49	52.1	52.1	52.1
Strongly Agree	45	47.9	47.9	100.0
Total	94	100.0	100.0	

Stakeholder's participation in M&E leads to appropriateness in quality of service

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	44	46.8	46.8	46.8
Strongly Agree	50	53.2	53.2	100.0
Total	94	100.0	100.0	

Stakeholder's participation in M&E leads to continuity in quality of service

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	30	31.9	31.9	31.9
Agree	31	33.0	33.0	64.9
Strongly Agree	33	35.1	35.1	100.0
Total	94	100.0	100.0	

Stakeholder's participation in M&E leads to sustainability in quality of service

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	6	6.4	6.4	6.4
Disagree	24	25.5	25.5	31.9
Agree	30	31.9	31.9	63.8
Strongly Agree	34	36.2	36.2	100.0
Total	94	100.0	100.0	

Stakeholder's participation in M&E leads to relevance in quality of service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	41	43.6	43.6	43.6
	Agree	13	13.8	13.8	57.4
	Strongly Agree	40	42.6	42.6	100.0
	Total	94	100.0	100.0	

Quality of service is characterized by its effectiveness

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	6	6.4	6.4	6.4
	Disagree	4	4.3	4.3	10.6
	Neither agree nor Disagree	7	7.4	7.4	18.1
	Agree	61	64.9	64.9	83.0
	Strongly Agree	16	17.0	17.0	100.0
	Total	94	100.0	100.0	

Financial resource availability for M&E leads to improvement in quality of service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	6	6.4	6.4	6.4
	Agree	64	68.1	68.1	74.5
	Strongly Agree	24	25.5	25.5	100.0
	Total	94	100.0	100.0	

Sufficient finances for M&E leads to effectiveness in achieving quality of service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	6	6.4	6.4	6.4
	Neither agree nor Disagree	11	11.7	11.7	18.1
	Agree	61	64.9	64.9	83.0
	Strongly Agree	16	17.0	17.0	100.0
	Total	94	100.0	100.0	

Sufficient finances for M&E leads to efficiency in achieving quality of service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	78	83.0	83.0	83.0
	Strongly Agree	16	17.0	17.0	100.0
	Total	94	100.0	100.0	

Sufficient finances for M&E leads to appropriateness in achieving quality of service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	10	10.6	10.6	10.6
	Agree	61	64.9	64.9	75.5
	Strongly Agree	23	24.5	24.5	100.0
	Total	94	100.0	100.0	

Sufficient finances for M&E leads to continuity in achieving quality of service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	8	8.5	8.5	8.5
	Disagree	5	5.3	5.3	13.8
	Neither agree nor Disagree	10	10.6	10.6	24.5
	Agree	60	63.8	63.8	88.3
	Strongly Agree	11	11.7	11.7	100.0
	Total	94	100.0	100.0	

Sufficient finances for M&E do not have an effect on sustainability of quality of service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	33	35.1	35.1	35.1
	Disagree	61	64.9	64.9	100.0
	Total	94	100.0	100.0	

The organization has a clear & shared statement of faith

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	8	8.5	8.5	8.5
	Disagree	78	83.0	83.0	91.5

Neither agree nor Disagree	7	7.4	7.4	98.9
Strongly Agree	1	1.1	1.1	100.0
Total	94	100.0	100.0	

Relevant partners & staff are consulted when making M&E decisions

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	6	6.4	6.4	6.4
Disagree	86	91.5	91.5	97.9
Neither agree nor Disagree	2	2.1	2.1	100.0
Total	94	100.0	100.0	

Sufficient finances for M&E do not have an effect on relevance of quality of service

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	30	31.9	31.9	31.9
Disagree	58	61.7	61.7	93.6
Neither agree nor Disagree	5	5.3	5.3	98.9
Agree	1	1.1	1.1	100.0
Total	94	100.0	100.0	

Institutional characteristics like mission/goal/structure affect quality of service

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	33	35.1	35.1	35.1
Neither agree nor Disagree	6	6.4	6.4	41.5
Agree	34	36.2	36.2	77.7
Strongly Agree	21	22.3	22.3	100.0
Total	94	100.0	100.0	