



UGANDA MANAGEMENT INSTITUTE

**EFFECT OF MONITORING AND EVALUATION SYSTEMS ON PERFORMANCE OF WORLD
VISION UGANDA COMMUNITY DEVELOPMENT PROGRAMMES. A CASE STUDY OF
EASTERN UGANDA PROGRAMMES**

BY

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DECLARATION

I, Jude Muyomba, declare that this dissertation is an original work of findings that have not been presented in any University or Institution of higher learning for any award.

Sign..... Date.....

APPROVAL

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DEDICATION

This dissertation is dedicated to my mother, the late Annet Namakula, for your enormous and tireless contribution to my education and Sr. Betty Namiiro of Little Sisters Nsambya, for your generous support and continuous guidance.

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Lord Bless you all.

ACRONYMS

ADP:	Area Development Programme
CBO:	Community Based Organization
CDF:	Community development Facilitator
CSDA:	Child Sponsorship and development Assistant
CSDF:	Child Sponsorship and Development Facilitator
CVI:	Content validity Index
LEAP:	Learning through evaluation with Accountability and Planning
M&E:	Monitoring and evaluation
MDG:	Millennium Development Goals
NAC:	National Approval committee
NGO:	Non Government Organization
NIMES:	National Integrated Monitoring and Evaluation System
OECD:	Organization for Economic Cooperation and Development
PDC:	Parish Development committees
SPSS:	Statistical Package for Social Scientists
UNDP:	United Nations development Programme
UMI:	Uganda Management Institute
WV:	World Vision
DFID:	Department for International Development

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ABSTRACT

The purpose of the study was to examine the effect of monitoring and evaluation systems on performance of World vision Uganda community development programmes. The objectives of the study were to; examine the contribution of M &E Planning and implementation to performance of World vision Uganda (WVU) community development programmes; assess the contribution of M&E quality assurance mechanisms to performance of WVU development programmes, find out how M&E information sharing and utilization contributes to performance of WVU development programmes.

The research utilized a cross sectional design and both qualitative and quantitative approaches were used. Data was analyzed by use of descriptive statistics, correlation coefficients and coefficients of determination.

The study findings indicated that M&E planning and implementation has a moderate positive relationship with performance of development Programmes, given by Spearman's correlation coefficient of 0.547.

The results also indicated a moderate positive relationship between M&E quality assurance mechanisms and performance of development programmes, given by Spearman's correlation coefficient of 0.511.

Study findings further indicated that Monitoring and evaluation information sharing and utilization has a moderate positive relationship with performance of development programmes, as indicated by Spearman's correlation coefficient of 0.476.

This implies that improved M&E planning and implementation, M&E quality assurance mechanisms and M&E information sharing and utilization leads to improved Performance of Development Programmes and the reverse is true.

The study therefore recommends organizations to strengthen M&E planning and implementation, monitoring and evaluation quality assurance mechanisms and monitoring and evaluation information sharing and utilization to improve performance and effectiveness of community development programmes.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The study investigated the effect of monitoring and evaluation system on performance of World vision Uganda community development programmes. In the study monitoring and evaluation systems was considered as independent variable and performance of development programmes as the dependent variable. This chapter presents the background to the study, statement of the problem, purpose, objectives of the study, research questions, hypotheses, scope of the study, significance, justification and operational definition of terms and concepts.

1.1 Background to the study

1.1.1 Historical Background

Internationally agreed principles have underpinned the push for results and strong Monitoring and Evaluation (M&E) systems to account for outcomes. Landmarks for focusing on results and performance include the Monterrey Consensus 2002, the Rome Declaration on Harmonization 2003, the Paris Declaration 2005, the Hanoi Conference on Managing for Development Results 2007, the Accra Agenda for Action 2008 and the Busan Partnership for Effective Development Cooperation 2011. Each of these agreements underscored the importance of increased accountability of governments, donor agencies, and other partners toward the achievement of results through effective monitoring and evaluation systems (Dawn and Nidhi, 2012).

According to Teresa (2005), over the past 15 years, the majority of OECD governments have sought to shift the emphasis of budgeting and management away from inputs to focus on results and outcomes. As such, the drive for improved M&E capacity so that donors and recipient governments can account for results has accelerated to the extent that M&E has been described as a growth industry and a public good. Leeuw (2001) urged that many development organizations can not demonstrate few tangible outcomes. He emphasized that in evolving development context, monitoring and evaluation systems have an important role in informing policy decisions and helping to hold all development partners mutually accountable for development.

In September 2000, the board of directors of the World Bank approved Monitoring and evaluation improvement programme to strengthen results based monitoring and evaluations of the bank and its borrowers. The World Bank shifted from programmatic lending and demanded transparency and accountability for results from borrowers. The programme demanded borrower countries to track results and not inputs and processes.

In Africa, there are public sector economic reforms that encouraged strengthening of monitoring and evaluation systems to improve quality of programmes performance. Economic reforms that were adopted in developing countries during the 1990s which included privatization, customer service standards, results-based management, decentralization and performance budgeting have reinforced adoption of monitoring and evaluation systems to respond to the demands of reform approaches (May, et al, 2006).

In Uganda, a Poverty Monitoring and Analysis Unit (PMAU) in the Ministry of Finance was established in 2002 and Poverty Monitoring and Evaluation Strategy (PMES) was published in June 2002, the purpose of the strategy was to enable the government to monitor the outcomes of Poverty Eradication and Action Plan

(PEAP) policies and programmes (Booth and Nsabagasani, 2005). However, this was characterized by multitude of poorly linked M&E systems resulting in duplication, wasted resources and inefficient use of limited capacity, and with a number of critical information gaps remaining unfilled. This was leading to a poor match between data needed by decision makers and data produced by the M&E systems.

In 2004, a new National Integrated Monitoring and Evaluation Strategy (NIMES) was developed as a framework for harmonizing the existing M&E systems from various government ministries, departments and sectors to reduce duplication of efforts and enhance timeliness and quality of data generated and actual use of M&E information by decision makers (Booth and Nsabagasani, 2005). The NIMES intended to assist key stakeholders to define their information needs and to ensure that adequate information is available in a timely manner to inform national policy frameworks such as National Development Plan (NDP) and to build the M&E capacity in Uganda. (Booth and Nsabagasani, 2005) urges that this was in light of the Paris declaration that demands of Government to be in the driver's seat in evaluating performance and using evaluation findings to improve decision making within the public sector.

1.1.2 Theoretical back ground

Logic model of Patton (2008) guided the study; the logical model is a systematic and visual way to present the logical relationships between resources (inputs), activities, outputs and outcomes or changes that result from programme interventions. The Logic model portrays the underlying rationale of the program or an initiative. Using a logic model throughout the program helps to organize and systematize program planning, monitoring, accountability and evaluation functions. In program implementation, a logic model prioritizes the program aspects most critical for tracking and reporting.

The logical model is relevant in establishing and strengthening M&E systems to enhance performance of development programmes. Evaluation experts agree that use of the logic model is an effective way to ensure program success. The logical model supports to assess the effectiveness of program design and planning, the model serves also as a planning tool to develop program strategy and approach relevant to achieve results. For program evaluation and strategic reporting, a logic model presents program information and progress toward goals in ways that inform, advocate for a particular program approach.

The theory was relevant in assessing performance of World vision Uganda development programmes in the study, it supported analysis of the logical linkage (cause-effect relationship) between project objectives to cause desired impact and appropriateness of project indicators tracked in the M&E plans to measure project progress and outcomes. The model supported assessment of alignment of the existing M&E systems to measure project objectives, indicators and risks. The logic model provided basis to examine the effectiveness of processes utilized to collect and analyze data needed to monitor and improve programming by Worldvision Uganda programmes. The model also guided assessment of how existing programmes track and report and make adjustments to improve programme relevance.

1.1.3 Conceptual Background

The study investigated the effect of monitoring and evaluation systems on performance of community development programmes. The key dimensions of M&E system included monitoring and evaluation planning and implementation, quality assurance mechanisms and information sharing and utilization.

A development Programme is a time bound intervention which is a collection of one or more projects that coordinate to achieve a common desired goal. Development programmes undertake interventions in various

sectors including health, education, child protection and livelihood reinforcing synergies to contribute to holistic development and wellbeing of children, their families and communities.

Monitoring involves routine collection of information to establish that inputs, activities and outputs have occurred. This concurs with the United Nations Development Programme (UNDP) hand book for monitoring and evaluation for results definition of monitoring as continuing function that aims primarily to provide the management and main stakeholders of an ongoing intervention with early indications of progress or lack thereof in the achievement of results. Monitoring supports basic management and accountability and tracks actual performance against plans or expectations in the original design.

Evaluation refers to a periodic exercise that attempts to systematically and objectively assess relevance, performance and success of ongoing and completed programmes to determine their efficiency, effectiveness, relevance and sustainability as defined in World vision International, Learning through Evaluation with accountability and Planning (LEAP) guide. Evaluation attempts to systematically and objectively assess progress towards and the achievement of outcomes.

Monitoring and evaluation systems are systematic approaches to support collection, analysis and generation of information on progress, relevance and impact of programme objectives to guide decision making and learning and innovation in organizations. UNDP hand book for monitoring and evaluation for results defines evidence based monitoring and evaluation system as an approach which “helps people make well informed decisions about policies, programmes and projects by putting the best available evidence at the heart of policy development and implementation,

Performance refers to progress towards achievement of results. As part of the emphasis on results, the need to demonstrate performance is placing new demands on monitoring and evaluation in organizations with priority to sustainability, appropriateness, effectiveness and efficiency of results.

1.1.4 Contextual Background

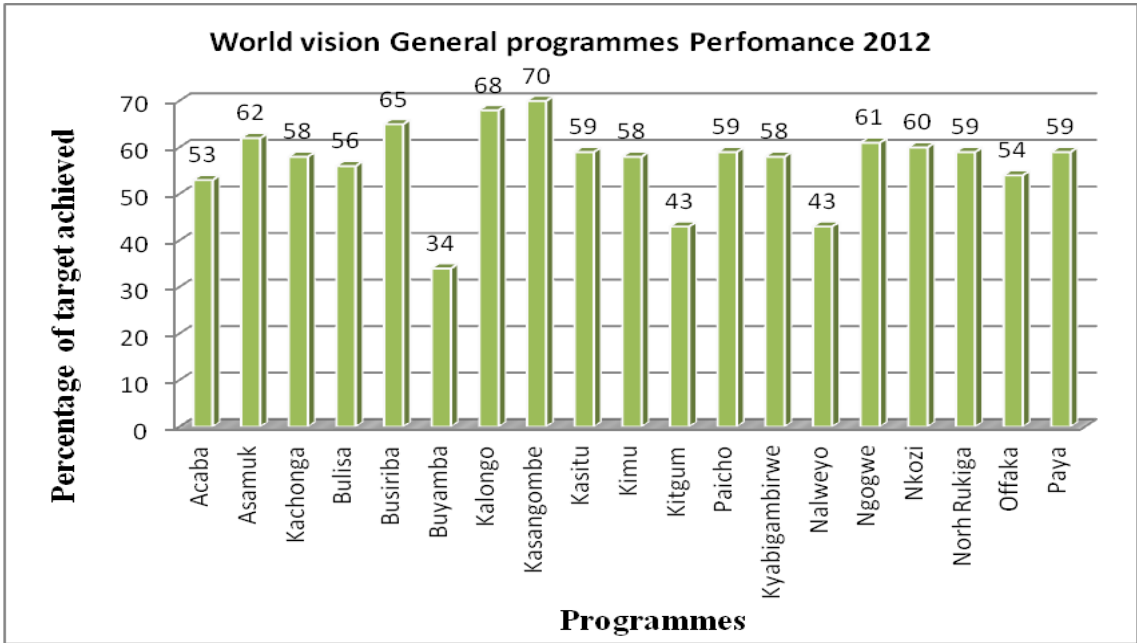
Uganda established National Integrated Monitoring and Evaluation Strategy (NIMES) in 2004, as a framework for harmonizing the existing M&E systems for government ministries, departments, sectors and local government to reduce duplication of effort and enhance timeliness and quality of data generated and actual use of M&E information by decision (Booth and Nsabagasani, 2005). However, Dawn and Nidhi (2012) argues that M&E practice in Uganda still needs development and strengthening, the government does not systematically conduct evaluations of its programmes. Rather, to all intent and purpose, donors still drive most evaluation in government. Monitoring and evaluative information is not managed systematically; with weak system for registration and storing of performance reports, reviews and evaluations produced across government, for access and use by other government ministries, donors and civil society.

World Vision Uganda (WVU) overall strategic goal is “to contribute to improved and sustained wellbeing of 1,300,000 most vulnerable girls and boys in Uganda by 2015”. WVU National strategy 2012- 2015 indicates that WVU is currently operating in 41 districts in Uganda implementing 53 Area Development Programmes (ADP) with 32 grants funded projects.

In 1995 World Vision Uganda adopted LEAP as common frame work to guide Design Monitoring and Evaluation (DM&E) of programmes. Although LEAP was adopted, the organization lacks reliable standardized monitoring and evaluation system to consistently collect, analyze and produce information to inform organization programming, learning and innovation (World vision Uganda-Partnership Operations

Audit report , 2012). As a result of weak monitoring and evaluation system; majority of programmes of have failed to effectively account for results and outcomes and sustain development impact and benefits in the targeted communities and beneficiary groups (World vision Uganda-Partnership Operations Audit report, 2012).

Figure 1: Summary of Performance of Development Programmes in 2012



In 2012 only 02 out of 21 sampled Programmes (9%) scored above the programmes performance target of 70% during annual reporting, based on key aspects of accounting for results and outcomes and completion key milestones on stipulated time. The critical important challenges contributing to this; were lack of consistent monitoring information systems to assist programmes with reporting, reliance on output data from monitoring which shows progress but not change and insufficient evidence of sustainability or impact due to lack of evaluation information (World vision Uganda, National Approval Committee (NAC) report of Annual Reports, 2012).

Failure to account for outcomes and impact of programme interventions has also undermined credibility of World Vision to donors and will negatively affect funding of Programmes, which will undermine programmes financial capacity to contribute to child wellbeing.

1.2 Problem statement

The rationale of developing M&E systems in international development organizations is to ensure that organizations remain on-course and on schedule in meeting the objectives and performance targets. M&E systems provide a rigorous analysis of completed or ongoing activities to determine the extent to which intended and unintended results are being achieved, relevancy; effectiveness; efficiency; coherence; sustainability of programme interventions (Segone, et al, 2008).

WVU adopted Learning through Evaluation with Accountability and Planning (LEAP) as DM&E framework in 2008, the purpose of LEAP was to strengthen systematic data collection, analysis and dissemination of information that promotes quality, learning, accountability and innovation in programming with communities (World Vision Uganda strategy 2012 -2015).

WVU programmes still have performance gaps. Programmes operation audits indicate that programmes still fail to achieve set outcome targets, lack of regular factual information to show progress on achievement of programme goals and outcome indicators, fail to deliver scope of project activities and utilize committed budgets in required time resulting into under and over expenditures. In financial year 2012, 15% of programmes in World vision Uganda failed to achieve project outcomes and were over or under spent on committed budgets (World Vision Uganda-Partnership Operations Audit report, May 2012). Poor

performance of programmes on held as result of weak M&E systems, as programmes are unable to consistently collect, analyze and generate information to inform programming, learning and innovation.

Limited investigations on the effect of monitoring and evaluation system on programmes performance had been conducted in World vision Uganda. The study therefore examined the contribution of existing WVU monitoring and evaluation systems to programme budget utilization and management, achievement of project goals and outcomes and completion of project scope.

1.3 Purpose of the study

The purpose of the study was to examine the effect of monitoring and evaluation systems on performance of World vision Uganda community development programmes.

1.4 Objectives of the study

The specific objectives of the study were;

- i. To examine the contribution of Monitoring and Evaluation Planning and implementation to performance of World vision Uganda community development programmes.
- ii. To assess the contribution of Monitoring and Evaluation quality assurance mechanisms to performance of World vision Uganda community development programmes.
- iii. To find out how Monitoring and Evaluation information sharing and utilization contributes to performance of World vision Uganda community development programmes.

1.5 Research Questions

- i. How does Monitoring and Evaluation Planning and implementation contribute to performance of World vision Uganda community development programmes?

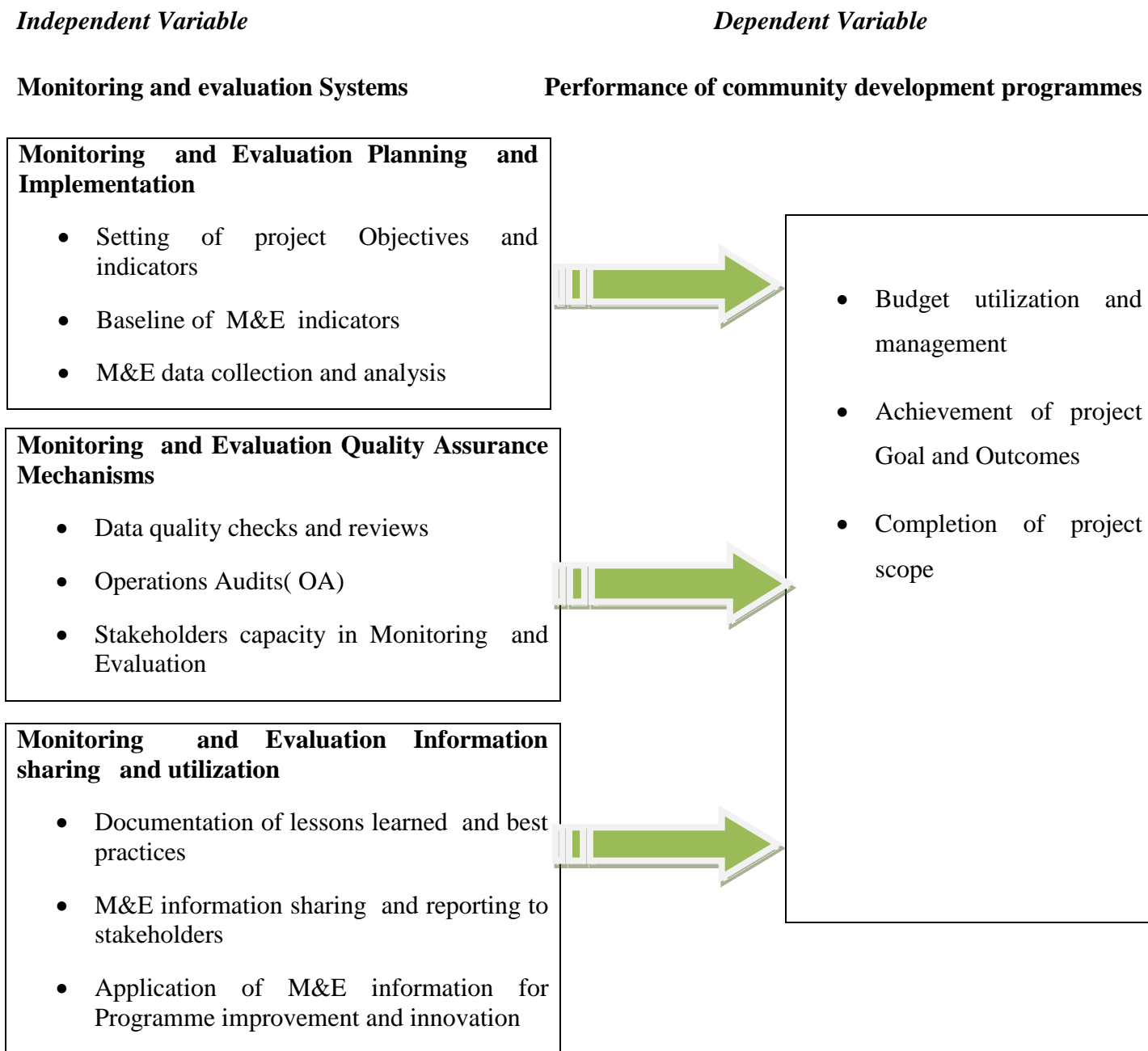
- ii. How do monitoring and evaluation quality assurance mechanisms contribute to performance of World vision Uganda community development programmes?
- iii. To what extent does monitoring and evaluation information sharing and utilization contribute to performance of World vision Uganda community development programmes?

1.6 Hypotheses of the study

- i. Monitoring and Evaluation planning and implementation contributes to performance of World vision Uganda community development programmes.
- ii. Monitoring and evaluation quality assurance mechanisms contribute to performance of World vision Uganda community development programmes.
- iii. Monitoring and evaluation information sharing and utilization contribute to performance of World vision Uganda community development programmes.

1.7 Conceptual framework

Figure 2: Conceptual framework showing relationship between monitoring and evaluation and Performance of community development programmes.



Source: Logical model (Weiss, 1998)

The conceptual frame work indicates variables that influence performance of world vision Uganda community development programmes. There may be other factors affecting performance of programmes,

but for this study priority was given to monitoring and evaluation variables indicated in the conceptual framework because of their significance to the study. The independent variables will include monitoring and evaluation planning and implementation, M&E quality assurance mechanisms and information sharing and utilization.

The conceptualization of variables was informed by Logic model (Weiss, 1998). The logical model describes the logical relationships between the resources invested in a program (inputs), the activities the program undertakes and the changes or benefits that result.

1.8 Significance of the study

The study results will support development practitioners and policy makers to justify contribution of monitoring and evaluation systems and quality assurance mechanisms to improving effectiveness and efficiency of development programmes, the results of the study will also guide policy makers on how to build effective monitoring evaluation systems.

The study recommendations will support World vision Uganda leadership and staff to design an effective monitoring and evaluation system to strengthen data collection and analysis, documentation of lessons and application of M&E information for learning and innovation.

The results of the study will guide academicians to establish monitoring and evaluation quality assurance mechanisms to examine effectiveness of development programmes and achievement of project outcomes.

The study strengthened capacity of the researcher in research skills and application of data collection methodologies, data analysis and interpretation and report writing. The researcher will utilize the skills to guide development of effective monitoring and evaluation systems in development organizations.

1.9 Justification of the study

Poor performance of programmes results into wastage of financial resources from donors and lead to beneficiaries' dependence and vulnerability; this has negatively affected the commitment of donors to fund development programmes in Uganda.

The rationale for conducting the study was therefore to offer practical and realistic solutions to poor performance of development programmes resulting from ineffective and non functional monitoring and evaluations systems; a contemporary recurring problem facing most development organizations in Uganda. The study has consequently provided actionable recommendations that development programmes can adopt to improve performance, demonstrate results and outcomes of programme interventions.

1.10 Scope of the study

1.10.1 Content scope

The study examined the contribution monitoring and evaluation systems to performance of World vision Uganda community development programmes. The study assessed the effect of monitoring and evaluation planning and implementation, quality assurance mechanisms and information sharing and utilization to programme performance. Key programme performance indicators examined included budget utilization and management, achievement of project outcomes, delivery of project scope, effectiveness, efficiency, relevance, appropriateness and sustainability of results.

1.10.2 Geographical scope

The study was conducted in Mbale, Butaleja, Tororo and Soroti districts in Eastern Uganda in 18 World Vision Uganda supported Area Development Programmes (ADPs) of Budumba, Kachonga, Namanyonyi (Butaleja cluster) Paya, Kirewa, Nabuyoga and Iyolwa (Tororo cluster), Nankoma, Nabukalu, Busitema, Buwunga, Busia Municipal council and Lunyo (Busia cluster). Area Development Programmes (ADPs) undertake child focused development, relief and advocacy interventions.

1.10.3 Time scope

The research investigations covered a period of 5 years from 2008 to 2013, involving review of Programmes design documents, monitoring and evaluations systems and data bases, baseline and evaluations reports. The period of 5 years was realistic to examine how monitoring evaluation systems affect programmes performance in World vision Uganda as programme design phases cover a period of 5 years (WVU LEAP, 2008).

1.11 Operational definitions

Monitoring refers to continuous and systematic process of data collection, analysis and interpretation of information by World Vision and its partners to assess progress and achievements of project outputs and outcomes (WVU LEAP, 2008). Evaluation refers to a time-bound exercise that attempts to systematically and objectively assess relevance, performance and success of ongoing and completed programmes to determine their efficiency, effectiveness, relevance and sustainability.

Project scope refers to the total sum of activities to be undertaken and delivered by the project in order to achieve project goals and outcomes in the specified time. Quality assurance refers to checks and reviews of data and information to verify accuracy and completeness of information. Sustainability refers to ability of programme partners to maintain and improve upon outcomes achieved with World vision interventions (WVU LEAP, 2008).

CHAPTER TWO

LITERATURE REVIEW

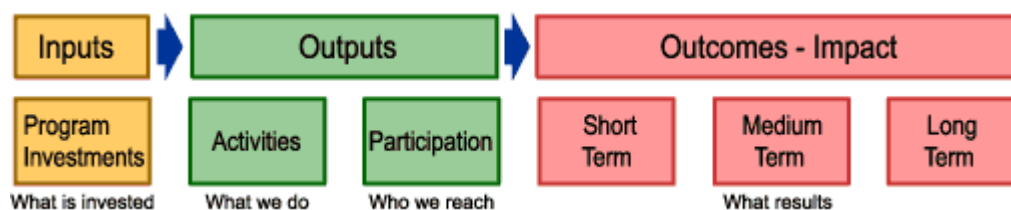
2.0 Introduction

The chapter discusses related literature and views by different scholars on the key variables of the study. The chapter also presents contribution made by other scholars, weaknesses and gaps in the available literature. The conceptual variables discussed in the literature review include; monitoring and evaluation planning and implementation, M&E quality assurance mechanisms, information sharing and utilization in relation to performance of community development programmes.

2.1 Theoretical review

Logic model (Weiss, 1998) informed the study, the logic model is a systematic and visual way to present the logical relationships between resources (inputs), activities and outcomes or changes that result from programme interventions. The Logic model also portrays the underlying rationale of a development initiative.

Logical Model



Using a logic model helps to organize and systematize program planning, management and evaluation functions. In program implementation, a logic model prioritizes the program aspects most critical for tracking and reporting. The theory is relevant to World vision Uganda programmes and supported assessment of the logical linkage (cause-effect relationship) between project objectives and appropriateness of project indicators tracked in the M&E plans to measure progress and impact. The model also guided

assessment of effectiveness of existing M&E systems to measure indicators of different levels of project objectives.

2.2.1 Monitoring and evaluation planning and implementation contributes to performance of World vision Uganda community development programmes.

In international development the collective term monitoring and evaluation (M&E) is used frequently. Monitoring is the routine collection of information that tracks and assesses project inputs and delivery of activities and outputs. Monitoring examines efficiency of performing activities and consistency of delivering outputs while evaluation is the periodic assessment of extent to which set objectives are achieved, their effectiveness and relevancy (World Vision International LEAP 2nd Edition, 2007).

M&E planning strengthens mechanisms to measure programmes effectiveness through setting targets and indicators. Annual performance targets define benchmarks to measure programme performance and well-developed and appropriate indicators define priority outcomes and time required to achieve each target. Patton (2009) further urges that potential positive contribution of defining objectives and targets is that “what gets measured gets done”.

However, the shadow side of performance indicators is that measuring the wrong thing means the wrong thing gets done. Although, defining targets is critical to determine programme success and impact, it is vital that key programme stakeholders have evidence and benchmarks required to set realistic targets, the study thus investigated whether baseline values for project indicators are set to measure future programme performance.

Standardization of data collection and analysis tools makes it easier for M&E planning and eventual programme reporting (Hallam, 2011). Although a disadvantage of such an approach is the tendency of organizations to focus on the measurable and pay less attention to contextual analysis, already a weak point in some development evaluations.

M&E planning builds stakeholder's ownership and commitment in development and implementation of organization strategy. Patton (2008) asserts that users' participation can enhance an individual's commitment to learning and help build a stronger organizational learning culture, contributing to an organizational development process.

To optimize M&E implementation, the interests, needs, influence and power of the users should be identified at the outset and used to inform the design of the evaluation. Patton (2009) further urges that, intended users are more likely to participate in M&E planning if they understand and feel ownership of the evaluation process. This means that monitoring and evaluation planning should start with the generation of questions by end users of what need to be answered. Patton (2008) further urges that when a monitoring and evaluation system is planned in this way, it can foster ownership of the reform process by stakeholders, and increase their commitment to implementation.

The need to engage stakeholders further stems from the fact that evaluations are political and concern various interest groups, affected populations and stakeholders, both internal and external who should arguably be at the centre of not just the evaluation process, but the whole M&E system (Sandison, 2006). Sharing of resources and information and learning among agencies provides them with the opportunity to develop trust, and to regard one another not as competitors but as partners (Wright and Pauline, 2006).

However, the inadequate capacity of stakeholders in M&E has continuously undermined the quality of their participation in M&E planning and implementation especially their ability to define and realize goals. The study examined capacity of stakeholders in M&E and how it impacts on M&E and programme performance.

For effective M&E planning organizations have to provide the necessary human resources and incentive structures (Foresti 2007). Incentives to ensure publication of negative as well as positive results would promote learning and accountability. Similarly, investment in evaluative capacity building and pioneering pilots in diverse contexts would promote knowledge sharing and learning (Nicola et al, 2009). This means that staffs have to be provided with adequate incentives, tools and resources to effectively undertake the monitoring and evaluation processes.

However, in most cases the incentive structures of agencies do not necessarily reward those in the monitoring and evaluation departments and evaluation jobs are considered stressful, this negatively affect establishing of functional M&E systems for development programmes.

Defining M&E system reinforces prevention and mitigation of anticipated risks. Building a monitoring and evaluation system can be used on an ongoing basis to direct discussion and examine delays and other challenges impeding strategy implementation. This facilitates brainstorming on approaches to address these challenges. Segone (2009) emphasizes that this stimulates feedback to help managers assess strategies for introducing and implementing reforms and to assess the effect of those reforms in the organization.

This argument is relevant to World vision Uganda development programmes which are required to define assumptions for programmes outcomes during M&E planning; this supports identification of potential risks

and integration of interventions that sustain assumptions to prevail to avert occurrence and effect of risks to programme performance.

To improve effectiveness of monitoring and evaluation planning to performance, organizations should emphasize strategic approach as opposed to cyclic (Hallam, 2011). Community development programmes should start by looking at how the evaluation process can add value and determining knowledge needs and listing the intended use and users (Molander, 2010). This implies that M&E planning should be based on priority needs and information requirements by different operation units.

2.2.2 Monitoring and evaluation quality assurance mechanisms contribute to performance of World vision Uganda community development programmes.

M&E quality assurance and audits examine appropriateness of development organizations interventions to the needs of beneficiaries, usually expressed in terms of relative coverage, access to or use of services or facilities. Zephirin (2001) emphasizes that quality assurance enables organizations to determine the degree of client and beneficiary satisfaction with outputs and services and provides feedback for future programming.

The M&E quality assurance mechanisms strengthen efficiency of resource utilization and value for money. An M&E quality check verifies returns on investment, costs of operations and administration against programme outcomes. Arild and Keith (2004) points out that M&E quality assurance enhances continuous monitoring of public expenditures for proper service delivery this reinforces consistent adherence to budget allocations and utilization of resources.

However, the effectiveness of quality review is limited by inadequate capacity of stakeholders in undertaking quality assurance checks and audits, which results in poor quality of review reports and low utilization of results, the study examined stakeholders' capacity in undertaking quality assurance reviews and audits and extent to which audit recommendations are implemented by stakeholders to improve programme performance.

Quality assurance reviews verifies evidence base on the impact of development approaches. Howard and Hugh (2012) urge that systematic M&E quality reviews inform development practitioners on what evidence exists to pin relevancy of development models and approaches. This affirms confidence to publish and replicate similar approaches for further application in different contexts as best practices. M&E quality checks and reviews strengthen development effectiveness rather than aid effectiveness, the primary interest is in which interventions work, not who funded them (White, 2012). Quality assurance provides evidence about the most cost-effective approaches and activities; and supports organizations to focus on value for money and impact rather than recording inputs and activities (Arild, 2001).

This argument is applicable to World vision Uganda programmes which delivers long term sustainable development impact in the wellbeing of children and their families. M&E quality assurance mechanisms are relevant to WV to determine how quality assurance mechanisms enable the organization to identify and address issues affecting sustainability of development changes.

Hallam (2011), recommends need to strengthen use both internal and external personnel in M&E quality assurance reviews to encourage a culture of evaluation. He urges that many organizations field personnel feel that evaluations take up valuable time and that they end up 'teaching' the evaluators about the programme and the issues, and then subsequently learn little from the reports, if they ever see and read

them. There is also concern that outsiders need a lot of time to learn about the culture and practice of the organization being evaluated.

Knowledge management is key to effective M&E quality assurance mechanisms. Agreement on common database formatting, updating and circulation are required to promote greater transparency and knowledge sharing. However, there should also be an increased awareness, not only on content evaluations, but also on how they are used to influence policy and practice.

M&E quality assurance assesses organizational risk of doing business and provides information for risk planning and mitigation. Information on outputs coverage provides early warning of problems, specific information on where problems lie and defining remedial action. Zephirin (2002) points out that effective monitoring can detect early signs of potential problems and success areas. Patricia and Sanjeev (2011) further urge that quality assurance guides improvements in policies, and practices.

M&E supports identification of successes and failures and shapes investment decisions. (Jody and Kusek, 2004) emphasizes that quality assurance enables organizations to identify program weakness and take action to correct them, information generated can be used to diminish fear within organizations and strengthen open atmosphere in which people can learn from mistakes, make improvements and create knowledge along the way. This is relevant to WV community development programmes which are affected by social, political and economic external factors and assessment and monitoring of risks is critical to achieve WV programmes objectives, the study investigated the contribution of operation audits to identify and mitigate risks.

Technical quality of M&E quality assurance reviews is very important to improving evaluation utilization of M&E review reports. High quality M&E audits increase the credibility of the whole evaluation process, and create the potential for a virtuous circle to develop, if evaluations are valued more highly, this creates the right conditions for more of them to be of higher quality in future, Hallam (2011).

It is important for organizations to conduct their own internal analysis and self assessment to conceive the most appropriate approach for improving utilization of results (Hallam (2011). This means that there is no one-size-fits-all approach to improving utilization of M&E quality mechanisms. Self assessment enables organizations to reflect on their evaluation processes, take stock of their practice in evaluation utilization and uptake, and identify areas on which to focus future efforts. This means that management response and follow-up is a key area for improving the impact of monitoring and evaluations quality audits. Responses and follow-up should be tracked and feedback presented to the governing body along with the evaluation. Project managers should report to the governing body on action taken on the recommendations they accepted at the time (Foresti 2007)

Identifying the ‘personal factor’ (Patton (2008); is one of key factors that emerged as consistently important in explaining M&E quality assurances approaches utilization. The personal factor is the presence of an identifiable individual or group of people who personally care about the evaluation and the findings it generates. Where such a person or group was present, evaluations were used; where the personal factor was absent, there was a correspondingly marked absence of evaluation impact.

The emphasis of “personal factor” user person or group is further echoed in a recent study on strengthening learning from research and evaluation within DFID evaluations which noted that “the lack of ownership of large operation audits or research programmes delivered externally can help explain their lack of influence”. However, it is important to note that the accountability focus in evaluations is a key factor in their poor utilization. Patton (2008); urges that an evaluation required by a funder often becomes an end in itself to be done because it is mandated, not because it will be useful. Mandated evaluations can undercut utility by making the reason for the evaluation compliance with a funding requirement, rather than genuine interest in being more effective.

This is applicable to World Vision Uganda where some quality assurance checks including audits are donor required. This means that to mitigate the tension between the differing aims of evaluation, there is a need for separate ‘accountability’ evaluations from ‘learning’ evaluations and not try to meet all agendas with one exercise.

2.2.3 Monitoring and evaluation information sharing and utilization contribute to performance of World vision Uganda community development programmes.

Researchers suggested that Monitoring and evaluation information use is “multidimensional” best described by the interaction of several dimensions, namely the instrumental, conceptual, Learning and Legitimizing, in particular (Carlsson, 1994).

Instrumental use refers to using findings from monitoring and evaluation for direct action (Carlsson, 1994). In instrumental use of evaluation, evaluations are the impetus for immediate and specific program or policy changes (Patton, 2009).

Conceptual use differs from instrumental use in that action is not expected but the use of evaluation influences thinking. Evaluation results and conclusions trickle down into the organization in the form of new ideas and concepts debated and developed over time. This type of knowledge-building use is sometimes referred to as ‘enlightenment’ use (Weiss, 1998). Conceptual use influences decision makers’ and stakeholders’ cognitive processing.

According to Carlsson et al (1994), process (learning) use of evaluations refers to how participation in the evaluation itself can lead to individual learning and changes in behavior, such as improved communication within teams and between partners, enhanced understanding and application of M&E in programming.

While Legitimizing use of evaluation involves use of M&E information to legitimize confirm, substantiate, corroborate, a decision or understanding that the organization or individual already holds, providing an independent and objective reference that may be used to communicate or justify subsequent actions(Williams et al (2002).

However, although use monitoring and evaluation information is multidimensional, it is common that ‘only direct instrumental use of findings and recommendations are regarded as “proper”; use’ (Williams et al, 2002).

This means that development practioners are failing to recognize the many dimensions of utilization and therefore doing evaluation a disservice. The picture would look a lot brighter if we accept the recommendation of the European Commission study that “the indirect use of evaluations including process use, indirect use and cumulative use – should be valued more explicitly” (Williams et al, 2002,) This applicable to development organizations were priority is given to instrumental use of evaluations.

Studies on the relevance of evaluations and the degree to which they are utilized remain one of the most common topics in the literature (Patton 2008). Indeed sharing and utilization of results remains a key challenge of development organizations including Worldvision.

Monitoring and evaluations has special relevance for evidence-based policy, as it is specifically designed to test the effectiveness of particular approaches (O'Brien et al. 2010), one would expect that evaluation might be seen as central to evidence-based policy.

However, due to prevalence of 'evaluations that are rushed, poorly planned, poorly executed or poorly funded' (O'Brien et al. 2010). Many academics and perhaps policy makers regard evaluation as being lower in status than other forms of research informing policy (Guenther et al. 2010). This means that poorly designed and implemented M&E processes result into poor quality data that undermine confidence in results and utilization.

In addition to direct application of evaluation findings on policy or practice, evaluations may change participants' awareness and attitudes (Gary and Mervin, 2003), potentially leading to future policy changes. M&E information is a source of knowledge capital for organization learning and innovation. Learning from monitoring and evaluation can be used to improve the overall performance and quality of results of ongoing and future programmes and strategies (Zephirin, 2001). Learning is particularly significant for development programmes as the context, needs of the targeted groups and beneficiaries are dynamic and constantly change.

However, contextual factors affect utilisation of M&E information and learning especially political dynamics. Teller (2008) notes that there is fear that negative evaluations play into the hands of the foreign aid critics among policymakers, which produces fear of the visibility of failures and mistakes. This means that the need for organizations to protect their reputation for funding and external pressure for change limits information dissemination and learning.

Utilization of M&E information is part of the decision making process on impact of development programmes. M&E provides a continuous flow of actionable information about the interrelationship between operational activities and the reality of impact (Arild, 2001).

However, in complex and disorderly society, decisions on goals and programmes are often political compromises that do not necessarily correspond with the outcomes of evaluation (Frerks and Hilhorst 2002).

Increasing impact of M&E information requires constructing pathways for the findings to make a difference within the organization. “Performing a good quality evaluation is only the first step. The lessons then have to be absorbed, taken forward, and implemented in practice before organizational learning can be said to have occurred (Stoddard, 2005). This underscores the fact the critical component of M&E is documentation of lessons and putting the lessons into practice.

Although, this argument is applicable to development programmes, the supply-side interventions will have little effect on utilization of M&E information, unless there is sufficient demand for quality impact evaluations. Demand for M&E requires that quality monitoring and evaluations are seen as an important policy and management tool in an organization.

As result of limited demand for M&E information in organizations; Jones and Mendizabal (2010) recommends need to increase the internal demand for evaluation information by moving from the general and abstract to focus on real and specific stakeholders and uses. This means that increasing demand for information in order to make management decisions will increase the demand for evaluations.

Organizations should harness participation both internal and external personnel to maximize utilization of evaluation for learning (Hallam, 2011). The involvement of insiders means that findings and recommendations are more likely to be appropriate. In addition, insiders are more likely to have a better understanding of the concerns of field personnel, and of their perspective on key issues; this has enormous benefit of retaining the experience and knowledge gained by those carrying out the evaluation.

Despite the many benefits of using insiders, some organizations are implacably opposed to doing so, fearing that this will limit independence and restrict any radical recommendations that might be required. Hallam (2011) urges that, it is therefore essential to clarify the reasons for carrying out an evaluation, and to recognize that trade-offs are inevitable.

On the other hand, concerns were noted that lessons from evaluations relevant to DFID more generally, at a strategic level, had no 'owner', and were thus less likely to be acted upon (Hallam, 2011). This implies that there is need to have a steering committee for each evaluation that includes staff members from the relevant units.

There is also need to emphasize quality than quantity to strengthen utilization of evaluations. Where reports are of insufficient quality, they lose credibility, and the evaluation process becomes less valued in the eyes of managers and implementers. Organizations commission evaluations for a large proportion of their programmes, but then find themselves struggling to ensure the quality of the process because of a lack of capacity to debate and act on them; no one takes them seriously (Foresti (2007).

Sometimes, a quality-focused approach is made more difficult if evaluations are required by donors as a funding condition; forcing organizations to commission more evaluations than they can absorb (Hallam, 2011). Donor demanded evaluation undermine internal ownership of results.

Impact evaluation improves accountability not only to funders and decision makers, but also to the primary constituents and other key stakeholders. Mutual accountability provides deeper legitimacy and improved effectiveness (Patricia and Sanjeev, 2001). External and internal stakeholders will have a clearer sense of status of program interventions and approaches. The ability to demonstrate positive results can also help garner greater political and popular support. Jones and Mendizabal (2010) emphasizes that strong accountability in turn can provide the incentives necessary to improve performance.

This assertion is applicable to world vision programmes which generate funding from individual sponsors that make contributions through sponsoring children; this relationship requires a high level of accountability and stewardship that by demonstrating impact through sharing information.

Hallam (2011) urges that the leadership has a profound and positive impact on the value and effectiveness of evaluations. Where leaders are not interested in evaluation, or are overly defensive about the performance

of their organizations and hence reluctant to accept evaluation findings, a culture develops against learning from experience. If data and analysis are not valued at senior level, this can permeate throughout the organization and lead to reluctance even to collect the necessary information in the first place (Hallam, 2011).

Equally, organizational culture also affects the utilisation of evaluation findings (Nicola, et al, 2009).

This means that the presence of an evaluation culture, value of learning and performance and accountability mechanisms leads to actively seeking information on performance. However, the sensitivity to objective evidence may hinder the implementation of M&E audits, as organizations will be concerned to protect their reputation, for funding and credibility purposes. Hallam (2011) further urges that efforts to create evaluation systems without addressing organizational culture are likely to end up as burdensome and potentially counter-productive.

However, the issue of timing affects M&E information utilization, the information may arrive too late to influence decisions over (for example) whether to scale up or terminate a project(Nicola, et al 2009). A common complaint from potential evaluation users is that Monitoring and evaluations results often arrive too late to be of any use in decision-making (Jones and Mendzabal, 2010).

This means that to have a better chance of bringing about change, evaluation timetabling should start with an analysis of programme planning cycles and ensure that evaluation products feed into it .

Proudlock (2009) emphasizes that internal staff capacity. The board or funders of an organization should seek to ensure that recruitment of senior managers emphasizes the importance of evaluation. Jones and Mendizabal (2010) emphasized that a director of an organization must be appointed as ‘knowledge and

learning' champion. This implies that ability of organization leadership to utilize M&E information to changing behavior is dependent on their experience in M&E.

Monitoring and evaluations information yields information or provides lessons learned that flow directly back into the policy cycle and are thus incorporated in the planning of future programmes and projects. In this way, there is a constant learning process leading to ever-improving performance (Frerks and Hilhorst, 2002).

However, this understanding presupposes a rational, scientific planning model which has never been adopted in daily development practice. In complex and disorderly society, decisions on goals and programmes are often political compromises that do not necessarily correspond with the outcomes of evaluation (Frerks and Hilhorst, 2002). This implies the organizations should adopt an evaluative culture to objectively utilize results for guiding programming and change in policies.

Strategic dissemination of findings is fundamental to making evaluations utilization more effective. Organization need to adopt innovative dissemination strategies to strengthen adoption and utilization by diverse stakeholders. Ideally, each audience should receive a different product tailored to its needs (Hallam, 1998). This means that the dissemination channels should be realistic to all stakeholders and end users. The format and presentation of evaluations has be simple, avoiding M&E reports which are too long and technical.

Frerks and Hilhorst (2002) recommends that evaluation process need to begin with the communication strategy, rather than dissemination being thought about when the report is produced. This implies that

planning a head influences the type of information collected by the monitoring and evaluation system and ensures it meets the needs of decision makers.

Management response and follow-up to evaluations is a key area for improving the impact of evaluations. Its better that those who know and understand the organization develop and take ownership of the recommendations (Jones and Mendizabal, 2010).

However, there is argument that the focus on recommendations can detract organizations from analysis and learning. The most important part of the evaluation is the analysis, because this is what encourages learning (Jones and Mendizabal, 2010). In addition, in most cases the frequent absence of baseline data on the previous condition of the affected and target populations limits meaningful analysis.

It's further important for organizations to carry out periodic meta-evaluations and evaluation syntheses, and review recommendations. Such meta-approaches and syntheses are important in extracting full value from expensive evaluation processes and results (Hallam, 2011). This means that evaluation syntheses help to ensure that findings across many different evaluations are validated, and the greater consistency of findings across programmes leads to more confidence in their credibility and greater potential impact of making changes on the basis of such findings.

It's essential for evaluation reports and relevant findings to be easily accessible to improve on utilization (Harry and Mendizabal, 2010). This means that information should be availed in different forms; this can include good cataloguing; improving intranets to make it easier to search and browse to further utilization.

Organizations need to conduct their own internal analysis to conceive the most appropriate approach for improving evaluation utilization, as there is no one-size-fits-all approach to improving utilization. Hallam (2011) recommends that a self-assessment tool should be designed to help agencies reflect on their evaluation processes, take stock of their practice in evaluation utilization and uptake, and identify areas on which to focus future efforts.

2.2.2 Summary of literature review

The reviewed literature clearly shows that scholars and development practitioners affirm the positive contribution of M&E systems to programmes performance (Segone, et al, 2008). M&E provides a major source of evidence central to shape decisions to continue, discontinue, modify or scale up programmes based on robust evidence of what works.

In general; this means that literature asserts that functional M&E systems are prerequisite to organizations if intended results and impact are to be timely achieved, measured and documented. However, Literature review findings more inclined to emphasizing significance of M&E systems to effectiveness of public organizations and institutions, the study has provided specific findings on the importance of M&E systems in Non Government Organizations (NGOs) with focus on World vision Uganda.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents a description of methods and strategy used in collection and analyzing data. It also presents the research design, the population of the study, sample size and selection, sampling techniques and procedures, data collection methods , data collection instruments , validity and reliability of data collection instruments, procedure of data collection , data analysis and measurement of variables.

3.1 Research Design

The research utilized across sectional design. The across sectional design enables analysis of relationships among a number of variables in a single study and provides a measure of degree of relationships between the independent and dependent variables (Ary and Yesh, 2001). The researcher used both qualitative and quantitative approaches; the two methodologies supplemented and checked each other and reduced bias; this contributed to achievement of higher validity and reliability. Quantitative approach was used to acquire numerical information on samples for statistical analysis and making appropriate conclusions and inferences to the population(Mugenda and Mugenda 1999), while qualitative approach enriched discussions on relationships between variables by providing narrative and descriptive information by capturing views, perceptions and behaviors to supplement information from quantitative sources (Arya and Yesh, 2001)

3.2 Study population

The study target population covered World vision Uganda staff and stakeholders in eastern region involved in DM&E processes and project management. The sample size was determined using both probability means and non probability means, using the Krejcie and Morgan sample size selection table (1970) as cited in Sekeran (2003). The accessible population included all staff and stakeholders directly involved in implementation of M&E activities in development programmes. The study population comprised of 201 staff and stakeholders in Eastern region programmes (WVU Annual report, 2012). These included programme managers, DM&E officers, CDFs, CSDFs, CSDAs, PDC committee members, Programme beneficiaries, sub county chiefs and district Planner, health, education, probation and members of community based organizations.

3.3 Sample size and selection

Table 1: Population and sample size table

Population category	Target Population	Sample size	Sampling Technique
Regional Operations Manager	1	1	Census
Programme Managers	4	4	Census
DM&E officers	4	4	Census
Parish Development committee members	20	19	Purposive sampling
CSDAs	60	52	Purposive sampling
CSDF	8	8	Census
Programme Accountants	8	8	Census
Sub county technical team(chief and CDO, Accountant, Health Assistant, NAADS coordinator)	20	19	Purposive sampling
District departmental heads	10	10	Purposive sampling
Health centre III Staff	10	10	Purposive sampling
Project beneficiaries	20	19	Stratified random sampling
Village Health Team(VHT)	18	14	Stratified random sampling
Community Based organizations	18	14	Purposive sampling
Total	201	182	

The sample size selection table was preferred because of its simplicity to be used and applicability to the population size (Sarantakos, 2005). A sample size of 155 staff and stakeholders involved in World vision Uganda DM&E processes in Eastern region programmes was selected for study, as the study required specific knowledge of how programmes are designed, implemented and monitored.

3.4 Sampling techniques and procedures

Sampling of respondents was based on both probability and non probability methods. The probability methods included stratified sampling techniques; this enabled selection of equal representation of three groups of respondents (from 18 Area Development Programmes) for the study. Non probability sampling was used in the study; the census was used as provides most reliable information on population characteristics (Mugenda and Mugenda, 1999) and enabled the researcher to reach all senior World vision Uganda staff. Purposive sampling was used to select respondents considered to have basic knowledge and who would have participated in programme DM&E processes; this is recommended by Sarantakos (2005).

3.5 Data collection methods

The data collection methods utilized in the study included both qualitative and quantitative methods. The methods used were key informant interviews, structured questionnaire and document review.

3.5.1 Questionnaire

A self administered questionnaire was administered to the sample of 155 respondents. The questionnaire was administered to programme staff, stakeholders and project beneficiaries. The questionnaires contained closed ended questions; the questionnaires enabled the researcher to reach many respondents easily and reduced bias. Questionnaire also enabled the researcher to collect breadth of information on variables, simplified structuring and coding of responses. Questionnaires permitted anonymity, which increased the rate of response and the possibility that responses reflect genuinely held opinions (Pervez and Kjell, 2002).

3.5.2 Documents review

Review of documents was used to critically study and analyze reports and documented records from World vision Uganda and relevant partners including Butaleja district and Community Based organization and Sub County to assess contribution of M&E to programme performance. Key Worldvision Uganda programme documents reviewed included programme evaluation reports, annual programme management reports, programme audit reports, baseline reports, programme design documents, Operations audit and NAC review reports and LEAP. Document review provided the researcher with systematic procedure for identifying ,analyzing and deriving useful information from the existing documents and reports to affirm and validate data on study variables collected by other methods. Document review is relatively inexpensive; a good source of background information and provides a information that may not be directly observable (Pervez and Kjell, 2002).

3.5.3 Key Informant Interviews

Key informant interviews were used to collect in-depth information on contribution of M&E to programmes performance. The face to face interviews were conducted with the senior programme staff of WVU including Region Operations Manager for eastern region, the programme managers for Mbale-Butaleja, Tororo, Soroti and Busia clusters, and local government district including community development officer, production officer and district health officer for Mbale, Butaleja, and Tororo, Soroti and Busia districts. Key informants were selected basing on knowledge, experience and position of influence in M&E and programming. The interviews enabled the researcher to probe for in-depth information, clarification and capturing of varied opinion of the respondents (Amin, 2005).

3.6 Data collection instruments

The following data collection instruments were used to collect both qualitative and quantitative data to meet the features of respondents for the study.

3.6.1 Questionnaire

The questionnaire was used because it is appropriate in collecting data required to answer the research questions and achieve research objectives. Since the utilized the cross section design the questionnaire was relevant because it saved time, was less expensive and provided valid information (Amin, 2005). The questionnaire was structured in five Likert standardized rating scale of 1 to 5 (5- strongly agree, 4- agree, 3- not sure, 2- disagree, 1- strongly disagree).

3.6.2 Document review checklist

Documents presenting information on different variables identified in the study were reviewed against the checklist. The researcher utilized the checklist to record relevant data from existing secondary documents on contribution of M&E systems to programmes performance. The document review checklist was inexpensive and enabled the researcher to intensely examine programmes background information, philosophy that was not be directly evident (Pervez and Kjell, 2002). The key documents reviewed were WVU strategy 2012 to 2015, Programme design documents, Programmes annual reports, Baselines and evaluation reports, quarterly and outcome monitoring reports.

3.6.3 Interview guide

The interview guide was designed in accordance with the main themes of the study (Mugenda and Mugenda, 1999). The responses from respondents were manually recorded by the researcher on the note

book and later used in analysis. The key informant guide was used to conduct in-depth interviews and validate data collected. The guide helped the researcher to focus interview questions to themes under each variable to generate answers to research questions. Unstructured (Open ended) interview guide was used to allow respondents to share information in detail and probing where necessary (Pervez and Kjell, 2002).

3.7 Validity and reliability

3.7.1 Validity of Data collection instruments

Validity is the extent to which the tool actually measures what it is intended to measure. It's also means the degree to which the research results represent the phenomenon under study (Mugenda and Mugenda 1999). Validity of the tool was ensured by generating Content validity Index (CVI). Burke (2000) urges that content validity index helps in examining the strength of the instrument and whether items can generate information of what they are intended measure. The data collection instrument is considered valid to be used in the study, when CVI is 0.7 and above (Amin, 2005).

The data collection instruments were reviewed by research experts including researcher's supervisor, the researcher made revisions in the instrument depending on experts' judgment and recommendations.

$$\begin{aligned}\text{Content Validity Index (CVI)} &= \frac{\text{Number of items regarded valid}}{\text{Total number of items}} \\ 70/72 &= \mathbf{97.2\%}\end{aligned}$$

The instruments were therefore accepted to be valid since $CVI > 70\%$.

3.7.2 Reliability of Data collection instruments

Reliability refers to the degree to which the data collection instrument yields consistent results or data after repeated trials (Mugenda and Mugenda 1999). It's also refers to the dependability or consistency of data collection instrument (Amin, 2005). The data collection instruments were pre-tested with 30 respondents to confirm their appropriateness before actual data collection. Feedback from the pre test enabled the researcher to eliminate ambiguities, revised and removed questions.

The study utilized CRONBACH Alpha coefficient reliability test to measure internal consistency of data collection instrument using the following formula;

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

Where σ = reliability of alpha coefficient (Cronbach)

k = Number of items in the instrument

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

σ^2 = Variance of the total instrument

\sum = Summation

When the alpha coefficient is found to be 0.7 or above the instrument is considered reliable to be used for data collection (Amin, 2005).

Alpha Cronbach's coefficient computed using SPSS is indicated below;

Table 2: Reliability Analysis Table for the self administered questionnaire

Variable	Alpha Cronbach's coefficient	Number of items retained in the Questionnaire
Monitoring and Evaluation Planning and implementation	0.896	21
Monitoring and Evaluation quality assurance mechanisms	0.916	21
Monitoring and Evaluation information sharing and utilization	0.928	21
Performance of development programmers	0.860	7
Entire data collection tool	0.965	70

Source: Primary Data

The table above shows a Cronbach Alpha coefficient of 0.896 for Monitoring and Evaluation Planning and implementation with 21 items, 0.916 for Monitoring and Evaluation quality assurance mechanisms with 21 items, 0.860 for Monitoring and Evaluation information sharing and utilization with 21 items, 0.860 for performance of development programmes with 7 items and 0.965 for all the variables under study totaling 70 items. The instrument therefore passed the test of reliability for each of the variables and for all the variables since the alpha coefficient for all variables was greater than 0.7 (Amin, 2005).

3.8 Procedure of data collection

The researcher obtained an introduction letter from Uganda Management Institute and presented it to World vision Uganda Quality Assurance Department for permission to conduct the study in world vision Uganda supported programmes. The researcher made appointment for interviews with the World vision staff, district

heads of departments and chairpersons of CBOs and PDCs. This enabled respondents to confirm viable time when they were available for the interviews. Questionnaires were distributed to respondents and were given 02 weeks to respond to them. The researcher explained the purpose of the study to the respondents and affirmed confidentiality of the information they provided. The researcher made follow-up to ensure that questionnaires were responded to and collected questionnaires from respondents. The researcher also timely communicated to programme managers to provide WVU documents and reports for review.

3.9 Data analysis

The data collection instruments produced both qualitative and quantitative data. The raw data was edited, coded to ensure that it's accurate and consistent.

3.9.1 Quantitative Data Analysis

The data collected was analyzed using Statistical package for social scientists (SPSS) program. The Pearson correlation coefficient was used to examine the relationship, levels of significance between independent variables and the dependent variable (Amin 2005). After establishing the relationship between variables using correlation analysis, data was further analyzed using regression. The coefficient of determination using regression analysis was used to determine the effect of each independent variable to the dependent variable. Punch (1998) affirms that regression analysis is relevant to examine the level of significance of each independent variable to dependent variable.

3.9.2 Qualitative data analysis

Qualitative data was examined and classified into themes and patterns to help the researcher to determine relations and generation of explanations (Punch, 1998). The patterns or themes were used to explain reasons for the outcome of the study. Narrative statements on relationships between themes and categories were deduced to generate information on the opinions, perceptions and testimonies of respondents in response to questions. The results of qualitative data were triangulated with quantitative data for each objective.

3.10 Measurement of variables

Both nominal and ordinal scales of measurements were used in the study. The nominal scale was used to capture the demographic characteristics of the respondents (Mugenda and Mugenda, 1999). The ordinal scale of measurement was used to categorize elements to be measured and also rank them into some order. The likert scale 5-1 category response of strongly agree (SA), Agree (A), Not Sure (NS) disagree (DA) and strongly disagree (SD) was used with numeric values of 5, 4,3,2,1 respectively representing variation in responses of the respondents. Categorical scale was used to measure qualitative data obtained from interviews and document reviews through classification of information under relevant themes.

3.11 Ethical considerations

The study was conducted honestly and honorably to enable respondents to consequently be more willing to contribute openly (Israel and Hay, 2006). The researcher sought consent of respondents before they responded to questionnaires by explaining purpose of the study to the respondents, for the respondents to make an informed consent. The researcher ensured confidentiality during interview and report writing. Information given by respondents was purely used for academic purposes and was treated with the utmost

confidentiality. The respondents did not write their names or any other identification marks on the questionnaire. As a result quotes or excerpts from the interview transcripts would not reveal the respondent's identity. The researcher sought approval from World vision Uganda senior leadership for permission to access organization's documents, reports and staff.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.0 Introduction.

This chapter presents the analysis and interpretations of the study findings arising from the data collected from the field using questionnaires, interview guide and secondary sources. The first section presents the response rate followed by demographic characteristics, presentations and analyses of the study findings in relation to specific objectives. The main purpose of the study was to examine the effect of monitoring and evaluation systems on performance of World vision Uganda community development programmes.

4.1 Response Rate

A total of 155 questionnaires were distributed and all of them were returned leading to an overall response rate of 100%. The researcher in addition to the data generated through questionnaires, collected qualitative data through key informant interviews from 27 knowledgeable respondents including Regional Operations Manager, Programme Managers, DM&E officers, district local government officials and Parish Development committee members. This response rate indicates that data was collected from all the respondents from the target population; hence data and findings from it can be relied on according to Mugenda and Mugenda, (1999). The high response rate was because of good data collection strategies that were used by the researcher and the interest the respondents had in the topic of the study.

4.2 Demographic description of the sample

In this section presents the background characteristics of respondents. The section presents age groups, gender, level of education, duration in service and place of work of the respondents.

4.2.1 Distribution of respondents by Age Groups

The study investigated the age of respondents to examine the age composition of participants in Monitoring and Evaluation processes of Worldvision Uganda. The results were categorised into four age groups; 17 years and below, 18 - 30 years, 31 - 50 years and 50 and above years.

Table 3: Distribution of respondents by age group

Age bracket	Frequency	Percent
17 years and below	4	2.2
18 - 30 years	66	36.3
31 - 50 years	97	53.3
50 and above years	15	8.2
Total	182	100.0

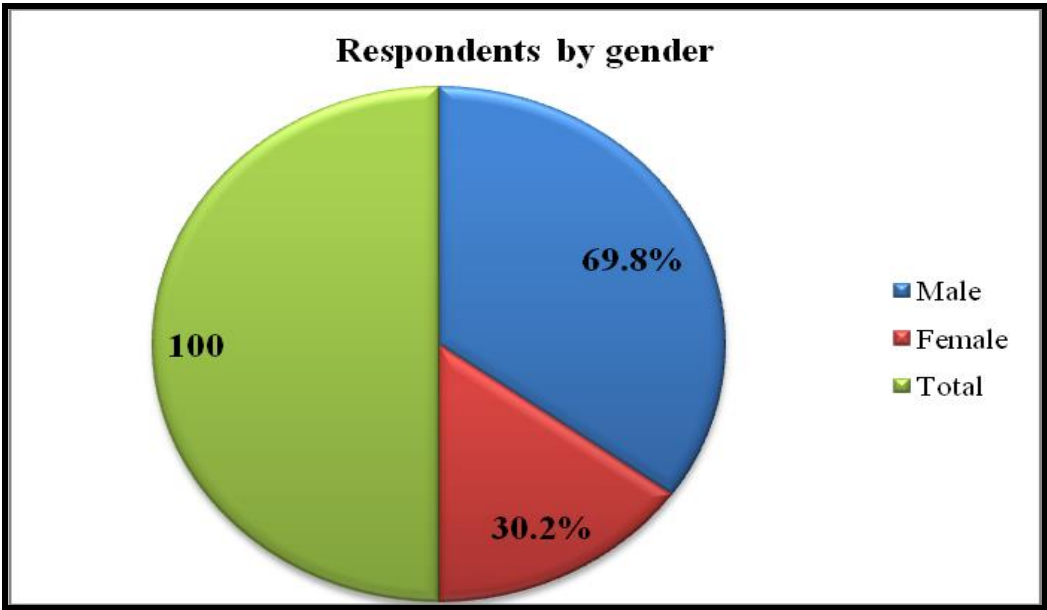
Source: Primary data from field study)

The results indicate that majority of the respondents in the study were aged 31- 50 years (53.3%) and 18 -30 years (36.3%), with only 2.2 % of respondents from age category of 17 years and below. This implies that majority respondents in the study had participated in M&E activities and were knowledgeable on monitoring and evaluation processes of Worldvision development programmes (54.8% aged 31- 50 years); as key participants in community development programmes monitoring and evaluation processes are adults (parents and guardians of children),this affirms credibility of results collected.

4.2.2 Distribution of Respondents by Gender

The study investigated the gender composition of respondents to examine participation and views of men and women on Monitoring and Evaluation of Worldvision Uganda programmes. Understanding gender composition of key participants in M&E processes is important to examine the integration of gender related issues in programming of WVU development programmes.

Figure 3: Demographic description of the sample by gender



(Source: Primary data from field study)

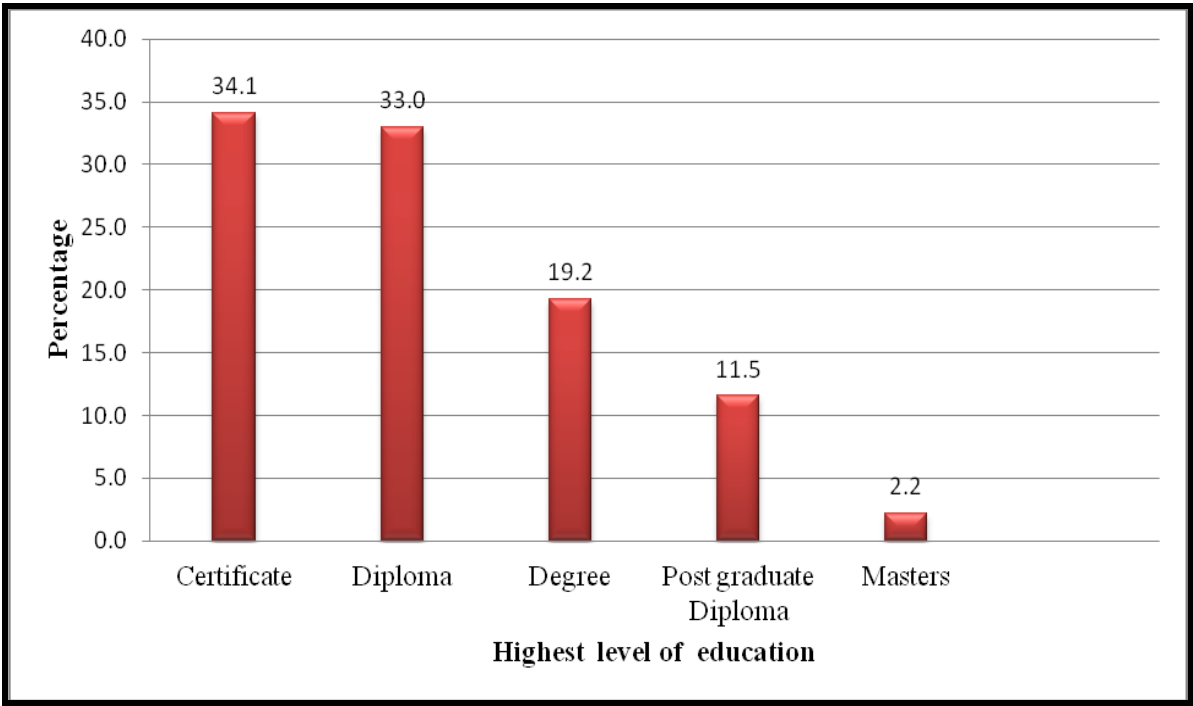
The results indicate that majority 127 (69.8%) of respondents in the study were males compared to 55 (30.2%) who were females. Similarly, the document review indicates that majority of staff (67%) in Butaleja district Local government are male(*Butaleja district development plan, 2010-2014*), this implies that, there is dominance of male employees in world vision Uganda and local government institutions; over 70% of management positions in Worldvision are held by males(*WVU annual report 2013*) and similarly key positions in district local government departments and community development

committees are held by men, this is partly caused by low literacy level for women in eastern region districts especially in the rural areas.

4.2.3 Respondents highest level of education

The study investigated the highest level of education completed by respondents. The level of education is a key determinant of meaningful participation in planning of monitoring and evaluation activities and utilisation of monitoring evaluation information.

Figure 4: Distribution of respondents by highest level of education



(Source: Primary data from field study)

The study results show that, the highest level of education obtained by majority of respondents was certificate 62 (34.1%) and diploma 33.0%, and only 19.2% and 13.7% had obtained a degree and Post graduate qualifications respectively. This implies that majority respondents had ability to actively and meaningfully participate in Monitoring and Evaluation processes of development programmes, as M&E

processes require literate participants able to develop plans, review and discuss monitoring and evaluation reports.

4.2.4 Duration of service of respondents

The study investigated duration of service of respondents with Worldvision and period of their engagement in monitoring and evaluation of development programmes; investigating duration of service was important to understand experience and knowledge level of respondents in M&E processes.

Figure 5: Distribution of respondents by duration in service with World vision



(Source: Primary data from field study)

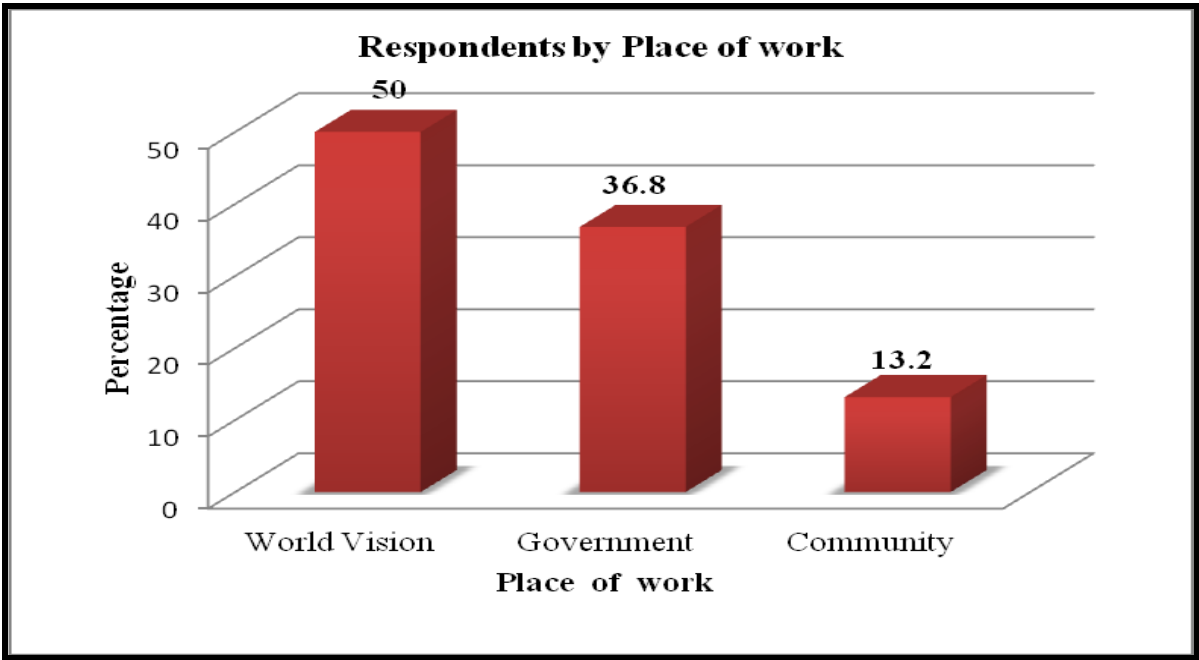
The study results indicate that, majority of respondents, 60.5% had worked and participated in World vision Uganda programmes for period of 3 years and more, with only 39.5% having less than 3 years of experience in service. This implies that respondents were knowledgeable on world vision Uganda M&E processes, as

they had previously participated in monitoring and evaluation activities for three and more years, and their views can be relied on as they have had prior experience in monitoring and evaluation.

4.2.5 Place of work of respondents

The study investigated place work of respondents, focusing on Worldvision, Local Government and community. Understanding composition of respondents by age group is critical to examine how different categories of stakeholders contribute to M&E processes of development programmes.

Figure 6: Distribution of respondents by place of work



(Source: Primary data from field study)

The study results show that majority of the respondents, 50% were World Vision Uganda staff, 36.8% from Government and 13.2% from community. This implies that respondents had adequate knowledge on internal monitoring and evaluation processes of Worldvision Uganda programmes; as majority of

respondents were Worldvision staff and views collected in the study are reliable and representative of key stakeholders.

4.3 Empirical Findings

The empirical findings are presented using descriptive statistics of frequency distributions, correlation coefficients and coefficient of determination coefficients. The study comprised of three specific objectives as namely: To examine the contribution of Monitoring and Evaluation Planning and implementation to performance of World vision Uganda community development programmes; To assess the contribution of Monitoring and Evaluation quality assurance mechanisms to performance of World vision Uganda community development programmes; To find out how Monitoring and Evaluation information sharing and utilization contributes to performance of World vision Uganda community development programmes. The findings shall be presented starting objective by objective, followed by hypotheses testing. All the variables were measured on a five point scale ranging from 1=Strongly Disagree, 2=Disagree, 3=Not sure, 4=Agee, 5=Strongly Agree.

4.3.1 The contribution of Monitoring and Evaluation Planning and implementation to performance of World vision Uganda community development programmes

In order to understand the attitudes and perceptions of the respondents on the issue of Monitoring and evaluation (M&E) Planning and Implementation, so as to assess whether it contributes to the performance of World Vision Uganda community programmes, the researcher used three dimensions, namely; Setting of project objectives and indicators, Baseline of project Indicators, and Monitoring and Evaluation data

collection and Analysis. A number of items were used in the questionnaire showing their level of agreement or disagreement using the likert scale.

4.3.1.1 Setting of project objectives and Indicators

In order to examine whether project objectives are realistic and measurable and whether the process of setting objectives is participatory and clearly understood by key stakeholders. The study investigated views and perceptions of respondents on setting of project objectives and indicators.

Table 4: Views of respondents on setting of project objectives and Indicators

Setting of project objectives and Indicators	SD	D	NS	A	SA	Mean	S.D.
Project objectives are clearly stated and measurable	2 (1.3%)	1 (0.6%)	9(5.8%)	71(45.8%)	72(46.5%)	4.35	0.74
There is a logical relationship between project objectives (activities to outcomes).	2 (1.3%)	3 (1.9%)	6(3.9%)	84(54.2%)	60(38.7%)	4.27	0.74
Projects develop risks management plans to prevent and manage their impact.	2 (1.3%)	7 (4.5%)	39(25.2%)	79(51%)	28(18.1%)	3.80	0.83
Specifications for project inputs are clearly defined and understood by staff	2 (1.3%)	11(7.1%)	15(9.7%)	73(47.1%)	54(34.8%)	4.07	0.92
Project monitoring and evaluation plans are developed and understood by staff and stakeholders	2 (1.3%)	4(2.6%)	10(6.5%)	86(55.5%)	53(34.2%)	4.19	0.77
Project plans are broken down (detailed) before activity implementation starts.	2(1.3%)	6(3.9%)	15(9.7%)	64(41.3%)	68(43.9%)	4.23	0.87
Project plans are developed in participatory manner involving staff and stakeholders	2(1.3%)	2(1.3%)	2(1.3%)	70(45.2%)	79(51%)	4.43	0.71

(Source: Primary data from field study)

4.3.1.1.1 Appropriateness of Project objectives and indicators

The study investigated the appropriateness of Project objectives and indicators in terms of clarity and their appropriateness to the community needs and alignment to Worldvision strategic objectives. The study results indicate that 92.3% respondents (143 out of 155) agreed that project objectives are clearly stated and measurable while 92.9% (144 out of 155) agreed that there is a logical vertical and horizontal relationship between project objectives. This implies that the existing Worldvision community level management structures and platforms are effective and are able to engage community members in setting project priorities. This further affirms that staff have relevant skills and capacity in project planning and are able to guide community groups and stakeholders to develop measurable and achievable objectives. This is in particular attributed to the participatory manner of Development Programming Approach (DPA) adopted by Worldvision in planning which allows for adequate engagement and participation of various community groups while setting project objectives.

4.3.1.1.2 Participation of staff and stakeholders in setting of Objectives and indicators

The study investigated the extent to which project staff and stakeholders participate in setting of objectives, the results indicate that majority of respondents 96.2% (149 out of 155) agreed that project plans are developed in participatory manner involving staff and stakeholders. Similarly, participatory approach in developing project objectives was affirmed by a Parish Development Committee (PDC) chairperson, he asserted that *“As development committee members, we are always involved in the planning meetings, Worldvision invites us to identify activities to be done in our community every year, it becomes easy for us to mobilize community members to contribute local resources for activities we were involved in developing”*. By majority of respondents 96.2% agreeing that project plans are developed in participatory manner; this further implies that there is strong stakeholder’s ownership of the development programmes as

they are fully engaged in the planning. Their involvement in planning also eases mobilization of local materials required to undertake Worldvision development activities.

4.3.1.1.3 Integration of risk management plans in setting project objectives and indicators

The study investigated whether projects develop risk management plans to prevent the occurrence of anticipated project risks and manage their impact in case they do occur. The study results revealed that only 69.1% projects develop risk management plans during project design. This implies that risk analysis is not robustly and critically done during project assessment and design, and the tools to undertake risk assessment are not clearly understood by staff and stakeholders and this implies that Worldvision staff and partners have limited knowledge on risk assessment; planning and monitoring. The statement of project assumptions is also still inaccurate and there is inconsistent monitoring of how assumptions prevail during project implementation and as result projects issues are not consistently tracked. Although Worldvision initiated use of project management tools including use of risk register and issues log, the adoption of risk management and monitoring tools is still weak and inconsistent. The results also imply that Worldvision projects are unlikely to achieve desired project objectives and targets, as they lack systematic procedures and mechanisms to prevent and mitigate likely project risks which negatively affect delivery of project outputs and outcomes.

4.3.1.2 Baseline of project Indicators

In order to examine whether project outcome indicators are baselined before projects start implementation and assess utilization of baseline results to refine project objectives and measure project progress, the study investigated views and perceptions of respondents on setting of baseline of project indicators and how baseline results are utilized to improve project relevancy and performance.

Table 5: Views of respondents on baseline of project Indicators

Baseline of project Indicators	SD	D	NS	A	SA	Mean	S.D.
Project indicators are appropriate to measure project objectives and are measurable	3 (1.9%)	5 (3.2%)	14 (9%)	94 (60.6%)	39 (25.2%)	4.04	0.81
Project goal and outcomes indicators are attainable within stated time	1 (0.6%)	15 (9.7%)	27 (17.4%)	85 (54.8%)	27 (17.4%)	3.79	0.87
Project indicators are cost effective to measure in terms of time and money	1 (0.6%)	14 (9%)	22 (14.2%)	88 (56.8%)	30 (19.4%)	3.85	0.86
Baseline values for project goals and outcomes are defined before implementation starts	1 (0.6%)	7 (4.5%)	15 (9.7%)	69 (44.5%)	63 (40.6%)	4.2	0.84
Baseline results /figures are utilized by stakeholders to improve and refine project objectives	2 (1.3%)	9 (5.8%)	28 (18.1%)	75 (48.4%)	41 (26.5%)	3.93	0.89
Projects set outcome targets before implementation of activities	0 (0%)	10 (6.5%)	16 (10.3%)	74 (47.7%)	55 (35.5%)	4.12	0.84
Baseline results are used for project monitoring and evaluation	1 (0%).6	4 (2.6%)	10 (6.5%)	81 (52.3%)	59 (38.1%)	4.25	0.74

(Source: Primary data from field study)

4.3.1.2.1 Utilization of Baseline results to improve and refine project objectives

The study investigated whether baseline results are set before programme implementation and utilized by stakeholders to improve and refine project objectives, the study results indicate that majority of the respondents 90.4% (140 out of 155) agreed that baseline results are utilized to guide project monitoring and evaluation to improve project performance and 85.1% agreed that baseline values for project goals and outcomes are defined before implementation starts. This implies that Worldvision Uganda programmes in eastern region have clear benchmarks upon which project progress and changes are measured for trend analysis. Defining of indicator benchmarks before implementation enables programmes to set realistic

project goals and targets based on evidence on status of specific project indicators status in the targeted communities.

4.3.1.2.2 Timeliness of defining baseline values

The study investigated whether baseline values for project goals and outcomes are defined before implementation starts, the study results indicated that majority of respondents (83.2%) agreed that baseline values for project goals and outcomes are defined before implementation starts. This indicates projects are able to effectively examine and understand the status of project indicators before programmes start, this implies that there is adequate understanding of programme context in Worldvision operation areas before programmes begin implementation. The study further investigated whether project goal and outcome indicators are attainable within stated time, the study results indicated that only 72.2% respondents agreed that project goal and outcomes indicators are attainable within stated time. This implies that Worldvision Uganda staff and stakeholders have inadequate capacity to accurately define indicators which results into setting of inappropriate indicators for project objectives that partly contribute to either failure to achieve targets or difficulty to measure results.

4.3.1.3 Monitoring and evaluation data collection and Analysis

In order to examine whether Worldvision Uganda(WVU) programmes have data collection tools developed in participatory manner involving staff and stakeholders and possess data bases for analysis of data and producing monitoring information reports; the study investigated views of respondents on monitoring and evaluation data collection and analysis processes.

Table 6: Views of respondents on monitoring and evaluation data collection and Analysis

Monitoring and Evaluation data collection and Analysis	SD	D	NS	A	SA	Mean	S.D.
Projects have developed data collection tools	0 (0%)	2 (1.3%)	6 (3.9%)	68 (43.9%)	79 (51%)	4.45	0.64
Project data collection tools are developed in participatory manner involving staff and stakeholders	1 (0.6%)	10 (6.5%)	12 (7.7%)	71 (45.8%)	61 (39.4%)	4.17	0.87
Data collection tools can collect information required on project objectives	1 (0.6%)	2 (1.3%)	13 (8.4%)	82 (52.9%)	57 (36.8%)	4.24	0.71
Project Output and outcome data is collected on regular basis	1 (0.6%)	15 (9.7%)	28 (18.1%)	76 (49%)	35 (22.6%)	3.83	0.91
Staff and stakeholders adequately participate in project data collection process	0 (0%)	8 (5.2%)	13 (8.4%)	76 (49%)	58 (37.4%)	4.19	0.8
There is a data base to enter and analyze monitoring data	0 (0%)	6 (3.9%)	27 (17.4%)	72 (46.5%)	50 (32.3%)	4.07	0.81
Project monitoring data is regularly and consistently analyzed and reports produced	1 (0.6%)	9 (5.8%)	16 (10.3%)	76 (49%)	53 (34.2%)	4.1	0.85

(Source: Primary data from field study)

4.3.1.3.1 Availability of project monitoring data collection tools

The study investigated whether World vision Uganda projects have developed monitoring tools and whether project monitoring tools can collect required information on project objectives, the study results indicate that, majority of the respondents agreed that projects (94.9%) have developed data collection tools and 85.2% of respondents agreed that project data collection tools were developed in participatory manner involving staff and stakeholders and study findings further revealed that 89.7% respondents agreed that data collection tools can collect information required on project objectives. The results imply that development programmes have project monitoring data collection tools in place used to collect data to measure progress of project objectives.

4.3.1.3.2 Regularity of output and outcome data collection and analysis

The study investigated whether Project Output and outcome monitoring data is collected on regular basis to generate information on project progress and performance. Whereas 89.7% of data collection tools can collect information required on project objectives, only 71.6% of project output and outcome data is collected on regular basis and only 78.8% respondents agreed that World vision Uganda projects have databases to enter and analyze monitoring data to generate required information. This implies that although projects have developed monitoring tools to support collection of data on output indicators, there is inconsistent and irregular utilization of monitoring tools as result of weak monitoring and evaluation culture, as result Worldvision staff and stakeholders focus their efforts on activity implementation and less effort and time is allocated on monitoring project results. In addition; lack of functional project databases for entering and analyzing data results from weak capacities of staff in statistical data analysis; and this accounts for delays and inconsistencies in producing monitoring information reports.

4.3.1.4 Testing hypothesis One

The researcher used one of the common approaches, known as probability approach to test the hypothesis. Using this approach to hypothesis testing, the probability value (p-value) given in the output is exactly the p-value used for the hypothesis testing exercise. There are however, a number of recommended steps for hypothesis testing that have to be followed (Amin, 2005, Mugenda and Mugenda, 1990).

Step 1: Specification of the hypotheses:

Monitoring and Evaluation planning and implementation contributes to performance of World vision Uganda community development programmes

STEP 2: Selecting the significant level

The significance level for testing the hypotheses has been set at 95% confidence level. This implies that all one-tailed tests shall be tested using a p-value of 0.05 and two-tailed tests shall be tested using a p-value of 0.025.

Step 3: Calculating the test – statistic (correlation)

Table 7: Correlation table for M&E Planning and Implementation verses Performance of Development Programmes

Variables	Spearman's rho	M&E Planning and Implementation	Performance of Development Programmes
M&E Planning and Implementation	Correlation Coefficient	1.000	.547*
	Sig. (2-tailed)	.	.000
	N	155	155
Performance of Development Programmes	Correlation Coefficient	.547*	1.000
	Sig. (2-tailed)	.000	.
	N	155	155

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

The table shows that there is a moderate positive relationship between M&E Planning and Implementation and Performance of Development Programmes, given by Spearman's correlation coefficient of 0.547.

STEP 4: Calculating the p-value

The p-value for M&E Planning and Implementation, is equal zero (0.000), which is less than the critical value of 0.025 (two tailed test) that is used to test the significance of Spearman's correlation coefficient.

Step 5: Comparing the computed p-value with the significant level.

Since the p-value for correlation coefficient is less than 0.025 the researcher accepted that the relationship between M&E Planning and Implementation and Performance of Development Programmes was statistically significant.

Step 6: Interpreting the results

The above findings can therefore be interpreted as follows:

4.3.1.4.1 Monitoring and Evaluation planning and implementation contributes to performance of World vision Uganda community development programmes.

There is a statistically significant relationship between M&E Planning and Implementation and performance of development programmes ($r=0.547$, $p\text{-value}<0.025(=0.000)$, $N=155$). This means that improved between M&E Planning and Implementation translates or leads to improved performance of development programmes, and the reverse is true.

Step 7: Making the decision

The researcher further computed the coefficient of determination (r-square) that is used to explain the variability in the dependent variable that can be explained by the variability in the independent variable.

Table 08: Coefficients of determination for M&E Planning and Implementation

Independent Variables	Spearman's Correlation Coefficient	Sign. (2-tailed)	Coefficient of determination (r-square)
M&E Planning and Implementation	0.547	0.000	0.299

The coefficient of determination for M&E Planning and Implementation is 0.299. This means that 29.9% of the variability in Performance of Development Programmes can be explained by the variability in M&E Planning and Implementation.

Step 8. Conclusions: Hypothesis number 1, which was stated as thus: Monitoring and Evaluation planning and implementation contributes to performance of World vision Uganda community development programmes, was accepted.

4.3.2 The contribution of monitoring and evaluation quality assurance mechanisms to performance of World vision Uganda community development programmes

In order to understand the attitudes and perceptions of the respondents on the issue of monitoring and evaluation quality assurance mechanisms, so as to assess whether they contribute to the performance of World Vision Uganda community programmes, the researcher used three dimensions, namely; Data Quality checks and reviews, Operation audits and Stakeholders capacity in Monitoring and Evaluation.

4.3.2.1 Data Quality checks and reviews

To understand the existing internal quality control checks and procedures employed by Worldvision Uganda development programmes for producing quality monitoring reports; the study investigated views of respondents on a data quality checks and reviews and how quality reviews contribute to relevancy, efficiency and effectiveness of programmes.

Table 9: Views of respondents on Data Quality checks and reviews

Data Quality checks and reviews	SD	D	NS	A	SA	Mean	S.D.
Projects have internal quality control checks and review procedures for project monitoring data	0 (0%)	5 (3.2%)	26 (17%)	84 (54%)	40 (26%)	4.03	0.75
Project staff have relevant skills and knowledge to conduct data quality checks and reviews	0 (0%)	5 (3.2%)	17 (11%)	86 (56%)	47 (30%)	4.07	0.76
Project plans and reports are reviewed before implementation and utilization	4 (2.6%)	6 (3.9%)	15 (9.7%)	74 (48%)	56 (36%)	4.11	0.92
Site visits are done to verify accuracy of monitoring data	0 (0%)	6 (3.9%)	15 (9.7%)	89 (57%)	45 (29%)	4.06	0.91
Quality reviews and checks add value to completeness and quality of reports	0 (0%)	5 (3.2%)	17 (11%)	86 (56%)	47 (30%)	4.13	0.73
Reviews focus on relevancy, efficiency, effectiveness of project plans and reports	0 (0%)	6 (3.9%)	20 (13%)	78 (50%)	51 (33%)	4.12	0.73
Feedback provided from Quality reviews is utilized to improve on quality of plans and reports	0 (0%)	1 (0.6%)	39 (25%)	65 (42%)	50 (32%)	4.23	0.71

(Source: Primary data from field study)

4.3.2.1.1 Presence of internal quality control checks and review procedures

The study investigated whether Projects have internal quality control checks and review procedures for project monitoring data, the results indicate that majority of respondents (80.0%) agreed that projects have internal quality control checks and review procedures for project monitoring data. Similarly, the cluster

DME officer affirmed that *“All child monitoring tools collected by partners are checked before entering them in STEP system, then gaps can be detected and corrected before data is entered, and all reports developed by implementing staff in the cluster are reviewed and review tools with comments shared with staff”*. This implies that programmes have practical procedures for verifying consistence, accuracy and completeness of monitoring data and Worldvision staff endeavor to adequately follow and implement review checks.

4.3.2.1.2 Review of project plans and reports and utilization of review reports

The study investigated whether project plans and reports are reviewed before implementation and utilization and how adequate project review reports are utilized to inform and improve quality of project plans, the study findings indicate that 83.8% respondents agreed that project plans and reports are reviewed before utilization to affirm their quality and relevancy to the needs of targeted communities and beneficiaries. However, study results further indicate that only 74.2% of feedback provided from quality reviews is utilized to improve on quality of plans and reports. This implies that there is limited utilization of feedback provided from monitoring and evaluation data quality reviews, as result of inadequate feedback mechanisms for sharing monitoring data review reports with key stakeholders and delays in sharing monitoring review reports.

4.3.2.2 Operation Audits

In order to examine the contribution of operation audits to measure programme efficiency, effectiveness, appropriateness of interventions and how operation audit reports are utilized by stakeholders to improve

programme performance and relevancy, the study investigated views of respondents on operation audits and how audits are conducted.

Table 10: Views of respondents on operation audits

Operation audits	SD	D	NS	A	SA	Mean	S.D.
Project audits are regularly done to assess project risks	0 (0%)	5 (3%)	17 (11%)	86 (56%)	47 (30%)	4.12	0.78
The auditable areas are aligned to key programme performance objectives and indicators	0 (0%)	1 (1%)	23 (15%)	72 (47%)	59 (38%)	4.06	0.78
Operation audits enable identification and assessment of project risks	0 (0%)	2 (1%)	18 (12%)	74 (48%)	61 (39%)	4.22	0.71
Operation audits verify efficiency, effectiveness, appropriateness and sustainability of programmes	0 (0%)	1 (1%)	23 (15%)	72 (47%)	59 (38%)	4.25	0.71
Audit reports are shared with staff and project stakeholders	6.98 (4.5%)	11 (7%)	19 (12%)	74 (48%)	44 (28%)	3.88	1.04
Action plans are developed to prevent and mitigate risks identified by audits	0.93 (0.6%)	4 (3%)	17 (11%)	74 (48%)	59 (38%)	4.2	0.79
Audit recommendations are timely and adequately implemented	0.93 (0.6%)	11 (7%)	34 (22%)	86 (56%)	26 (17%)	0.81	0.82

(Source: Primary data from field study)

4.3.2.2.1 Sharing and dissemination of project audit reports

The study investigated extent to which projects audit reports are shared with Project staff and stakeholders to undertake decisions to improve programmes performance, the study results indicate that; majority of the respondents (85.8%) agreed that project audits are regularly done to assess project risks, this implies

that Worldvision programmes have adequately integrated operations audit into the annual monitoring and evaluation plan, this is supported by presence of an independent and efficient audit department at the national level directly supervised by National Director that provides guidance to regional and cluster monitoring and evaluation officers undertake annual project audits. The organizations has also integrated pre-operations audit in the M&E staff performance objectives, this has contributed to regular undertaking of pre-operations audits to verify compliance of programmes to quality standards and monitor project risks before annual integrated audits are conducted.

4.3.2.2.2 Implementation and utilization of Operation audits recommendations

To examine the contribution of operations audits to programmes performance and relevancy, the study investigated how operations audit reports and audit recommendations are utilized and implemented by WV staff and stakeholders, the study results indicated that 76.1% respondents agreed that audit reports are shared with staff and project stakeholders in timely manner. This implies that; although project audits are undertaken, project audit reports are produced and shared late with stakeholders and which affects their timely implementation and adoption. The results further indicate that only 72.3% respondents agreed that audit recommendations are timely and adequately implemented. This implies that Operations audits are at times viewed as “policing” by implementing staff from outsiders rather than opportunities for identifying, analyzing risks and learning; this undermines adoption of audit recommendation to improve programme performance. Recommendations are not owned by implementers of programmes, which undermines taking of further actions to address key gaps identified.

4.3.2.3 Stakeholders capacity in Monitoring and Evaluation

In order to understand the contribution and participation of stakeholders in data collection, analysis and utilization of monitoring information; and whether they possess required skills and knowledge for meaningful participation in monitoring and evaluation processes, the study investigated views of respondents on stakeholders capacity in Monitoring and Evaluation.

Table 11: Views of respondents on Stakeholders capacity in Monitoring and Evaluation

Stakeholders capacity in Monitoring and Evaluation	SD	D	NS	A	SA	Mean	S.D.
Staff and stakeholders are trained in monitoring and evaluation	0 (0%)	9 (5.8%)	13 (8.4%)	81 (52.3%)	52 (33.5%)	4.14	0.8
Staff and stakeholders have capacity to develop project plans	0 (0%)	8 (5.2%)	17 (11%)	79 (51%)	51 (32.9%)	4.12	0.8
Staff and stakeholders have capacity to develop monitoring tools	0 (0%)	8 (5.2%)	17 (11%)	74 (47.7%)	56 (36.1%)	4.15	0.81
Staff and stakeholders have capacity to undertake data collection, entry and analysis	1 (0.6%)	8 (95.2%)	25 (16.1%)	87 (56.1%)	34 (21.9%)	3.94	0.8
Staff and stakeholders have capacity to utilize monitoring and evaluation information	0 (0%)	4 (2.6%)	22 (14.2%)	82 (52.9%)	47 (30.3%)	4.11	0.74
Staff and stakeholders have capacity to conduct quality assurance reviews and checks	0 (0%)	13 (8.4%)	21 (13.5%)	89 (57.4%)	32 (20.6%)	3.9	0.82
Staff and stakeholders adequately participate in monitoring and evaluation of programmes	0 (0%)	12 (7.7%)	12 (7.7%)	73 (47.1%)	58 (37.4%)	4.14	0.86

(Source: Primary data from field study)

4.3.2.3.1 Capacity of Worldvision staff and stakeholders to develop project plans and monitoring tools

The study investigated capacity of Worldvision staff and stakeholders to develop plans and monitoring tools, the results indicate that 83.9% respondents agreed that staff and stakeholders have capacity to develop project plans, and 83.8% respondents agreed that Staff and stakeholders have capacity to develop monitoring tools, this is attributed to availability of training programmes undertaken by Worldvision

to project staff and stakeholders in monitoring, as majority of Worldvision staff and stakeholders (85.8%) are trained in monitoring and evaluation, this affirms that Worldvision programmes and national office have adequate capacity building plans to empower them undertake monitoring activities.

4.3.2.3.2 Capacity of World vision staff and stakeholders to analyze data and utilize monitoring and evaluation information

The study investigated capacity of WV staff and stakeholders to analyze data and utilize monitoring and evaluation information, the study results indicate that only (78.0%) stakeholders have capacity to undertake data collection, entry and analysis and 83.2% respondents agreed that WV staff and stakeholders have capacity to utilize monitoring and evaluation information and 78% respondents agreed that projects have capacity to conduct quality assurance reviews and checks. The low percentage of stakeholders able to undertake data entry and analysis and quality reviews implies that World vision staff and stakeholders have inadequate competencies in statistical data analysis; synthesizing and interpretation of monitoring reports, the low level of education of stakeholders also undermine their ability to undertake basic data analysis skills and utilize monitoring and evaluation information.

4.3.2.4 Testing hypothesis two

Although there are several approaches to hypothesis testing, the researcher used probability approach to test the relationship between Monitoring and evaluation quality assurance mechanisms and performance of World vision Uganda community development programmes. Using this approach to hypothesis testing, the probability value (p-value) given in the output is exactly the p-value used for the hypothesis testing exercise. A number of recommended steps for hypothesis testing were followed (Amin, 2005).

Step 1: Specification of the hypotheses.

- i. Monitoring and evaluation quality assurance mechanisms contribute to performance of World vision Uganda community development programmes.

Step 2: Selecting the significant level

The significance level for testing the hypotheses has been set at 95% confidence level. This implies that all one-tailed tests shall be tested using a p-value of 0.05 and two-tailed tests shall be tested using a p-value of 0.025.

Step 3: Calculating the test – statistic (correlation)

Table 12: Correlation table for M&E Quality Assurance Mechanisms and M&E verses Performance of Development Programmes

Variables	Spearman's rho	M&E Quality Assurance Mechanisms	Performance of Development Programmes
M&E Quality Assurance Mechanisms	Correlation Coefficient	1.000	.511*
	Sig. (2-tailed)	.	.000
	N	155	155
Performance of Development Programmes	Correlation Coefficient	.511*	1.000
	Sig. (2-tailed)	.000	.
	N	155	155

The Table shows that there is a moderate positive relationship between M&E Quality Assurance Mechanisms and Performance of Development Programmes, given by Spearman's correlation coefficient of 0.511.

Step 4: Calculating the p-value

The p-values for M&E Quality Assurance Mechanisms is equal zero (0.000), which is less than the critical value of 0.025 (two tailed test) that is used to test the significance of Spearman's correlation coefficient.

Step 5: Comparing the computed p-value with the significant level.

Since the p-value for correlation coefficient is less than 0.025 the researcher accepted that the relationship between M&E Quality Assurance Mechanisms and Performance of Development Programmes was statistically significant.

Step 6: Interpreting the results

4.3.2.4.1 Monitoring and evaluation quality assurance mechanisms contribute to performance of World vision Uganda community development programmes.

There is a statistically significant relationship between M&E Quality Assurance Mechanisms and performance of development programmes ($r=0.511$, $p\text{-value}<0.025$ ($=0.000$), $N=155$). This means that improved M&E Quality Assurance Mechanisms translates or leads to improved performance of development programmes, and the reverse is true.

Step 7: Making the decision

The researcher further computed the coefficient of determination (r-square) that is used to explain the variability in the dependent variable that can be explained by the variability in the independent variable.

Table 13: Coefficients of determination for M&E Quality Assurance Mechanisms

Independent Variables	Spearman's Correlation Coefficient	Sign. (2-tailed)	Coefficient of determination (r-square)
M&E Quality Assurance Mechanisms	0.511	0.000	0.261

The coefficient of determination for M&E Quality Assurance Mechanisms is 0.261; this means that 26.1% of the variability in Performance of Development Programmes can be explained by the variability in M&E Quality Assurance Mechanisms.

Step 8. Conclusions

Hypothesis number 2, which was stated as thus: Monitoring and evaluation quality assurance mechanisms contribute to performance of World vision Uganda community development programmes, was accepted

4.3.3 The contribution of Monitoring and Evaluation information sharing and utilization to performance of World vision Uganda community development programmes.

In order to understand the attitudes and perceptions of the respondents on the issue of monitoring and evaluation information sharing and utilization, so as to assess whether it contributes to the performance of World Vision Uganda community programmes in eastern region, the researcher used three dimensions, namely; documentation of lessons learned and best practices, Monitoring and Evaluation information sharing and reporting, and application of monitoring and evaluation information for programme improvement and innovation.

4.3.3.1 Documentation of lessons learned and best practices

In order to understand the contribution of documentation of lessons learned and best practices to programme improvement and performance, the study investigated the existing practices on documentation of lessons learned and whether significant change stories are shared with stakeholders and timely utilized to inform adoption of programme approaches and making revisions in programme interventions.

Table 14: Views of respondents on documentation of lessons learned and best practices

Documentation of lessons learned and best practices	SD	D	NS	A	SA	Mean	S.D.
Staff are trained in documentation of programme information	1 (0.6%)	3 (1.9%)	23 (14.8%)	72 (46.5%)	56 (36.1%)	4.15	0.79
Staff have capacity to document programme progress and impact	0 (0%)	3 (1.9%)	13 (8.4%)	84 (54.2%)	55 (35.3%)	4.23	0.68
Significant change guidelines and templates are clear to staff and stakeholders	0 (0%)	8 (5.2%)	38 (24.5%)	72 (46.5%)	37 (23.9%)	3.89	0.82
Lessons from evaluations are adequately documented	2 (1.3%)	4 (2.6%)	27 (17.4%)	85 (54.8%)	37 (23.9%)	3.97	0.8
Most significant changes are documented on regular basis	4 (2.6%)	13 (8.4%)	24 (15.5%)	81 (52.3%)	33 (21.3%)	3.81	0.95
Significant change stories and best practices are shared with stakeholders	5 (3.2%)	10 (6.5%)	26 (16.8%)	68 (43.9%)	46 (29.7%)	3.9	1.01
There is Management Information System to document programme impact	5 (3.2%)	7 (4.5%)	31 (20%)	71 (45.8%)	41 (26.5%)	3.88	0.96

(Source: Primary data from field study)

4.3.3.1.1 Capacity of staff and stakeholders in documentation

The study investigated the capacity of project staff to document programme progress and impact of programmes, the study findings indicate that 89.5 % of respondents agreed that staff have capacity to document programme progress and impact, and majority of respondents (82.6%) agreed that staff are trained

in documentation of programme information. Although staff have required capacities to document project progress, the results indicate that only 71.4 % of respondents agreed that staff and stakeholders clearly understand and utilize significant change guidelines and templates. This implies although Worldvision staff and stakeholders are trained on documentation, the tools utilized to document significant changes are still complex and not well understood by stakeholders, this undermines regular documentation significant changes, a sub county chief noted that *“Am still not clear on best practices, it is true that programme reports are shared with us, but best practices and how they documented is not clear to me”*. This indicates that stakeholders have inadequate understanding of significant change documentation processes and tools.

4.3.3.1.2 Documentation of lessons learned, significant changes and best practices

The study investigated whether programmes document and share lessons learned, significant change stories and best practices, the study findings indicate that only 73.6% respondents agreed that most significant changes are documented on regular basis and only 73.6% respondents agreed that significant change stories and best practices are shared with stakeholders. Study results further indicate that only 72.3% respondents agreed that there is a Management Information System (MIS) to document programme impact. The results imply that although programmes collect significant changes; there is low adoption of Management Information System (MIS) to document and archive information. Lack of Management information system (MIS) is due to limited competencies of staff to develop and manage information systems.

4.3.3.2 Monitoring and Evaluation Information sharing and reporting

In order to understand the contribution of Monitoring and Evaluation information sharing and reporting to programme effectiveness, the study investigated whether programmes have M&E communication plans, and whether the monitoring and evaluation reports are regularly and timely shared in participatory manner with stakeholders, respondents were asked their views on Monitoring and Evaluation information sharing and reporting.

Table 15: Views of respondents on Monitoring and Evaluation Information sharing and reporting

Monitoring and Evaluation Information sharing and Reporting	SD	D	NS	A	SA	Mean	S.D.
There is a communication plan for programme monitoring and evaluation information	3 (1.9%)	8 (5%)	26 (17%)	81 (52%)	37 (24%)	3.91	0.89
Programmes respond timely to monitoring and evaluation information needs of stakeholders	4 (2.6%)	11 (7%)	21 (14%)	97 (63%)	22 (14%)	3.79	0.88
Project monitoring reports are timely produced	1 (0.6%)	11 (7%)	24 (16%)	91 (59%)	28 (18%)	3.86	0.81
Progress reports provide evidence of programmes on progress on project objectives	3 (1.9%)	2 (1%)	18 (12%)	84 (54%)	48 (31%)	4.11	0.8
Programme reports are of good quality and are complete	1 (0.6%)	5 (3%)	21 (14%)	90 (58%)	38 (25%)	4.03	0.76
Reports are shared in participatory manner with stakeholders	5 (3.2%)	13 (8%)	23 (15%)	78 (50%)	36 (23%)	3.82	0.99
Stakeholders provide feedback on quality and completeness of reports	6 (3.9%)	17 (11%)	27 (17%)	76 (49%)	29 (19%)	3.68	1.03

(Source: Primary data from field study)

4.3.3.2.1 Sharing of project monitoring reports with stakeholders

The study investigated whether project monitoring reports are timely shared with stakeholders using participatory approaches, the study results indicate that only (73.5%) respondents agreed that monitoring reports are shared in participatory manner with stakeholders, and only 77% of respondents agreed that project monitoring reports are timely produced. The results imply that monitoring reports are shared late which undermines utilization and programmes have inadequate participatory community based channels of disseminating Monitoring and Evaluation information to stakeholders, reports are mainly shared during meetings using approaches not understood by stakeholders that limits level of stakeholders participation.

4.3.3.2.2 Quality and completeness of programme monitoring reports

The study investigated completeness and quality of monitoring reports produced by programmes; the results indicate that only, 85% of respondents agreed that monitoring reports provide evidence of programmes progress on project objectives, and only 83% agreed that programme reports are of good quality and are complete. This implies that programme reports have evidence of programmes progress and can therefore be relied on to undertake project changes and decisions. Only 67.7% respondents agreed that stakeholders provide feedback on quality and completeness of monitoring reports. This implies that monitoring and evaluation report formats utilized by programmes to provide feedback to stakeholders are difficult to internalize and comprehend, as result minimal input is received from stakeholders which affect quality, ownership and utilization of monitoring reports.

4.3.3.3 Application of monitoring and evaluation information for programme improvement and Innovation.

In order to understand the contribution of application of monitoring and evaluation information for programme improvement and Innovation, the study investigated whether monitoring information is utilised by staff and stakeholders to undertake changes , guide decision making and undertake new innovations.

Table 16: Views of respondents on application of monitoring and evaluation information for programme improvement and innovation

Application of monitoring and evaluation information for programme improvement and Innovation	SD	D	NS	A	SA	Mean	S.D.
Regular stakeholders meetings are held to review monitoring reports	5 (3.2%)	7 (5%)	18 (12%)	78 (50%)	47 (30%)	4	0.95
There is adequate participation of stakeholders in review of monitoring and evaluation reports	2 (1.3%)	9 (6%)	19 (12%)	83 (54%)	42 (27%)	3.99	0.86
Monitoring and evaluation information is used by staff and stakeholders to undertake changes and decision making	1 (0.6%)	4 (3%)	14 (9%)	91 (59%)	45 (29%)	4.13	0.73
Monitoring and evaluation information is utilized to inform programme approaches	0 (0%)	4 (3%)	18 (12%)	91 (59%)	42 (27%)	4.1	0.7
Monitoring and evaluation reports contribute to relevancy of programmes	0 (0%)	2 (1%)	14 (9%)	85 (55%)	54 (35%)	4.23	0.66
Monitoring and evaluation report promote innovations in programmes	0 (0%)	4 (3%)	13 (8.4%)	84 (54%)	54 (35%)	4.21	0.7
Monitoring and evaluation reports are used to revise and improve project plans.	0 (0%)	4 (3%)	11 (7.1%)	88 (57%)	52 (34%)	4.21	0.68

(Source: Primary data from field study)

4.3.3.3.1 Utilization of Monitoring and evaluation information to undertake changes and decisions

The study investigated extent to which programmes utilize monitoring and evaluation information to undertake project changes and decisions, the study results indicate that 90.3% agreed that monitoring and evaluation reports are used to revise and improve project plans. The study findings also revealed that 87.7% respondents agreed that monitoring and evaluation information is used by staff and stakeholders to undertake changes and for making decisions to revise project plans. This implies that; there are adequate opportunities for staff and stakeholders to make use of M&E information to make changes in project plans, this is attributed to regular staff quarterly reflection and learning meetings held at cluster and regional levels. The reflection and learning meetings enable staff and stakeholders to analyze M&E information and utilize it to make changes to improve project plans. Similar to the study findings, the Community Development Facilitator (CDF) noted that” *Programmes produce annual outcome monitoring reports, which are shared with all partners highlighting significant changes and lessons learnt and plans for next implementation period are revised to focus on low performing indicators indicated in monitoring reports*”.

4.3.3.4 Monitoring and evaluation information contribution to relevancy of programmes

The study investigated contribution of monitoring and evaluation information to relevancy of development programmes, the study results indicate, 90% of respondents agreed that monitoring and evaluation reports contribute to relevancy of programmes. The study also indicates that 89.0% of respondents agreed that monitoring and evaluation reports to promote programmes innovations and 86 % of respondents agreed that monitoring and evaluation information is utilized to inform programme approaches. This implies that monitoring reports have evidence on key project indicators and information generated is relevant to

inform project performance, the results also imply that programmes have avenues for discussing and utilizing project information.

4.3.3.4 Testing hypothesis Three

Probability approach was used to test hypothesis three, the probability value (p-value) given in the output is exactly the p-value used for the hypothesis testing exercise, and a number of recommended steps for hypothesis testing were followed (Amin, 2005, Mugenda and Mugenda, 1990).

Step 1: Specification of the hypotheses.

- i. Monitoring and evaluation information sharing and utilization contribute to performance of World vision Uganda community development programmes.

Step 2: Selecting the significant level

The significance level for the hypotheses was set at 95% confidence level. This implies that all one-tailed tests shall be tested using a p-value of 0.05 and two-tailed tests shall be tested using a p-value of 0.025.

Step 3: Calculating the test – statistic (correlation)

Table 17: Correlation table for M&E Information sharing and Utilization verses Performance of Development Programmes

Variables	Spearman's rho	M&E Information Sharing and Utilization	Performance of Development Programmes
M&E Information Sharing and Utilization	Correlation Coefficient	1.000	.476*
	Sig. (2-tailed)	.	.000
	N	155	155
Performance of Development Programmes	Correlation Coefficient	.476*	1.000
	Sig. (2-tailed)	.000	.
	N	155	155

The Table shows that there is a moderate positive relationship between M&E Information sharing and Utilization and Performance of development programmes, given by Spearman's correlation coefficient of 0.476.

Step 4: Calculating the p-value

The p-value for M&E Information Sharing and Utilization are all equal zero (0.000) is less than the critical value of 0.025 (two tailed test) that is used to test the significance of Spearman's correlation coefficient.

Step 5: Comparing the computed p-value with the significant level.

Since the p-value for correlation coefficient is less than 0.025 the researcher accepted that the relationship between M&E Information Sharing and Utilization and Performance of development programme was statistically significant.

Step 6: Interpreting the results

4.3.3.4 .1 Monitoring and evaluation information sharing and utilization contribute to performance of World vision Uganda community development programmes.

There is a statistically significant relationship between M&E Information Sharing and Utilization and performance of development programmes ($r=0.476$, $p\text{-value}<0.025$ ($=0.000$), $N=155$). This means that improved M&E Information sharing and Utilization translates or leads to improved performance of development programmes, and the reverse is true.

Step 7: Making the decision

The researcher further computed the coefficient of determination (r-square) that is used to explain the variability in the dependent variable that can be explained by the variability in the independent variable.

Table 18: Coefficient of determination for M&E Information sharing and Utilization

Independent Variables	Spearman's Correlation Coefficient	Sign. (2-tailed)	Coefficient of determination (r-square)
M&E Information Sharing and Utilization	0.476	0.000	0.227

The coefficient of determination for M&E information sharing and utilization is 0.227. This implies that 22.7% of the variability in Performance of Development Programmes can be explained by the variability in M&E Information sharing and utilization. This was supported by a key informant noted that *“when we*

started to regularly share project outcome monitoring reports with stakeholders, they strongly support project interventions”.

Step 8. Conclusions

Hypothesis number 3, which was stated as thus: Monitoring and evaluation information sharing and utilization contribute to performance of World vision Uganda community development programmes, was accepted.

4.4 Findings from the dependent variable; Performance of World vision Uganda community development programmes

The researcher sought to know the respondents’ attitudes and perceptions on the issue of performance of World vision Uganda community development programmes. Performance was measured using seven items and respondents were required to show their level of agreement or disagreement using the likert scale.

Table 19: Views of respondents on contribution of Monitoring and evaluation system to performance of development programmes

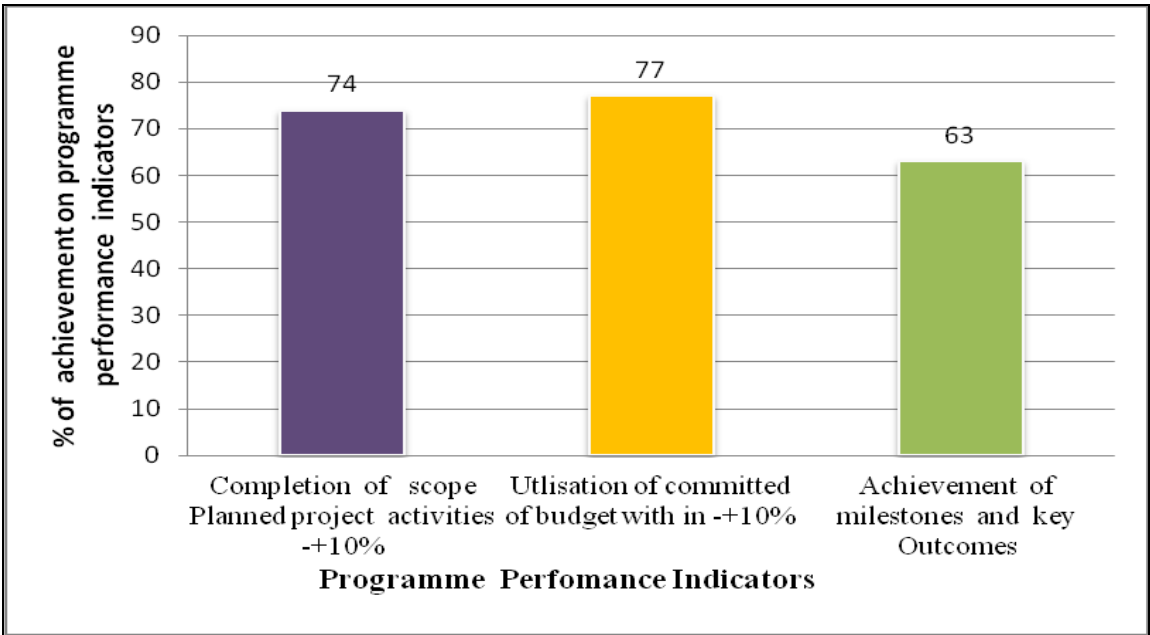
Monitoring and evaluation system contributes to performance of development programmes	SD	D	NS	A	SA	Mean	S.D.
Monitoring and evaluation planning contributes to performance of development programmes	0 (0%)	0 (0%)	4 (2.6%)	79 (51%)	72 (47%)	4.44	0.55
Setting of project objectives and Indicators contributes to performance of development programmes	0 (0%)	0 (0%)	10 (6.5%)	86 (56%)	59 (38%)	4.32	0.59
Baseline of project indicators contributes to performance of development programmes	0 (0%)	0.9 (1%)	17 (11%)	87 (56%)	50 (32%)	4.2	0.65
Programme monitoring and evaluation quality assurance mechanisms contributes to performance of development programmes	0 (0%)	0 (0%)	14 (9%)	96 (62%)	45 (29%)	4.2	0.59
Data Quality checks and reviews contributes to performance of development programmes	0 (0%)	0.9 (1%)	10 (6.5%)	91 (59%)	53 (34%)	4.26	0.6
Monitoring and Evaluation information sharing and utilization contributes to performance of development programmes	0 (0%)	0 (0%)	5 (3.2%)	82 (53%)	68 (44%)	4.41	0.55
Application of monitoring and evaluation information for programme improvement and innovation contributes to performance of development programmes	0 (0%)	0 (0%)	10 (6.5%)	87 (56%)	58 (37%)	4.31	0.59

(Source: Primary data from field study)

The study findings indicate that 97.5% of respondents agreed that monitoring and evaluation planning contributes to performance of development programmes. In addition 90.9% and 96.8% of respondents

agreed that monitoring and evaluation quality assurance mechanisms and monitoring and evaluation information sharing and utilization respectively contribute to performance of development programmes respectively.

Figure 7: Status of Programmes performance in World vision Uganda financial year 2013



Source: World vision Uganda partnership Audit report, 2013

Only 74 of programmes completed scope of planned activities, while only 77% of programmes utilized the committed budget within required percentage variance of -+10%, and only 63% of programmes achieved set programme key milestones and outcomes as highlighted in World vision Uganda partnership Audit report, 2013. This implies that programmes organization should invest in improving effectiveness of M&E planning, undertake regular quality assurance reviews audits, strengthen avenues for monitoring and evaluation information sharing and utilization to improve performance of programmes. In overall, this implies that, development programmes monitoring and evaluation processes are relevant to improving programme performance, and contribute to improvement in programme effectiveness, efficiency and relevancy.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary, discussions, conclusions and recommendations got from the research findings guided by the research general objective and specific objectives. These were as follows: To examine the contribution of Monitoring and Evaluation Planning and implementation to performance of World vision Uganda community development programmes; To assess the contribution of Monitoring and Evaluation quality assurance mechanisms to performance of World vision Uganda community development programmes; To find out how Monitoring and Evaluation information sharing and utilization contributes to performance of World vision Uganda community development programmes.

5.2. Summary of the findings

The main purpose of the study was to examine the effect of monitoring and evaluation systems on performance of World vision Uganda community development programmes. There were three independent variables, namely; Monitoring and Evaluation Planning and implementation, Monitoring and Evaluation quality assurance mechanisms, Monitoring and Evaluation information sharing and utilization, while there was only one dependent variable; Performance of development programmes.

The study used a case study of World vision Uganda with various data collection methods. The questionnaire was the leading data collection method, where a total of 155 respondents were reached from a population of 201 people participating in World vision Uganda DM&E processes in Eastern region programmes comprised of staff and stakeholders. The sample size was determined using Krejcie and Morgan sample size selection table (1970) as cited in Sekaran (2003).

Qualitative data was also collected from Programme Managers, DM&E officers, Parish Development Committees (PDCs) members, sub county technical officials and district department heads.

Research hypotheses were answered by collecting data using the guidance of the research objectives, which helped to gather the necessary information to answer the research questions. Data was collected by use of the questionnaire, interview guide and through secondary sources. Data was analyzed by use of descriptive statistics, correlation coefficients and coefficients of determination and findings from the study indicated that:

5.2.1 The contribution of Monitoring and Evaluation Planning and implementation to performance of World vision Uganda community development programmes

The results indicate that monitoring and evaluation planning and implementation has a moderate positive relationship with performance of development programmes. The p-value for Monitoring and Evaluation Planning and implementation is less than 0.025 ($=0.000$), given $r=0.547$, the researcher therefore accepted the relationship as statistically significant. This implies that improvement in monitoring and evaluation planning and implementation leads or translates into an improvement in performance of development programmes. Similarly, a decline in monitoring and evaluation planning and implementation leads or translates into a decline in performance of development programmes.

5.2.2 The contribution of Monitoring and Evaluation quality assurance mechanisms to performance of World vision Uganda community development programmes

The study findings indicate that monitoring and evaluation quality assurance mechanisms have a moderate positive relationship with performance of development programmes. The p-value for monitoring and

evaluation quality assurance mechanisms is less than 0.025(=0.000), given $r=0.511$, the researcher therefore accepted the relationship as statistically significant. This means that improvement in monitoring and evaluation quality assurance mechanisms leads or translates into an improvement in performance of development programmes. Similarly, a decline in monitoring and evaluation quality assurance mechanisms leads or translates into a decline in performance of development programmes.

5.2.3 How Monitoring and Evaluation information sharing and utilization contributes to performance of World vision Uganda community development programmes

The study results indicate that monitoring and evaluation information sharing and utilization has moderate positive relationship with performance of development programmes. The p-value for monitoring and evaluation information sharing and utilization is less than 0.025 (=0.000), given $r=0.476$, the researcher therefore accepted the relationship as statistically significant. This implies that improvement in monitoring and evaluation information sharing and utilization leads or translates into an improvement in performance of development programmes. Similarly, a decline in monitoring and evaluation information sharing and utilization translates into a decline in performance of development programmes.

5.3 Discussion of the findings

In this section the researchers discusses the findings of the study according to the study objectives

5.3.1 The contribution of Monitoring and Evaluation Planning and implementation to performance of World vision Uganda community development programmes

The findings indicate that Monitoring and Evaluation planning and implementation has a moderate positive relationship with performance of development programmes. This implies that improvement in programmes

monitoring and evaluation planning and implementation leads to an improvement of performance of World vision Uganda programmes, the study findings are in agreement with existing literature, which affirms that Monitoring and evaluation planning plays a central role in producing the relevant evidence to enhance the capacity of organizations to implement policy reforms (Segone, 2009).

5.3.1 Setting of project objectives and indicators

5.3.1.1 Appropriateness of Project objectives and indicators

The study results indicate that project objectives are clearly stated and measurable, and there is a logical vertical and horizontal relationship between project objectives. This implies that the existing project objectives are aligned to the organizational strategic priorities and community needs, the existence of clear indicators also imply that programmes have accurate measurement of performance. The results further imply that existing World vision community level management structures and platforms are affective and are able to engage community members in setting project priorities which contributes to programmes effectiveness. The study findings are in agreement with assertion by Patton (2008) who urges that, intended users are more likely to participate in M&E planning if they understand and feel ownership of the monitoring and evaluation process, he further asserts that users' participation enhances commitment to learning and builds a stronger organizational learning culture, contributing to organizational development process.

5.3.1.2 Participation of staff and stakeholders in setting of objectives and indicators

Study results indicated project plans are developed in participatory manner involving staff and stakeholders. Majority of project plans having developed objectives and indicators in a participatory manner implies that there is strong stakeholder's ownership of the development programmes as they are fully engaged in the

planning which eases mobilization of local materials required to undertake World vision development activities; this contributes to timely achievement of project targets. This is in agreement with existing literature which affirms that participation of key stakeholders is instrumental to increase their commitment to implement development activities and own project benefits. In agreement with study results, Patton (2008), urges that M&E planning builds stakeholder's ownership and commitment in development and implementation of organization strategy, he affirms that users' participation enhances individual's commitment to learning and supports to build a stronger organizational learning culture, contributing to effectiveness of organizational development process. The study findings are similar with argument by Proud lock (200), who affirms that when a monitoring and evaluation system is planned in participatory manner, it fosters ownership of reform process by stakeholders and increases their commitment to projects implementation.

5.3.1.3 Integration of risk management plans in setting project objectives and indicators

The study results show that M&E planning reinforces prevention and mitigation of anticipated risks; it strengthens direct discussions and examining of delays and other challenges to programmes implementation. However, the study results further indicate that limited number of world vision programmes have developed risk management plans during project design. This implies that risk analysis is not robustly and critically done during project assessment and design, and the tools to undertake risk assessment are not clearly understood by staff and stakeholders, this implies that World vision staff and partners have limited knowledge on risk assessment; planning and monitoring. The statement of project assumptions is also still inaccurate and there is inconsistent monitoring of how assumptions prevail during project implementation. Although Worldvision initiated use of project management tools including use of risk register and issues log, the adoption of risk management and monitoring tools is

still weak and inconsistent. The results also imply that World vision projects with weak risk management are unlikely to achieve desired project objectives and targets, as they lack systematic procedures and mechanisms to prevent and mitigate likely project risks which negatively affect delivery of project outputs and outcomes. Similar to the study findings; literature affirms that weak risk assessment and mitigation approaches undermines programmes achievement of set targets, in agreement with the study findings Segone (2009) urges that weak programmes risk assessment and mitigation undermines development of strategies and reforms for improving programme effectiveness.

5.3.2 Baseline of project indicators

5.3.2.1 Utilization of Baseline results to improve and refine project objectives

The study results indicate that majority of the respondents agreed that baseline results are utilized to guide project monitoring and evaluation to improve project performance and baseline values for project goals and outcomes are defined before implementation starts. Defining of indicator benchmarks before implementation enables programmes to set realistic project goals and targets based on evidence on status of specific project indicators status in the targeted communities. This implies that World vision Uganda programmes in eastern region have clear benchmarks upon which project progress and changes are measured for trend analysis which improves programmes relevancy. This is an agreement with the existing literature which affirms the contribution of baseline in undertaking baseline measurements before any development intervention is implemented to ascertain indicators benchmarks as basis of refining objectives, setting targets and evaluating future performance, in agreement with the study findings, Patton (2009) urges that baselines measurements make potential positive contribution of defining objectives and targets in the way that “what gets measured gets done”.

5.3.2.2 Timeliness of defining baseline values

The study results indicated that baseline values for project goals and outcomes are defined before implementation starts. This indicates projects are able to effectively examine and understand the status of project indicators before implementation of activities, this implies that there is adequate understanding of programme context in World vision operation areas before programmes begin implementation. Timeliness in determining baselines improves utilisation of baseline information to inform programming and improve on the effectiveness of world vision Uganda programmes. The study findings are supported by Harry and Mendizabal (2010) who asserted that there is significant value from utilizing baseline information when results are generated, synthesized and shared before programmes invest resources.

5.3.3 Monitoring and evaluation data collection and Analysis

5.3.3.1 Availability of project monitoring data collection tools

The study results indicate that majority of the respondents agreed that projects have developed data collection tools and project data collection tools were developed in participatory manner involving staff and stakeholders. Results also indicated that tools can collect information required on project objectives. The results imply that development programmes have project monitoring data collection tools in place used to collect data to measure progress of project objectives and performance. This enables programmes on an ongoing basis to identify gaps and undertake actions to improve programmes performance, the study findings are in agreement with the assertion by Hallam (2011) who affirmed that data collection and analysis tools makes it easier for Monitoring and Evaluation planning and eventual programme reporting on performance (Hallam, 2011). The results also signify that World vision staffs have adequate incentives, tools and resources to effectively undertake the monitoring and evaluation planning this supports regular

collection of data to examine project performance. In agreement with the study findings, Foresti (2007) assert that; for effective M&E planning, organizations have to provide the necessary human resources and incentive structures to ensure publication of negative as well as positive results that would promote learning and accountability.

4.3.1.3.2 Regularity of output and outcome data collection and analysis

The study results indicate that project output and outcome data is collected on regular basis, although limited number of programmes have databases to enter and analyze monitoring data to generate required monitoring information. There is inconsistent and irregular utilization of monitoring tools as result of weak monitoring and evaluation culture, as result Worldvision staff and stakeholders focus their efforts on activity implementation and less effort and time is allocated on monitoring project results. This implies that to strengthen the monitoring and evaluation culture, Worldvision staff and stakeholders should be supported to understand the value and contribution of monitoring information to programme performance. The study findings are in agreement with the recommendation by Molander (2010), who recommends that organizations should start by looking at how monitoring and evaluation process can add value and determine knowledge needs and listing the intended use and users to build stakeholders commitment to participate in project monitoring to strengthen monitoring culture in organizations. In addition; lack of functional project databases for entering and analyzing data results from weak capacities of staff in statistical data analysis; and this accounts for delays and inconsistencies in producing monitoring information reports. The study results are in agreement with existing literature, which affirms that investment in organizational staff evaluative capacity building and pioneering pilots in diverse contexts would promote programs information analysis and knowledge sharing and learning (Nicola at al, 2009). In agreement with the study findings, the existing literature and secondary documents revealed that

programmes which achieved intended results had clear M&E plans (Foresti, 2007). This confirms that there is a positive contribution of Monitoring and evaluation planning to performance of community development programmes.

5.3.2 The contribution of Monitoring and Evaluation quality assurance mechanisms to performance of World vision Uganda community development programmes

The study findings indicate that Monitoring and Evaluation quality assurance mechanisms have a moderate positive relationship with performance of development programmes. This implies that the existing programme reviews and operation audits are effective in identifying programme performance gaps and adoption of recommendations contributes to improvement in effectiveness of Worldvision programmes. The results further mean that the existing M&E quality assurance mechanisms add value to efficiency of resource utilization in development programmes.

5.3.2.1 Data Quality checks and reviews

5.3.2.1.1 Presence of internal quality control checks and review procedures

The study results indicate that majority of respondents agreed that projects have internal quality control checks and review procedures for project monitoring data. This implies that programmes have practical procedures for verifying consistence, accuracy and completeness of monitoring data and Worldvision staff endeavor to adequately follow and implement review checks, the implementation of quality reviews has contributed development of valid and accurate monitoring reports with clear status on the programmes performance. The results are in agreement with the existing literature which underscores the contribution of quality reviews in verifying the progress and efficiency of programmes. In

agreement with the study findings, Howard and Hugh (2012) urge that systematic M&E quality reviews inform development practitioners on what evidence exists to pin relevancy of development models and approaches. This is further emphasized by Howard and Hugh (2012), who urges that M&E quality checks and reviews strengthen development effectiveness rather than aid effectiveness, as the primary priority is focused on interventions that work. In accordance with the study findings, Arild (2001) affirms that quality assurance provides evidence about the most cost-effective approaches and activities; and supports organizations to focus on value for money and impact rather than recording inputs and activities.

5.3.2.1.2 Review of project plans and reports and utilization of review reports

The study findings indicate that majority project plans and reports are reviewed before utilization to verify their quality and relevancy to the needs of targeted communities and beneficiaries and evidence on progress on project indicators. This implies that project plans and reports shared with stakeholders meet minimum programming quality standards and reports have evidence of progress on project indicators, the quality review of project reports improves accuracy and credibility of reports and increases stakeholders confidence to own and utilize M&E results. The study findings are in agreement with Hallam (2011), who urged that technical quality of M&E quality assurance reviews are very important to improving evaluation reports utilization. High quality M&E reviews increases the credibility of the whole evaluation process and when evaluations are valued more highly, this creates the right conditions for more of them to be of higher quality in future. In agreement, Foresti (2007) emphasizes that organizations need to emphasize quality than quantity to strengthen utilization of monitoring and evaluations reports. Where reports are of insufficient quality, they lose credibility and the evaluation process becomes less valued in the eyes of managers and implementers.

However, the study results indicate that there are delays in providing review feedback from quality reviews to improve on quality and accuracy of plans and reports. This implies that there is limited utilization of feedback provided from monitoring and evaluation data quality reviews, as result of inadequate feedback mechanisms and delays in sharing monitoring data review reports with key stakeholders. This is in agreement with Forest (2007) who urged that management response and follow-up on quality review reports to stakeholders is vital to improve the impact of monitoring and evaluations quality reviews and checks.

5.3.2.2 Operation Audits

5.3.2.2.1 Sharing and dissemination of project audit reports

The study investigated extent to which projects audit reports are shared with project staff and stakeholders to undertake decisions to improve programmes performance, the study results indicate that; majority of the respondents agreed that project audits are regularly done to assess project risks, this implies that Worldvision programmes have adequately integrated operations audit into the annual monitoring and evaluation plan, this is supported by presence of an independent and efficient audit department at the national level directly supervised by National Director that provides guidance to regional and cluster monitoring and evaluation officers to undertake annual project audits. Presence of enabling audit structure in World vision Uganda is the major contributor of regular undertaking of audits in WV programmes, this is supported by Hallam (2011) who recommends that it is important for organizations to conduct their own internal analysis and self assessment to conceive the most appropriate approach for improving programmes. Hallam (2011) further affirm that self assessment is an effective approach that enables organizations to adequately reflect on their performance and take stock of their practices and

identify areas on which to focus future efforts, he notes that results generated from internal audits are highly owned by project teams and staff.

The study results indicate that World vision Uganda has integrated pre-operations audits in the M&E staff performance objectives, and this has enabled undertaking of regular pre-operations audits in clusters as operation audits are a key performance indicator for cluster M&E staff. Quarterly risk analysis conducted during pre-operation audits for risks captured in cluster risk register enables programs to undertake mitigation measures to address key issues and risks that contributes to improvement in achievement of programme phase and annual targets and strengthens relevancy of programs to address local needs, the study findings are in agreement with Jody and Kusek (2004), who urged that M&E operations audits support identification of successes and failures and shapes programmes investment decisions.

5.3.2.2.2 Implementation and utilization of Operation audits recommendations

The study investigated how operations audit reports and audit recommendations are utilized and implemented by WV staff and stakeholders, the study results indicated that there are delays in sharing of audit reports with staff and project stakeholders. This implies that; although project audits are undertaken, the utilization and implementation of audit reports recommendations is still inadequate, this results from late sharing of audit reports with stakeholders and absence of an accountable person to ensure utilization of operation audit results, which affects their timely implementation and adoption. This is in agreement with the existing literature which affirms that absence of accountable person “person factor” to operations audit recommendations undermines utilization of operation audit results, in accordance with the study findings,

Patton (2008) urged that its presence of an identifiable individual or group of people who personally care about the operations audit and the findings it generates that advance its utilization.

The results further indicate that audits recommendations are not timely and adequately implemented. This implies that Operations audits are at times viewed as “policing” by implementing staff from outsiders rather than opportunities for identifying, analyzing risks and learning; this undermines adoption of audit recommendation to improve programme performance. Recommendations are not owned by implementers of programmes, which undermines taking of further actions to address key gaps identified, in agreement with study findings; Patton (2008) emphasizes that lack of ownership of large operation audits or research programmes explain their lack of influence and utilization. The study results are also in agreement with the argument by Foresti (2007) who asserts that management response and follow-up is a key for improving the impact of monitoring and evaluations quality audits.

5.3.2.3 Stakeholders capacity in Monitoring and Evaluation

5.3.2.3.1 Capacity of World vision staff and stakeholders to develop project plans and monitoring tools

The study investigated capacity of Worldvision staff and stakeholders to develop plans and monitoring tools, the results indicate that respondents agreed that staff and stakeholders have capacity to develop project plans and monitoring tools, this is attributed to availability of training programmes undertaken by Worldvision to project staff and stakeholders in monitoring and majority of World vision staff and are trained in monitoring and evaluation, this affirms that Worldvision programmes and national office have adequate capacity building plans implemented to empower them undertake monitoring activities,

the presence of staff and stakeholders with capacity accounts for their adequate participation in M&E activities and availability of quality M&E plans and tools. Similarly in concurrence with the study findings, Harry and Mendizabal (2010) emphasize that strong capacity of stakeholder in M&E strengthens accountability that provides the incentives necessary to improve performance.

5.3.2.3.2 Capacity of Worldvision staff and stakeholders to analyze data and utilize monitoring and evaluation information

The study investigated capacity of WV staff and stakeholders to analyze data and utilize monitoring and evaluation information, the study results indicate that stakeholders have limited capacity to undertake data collection, entry and analysis and conduct quality assurance reviews and checks. The low percentage of stakeholders able to undertake data entry and analysis and quality reviews implies that Worldvision staff and stakeholders have inadequate competencies in statistical data analysis; synthesizing and interpretation of monitoring reports that delays producing of M&E quality reviews and utilization of monitoring and evaluation information. This is in agreement with existing literature which underscores the contribution of stakeholders capacity in M&E to their meaningful participation in measurement of programs performance, in particular Organizations should harness capacity and participation of both internal and external personnel to maximize utilization of evaluation for learning (Hallam, 2011). In accordance to the study findings, Proudlock (2009) emphasizes that internal staff capacity is critical to utilization of M&E quality review results and further recommends that board and funders of an organization should seek to ensure that recruitment verify skills of senior managers in evaluation of program and utilization of results.

5.3.3 How Monitoring and Evaluation information sharing and utilization contributes to performance of World vision Uganda community development programmes.

The study results indicate that monitoring and evaluation information sharing and utilization has moderate positive relationship with performance of development programmes. This implies that improvement in monitoring and evaluation information sharing and utilization leads or translates into an improvement in performance of development programs.

5.3.3.1 Documentation of lessons learned and best practices

5.3.3.1.1 Capacity of staff and stakeholders in documentation of lessons learned and best practices

The study findings indicate that staff have capacity to document programme progress and impact and were trained in documentation of programme information; this has contributed to development of semi-annual and annual reports which provides evidence of programme performance. In agreement with the study findings; Carlsson (1997) urges that the usefulness of evaluations refers to how stakeholders participation in the evaluation can lead to individual and organization learning, undertaking of changes in behavior and enhanced understanding of best approaches for programming. Although staff have essential capacities to document project progress, a limited number of staff and stakeholders clearly understand and utilize significant change guidelines and templates which undermine regular documentation of significant changes and tracking of best practices from M&E reports for future adoption and programme innovations.

5.3.3.1.2 Documentation of lessons learned, significant changes and best practices

The study findings indicate that most significant changes are documented on semi-annual basis; this enables programmes to provide evidence on applicability and relevancy of project models and

implementation approaches; and whether any changes can be adopted. This is in agreement with affirmation by Frerks and Hilhorst (2002) who emphasized that monitoring and evaluations information yields information or provides lessons learned that flow directly back into the policy cycle and are thus incorporated in the planning of future programmes and projects, Frerks and Hilhorst (2002) further urges that in this way, there is a constant learning process leading to ever improving performance. In agreement with the study findings Arild (2001) further affirm that documentation of lessons learned is a major source of knowledge capital for organization innovation. Zephirin, (2001) in concurrence with study results, urges that documentation of lessons is particularly significant for development programmes as the context, needs of the targeted groups and beneficiaries are dynamic and constantly change, and lessons provide evidence of improving ongoing and future programmes strategies.

However, study results further indicate that limited number of programmes have Management Information System (MIS) to document programme impact. The results imply that although programmes collect significant changes; there is low adoption of Management Information System (MIS) to document and archive information that undermines availability of information for future utilization. Inadequate Management Information System (MIS) programmes is attributed to limited competencies of staff in developing management information systems. In agreement Arild (2001) urged that limited capacity of stakeholders undermines their full participation in MIS management and undermines their effectiveness utilization in M&E information utilization.

5.3.3.2 Monitoring and Evaluation Information sharing and reporting

4.3.3.2.1 Sharing of project monitoring reports with stakeholders

The study results indicate limited number of monitoring reports is shared in participatory manner with stakeholders and limited project monitoring reports are timely produced. The results imply that monitoring reports are shared late which undermines utilization and programmes have inadequate participatory community based channels of disseminating Monitoring and Evaluation information to stakeholders , reports are mainly shared during meetings using approaches not understood by stakeholders that limits level of stakeholders participation. The results indicate that there is insufficient demand for monitoring and evaluation information in Worldvision Uganda programmes due to low monitoring and evaluation culture. Monitoring and evaluations are not strongly seen as an important policy and management tool and this weakens utilization of results. This is in agreement with Patton (2008), who recommends that increasing demand for M&E information in order to make management decisions is essential to increase sharing of project monitoring and evaluation reports. This means that programmes should strengthen evaluation culture; the presence of evaluation culture, value of learning and performance and accountability mechanisms leads to actively seeking information on performance of programmes and increases utilization of evaluation findings (Nicola, et al, 2009).

4.3.3.2.2 Quality and completeness of programme monitoring reports

The study results indicate that monitoring reports provide evidence of programmes progress on project objectives, and programme reports are of good quality and are complete. This implies that programme reports have evidence of programmes progress and can therefore be relied on to undertake project changes and decisions. In agreement with the study findings, existing literature affirms that quality of

monitoring and evaluation reports contributes to its acceptability, ownership and utilization of M&E reports, Foresti (2007) emphasizes that quality than quantity to strengthen utilization of evaluations. Where reports are of insufficient quality, they lose credibility, and the evaluation process becomes less valued in the eyes of managers and implementers. However, there is limited participation of stakeholders in providing feedback on quality and completeness of monitoring reports. This implies that monitoring and evaluation report formats utilized by programmes to provide feedback to stakeholders are difficult to internalize and comprehend, as result minimal input is received from stakeholders that affect ownership and utilization of monitoring reports.

5.3.3.3 Application of monitoring and evaluation information for programme improvement and Innovation.

5.3.3.3.1 Utilization of Monitoring and evaluation information to undertake changes and decisions

The study results indicate majority of respondents agreed that monitoring and evaluation reports are used to revise and improve project plans and monitoring and evaluation information is used by staff and stakeholders to undertake changes and for making decisions to revise project plans. This implies that; there are adequate opportunities for staff and stakeholders to make use of M&E information to make changes in project plan improve project approaches. In agreement with the study results, Patricia and Sanjeev (2011) emphasizes that evaluation information improves accountability not only to funders and decision makers, but also to the primary constituents and other key stakeholders. Mutual accountability provides deeper legitimacy and improved effectiveness of programmes. Study results indicate that limited M&E culture affects utilization of M&E information in WV programmes, in agreement with study findings, Nicola, et al (2009) urged that presence of evaluation culture, value of learning and performance and

accountability mechanisms leads to actively seeking information on performance of programmes and increases utilization of evaluation findings.

However, there is poor timing and delays in M&E information sharing which undermines M&E information utilization in WV Programmes. This implies that to have a better chance of bringing about change, monitoring and evaluation timetabling should start with an analysis of programme planning cycle and ensure that monitoring and evaluation products feed into it. In agreement with study findings, Nicola, et al (2009) asserts that the issue of timing affects M&E information utilization, the information may arrive too late to influence decisions. In addition, in accordance to study results, Harry and Mendizabal (2010) further affirms that the common complaint from potential evaluation users is that Monitoring and evaluation results often arrive too late to be of any use in decision-making.

4.3.3.3.2 Monitoring and evaluation information contribution to relevancy of programmes

The study results indicate that majority of respondents agreed that monitoring and evaluation reports contribute to relevancy of programmes; promote programmes innovations and are utilized to inform programme approaches. This implies that monitoring reports have evidence on key project indicators and information generated is relevant to inform project performance. This is in agreement with the existing literature that affirms contribution of M&E information utilization to relevancy of programmes, in particular, O'Brien et al (2010) affirms that monitoring and evaluation information has special relevance for evidence based policy, as it is specifically designed to test the effectiveness of particular approaches and a key to evidence based policy. In agreement with study findings, Jones and Mendizabal (2010) urged that utilization of M&E information contributes to change in stakeholder's awareness on programmes and attitudes potentially leading to future policy changes. In accordance with study findings, Arild (2001)

further emphasized that M&E information utilization provides a continuous flow of actionable information about the interrelationship between operational activities and the reality of programme impact.

5.4.0 Conclusions.

The study made the following conclusions;

5.4.1 The contribution of Monitoring and Evaluation Planning and implementation to performance of World vision Uganda community development programmes

The study concluded that Monitoring and Evaluation Planning and implementation significantly affect the performance of development programmes in World Vision Uganda. This therefore implies that if Monitoring and Evaluation Planning and implementation are improved, the performance of development programmes in World Vision Uganda will consequently improve. This therefore implies that Monitoring and Evaluation Planning and implementation processes undertaken by World vision Uganda programmes are a contributory factor to their performance.

5.4.1.1 Setting of project objectives and indicators

The existing World vision Uganda community management structures and plat forms are affective in engaging community members to set relevant project objectives and priorities but their weak capacities in Monitoring and evaluation especially low skills in review and analysis undermines their full participation.

M&E planning strengthens prevention and mitigation of WV development programmes anticipated risks. Programmes with effective M&E planning are able to prevent reduce occurrence of risks and enhance achievement of results.

Programmes risk analysis is not robustly and critically done during project assessment and design, and the tools to undertake risk assessment are not clearly understood by staff and stakeholders, this implies that World vision staff and partners have limited knowledge on risk assessment; planning and monitoring.

The statement of project assumptions is still inaccurate and there is inconsistent monitoring of how assumptions prevail during project implementation. Although World vision initiated use of project management tools including use of risk register and issues log, the adoption of risk management and monitoring tools is still weak and inconsistent.

World vision Project risks are not systematically regularly tracked and analyzed, as there are few programmes with risk management plans due to staff and partners have limited capacity in risk assessment, planning and prevention. Risk analysis is not robustly and critically done during project assessment and design, and the tools to undertake risk assessment are not clearly understood by staff and stakeholders.

5.4.1.2 Baseline of project indicators

Projects are able to effectively examine and understand the status of project indicators before implementation of activities, this implies that there is adequate understanding of programme context in World vision operation areas before programmes begin implementation. Timeliness in determining baselines improves utilization of baseline information to inform programming and improve on the effectiveness of world vision Uganda programmes.

Majority of World vision Uganda programmes have clear benchmarks upon which project progress and changes are measured, the baseline results are adequately utilized by programmes to guide project monitoring and evaluation to improve project performance.

5.4.1.3 Monitoring and evaluation data collection and Analysis

There is inconsistent and irregular utilization of monitoring tools as result of weak monitoring and evaluation culture, as result Worldvision staff and stakeholders focus their efforts on activity implementation and less effort and time is allocated on monitoring project results. The WVU annual report 2013, indicated that only 67% of programmes had adopted and consistently utilized monitoring tools to collect data on project performance indicators. World vision staff and stakeholders should be supported to understand the value and contribution of monitoring information to programme performance.

Programmes have developed data collection tools in participatory manner involving staff and stakeholders. Majority of development programmes have project monitoring data collection tools in place used to collect data to measure progress of project objectives and performance.

Provision of adequate M&E incentives, tools and resources to programme staff contributes to quality of monitoring and evaluation planning and implementation practices. The utilization of monitoring tools is still inconsistent and irregular as result of weak monitoring and evaluation culture in Worldvision Uganda.

Majority of programmes lack functional project databases for entering and analyzing data results from weak capacities of staff in statistical data analysis; the WVU partnership audit report, 2013, indicated that indicated only 38.8% (7/18) of world vision programmes in eastern region had established an effective monitoring database, and this accounts for delays and inconsistencies in producing monitoring information reports.

5.4.2 The contribution of Monitoring and Evaluation quality assurance mechanisms to performance of World vision Uganda community development programmes

The study concluded that Monitoring and Evaluation quality assurance mechanisms significantly affect performance of development programmes in World Vision Uganda with $r=0.547$ and coefficient of determination=0.299. This implies that an improved monitoring and evaluation quality assurance mechanisms improves the performance of development programmes. This therefore implies that monitoring and evaluation quality assurance mechanisms are a contributory factor to the performance of development programmes.

5.4.2.1 Data Quality checks and reviews

Programmes have practical procedures for verifying consistence, accuracy and completeness of monitoring data and Worldvision staff endeavor to adequately follow and implement review checks, the implementation of quality reviews has contributed development of valid and accurate monitoring reports with clear status on the programmes performance.

Quality assurance provides evidence about the most cost-effective approaches and activities; and supports organizations to focus on value for money and impact rather than recording inputs and activities.

Project plans and reports shared with stakeholders meet minimum programming quality standards and reports have evidence of progress on project indicators, the quality review of project reports improves accuracy and credibility of reports and increases stakeholders confidence to own and utilize M&E results.

5.4.2.2 Operation Audits

World vision programmes have adequately integrated operations audit into the annual monitoring and evaluation plan, this is supported by presence of an independent and efficient audit department at the national level directly supervised by National Director that provides guidance to regional and cluster monitoring and evaluation officers to undertake annual project audits. Presence of enabling audit structure in World vision Uganda is the major contributor of regular undertaking of audits in World vision Uganda programmes

World vision Uganda has incorporated pre-operations audits as key performance objectives for staff, this has enabled regular quarterly risk analysis conducted during pre-operation audits for risks captured in cluster risk register and regular updating the risk register.

The existing programme reviews and operation audits are effective in identifying programme performance gaps and adoption of recommendations contributes to improvement in effectiveness of Worldvision programmes. The existing M&E quality assurance mechanisms add value to efficiency of resource utilization in development programmes.

Although project audits are undertaken, the utilization and implementation of audit reports recommendations is still inadequate, this results from late sharing of audit reports with stakeholders and there is absence of an identifiable individual or group of people who personally accountable on findings and recommendations generated from monitoring and evaluation and operation audits; this undermines utilization of M&E results to influence programme performance.

5.4.2.3 Stakeholders capacity in Monitoring and Evaluation

Staff and stakeholders have capacity to develop project plans and monitoring tools, due to availability of training programmes undertaken by Worldvision to project staff and stakeholders in monitoring and majority of World vision staff are trained in monitoring and evaluation, this confirms that Worldvision programmes and national office have adequate capacity building plans implemented to empower them undertake monitoring activities.

Stakeholders have limited capacity to undertake data entry and analysis and conduct quality assurance reviews and checks. The low percentage of stakeholders able to undertake data entry and analysis and quality reviews confirms that Worldvision staff and stakeholders have inadequate competencies in statistical data analysis; synthesizing and interpretation of monitoring reports that delays producing of M&E quality reviews and utilization.

There is low utilization of M&E quality assurance information due to late sharing and dissemination of audit reports and recommendations; and low literacy levels of community stakeholders as majority of them have only completed primary education.

5.4.3 The contribution of Monitoring and Evaluation information sharing and utilization to performance of World vision Uganda community development programmes

The study concluded that Monitoring and Evaluation information sharing and utilization significantly affects the performance of development programmes in World Vision Uganda. This implies that if Monitoring and Evaluation information sharing and utilization is improved, the performance of development programmes in World Vision Uganda will consequently improve. This therefore affirms that Monitoring and Evaluation information sharing and utilization is a contributing factor to the performance of development programmes in World Vision Uganda.

5.4.3.1 Documentation of lessons learned and best practices

Although staff have required capacities to document project progress, a limited number of staff and stakeholders clearly understand and utilize significant change guidelines and templates which undermine quality of documentation of significant changes and best practices from M&E reports for future adoption and programme innovations.

Limited number of programmes have Management Information System (MIS) to document programme impact, this implies that although programmes collect significant changes; there is low adoption of Management Information System (MIS) to document and archive information that undermines availability of information for future utilization due to limited competencies of staff in developing management information systems.

5.4.3.2 Monitoring and Evaluation Information sharing and reporting

Limited number of monitoring reports is shared in participatory manner with stakeholders and limited project monitoring reports are timely produced. Reports are shared late which undermines utilization and programmes have inadequate participatory community based channels of disseminating Monitoring and Evaluation information to stakeholders , reports are mainly shared during meetings using approaches not understood by stakeholders that limits level of stakeholders participation.

There is insufficient demand for monitoring and evaluation information in Worldvision Uganda programmes due to low monitoring and evaluation culture. Monitoring and evaluations are not strongly seen as an important policy and management tool and this weakens utilization of results.

Programme reports have evidence of programmes progress and can therefore be relied on to undertake project changes and decisions, as monitoring reports provide evidence of programmes progress on project objectives, and programme reports are of good quality and are complete.

There is limited participation of stakeholders in providing feedback on quality and completeness of monitoring reports. This implies that monitoring and evaluation report formats utilized by programmes to provide feedback to stakeholders are complex for them to internalize and comprehend, as result minimal input is received from stakeholders that affect ownership and utilization of monitoring reports.

Programmes have insufficient demand for monitoring and evaluation information in Worldvision Uganda programmes due to low Monitoring and Evaluation culture. Monitoring and evaluations are not seen as an important policy and management tool this undermines utilization.

5.3.3.3 Application of monitoring and evaluation information for programme improvement and Innovation.

There are adequate opportunities for staff and stakeholders to make use of M&E information to make changes in project plan to improve project approaches. Project plans and monitoring and evaluation information is used by staff and stakeholders to undertake changes and for making decisions to revise project plans.

There is poor timing and delays in monitoring and evaluation information sharing which undermines M&E information utilization in WV Programmes, as result M&E information products are not adequately integrated and feeding into programmes planning cycle. Poor timing of M&E information sharing undermines utilization of M&E reports by leadership and stakeholders. Often monitoring and evaluation reports are shared late which affects their adoption by management and leadership to undertake decisions.

Project monitoring reports have evidence on key project indicators and information generated is relevant to inform project performance, this promotes contribution of M&E reports to relevancy of programmes and informing programme approaches.

5.5. Recommendations

The study made the following recommendations in relation to findings and conclusions

5.5.1 Contribution of Monitoring and Evaluation Planning and implementation to performance of World vision Uganda community development programmes

The study recommends that Monitoring and Evaluation Planning and implementation should be strengthened as a strategy to improve performance of development programmes. Therefore, World Vision Uganda programmes should endeavor to invest and support Monitoring and Evaluation Planning and implementation activities so as to reinforce performance and effectiveness of programmes.

5.5.1.1 Setting of project objectives and indicators

Programmes should build capacity of existing community management structures and platforms especially in M&E objective setting and analysis to strengthen their full participation in M&E planning and implementation.

World vision programmes should build staff and partners capacity in risk assessment, planning and prevention to strengthen systematic risk planning and implementation of risk plans and regular tracking and monitoring of risks.

Programmes should strengthen integration of risk analysis during project assessment and design, and build their knowledge on risk analysis tools to undertake risk assessment.

The capacity of World staff and stakeholders should be strengthened in project management and definition of assumptions. Programmes should strengthen adoption of risk management and monitoring tools, development and updating of risk registers to promote regular risk analysis, monitoring and reporting.

5.5.1.2 Baseline of project indicators

Worldvision programmes should build capacity of staff in statistical data analysis to support establishment and strengthening of functionality of project databases for entering and analyzing data to strengthen accuracy and consistence in production M&E information and utilization of baseline information during programme evaluation.

5.5.1.3 Monitoring and evaluation data collection and Analysis

The organization should strengthen monitoring and evaluation culture in programmes, through strengthening evidence based decision making to increase demand for Monitoring and evaluation information. Worldvision staff and stakeholders should be supported to understand the value and contribution of monitoring information to programme performance.

Programmes should provide adequate M&E incentives, tools and resources to programme staff to enable them generate quality monitoring and evaluation data.

5.5.2 Contribution of Monitoring and Evaluation quality assurance mechanisms to performance of World vision Uganda community development programmes

The study recommends that World vision Uganda should strengthen Monitoring and Evaluation quality assurance mechanisms significantly contribute to the performance of development programmes. Worldvision Uganda programmes should strengthen Monitoring and Evaluation quality assurance mechanisms to improve performance of development programmes.

5.5.2.1 Data Quality checks and reviews

Programmes should timely produce and share M&E audit review reports to enhance adoption of quality review results. In addition, innovative dissemination approaches should be adopted to cater for category of stakeholders with low level of education and maximize their participation in providing feedback.

5.5.2.2 Operation Audits

Programmes should strengthen risk based operation audits and regularly track implementation of audit recommendations to strengthen utilization of operation audits and reviews recommendations in decision making.

Programmes should strengthen ownership of operation audits or research programmes to strengthen their influence and utilization. There should be an identifiable individual or group of people who are personally accountable on audit findings and recommendations generated.

Although project audits are undertaken, the utilization and implementation of audit reports recommendations is still inadequate, this results from late sharing of audit reports with stakeholders and there is absence of an identifiable individual or group of people who personally accountable on findings and recommendations generated from monitoring and evaluation and operation audits; this undermines utilization of M&E results to influence programme performance.

5.5.2.3 Stakeholders capacity in Monitoring and Evaluation

Stakeholder's capacity should be strengthened in data entry and analysis and undertaking of quality assurance reviews and checks to build their competencies in statistical data analysis; synthesizing and interpretation to promote timeliness in producing utilization of M&E reports.

Programmes should improve on timeliness in sharing and dissemination of audit reports and recommendations to enable staff and stakeholders have adequate time to review and address issues identified.

5.5.3 Contribution of Monitoring and Evaluation information sharing and utilization to performance of World vision Uganda community development programmes

The study recommends that Monitoring and Evaluation information sharing and utilization should be given priority by World Vision Uganda as it is a big contributing factor to the performance of development programmes.

5.5.3.1 Documentation of lessons learned and best practices

Programmes should build capacity of staff and stakeholders to strengthen their understanding and utilization of significant change guidelines and templates to promote documentation of significant changes and best practices and utilization of significant inform changes project approaches and innovations.

Worldvision should strengthen programmes adoption of Management Information System (MIS) to document and archive M&E information through building capacity of staff in developing management information systems to support regular analysis and accessibility of information for examining programme performance.

5.5.3.2 Monitoring and Evaluation Information sharing and reporting

The organization should strengthen demand for monitoring and evaluation information beyond focusing on only M&E information supply side; through strengthening adoption of Monitoring and Evaluation culture.

Programmes need to integrate monitoring and evaluations processes as integral policy and management tool for evidence based decision making.

Programmes need to strengthen participation of stakeholders in providing feedback on quality and completeness of monitoring reports. Monitoring and evaluation report formats should be contextualized and simple for stakeholders to enable them adequately internalized.

5.5.3.3 Application of monitoring and evaluation information for programme improvement and Innovation.

Worldvision programmes should strengthen integration of monitoring and evaluation reports into programmes planning cycle to strengthen utilization of M&E products by programme leadership and stakeholders to inform project plans. The production of M&E information should be appropriate and aligned to programme phase and annual planning cycles to enable M&E reports findings and recommendation to be integrated in programming.

5.6. Limitations of the study

Although this research was carefully prepared, it had some short comings; however, the researcher devised means to minimize their possible effect on the study results. Indeed these limitations do not invalidate the conclusions made from the results of this study.

The study used self administered questionnaires as data collection method to collect data from respondents including World vision staff, parish development, committees, community development organization and district local government stakeholders and partners. However, the nature of respondents economic activities affected timely access to respondents and completion of questionnaires which delayed completion of study data collection. Community group leaders were engaged in farming activities and mobile petty businesses ; and world vision staff were equally occupied by participation in programme designs and implementation of project activities, this affected timely completion self administered questionnaires by respondents. To minimize the effect of delays to the study, the researcher made regular follow- ups and telephone calls to respondents and stakeholders missed during the first

visits to achieve the targeted respondents, the researcher also appointed sub county contact persons who supported in mobilization and collection of completed questionnaires from respondents, this enabled the researcher to achieve 100% of targeted respondents for self administered questionnaires.

5.7. Contributions of the study

The study has made contribution on how development organizations can adopt mechanisms to improve performance of development programmes. Theoretically the study summarized the Monitoring and Evaluation Planning and implementation, Monitoring and Evaluation quality assurance mechanisms, Monitoring and Evaluation information sharing and utilization and logical model; and also performance of development programmes and provided evidence on the relationship.

Conceptually all the dimensions of programme performance (the dependent variable) and M&E system (independent variable) were adapted from the scholars, the study provided evidence of existing relationship.

The specific contributions will include; the study will guide policy makers and development practitioners on how to build effective monitoring evaluation systems and to justify investment in monitoring and evaluation systems and quality assurance mechanisms as prerequisite to improve development programmes performance.

The study recommendations will be guidance to World vision Uganda leadership and staff on designing effective monitoring and evaluation system to strengthen adoption of monitoring and evaluation culture and evidence based decision making by utilizing M&E information.

The results of the study will guide academicians to establish monitoring and evaluation quality assurance mechanisms including audits and quality review to assess project risks and achievement of project objectives.

5.8. Areas for further Research

The study focused on examining contribution of monitoring and evaluation planning and implementation, monitoring and evaluation quality assurance mechanisms, monitoring and evaluation information sharing and utilization to performance of development programmes. However other factors affecting performance of development programmes were not examined by the study, these include, support of local government leadership and institutions, commitment of the Board, experience and remuneration of employees, funding and budget size. These are key areas for further research on performance of development programmes. The following can be aspects for study;

1. Examine the contribution of funding and budget size to performance of development programmes.
2. Examine the effect of staff remuneration to performance of development programmes.

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APPENDIX I: QUESTIONNAIRE (World Vision staff, district and sub county local government staff and community based organizations committee members, project beneficiaries and village health teams).

Dear Sir/ Madam

Am a Masters student at Uganda Management Institute(UMI) and am conducting a study that is designed to assess the relationship between Monitoring and Evaluation systems and performance of World Vision Uganda programmes in Mbale, Butaleja, Tororo and Soroti districts. You are requested to give your views on this subject matter and I request you to respond to the questions frankly and honestly. The information given is purely for academic purposes and will be treated with the utmost confidentiality. Please do not write your name or any other identification marks on this questionnaire.

May you therefore spare time to respond to the questions following the instruction given and kindly return the completed questionnaires to the undersigned.

Thank you in advance

.....

Jude Muyomba

Consent Note:

I have understood the purpose of the study and what it means for me to respond to the questions, I hereby accept to answer questions in the questionnaire.

SECTION A: BACKGROUND

1. Age of the respondent

- a) 17 years and below ☐ b) 18- 30 years ☐ c) 31- 50 ☐
d) 51 years and above ☐

2. Gender of the respondent

- a) Male ☐ b) Female ☐

3. Educational level of the respondent

- a) Certificate ☐ b) Diploma ☐ c) Bachelors degree ☐ d) Post graduate ☐
e) Masters ☐ f) PHD ☐

4. Marital status

- a) Divorced ☐ b) Separated ☐ c) Widow or widower ☐ d) Single ☐
e) Married ☐ f) Any other (specify) ☐

5. Duration working, volunteering or partnering with World vision

- a) Less than one year ☐ b) 1-2 years ☐ c) 3 – 4 years ☐ d) 5 and more years ☐

6. Department

- a) Sponsorship ☐ b) DM&E ☐ c) Accountant ☐ d) People and culture(HR) ☐
f) General management ☐ g) Government department ☐
i) Community group/ beneficiary ☐

SECTION B:

Indicate how much you agree with the following statements on M&E systems of World vision and performance of programmes.

Use the following scales to indicate an option of your choice by a tick. 5) Strongly agree, 4) Agree 3) Not sure 2) disagree 1) Strongly disagree.

Code	SECTION B:	5) Strongly agree	4) Agree	3) Not Sure	2) Disagree	1) Strongly Disagree
1.0	Monitoring and evaluation (M&E) Planning and Implementation					
1.1	Setting of project objectives and Indicators					
1	Project objectives are clearly stated and measurable					
2	There is a logical relationship between project objectives (activities to outcomes).					
3	Projects develop risks management plans to prevent and manage their impact.					
4	Specifications for project inputs are clearly defined and understood by staff					
5	Project monitoring and evaluation plans are developed and understood by staff and stakeholders					
6	Project plans are broken down (detailed) before activity implementation starts.					
7	Project plans are developed in participatory manner involving staff and stakeholders					
1.2	Baseline of project Indicators					
1	Project indicators are appropriate to measure project objectives and are measurable					
2	Project goal and outcomes indicators are attainable within stated time					
3	Project indicators are cost effective to measure in terms of time and money					

4	Baseline values for project goals and outcomes are defined before implementation starts					
5	Baseline results /figures are utilized by stakeholders to improve and refine project objectives					
6	Projects set outcome targets before implementation of activities					
7	Baseline results are used for project monitoring and evaluation					
1.3	Monitoring and Evaluation data collection and Analysis					
1	Projects have developed data collection tools					
2	Project data collection tools are developed in participatory manner involving staff and stakeholders					
3	Data collection tools can collect information required on project objectives					
4	Project Output and outcome data is collected on regular basis					
5	Staff and stakeholders adequately participate in project data collection process					
6	There is a data base to enter and analyze monitoring data					
7	Project monitoring data is regularly and consistently analyzed and reports produced					
2.0	Monitoring and evaluation quality assurance mechanisms	5) Strongly agree	4) Agree	3) Not Sure	2) Disagree	1) Strongly Disagree
2.1	Data Quality checks and reviews					
1	Project have internal quality control checks and review procedures for project monitoring data					
2	Project staff have relevant skills and knowledge to conduct data quality checks and reviews					
3	Project plans and reports are reviewed before implementation and utilization					

4	Site visits are done to verify accuracy of monitoring data					
5	Quality reviews and checks add value to completeness and quality of reports					
6	Reviews focus on relevancy, efficiency, effectiveness of project plans and reports					
7	Feedback provided from Quality reviews is utilized to improve on quality of plans and reports					
2.2	Operation audits					
1	Project audits are regularly done to assess project risks					
2	The Auditable areas are aligned to key programme performance objectives and indicators					
3	Operation Audits enable identification and assessment of project risks					
4	Operation audits verify efficiency, effectiveness, appropriateness and sustainability of programmes					
5	Audit reports are shared with staff and project stakeholders					
6	Action plans are developed to prevent and mitigate risks identified by audits					
7	Audit recommendations are timely and adequately implemented					
2.3	Stakeholders capacity in Monitoring and Evaluation					
1	Staff and stakeholders are trained in monitoring and evaluation					
2	Staff and stakeholders have capacity to develop project plans					
3	Staff and stakeholders have capacity to develop monitoring tools					
4	Staff and stakeholders have capacity to undertake data collection, entry and analysis					

5	Staff and stakeholders have capacity to utilize monitoring and evaluation information					
6	Staff and stakeholders have capacity to conduct quality assurance reviews and checks					
7	Staff and stakeholders adequately participate in monitoring and evaluation of programmes					
3.0	Monitoring and Evaluation information sharing and utilization	5) Strongly agree	4) Agree	3) Not Sure	2) Disagree	1) Strongly Disagree
3.1	Documentation of lessons learned and best practices					
1	Staff are trained in documentation of programme information					
2	Staff have capacity to document programme progress and impact					
3	Significant change guidelines and templates are clear to staff and stakeholders					
4	Lessons from evaluations are adequately documented					
5	Most significant changes are documented on regular basis					
6	Significant change stories and best practices are shared with stakeholders					
7	There is Management Information System to document programme impact					
3.2	Monitoring and Evaluation Information sharing and Reporting					
1	There is a communication plan for programme monitoring and evaluation information					
2	Programmes respond timely to monitoring and evaluation information needs of stakeholders					
3	Project monitoring reports are timely produced					

4	Progress reports provide evidence of programmes on progress on project objectives					
5	Programme reports are of good quality and are complete					
6	Reports are shared in participatory manner with stakeholders					
7	Stakeholders provide feedback on quality and completeness of reports					
3.3.	Application of monitoring and evaluation information for programme improvement and Innovation					
1	Regular stakeholders meetings are held to review monitoring reports					
2	There is adequate participation of stakeholders in review of monitoring and evaluation reports					
3	Monitoring and evaluation information is used by staff and stakeholders to undertake changes and decision making					
4	Monitoring and evaluation information is utilized to inform programme approaches					
5	Monitoring and evaluation reports contribute to relevancy of programmes					
6	Monitoring and evaluation report promote innovations in programmes					
7	Monitoring and evaluation reports are used to revise and improve project plans.					
4.0	Monitoring and evaluation system contributes to performance of development programmes	5) Strongly agree	4) Agree	3) Not Sure	2) Disagree	1) Strongly Disagree
1	Monitoring and evaluation planning contributes to performance of development programmes					
2	Setting of project objectives and Indicators contributes to performance of development programmes					

3	Baseline of project indicators contributes to performance of development programmes					
4	Programme monitoring and evaluation quality assurance mechanisms contributes to performance of development programmes					
5	Data Quality checks and reviews contributes to performance of development programmes					
6	Monitoring and Evaluation information sharing and utilization contributes to performance of development programmes					
7	Application of monitoring and evaluation information for programme improvement and Innovation contributes to performance of development programmes					

Thank you for completing the questionnaire.

APPENDIX II: INFORMANT GUIDE FOR KEY INFORMANTS (World vision programme managers, local government district and sub county department heads and local stakeholders).

Introduction:

Dear Sir/ Madam

Am a Masters student at Uganda Management Institute(UMI) and am conducting a study that is designed to assess the relationship between Monitoring and Evaluation systems and performance of World Vision Uganda programmes in Mbale,Butaleja,Tororo and Soroti districts. You are requested to give your views on this subject matter and I request you to respond to the questions frankly and honestly. The information given is purely for academic purposes and will be treated with the utmost confidentiality. Please do not write your name or any other identification marks on this questionnaire.

Could you please spare some time (around 30 minutes) for the interview?

- (1) Consent given
- (2) Consent not given (Terminate the interview and thank the respondent).

Organization/ department..... Title.....

1.0 Monitoring and evaluation (M&E) Planning and Implementation

- 1 How do World vision project develop risk management plans to prevent and manage their impact.
- 2 Are stakeholders engaged developing monitoring and evaluation plans? How are they involved?
- 3 Do Project plans are broken down (detailed) before activity implementation starts. How do project conduct implementation planning including decomposing of activities.
- 4 How are stakeholder engaged in project baseline values for project goals and outcomes.
How are baseline results used by partners to improve and refine project objectives.
- 5 How are Baseline results used for project monitoring and evaluation?
- 6 How do partners participate in developing Project data collection tools?
- 7 How is project monitoring data collected and analyzed?
- 8 Do stakeholders adequately participate in project data collection process?? How do they participate?
- 9 Are there data entry and analysis systems for monitoring data? How is data analysis conducted?

2.0 Monitoring and evaluation quality assurance mechanisms

- 1 What are existing project internal quality control checks and review procedures for project monitoring data
- 2 Do project staff have relevant skills and knowledge to conduct data quality checks and reviews? How is this manifested?
- 3 Do projects conduct site visits are done to verify accuracy of monitoring data? How effective are the site visits.
- 4 Are there Project audits are regularly done to assess project risks?
- 5 Are Audit reports are shared with staff and project stakeholders? How are audit recommendations utilized to prevent and mitigate risks identified by audits.
- 6 How are programme reviews and Audits contributing to effectiveness of the programme?
- 7 Are Staff and stakeholders are trained in monitoring and evaluation, Which components of M&E are they trained in?
- 8 How do stakeholders utilize monitoring and evaluation information?
- 9 How do world vision staff and stakeholders conduct quality assurance reviews and checks?

3.0 Monitoring and Evaluation information sharing and utilization

- 1 Are Most significant changes are documented on regular basis? How are Significant changes collected?
- 2 How Lessons from evaluations are adequately documented
- 3 How are Significant change stories and best practices shared with stakeholders?
- 4 Is there a communication plan for programme monitoring and evaluation information? Who are the stakeholders to whom information is communicated to and how??
- 5 Are there avenues for stakeholders provide feedback on quality and completeness of reports. How is this done?
- 6 How is Monitoring and evaluation information used by staff and stakeholders to undertake changes and decision making.
- 7 How ahs Monitoring and evaluation promoted innovations in programmes

4.0 Monitoring and evaluation system contributes to performance of development programmes

- 1 How does Monitoring and evaluation planning contribute to performance of development

programmes?

- 2 How does Setting of project objectives and Indicators contribute to performance of development programmes?
- 3 How do baseline of project indicators contribute to performance of development programmes?
- 4 How do Programme monitoring and evaluation quality assurance mechanisms contribute to performance of development programmes?
- 5 How do data Quality checks and reviews contributes to performance of development programmes?
- 6 How does Monitoring and Evaluation information sharing and utilization contributes to performance of development programmes?
- 7 What are the existing gaps in the ADP monitoring and evaluation processes and system?

What recommendations would you make for programmes to improve its monitoring and evaluation system?

Thank you very much for your time

APPENDIX III: DOCUMENT REVIEW CHECKLIST (Programme plans, monitoring, baselines and evaluation reports).

Name of the programme:

1. Is the ADP having monitoring and evaluation Plan? How accurate is the plan to track indicators?
2. Is there evidence of participation of stakeholders in monitoring and evaluation activities? How do they participate?
3. Does the programme have a communication plan for M&E information? How adequate is the communication plan to respond to stakeholder's information needs.
4. Do monitoring progress and performance reports provide evidence of programmes efficiency?
5. Do project indicators have baseline values? How do programme reports show progress and changes from baselines? Is there comparison of achievements with baseline values?
6. Is project indicator tracking tables updated on regular basis (every six months)? Is the data in the Indicator tracking tables accurate and adequate to show progress on project indicators?
7. Do Projects have data collection tools in place to collect data on set indicators? How appropriate are data collection tools to collect outcome and output information required.
8. Do programmes produce monitoring reports (Quarterly, semi- annual reports). Are reports capturing critical information on results and outcomes? Is the information in the reports accurate?
9. How do programme conduct data entry and analysis. Are there cluster and programme databases? Are the databases updated? Has the database captured outcome and output monitoring information?
10. Projects have data collection guidelines in place to guide data collection and analysis? How data management guidelines utilised?
11. Project has internal control and review procedures for project monitoring data? Are review procedures adequately followed?
12. Project reports and monitoring reports are reviewed before dissemination to stakeholders
13. Are programme audits are regularly done to assess project risks and reports shared with key stakeholders? Is there mechanism to monitor implementation of audit recommendations?
14. There is capacity building plan for staff and stakeholders in M&E? Is the capacity building plan implemented?
15. Documentation of lessons and best practices contribute to programme performance

16. How are lessons from evaluations documented? How are lessons informing programming?
17. How are most significant changes are are documented? How frequent is the documentation of significant changes?
18. How do staff and stakeholders utilize M&E and information?
19. How are budget utilizations tracked? How effective are budget monitoring systems in place?