INFLUENCE OF PARTICIPATORY MONITORING AND EVALUATION ON PROGRAM PERFORMANCE IN NON-GOVERNMENT ORGANISATIONS: A CASE OF CARITAS KAMPALA (NANSANA AND GOMBE SUB-COUNTIES)

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DEDICATION

This research dissertation is dedicated to my beloved parents Miss Leah Katende and my late father Mr. Katende Stanley, Mr. and Mrs. Kabuye for the firm foundation they gave me, all my brothers and sisters and my family the Malundas.

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"Gratitude Is The Attitude Of The Grateful!"

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ACRONYMS

CAPCA:	Central Archdiocesan Province CARITAS Association.
GIS:	Geographical Information System.
GOK:	Government of Kenya.
GPS:	Geographical Positioning System.
IFAD:	International Fund for Agricultural Development.
IFRCRCS:	International Federation of Red Cross and Red Crescent Societies.
M&E:	Monitoring and Evaluation.
MDP:	Marsabit Development Project.
OECD:	Organization for Economic Corporation and Development
PCC:	Pearson's Correlation Coefficient Index.
PIM:	Participatory Impact Monitoring.
PM&E:	Participatory Monitoring and Evaluation.
PPP:	Public Private Partnership.
SAP:	Sustainable Agricultural Program
SPSS:	Statistical Package for Social Scientists.
TASO:	The AIDS Support Organization.
UNDP:	United Nations Development Programme.

ABSTRACT

The study was conducted in order to establish the effect of participatory Impact Monitoring and agricultural performance of non-government organizations particularly on Sustainable Agricultural Program at CARITAS Kampala in the Sub counties of Nansana and Gombe.

The aim of the study was to examine the role, challenges, tools and strategies CARITAS Kampala is using to promote uptake of participatory impact monitoring and establish the effectiveness of PM&E at CARITAS Kampala Nansana and Gombe sub-counties while executing the Sustainable Agricultural Program whose overall objective is to contribute to overall poverty alleviation through improved food security and income at household level. The sample size was 213 respondents randomly selected from Nansana and Gombe sub-counties out of which 9 were program staff purposively selected from CARITAS.

Results show that participatory impact monitoring and evaluation positively contributed to increased organizational performance in non-government organization though with a few challenges in execution of the program and from these results, it can be concluded that improving the performance of PM&E in organizations plays a significant role on organizational performance in non-government organizations.

Thus the study recommends that management of CARITAS should take on projects and programs that encourage the uptake of monitoring and evaluation and more so PM&E and also encourage CARITAS staff and farmers to take note of the effective techniques and tools of PM&E while considerably seeking remedies to the challenges of the PM&E in its execution.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The increased complexity of organizations in program execution makes organizations to embrace PM&E. CARITAS Kampala for instance with a variety of projects and programs each with different funders and expectations, makes it inevitable for CARITAS administration to monitor and evaluate these programs without PM&E. This research therefore was undertaken to establish influence of PM&E how it's perceived and practiced at CARITAS with such a complexity at hand within the organization, asses the benefits of Sustainable Agricultural Program and also asses the challenges of SAP.

1.1 Background Information

The study focused on how participatory monitoring and evaluation influences performance of non-government organizations and was conducted at Caritas Kampala particularly focusing on Sustainable Agricultural Program in Nansana and Gombe sub-counties. The study involved an analysis of farmer's involvement in planning through, objective development, setting goals and indicators to realize the set targets of participatory impact monitoring. Farmers monitoring of all program activities and the factors that hindered participatory impact monitoring, evaluation of the benefits of participatory impact monitoring to the people of Nansana and Gombe sub-counties.

1.1.1 Historical Background

The growing demand for organizations to improve project outcome has increased the uptake of Monitoring and Evaluation. Robert (1997) describes PM&E as the new approach which

starts with people's knowledge as the basis for planning and change. For Monitoring and Evaluation to be effective it should be inclusive. The effects of Participatory Monitoring and Evaluation (PM&E) have enabled the government to improve on service delivery, however, with limited uptake.

In recent years Tana et al. (2012) suggest that participatory monitoring and Evaluation (PM&E) has gained prominence over more traditional approaches to monitoring and evaluation in the developing countries especially in Africa.

Coupal (2001) asserts that whereas monitoring and evaluation in the past has been judgmental where external experts are contracted to evaluate the program against the objectives, PM&E seeks to involve all beneficiaries and stakeholders in the process of developing objectives and indicators by proposing local solutions. Care International (1994) notes that participatory Monitoring and Evaluation therefore is a necessary condition for ensuring the sustainability of development process in Africa based programs for instance in the participatory evaluation of counseling medical and social services of the TASO in Uganda 1997. It involves the assessment of change through processes that involve stakeholders affecting or affected by the impact being assessed. Coupal (2001) argues that the main function of participatory evaluation is to provide stakeholders and program managers with information to assess whether program objectives have been met and how resources have been used, in order to improve program implementation and make critical decisions.

Hopper et al. (2010) argues that for many years, developing countries through government and non-governmental agencies have taken the role of providing social services to the

citizens with external financial support from donor countries and international donor organizations. However, many donor organizations have shifted the financial support from government and channeled to development organizations commonly known as Non-Governmental Organizations (NGOs). Currently, NGOs account for about 15% of the donor aid in developing countries. The NGOs identify social challenges faced by poor communities and fundraise in form of community-based projects. The donor organizations expect accounting of the funds by NGOs through reporting. Monitoring and evaluation is the main way the progress of project is tracked and reported by development organizations (Mulwa, 2010).

Participatory Monitoring and evaluation is an on-going activity that tracks the progress of the project during its lifetime. Therefore, monitoring is an integral part of our day-to-day operational management. It is used to continuously assess the progress made with the project when viewed against its goals and objectives, as outlined in the project proposal. It involves the so-called logical framework through which we track inputs, processes, activities, outputs and outcomes. These are already outlined in the project proposal that is forwarded to donors in the planning stage of the project. Thus, monitoring is based on targets set and activities planned during the planning phase. Participatory Monitoring and evaluation is important as it might be necessary to modify activities should it emerge that they are not achieving the desired results. Monitoring therefore helps us to improve the efficiency and effectiveness of a project.

Kadzikano and Chishawa (2001) explains that Participatory Monitoring and Evaluation (PM&E) at a community level is a relatively new subject area in most development spheres and it only began to be popular in early 1990s. Rossman (2012) describes Participatory

monitoring and evaluation (PM&E) as a self-assessment, knowledge generation, and collective action process in which stakeholders in a program collaboratively define the evaluation issues, collect and analyze data, and take action as a result of what they learn through this process. Further Participatory Monitoring and Evaluation (PM&E) offers development organizations a host of opportunities for improving the performance of the projects undertaken by both the Government and private businesses.

The vision of CARITAS Kampala is a society of persons living in self-sustaining family of God founded on love, solidarity and reconciliation. This resonates well with its mission which is to progressively develop a holistic, integrated and self-sustaining family of God, spiritually, socially through building a civilization of love solidarity and reconciliation. and contribute to development in the central area through promotion of food security and increased income through sustainable agribusiness in Kampala central region, access to quality and affordable preventive and curative health services, access to sustainable safe water and sanitation services, supporting the vulnerable groups in the central region, promotion of income generation and resource mobilization and strengthening Caritas Kampala for efficiency, effectiveness and responsiveness to social, economic development needs of the central region.

1.1.2 Theoretical Background

1.1.2.1 Stakeholder Theory

It is until recently that scholars and many researchers have concurred that project success concerns not only cost, time and quality, but also the satisfaction and effective management of all the stakeholders involved (Bourne and Walker, 2005). Freeman (1984) defines stakeholders as those individuals or group of individuals who have a claim or interest in a

project and its activities. The theory underscores the fact that the creation and the ongoing operations of each project are as a result of several actors' activities, who are the stakeholders. The central idea therefore is that a project's success is dependent on how well the organization manages the relationships with key groups such as customers, employees, suppliers, communities, financiers, and others that can affect the realization of the project objectives (Freeman, 1984). According to Siering and Svensson (2012), in a Public Private Partnership arrangement the private entities manage stakeholders otherwise handled by the public institution. The social responsibility of the privately owned Special Purpose Vehicle (SPV) therefore significantly increases, and external relationships become crucial for the performance of the project. Boume and Walker (2005) explains that in PPP projects, stakeholder management is a decisive factor as well for a project's success or failure and therefore identification of stakeholders and their involvement should be part of the project's planning process. Yescombe (2007) notes that most projects consist of individuals and groups with different interests and motivational incentives, hence this makes PPP projects complex in particular because of the need to incorporate perspectives of a large number of parties involved.

1.1.2.2 Public Participation Theory by Sherry R. Arnstein (1969)

Arnstein (1969) provides an overview of the different ways the public can be involved in decision making and the various levels of public participation. Further Arnstein (1969) defines public participation as a process in which people, and especially disadvantaged people, influence resource allocation, policy and program formulation and implementation. In this model people are expected to be responsible and should, therefore, be active participants in public service decision making. On the other hand Brett (2003) notes that public participation has gained support in response to demands for greater individual and

community control over the activities of governments towards its citizens. Further Brett points out that public participation and involvement in decision making can succeed for certain projects depending on the circumstances. This approach of public participation however, fails in situations where local conditions make collective action very difficult, or where it is manipulated by implementing authorities to justify their own actions or poor performance.

In a review of literature Muhangi (2007), points out that the rationale for public participation may include; being a means of improving empowerment, a way of responding to society needs, ownership of projects by the local people, and making projects cheaper by allowing mobilization of local resources. This theory therefore is believed to promote more equitable distribution of the benefits that accrue from development activities and in line with the above, Robert (1997) argues that participation empowers citizens so that they can continue to direct and support future changes.

Brett (2003) recommends for a more people-driven development that emphasizes the need for institutional strengthening and building local capacity and accountability for sustainability of projects. Brett observes that citizenship is marked first of all, by active participation in public affairs and decision making and that interest in public issues and devotion to public causes are the key signs of civic duty.

Participatory theory was found to be relevant to this study because it supports and argues for institutional strengthening, stakeholder's perspectives, public accountability and facilitated negotiation as critical components of the PM& E process. The theory argues that project beneficiaries who participate in the program activities are empowered to demand services, develop a sense of ownership of the program and a sense of belonging to the projects. Participation theory therefore provides a good theoretical framework and foundation on which this study is based.

1.2 Statement of the Problem.

Being a dominant sector in the economy agriculture involves a number of stakeholders who must work as a team to realize higher productivity. For effective realization of CARITAS Kampala vision which is a society of persons living in self-sustaining family of God founded on love, solidarity and reconciliation. CARITAS has embarked on empowering its local farmers through PM&E in what they termed as Participatory Impact Monitoring PIM. Such programs require well laid monitoring and evaluation system to operate such a complex group of stakeholders more over of different programs.

CARITAS Kampala has set up an M&E department with clear statements and definition of action plans to be taken on specified monitoring of results in terms of resource adjustment, change of strategy or review of program/activities undertaken. However the department is faced with the challenge of uncoordinated programs that usually report direct to the funders but not to CARITAS, for instance SAP being a funded program by the MISEREORS, staff report directly to MISEREORS while CAPCA (Central Archdiocesan Province CARITAS Association) also reports directly to DANIDA through CARITAS Denmark their funders. One wonders what CARITAS could be if all these programs had a central M&E department to which to report and the end results of such a system than what it is now that makes PM&E efforts futile at CARITAS.

The study therefore sought to establish the influence of participatory Monitoring and Evaluation (Participatory Impact Monitoring) on agricultural performance in non-government organizations with a case of sustainable agricultural program at CARITAS Kampala in Nansana and Gombe sub-counties.

1.3 Objective of the Study

1.3.1 General Objective

The purpose of the study was to establish the influence of participatory monitoring and evaluation on agricultural performance of non-government organization.

1.3.2 Specific Objectives

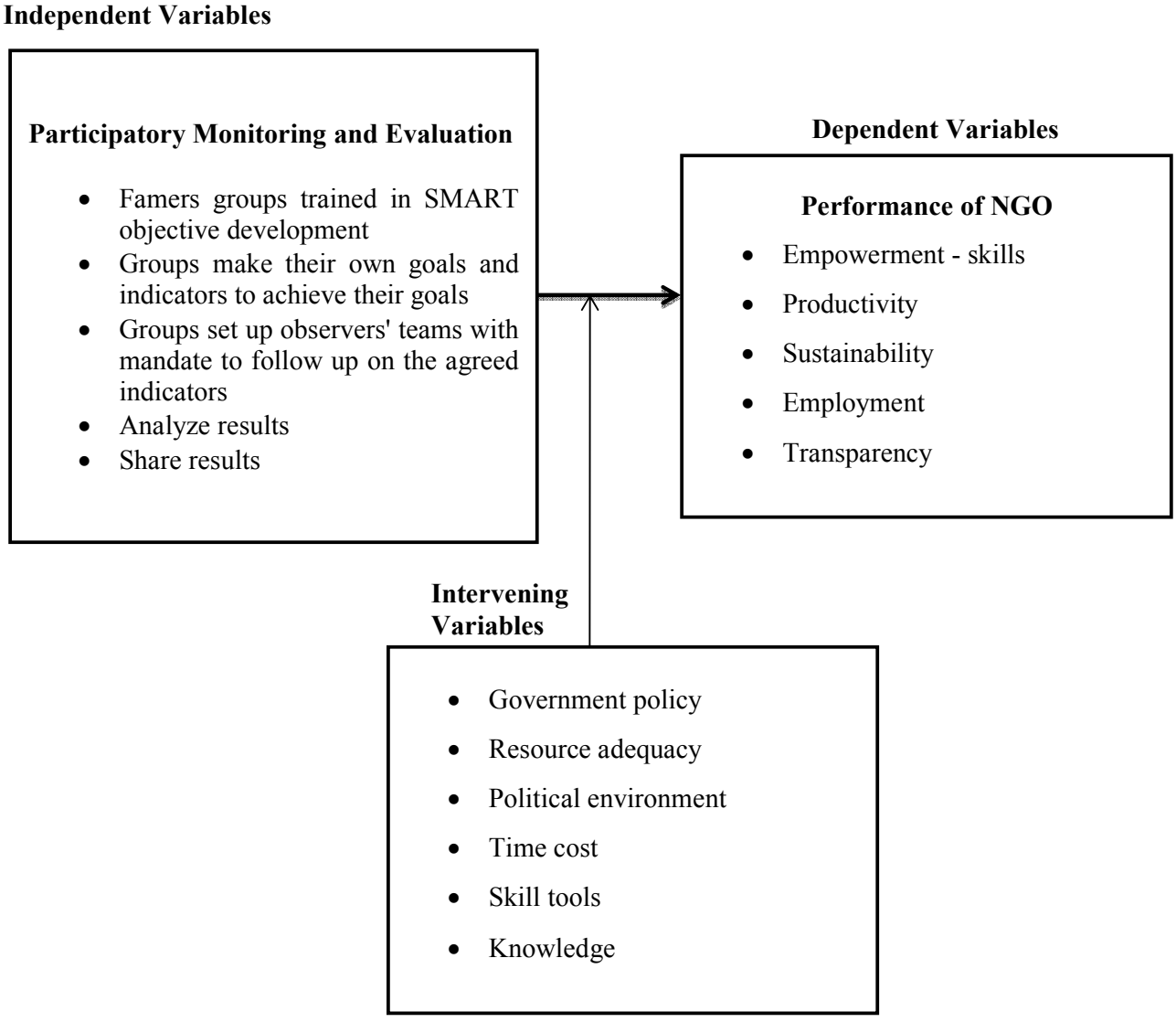
1. To establish the role of Participatory Impact Monitoring in the effectiveness of executing sustainable agricultural program in Nansana and Gombe sub-counties.
2. To assess the factors that hinders participatory Impact Monitoring in Nansana and Gombe sub-counties.
3. To determine the influence of participatory monitoring and evaluation tools and techniques used in sustainable agricultural program.

1.3.3 Hypotheses

1. There is no significant relationship between PM&E and agricultural performance at CARITAS Kampala.
2. There is no significant impact of factors hindering participatory impact monitoring on Sustainable Agricultural Program at CARITAS Kampala.
3. There is no significant influence of Participatory monitoring and evaluation tools and techniques used in Sustainable Agricultural program.

1.4 Conceptual Framework

Tashakkori et al., (2002) asserts that a conceptual framework consists of theories relevant to the phenomena being studied which can inform or influence the research. The conceptual framework below illustrates how the dependent variables are influenced by the independent variable of participatory monitoring and evaluation through sustainable agricultural program at CARITAS.



The conceptual framework above shows that the independent variable of participatory Monitoring and Evaluation enables involvement of people in the local community at the levels of project identification, design, implementation, Monitoring and Evaluation.

The independent variable of participatory Monitoring and Evaluation affects the dependent variable of the effectiveness of development programs by influencing local people's empowerment and ownership of the program. This in turn promotes accountability, transparency and timely productivity of the program, leading to sustainability. With the intervention of participatory monitoring and evaluation at CARITAS, sustainability of the program is guaranteed and cohesion among the different CARITAS programs in monitoring and evaluation is likely to be achieved in the long run especially in monitoring and evaluation of results. As farmers actively participate in the program, it likely to result into farmers empowerment in terms of increased household incomes, improved standards of living, leadership skills thus overall change in community attitude due to program intervention. This is only possible with intervening variables like government policy, skills of the personnel among others, which affect the relationship between the independent and dependent variables.

1.5 Significance

This study serves to help the Management and staffs of Caritas Kampala find out whether (sustainable agricultural program) is on time or not and whether the program delivers full objectives as envisaged in the project proposals.

The research is also beneficial to the financiers and CARITAS since it has identified and analyzed the challenges that hinder participatory impact monitoring. This will help CARITAS to improve on how to execute the program.

This study aims to make a contribution to a better understanding and improvement of the project management context in organizations.

1.6 Scope

1.6.1 Geographical Scope

This study was concerned with how participatory monitoring and evaluation affected performance of non-government organizations and was conducted at Caritas Kampala particularly focusing on Sustainable Agricultural Program in Nansana and Gombe sub-counties. Nansana sub-county is 10 kilometers from Kampala off Hoima Road west of Kampala while Gombe sub-county is 22 kilometers from Kampala off Bombo road North of Kampala.

1.6.2 Content Scope

The study involved an analysis of how participatory monitoring and evaluation can be used to improve performance of NGOs in agricultural production for example through farmer's involvement in planning, objective development, setting goals and indicators to realize the set targets of participatory impact monitoring. Farmers monitoring of all program activities and the factors that hinder participatory impact monitoring, it also evaluated the benefits of participatory impact monitoring to the people of Nansana and Gombe sub-counties, impact of the tools and techniques used in participatory impact monitoring and the training to the farmers of Nansana and Gombe sub- counties.

1.6.3 Time Scope

The study covered a period of 2011- 2016.

1.7 Limitations of the Study

The study was carried out within two sub counties of Nansana and Gombe from 67 farmer groups (http.www.caritaskampala.com)of the two sub-counties, the complex organizational structure of these sub counties meant serious challenges in the process of data collection for instance different farmer groups never wanted to disclose information as pertains their daily operations in fear that the research was from one of the groups and therefore disclosure could easily warrant a competitive advantage to the other group.

Secondly most groups viewed the researcher as an expert from the centre with intentions of spying on them especially on failures within the groups and finally the researcher also faced the challenge of meeting the different farmer groups which made the process of data collection take a much longer time than was anticipated.

An introduction letter from the program coordinator from the dean of Faculty of Agriculture was presented before the program head at the center and to different farmer groups of the two sub-counties to overcome the challenge.

1.8 Operational Definitions of Key Terms

1.8.1 Monitoring

IFRCRCS (2007) define monitoring as a continuous process of collecting and analyzing information to compare how well a project, program or policy is being implemented against expected results.

1.8.2 Evaluation

IFRCRCS (2007) defines evaluation as the systematic and objective assessment of an ongoing or completed project, program or policy, its design, implementation and results. Evaluation determines the relevance and fulfillment of objectives, efficiency, effectiveness, impact and sustainability.

1.8.3 Participatory Monitoring & Evaluation

World Bank (2010) defines Participatory monitoring and evaluation (PM&E) as a process through which stakeholders at various levels engage in monitoring or evaluating a particular project, program or policy, share control over the content, the process and the results of the monitoring and evaluation (M&E) activity and engage in taking or identifying corrective actions. PM&E focuses on the active engagement of primary stakeholders.

1.8.4 Stakeholder

A stakeholder is an individual, institution or any group that can have a claim or an interest in a project. These consist of the primary stakeholders also referred to as the public stakeholder groups.

1.8.5 Participatory Impact Monitoring

ERMIS Africa (2016) defines participatory Impact Monitoring (PIM) is the continuous observation, systematic documentation and critical reflection of project impact, followed by corrective action (plan, adjustments, strategy changes). It is done by project staff and target groups, using self-generated survey result. The objective of PIM is to improve the realization of projects by orienting the project along the socio-cultural impact; promoting autonomous

activities of the people and improving the flexibility of and interaction between the development organization and community/ project beneficiaries.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The purpose of this study was to establish the effectiveness of participatory monitoring and evaluation on performance of Non-government organizations. This chapter focused on the critical reviews of literature such as reports, journals, documents from the ministry of Gender and social development, and NGO board policies aligned to the topic to research and the perspectives discussed focusing on participatory monitoring and evaluation within Caritas Kampala.

Tana, et al., (2012) suggests that participatory monitoring and evaluation (PM&E) has gained prominence over more traditional approaches to monitoring and evaluation in developing countries especially in Africa.

Whereas conventional approaches to monitoring and evaluation concentrates on the services of external experts for evaluation of programs against set objectives and targets PM&E seeks to involve all the different stakeholders of the program in the process of setting and developing objectives and indicators.

Coupal (2001) asserts that whereas monitoring and evaluation in the past has been judgmental where external experts are contracted to evaluate the program against the objectives, PM&E seeks to involve all beneficiaries and stakeholders in the process of developing objectives and indicators by proposing local solutions.

2.1.1 The role of Participatory Impact Monitoring in the effectiveness of executing programs in Non-Government Organizations

A review of the available literature reveals that considerable amount of research has been conducted about the role participatory Impact Monitoring in organizations.

The World Bank (2009) argues that participatory Monitoring and Evaluation promotes effectiveness through transparency and accountability by ensuring finances and other resources are utilized as planned. According to Singh (2009), planning cannot be left only to the government corporations, but the function should be decentralized down to the people. The need to avert from the natural path of planning to a more development oriented planning that is inclusive is highly emphasized in this research study.

According to Brock and Pettit (2007) the public is empowered to monitor how the government runs and utilizes the resources when they are trained on the development project before it starts hence giving them knowledge on what the project is all about. According to the Brock and Pettit the government uses the three models of power; power over, power to and power within to reach the people hence missing the priority of empowering the citizens to participate in development projects.

However, Mulwa (2010) encourages the use of bottom-up development approach in which people prioritize development agendas. Singh (2009) notes that the main role of planning is providing congenial economic and political environment in order for people to achieve their cherished goals, set goal and rules of the game. Participation therefore ensures that the stakeholders are involved in development project right from the design stage hence building the state project ownership in them through capacity building.

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Wasike (2010) asserts that reduction of poverty is brought about by empowering the poor which enables them to contribute to decision making, promote social inclusion and sustained growth. He encourages participation in development projects as the people are able to not only enjoy development benefits but also stir the course of the said development.

Narayan (2010) affirms to Wasike (2010) by stating that development is not a one man show hence the need to promote inclusivity in development projects so as to enhance people's social-economic aspects. McCarthy (2004) posits that community participation can be enhanced by adopting development methodologies that include; Participatory rural appraisal (PRA), theatre approach among others.

Participatory Monitoring and Evaluation approach has been very effective in many social economic development projects in Africa and the world at large. Bayer and Bayer (2002) in their study in West Africa and Kenya reveal the importance of PM&E in enhancing sustainability and project impact to the beneficiaries. According to the authors a project run by GTZ in Marsabit, Marsabit development project (MDP), the need for PM&E was highly emphasized so as to promote self-help capacity. In many instances as reported by Bayer and Bayer (2002), lack of community Participation in Monitoring and Evaluation can make developments efforts futile. One of such examples brought out by the authors is a drought monitoring bulleting reports used by various development organizations that were not used by the community since they did not participate in developing the signs. They however indicate that extractive Monitoring and Evaluation cannot be said to be participatory. In another example they use include a situation whereby the development partners developed Monitoring and Evaluation tools for the livestock farmers to monitor milk production but ended up not being used. In this case the principles of PM&E cautions that development

should be inclusive and not where the outsiders develop M&E tools initialize indicators and standards without involving the local beneficiaries (Julie, 2007).

Existing literature indeed reveals a considerable role of PM&E in execution of program activities in non-government organizations, however not considering the social, economic, technological and capacity challenges in most non-government organizations like CARITAS.

2.1.2 Capacity Challenges

Mulwa (2008), argues that there is a failure within the corporate in issuance of relevant reports as the organizations are afraid of being transparent and accountable. As indicated in IFAD's guide for Project Monitoring and Evaluation, capacity is the, "ability of individuals and organizations to perform functions effectively, efficiently and in a sustainable manner." The failure to have enough skilled and knowledgeable M&E officers in organizations has led to poor development of the systems that mainly capture and develop too many indicators, focus on operations rather than the strategy to use to get better outcomes. In critiquing the development approach World Bank (May 2012) identifies capacity building as a major challenge to economic growth.

According to AMREF (2010), there is much attention on Monitoring; procurement processes, disbursement of resources and financial use but little attention on capacity development. Karuoro (2010) presumes that good development depends on capacity much more than good financial management. It is therefore apparent that, there is a need to improve the quality of the people too.

In South Africa it is a constitutional right for people to participate in development projects. According to Naidoo (2010), participatory monitoring in South Africa focuses on empowering the beneficiaries, bringing on board the populace enhancing transparency and accountability. The author argues that Participatory Monitoring and Evaluation is very vital and important in promoting development and democracy.

On the other hand, Mulwa (2008) points out that illiteracy is a key hindrance to Participatory Monitoring and Evaluation hence calling for capacity building. The aspects of PM&E is said to empower people in such areas hence promoting sharing and learning among stakeholders thus ensuring indigenous knowledge is brought on board (McCarthy, 2004). Moseley (2003) points out that increased human resource is as a result of involving people as partners in decision making, hence enabling the beneficiaries to move on their own in future projects. It is apparent that participation improves capacity building thus promoting sustainable development.

2.1.3 Economic Challenges

The failure to consider Monitoring and Evaluation in the design stage and poor pay to evaluators is seen as a key challenge in setting up and running an M&E system (World Bank, 2009). According to Omiti et al., (2007), many organizations fail to decentralize and allocate resources as they consider Monitoring and Evaluation as just an activity. In essence, Monitoring has assumed a major biasness compared to Evaluation that receive little or no attention if any. According to Rubin and Rubin (2008), organizations sight lack of funds to conduct Monitoring and Evaluation or even document aspects of PM&E in their projects. Brock and Pettit (2007) argue that Participatory Monitoring and Evaluation is an expensive

venture that requires a lot of resources but is a sure way of ensuring people are brought on board for sustainable development.

2.1.4 Political Challenges

According to Mulwa (2008), Monitoring and Evaluation is a system that should be spelt out by the leaders with the participation of the stakeholders' in-order to enhance transparency and accountability. Macamo (2005) asserts that politics has been used in many instances to undermine a project or to manipulate reports so as to give credibility to poor projects or to solicit for more funds for the continuity of a project. Therefore, the leaders having an upper hand in accessing resources, should help in mobilizing the community and create awareness on the importance of community beneficiaries' involvement in project Monitoring and Evaluation Valadez and Bamberger (2000). In South Africa for example, the M&E and particularly Participatory Monitoring and Evaluation was curtailed by politics until 2010 when the directorate saw the light of day Naidoo (2010).

2.1.5 Technological Challenges

There is a need to have a system that has simple language in order to promote understandability and reduce duplication of reports by various ministries or departments. The need to streamline reporting is emphasized by the World Bank group as this will help utilize the resource available to meet the desired outcome. According to the World Bank (2012), "information management systems to produce the data required are not fully in place in many departments, and required data are often unavailable." Technology should therefore be adopted to improve real time reporting. Technology in PM&E will thus enhance the process of decision making, improve quality of administrative data and enable single entry of data at field level.

Eisman (2011) argues that there is a need to adopt modern technology such as geographical positioning system (GPS), geographical information system (GIS) and Mobile technology in Monitoring and Evaluation. The Eisman asserts that use of technology will help avail information in real time for decision making unlike traditional methods of paper and pen, example such used in 1880 United States census that took seven years to analyze hence hindering possibility of time management and decision making. The government must therefore look for communication channels that are convenient to the people and the stakeholders Ngwainmbis (1995) participate to varying degrees, ranging from exclusion to full participation. On the same note, Dean (2003) postulated that typically, the degree of involvement has been conceptualized in terms of a continuum, as follows: first the autocratic decision making where no advance information on a decision is given to subordinates and the superior makes the decisions on his or her own. Secondly consultative decision making where the superior shares the problem with the sub-ordinates, getting their ideas and suggestions then makes a decision, which may or may not reflect his or her own influence. Thirdly, democratic decision making is where the superior shares the problems with the subordinates. Together they analyze the problem and arrive at a mutually acceptable solution which is adopted Dean (2003).

This literature suggests that the usual area for collaboration or decisional involvement includes: hiring personnel and providing staff development and agreeing on the targets of the project. The study therefore sought to establish whether PM&E plays a vital role in execution of SAP at CARITAS Kampala much as there might exist the challenges mentioned above and how CARITAS has managed to overcome such challenges.

2.2 Assessment of Factors that Hinder Participatory Impact Monitoring at CARITAS Kampala

Participation involves bringing on board and involving all stakeholders in development initiatives. It is a bottom-up approach that involves extensive stakeholder dialogues, capacity building and decision making. Since its emergence in 1970's the approach has been used by various development partners to bring on board the primary beneficiaries in development projects World Bank (November 2010).

World Bank (November 2010) identified various principles that guide the participation and they include; Participation, negotiation, learning and flexibility. It further adds that participation of the poor and marginalized people in development initiatives intended to benefit them is important for development.

According to Malcolm (2003) stakeholders include; local people, project managers, project staff and other people with interest in the project. Malcolm (3003) further argues that all people with interest should be involved in project development and given a platform to make decision Rebien (2000) identifies key functions involved in participation of stakeholders as,

1. To build the capacity of stakeholders to reflect, analyze and take action;
2. To contribute to the development of lessons learned that can lead to corrective actions or improvements by project recipients;
3. To provide feedback for lessons learned;
4. To ensure accountability to stakeholders, managers and donors by furnishing information on the degree to which project objectives have been met and how resources have been used, (OESP 1997)

It is anticipated that the sense of ownership developed during the participation increases the likelihood of recommendations and corrective actions being auctioned and implemented (OESP 1997). Similarly, the benefits of involving stakeholders in decision-making processes have been acknowledged. However, the realization of participatory evaluation in practice varies, its methods lack transparency and its success is debated.

Gregory (2000), argues that Rebien's promotion of active participation is 'rather more difficult to enact in practice 'where relations of dependency (power, status, expertise) may discourage stakeholders or participation is used as a means to achieve predetermined objectives, defending the process or ensuring acceptance of findings). She also asserts that resorting to representatives is problematic and may result in the exclusion of important stakeholder groups and/or necessary external expertise. Unless the representatives are elected the process is not truly democratic.

Gregory (2000) concludes that by concentrating stakeholder participation on functional tasks, the anticipated transfer of knowledge (learning about methodology use in evaluations) may be more 'the transfer of the methodology user's knowledge and skills. This limits stakeholder's capacity to carry out future evaluations themselves.

Oakley (1991), from his development work perspective, categorized three obstacles to participation:

1. Structural – related to the political environment and the restriction of policymaking to a few individuals.
2. Administrative – related to the barriers of centralized administrative and planning procedures and the reluctance to relinquish control.
3. Social – related to the deeply ingrained culture of dependence on experts and leaders.

Generally therefore, the available literature is not conclusive about the nature of the factors that hinder PM&E in most non-government organizations CARITAS inclusive. What then are the factors that hinder Participatory Impact Monitoring at CARITAS?

2.2.1 Influence of PM&E tools and Techniques used in Sustainable Agricultural Program

Nuguti (2009) argues that the monitoring and evaluation tools should be effective and aim at collecting relevant data. Nuguti (2009) adds that the tools should be designed in a way they will meet the intended objective as failure may cause mistrust, disengagement, disinterest and failure to use the findings in decision making. Additionally, the studies have established that the tools used in M&E process are successful in offering feedback to the stakeholders.

Yuan et al (2010) argues that the desire for more efficient and effective PPP (Public Private Partnership) projects renders the performance management to be increasingly important, in which the influence of the stakeholders must be considered.

Gaventa and Blauert ('2000) define M&E stakeholders as those people who have a stake in the program. They are persons who take decisions using the M&E data and findings. Stakeholders may not necessarily agree on the measured results or their interpretation and assessment but such dialogues among stakeholders and between stakeholders and governments at different levels create opportunities to forge agreement on appropriate actions to take and aspects to track in order to ensure that issues are addressed stimulus project governance is 7improved over time. These findings also agree with Nuguti (2009) that the tools too should allow participants to give self-opinions and also offer feedback to the stakeholders. Participation of stakeholders in non-government organizations also includes the use of PM&E tools such as Ranking, Seasonal calendars, focus group discussions, key

informants interviews ranking and SWOT analysis for successful program execution. Several studies claim success in the use of these different PM&E tools but have not however given a proper triangulation of these methods to achieve the most desired result, the study therefore sought to assess the influence of different PM&E tools and techniques CARITAS used in the executing SAP.

Performance of Non Government Organizations in Uganda

Eric D et al (2010) define NGOs as private organizations "characterized primarily by humanitarian or cooperative, rather than commercial, objectives... that pursue activities to relieve suffering, promote the interests of the poor, protect the environment, provide basic Social services, or undertake community development" in developing countries. NGOs then, are the subset of the broader nonprofit sector that engage specifically in international development; our definition excludes many of the nonprofit actors in developed countries such as hospitals and universities.

Performance of Non-government organizations is guided by the Non-government Organization ACT 2016 that provides a conducive and enabling environment for the NGO sector to operate, strengthen and promote the capacity of NGOs and their mutual partnership with government through the ministry of internal affairs.

NGOs are increasingly recognized by governments everywhere as important players in a country's social, economic, political and intellectual development. NGO activities help to mobilize, sensitize, consult and aggregate citizen interest and action. NGOs can fulfill these roles at three different levels namely: at agenda setting; at policy development; and at policy implementation, monitoring evaluation and ensuring transparency and accountability in

public office. NGOs, as Non-State actors are, therefore, potent and legitimate partners to governments in nation building. (MIA, 2010).

NGOs have operated in Uganda for many decades especially in the health and education sectors. Beyond the above sectors, their activities were focused largely on relief and charity activities. From fairly modest numbers prior to 1986, the sector has seen phenomenal growth since then and currently more than 7,000 NGOs are active in the country (MIA, 2010). The growth in numbers has been accompanied by growth in influence at different levels of society. Some NGOs are nationally-based for instance operates across the country while others only operate in one or a few districts. Some NGOs are involved in multi-sect oral activities while others are mono-sect oral/thematic in their program focus NGOs are active in the health service activities (HIV/AIDS); education, economic empowerment of communities; agriculture; the environment; water and sanitation; training and capacity building; peace building and conflict resolution, (MIA, 2010).

NGOs-Government Relations

Government has been engaged with NGOs and the broader Civil Society for some time and at different levels. At the national/sect oral level, a number of development-oriented NGOs have signed Memoranda of Understanding to provide for formal modalities of operational zing partnerships in development and service delivery. The consultative model involving NGO stakeholders has been encouraged and implemented by different sector ministries, departments and agencies. At district level as well, a number of Local Governments have signed and implemented MOUs with a fair measure of success. Despite these achievements, however, there is still need for improving the quality of relations in terms of perceptions, attitudes and enhanced cooperation between State and NGO actors at national, district and

lower level. The challenge of fostering improved mutual perceptions between State and Non-State actors is particularly critical with respect to those NGOs engaged in any national development program.

Participatory monitoring and NGO performance

The structural arrangements of an M&E system are important from a number of perspectives; one is the need to ensure objectivity, credibility and rigor of the M&E information that the system produces (Mackay 2006). Khan (2003), concurs that the conceptual design of an M&E system is supposed to address issues with regard to the objectives of the system, competent authority, credibility of information, its management, dissemination and recycling into the planning process with special emphasis on community participation. M&E systems should be built in such a way that there is a demand for results information at every level that data are collected and analyzed. Furthermore, clear roles, responsibilities, formal organizational and political lines of authority must be established (Kusek and Rist, 2004). There is often a need for some structural support for M&E, such as a separate evaluation unit which at the very least needs one person who is the internal champion identified to make sure the system is implemented and developed. Moreover, the systems must be consistent with the values at the heart of the organization and work in support of the strategy. There are twelve components of a functional monitoring and evaluation namely: structure and organizational alignment for M and E systems; Human capacity for M and E systems; M and E partnerships; M and E plans, costed M and E work plans; Advocacy, communication and culture for M&E systems; Routine monitoring; periodic surveys; Databases useful to M&E systems; Supportive supervision and data auditing; Evaluation and research; and using information to improve results (UNAIDS, 2008).

In the Taut (2007) study, “self-evaluation capacity building in a large international development organization”, indicate low organizational readiness for learning from evaluation. Moreover, interviewees similarly described a lack of open, transparent and critical intra-organizational dialogue and a lack of formal structures and processes to encourage reflection and learning as an organizational habit. At the same time, there was rather high awareness of the potential for evaluation to be used as a tool for learning and demand voiced for such evaluations.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter presents the methodology that was used in the study, and is presented by research design, area of study, study population, data collection methods, procedures of data collection, sample size, data collection instruments, data management and processing, data analysis and measurement of variables.

The study adopted both qualitative and quantitative approaches. The use of both quantitative and qualitative data helps to explain the outcome and process through observation, analysis, descriptive and inferential statistics obtained from sample responses as well as reconstruction of the case under study. The qualitative method allowed the researcher to obtain thoughts, opinions and feelings from participants. Like Amin (2005) explains, qualitative research includes the direction towards the solution of the problem, principles and theories that will be helpful in predicting future occurrences. Above all, qualitative research is based upon observable experiences or empirical evidence (Amin, 2005) the very essence for this monitoring and evaluation research.

The quantitative approach was used in order to describe current conditions and to investigate relationships (Amin, 2005). It was used in order to test hypothesis and answer questions concerning the current status of the subject study in order to achieve representativeness. Collection of numerical data in order to explain, describe, understand, predict or control phenomena was involved. The data collected has been subjected to statistical analysis (Amin, 2005).

3.1.1 Study Area

The study covered Caritas Kampala specifically Nansana and Gombe sub-counties. The organisation implements different types of projects among which include; sustainable agribusiness, quality and affordable preventive and curative health services, sustainable safe water and sanitation services, support the vulnerable groups in Kampala central region, income generation and resource mobilization but the research only focused on Sustainable Agricultural Program (2011-2016). Sustainable Agricultural Programs overall objective is to contribute to overall poverty alleviation through improved food security and income at household level.

CARITAS Kampala is a faith-based organization offering social services and development work in the central region of the country. It was started way back after the 1973 as a socio-economic department but became fully established in 1986 as the arm mandated to carry out socio-pastoral activities within the districts of Mpigi, Kampala, Wakiso with an area of 3644.75 square kilometers and an estimated population of 6,077,716 people spread across 60 Ecclesiastic functioning parishes, (http.www.caritaskampala.com).

To-date CARITAS Kampala has a team of professionals both clergy and laity in areas of social development, finance, social work, agriculture and environment, Health, water and rural development. The organization uses a value based approach, while being ethical and professional to deliver services to all the 60 Ecclesiastical parishes. Its services' provision is broadly defined and refined penetrating several sectors of the economy and contributes immense impact on the population's livelihood, (http.www.caritaskampala.com).

3.1.2 Study Design

The study employed a case study design .The case study design was selected because it could address descriptive questions, what is happening or has happened (Amin 2005).

Shavelsen and Towne (2002) asserts that different research methods including the case study method can be determined by the kind of research questions that the study is trying to address. Bromley (1986) further notes that by emphasizing the study phenomenon within its real world context, the case study method favors the collection of data in natural setting, compared with relying on "derive" data.

3.1.3 Population and Sample

A study population is the complete collection (or universe) of all the elements (units) that are of interest in a particular investigation (Amin, 2005). The study was conducted at CARITAS Kampala in Nansana and Gombe sub-counties. The secretariat comprises of 8 members, it is headed by the Secretary General, recruited on rotational basis by the Executive Board and competent technical staff. The Secretariat supports Program finance, capacity building and monitoring and evaluation components for all interventions implemented by the faith based organization. Thu*s* the total 209 respondents was selected out of the total population sample of 663.

3.1.4 Sample Size and Selection

A total of 242 farmers was sampled out of the 650 beneficiaries of the program. According to Krejcie and Morgan (1970), when the population sample size is 650, the required sample is 242, thus for the best results, the study used the sample size of 242(Appendix A).

3.1.5 Sampling Techniques

Sampling techniques are processes for selecting a suitable sample, or a representative part of a population for the purpose of determining parameters or characteristics of the whole population (Mugo, 2011). The sample techniques that were used were simple random sampling and purposive sampling techniques where members from different farmer groups in Nansana and Gombe sub-counties were randomly sampled. By simple random, the sample is drawn without bias and unit by unit, with all members of the population having an equal chance of selection (Burns and Bush, 2000). Concerning purposive sampling, this method aims at selecting typical and useful people that gave relevant data. Purposeful sampling selects information rich cases for in–depth study. Size and specific cases depend on the study purpose (Oso and Onen, 2005). Members of CARITAS staff overseeing SAP were selected as key informants to this research.

3.2 Data Collection methods and Instruments

The study employed two data collection methods and instruments namely: questionnaire and interviews.

3.2.1 The Questionnaire

The questionnaire was the main instrument of data collection in the study, questions were both structured, and self-administered. The researcher designed questionnaires for the members in the organization. These structured questionnaires were administered to the beneficiaries whose views were obtained, opinions and attitudes on how participatory monitoring and evaluation influences organization's performance. Structured questionnaires are simple to administer and relatively cheaper to analyze (Kothari, 2004). A questionnaire is

also preferred as the main instrument in this study because it is easy to use on a large number of subjects.

3.2.2 Interview Survey

An Interview is an oral questionnaire where the investigator gathers data through direct verbal interactions with participants (Amin, 2005). Interview is a qualitative research technique that involves conducting intensive individual interviews with a small number of respondents to explore their perspectives on a particular idea, program or situation to explore issues in depth (Boyce and Neale 2006). The interview method enables the researcher to collect information on how the participants feel, think or do (Burns and Bush, 2000). One of the major advantages of the interview is that it is a face-to-face interaction that allows the researcher to ask difficult questions as they observe the participant's body language, and to probe until clarity is obtained.

An Interview guide prepared to meet the objectives of the study was used with Open-ended questions. This method is adopted by the researcher because it derives motivation of the subject and maintenance of rapport (Amin, 2005). The interviewer can obtain information that the subject would probably not reveal under other circumstances (Babbie, 1990).

3.3 Quality Control

3.3.1 Validity

The validity of research instruments was ensured by assessing the questionnaire items during their construction. Questions were discussed with the supervisor before giving them to two independent lecturers from the school of Management, Uganda Martyrs University for verification. This is to clear any lack of clarity and ambiguity. The content related validity of

the questionnaire was determined by giving questionnaires to the different colleagues pursuing the same program at Uganda Martyrs University through peer review. They examined them to assess the relevance of the questions with the objectives of the study and the content validity index was computed with the formula for validity below;

CVI= $\frac{n}{N}$

n is the number of relevant items, N is the total number of items.

According to Amin (2005), for the instrument to be accepted as valid, the average index should be 0.7 and above and this was observed.

3.3.2 Reliability

Reliability refers to the consistence of the research instruments. For the questionnaire, the researcher carried out a Test-Retest method where a respondent who has completed the questionnaire was asked to complete it again after two weeks and his/her choices was compared for consistence. According to Amin (2005), test-retest or stability test provides evidence that scores obtained on a test at one time (test) are the same or close to the same when the test is re-administered some other time (re-test).

3.4 Ethical Considerations

To ensure that the research is conducted, ethical principles will be kept, Consent from the listed population was sought through E-mail correspondence ahead of time, requesting for support also indicating the purpose and objective of the study. During the data collection phase, anonymity was ensured. Respondents were assured that the information offered was to be handled with confidentiality. In the same way, assurances will be made about the safety of the information being gathered, emphasizing that it was strictly to be used for academic research purposes.

A letter of introduction was got from the Dean Faculty of Agriculture Uganda Martyrs University.

3.5 Data Analysis

3.5.1 Qualitative Data Analysis

Qualitative data was analyzed in accordance to the research objectives. Patterns and connections within and between categories will be identified. It will be presented in form of notes, word-for-word transcripts, single words, brief phrases and full paragraphs (Powell & Renner, 2003). Data is to be interpreted by composing explanations and substantiating them by the respondents open responses. In analyzing qualitative data, conclusions will be made on how different themes/ variables are related. The following objectives were qualitatively analyzed.

1. To establish the role of participatory impact monitoring in the effectiveness of executing sustainable agricultural program in Nansana and Gombe sub-counties.
2. To assess the factors that hinders participatory impact monitoring in Nansana and Gombe sub-counties.

3.5.2 Quantitative Data Analysis

Quantitative data is to be analyzed using statistical package for social scientists (SPSS 16.0). Data will be processed through collecting, editing, coding and tabulated for it to be analyzed. To test relationship, the study tested the means using a two tailed tests and after a 95% confidence interval of a two tailed test conclusions were drawn based on the three objectives of the study to ascertain whether each of the objective was statistically significant.

3.6 Conclusion

The study used a methodology that took care to ensure that the necessary, adequate and relevant data was generated. The methodology was necessary to process and analyze the data so as to establish the key findings of the study in harmonizing the study findings to the theoretical assumptions of the framework used in this study. Triangulation was used to minimizing the different shortcomings of the different methods used in gathering, processing and analyzing the data collected. The data collected and analyzed hereof was necessary in addressing some of the key findings basing on the recommendations that the study puts forward.

CHAPTER FOUR

FINDINGS, ANALYSIS AND DISCUSSION

4.1 Introduction

This chapter displays results and analysis of the study findings. It is organized as follows; descriptive information of the study variables, factors significantly associated with effect of Participatory Monitoring and Evaluation on agricultural performance of non-government organizations.

4.1.1 Descriptive Information of Study Variables

The study involved a total of 200 participants (farmers) aged between 30-70 years and 9 Key informants who were staff members of CARITAS Kampala working in areas of Nansana and Gombe sub counties. Table 4.1 summarizes the descriptive information of the study participants.

Table 4.1: Background Information

Factor		Category	Frequency (f)	Percentage (%)
Gender	**Staff**	Male	5	55.6
		Female	4	44.4
		Subtotal (Staff)	**9**	**100**
	Farmers	Male	49	24.5
		Female	151	75.5
		Subtotal (farmers)	**200**	**100**
Level of education	**Staff**	Diploma holder	2	22.2
		Undergraduate	2	22.2
		Post graduate	5	55.6
		Total	**9**	**100**
Time spent in program	**Farmers**	Less than a year	82	41
		1-5 years	110	55
		6-10 years	8	4
		More than 10yrs	0	0
		Total	**200**	**100**
No. of years in M&E Project	**Staff**	Less than a year	2	22.2
		1-2 years	1	11.1
		2-3 years	1	11.1
		3-4 years	4	44.4
		4-5 years	1	11.2
		More than 5 years	0	0
		Total	**9**	**100**
Age	**Staff**	Below 20 years	0	0
		20-30 years	4	44.4
		31-40 years	2	22.2
		41-50 years	2	22.3
		Above 50 years	1	11.1
		Total	**9**	**100**
	Farmers	Below 20 years	3	1.5
		20-30 years	27	13.5
		31-40 years	34	17
		41-50 years	55	27.5
		Above 50 years	65	32.5
		Missing	16	8
		Total	**200**	**100**

Source: Data Analysis

Table 4.1 shows the demographic characteristics of the entire study descriptively, the study was carried out using two different research tools where tool A (Organizational Questionnaire) had a total of 9 respondents where 4 of them were female whereas 5 were male, the other tool B (Individual Farmers Questionnaire) had a total of 200 respondents where 49 were male and 151 were female. Majority of the respondents in tool A (staff questionnaire were post graduate degree holders 5(55.6%). With time spent in the program by the farmers, 82(41%) had spent less than a year, 110(55%) had spent 1-5 years in the program, 8(4%) had spent 6-10 years and none had been in the program for more than 10 years. It was noted that the highest number of farmers participating in the program was above 50 years, 65(32.5%) and the fewest were below 20 years of age, that is 3 with a percentage of 1.5%.

The higher number of female farmers compared to male farmers is attributed to the social responsibility of farming being more entrusted to the women than men. By implication there is a possibility of sustainability of the program with or without the funders since women and majority of them being above 50 according to the results, are very good stewards of any agricultural program than the men, traditionally women have a sole responsibility of providing food to the household.

All the staff at least were diploma holders and this by implication meant the staff could easily guide farmers on the technical aspects of the program with ease for instance on the different tools and techniques of PM&E. Certain tools such as seasonal calendars, focus group discussions, key informants interviews, SWOT analysis call for some level of literacy if one is to administer them properly.

The number of farmers reduced with time spent in the program, according to the results of the study for instance none of the farmers had been in the program for over 10 years by implication the sustainability of the program is not guaranteed.

4.2 To establish the Role of Participatory Impact Monitoring in Execution of Sustainable Agricultural Program in Nansana and Gombe Sub counties.

4.2.1 Understanding of Participatory Impact Monitoring for Farmers and Staff

This section explains the meaning and understanding as regards the respondents both the staff working with Caritas and the farmer respondents who are part of the Caritas program to establish if there is an understanding of PIM among them.

Table 4.2: Understanding of Participatory Impact Monitoring for Farmers and Staff

		Frequency Farmers	Percent	Cumulative Percent	Frequency	Frequency staff	Percent	Cumulative Percent
Valid	1	78	39.5	39.5	Valid 1	7	77.8	77.8
	2	49	24.9	64.4	2	2	22.2	100
	3	48	24.4	88.8	**Total**	**9**	**100**	
	4	4	2.0	90.8				
	5	11	5.6	96.4				
	6	2	1.0	97.4				
	7	5	2.6	100				
	Total	**197**	**100**					

Source: Data Analysis

Table 4.2 gives a summary of the understanding of PIM according to the farmer respondents, it simply details how farmers perceive Participatory Impact monitoring, according to the farmers, majority believed that PIM meant creation of sustainability within households

through agricultural techniques 78(39.5%), 49 (24.9%) said it's a system that improves social status and sanitation, 48(24.4%) understood PIM in a way that it increases crop and animal production hence increased savings through Smart agricultural techniques, 4(2%) said it's a farmer family learning group which improves livelihood, 11(5.6%) respondents said it's a way of improving health without using much money (balanced diet), 2(1%) perceived it in a way that it's a policy were members set goals and objectives and truck their success, lastly 5 (2.6%) said it promotes cohesion among members.

Further more staff were asked the same question and of the 9 respondents of the Caritas project, 7 (77.8%) said that PIM was a tool used to make sure that activities, goals& objectives set are achieved, in other words it's a mechanism used to achieve planned targets and objectives, the 2 (22.2%) said that PIM is a tool used in measuring success.

According to the results, both farmers and staff understand and perceive PIM as a monitoring and evaluation system that engage them in groups by implication team work leads to ownership of the program thus guaranteed sustainability of the program. In addition staff knowing the concept of what they dealt with implies that they actually provided the local participants with the necessary equipment and can easily do the monitoring and evaluation of a program they appreciate and perceived positively.

4.2.2 How PIM Works in Sub-Counties that are within the Project

This will explain the ways of how Participatory Impact Monitoring is done within the sub counties, how its carried out in the different farmer groups in order to achieve planned goals and objectives.

Table 4.3: How PIM Works in the Sub-Counties

		Frequency	Percent	Cumulative Percent
Valid	1	56	28.4	28.4
	2	24	12.2	40.6
	3	61	31	71.6
	4	43	21.8	93.4
	5	2	1	94.4
	6	1	0.5	94.9
	7	10	5.1	100
	Total	197	100	

Source: Data Analysis

According to the responses obtained from the different farmer respondents, the highest percentage of respondents 61 (31%) said that it was a farmer family learning group where one member took part in the training and then trained other family members what they had learnt, 56 (28.4%) of the respondents said it was a one on one visit where visits were carried out to see how different members were progressing, 43 (21.8%) used and carried out regular seminars and meetings, 24 (12.2%) said it was a Village Savings and Loans association were people borrowed small loans and saved within different associations, 10 (5.1%) said that they use a policy of setting indicators to track success and failure, 2 (1%) do farmer to farmer visitations seeking improvement, lastly 1 (0.5%) set objectives and goals on which to follow.

Being a participatory approach to monitoring and evaluation, results show that indeed PIM involves farmers and staff working in groups that are more or less family for both social, political and economic gains. One of the respondents asserted that PIM was one way of

improving on his social capital, that through cohesion with different farmer family groups, he is always unopposed for the different church posts he has held for the past 3 years. Cohesion among the family groups imply increased productivity, improved farming systems, access to market of their products thus sustainability.

4.2.3 Extent of Truth in the Different Terms and Procedures used in the Project

These various statements in both the farmer and staff respondents was to reveal the extent to which the different statements used were true or false. Farmers either agreed or disagreed with the statements provided by the project coordinators as used in the project, some of them were to state if at all they were not sure.

Table 4.4: Farmer Respondents View on the Statements as used in the Project

S/N	SD	D	NS	A	SA	M
INVOLVEMENT						
1	5(2.5%)	6(3%)	2(1%)	43(21.5%)	**140(70%)**	4(2%)
2	8(4%)	13(6.5%)	10(5%)	**97(48.5%)**	66(33%)	6(3%)
3	36(18%)	27(13.5%)	11(5.5%)	**62(31%)**	57(28.5%)	7(3.5%)
4	**71(35.5%)**	33(16.5%)	14(7%)	39(19.5%)	39(19.5%)	4(2%)
MONITORING						
5	16(8%)	6(3%)	9(4.5%)	65(32.5%)	**98(49%)**	6(3%)
6	1(.5%)	2(1%)	5(2.5%)	64(32%)	**121(60.5%)**	7(3.5%)
7	8(4%)	8(4%)	38(19%)	70(35%)	**73(36.5%)**	3(1.5%)

Source: Data Analysis

According to the farmers majority responses, they strongly agreed that farmer groups are trained in SMART objective development 140 (70%), they agreed that groups make their

own goals and indicators to achieve the set goals 97 (48.5%), farmers agreed that groups set up observers teams with the mandate to follow up on the agreed indicators 62 (31%), they strongly disagreed on the statement that farmers especially those from the old groups are very keen on using the system 71(35.5%) ,98(49%) Strongly Agreed that 60% of the groups (34 groups) do monitoring as per the schedule, 121 (60.5%) Strongly agreed that 20% of the groups (11 groups) still needed to be reminded of their program, lastly 73 (36.5%) strongly agreed that 20% of the groups are still sluggish.

According to the results from Table 4.4, there is high level of participation in terms of planning and monitoring of different program activities. Famers involvement in objective development, setting goals and indicators to achieve the set goals and the different observer teams among the farmers imply there is a sense of direction during program implementation. In addition program monitoring is quite easy because farmers are conversant with the intended results of the program leading to increased productivity and high sense of ownership of the program.

4.2.4 Staff Respondents view on the Statements as used in the Project

Staff either agreed or disagreed with the statements provided by the project coordinators as used in the project.

Table 4.5: Staff Respondents View on the Statements as used in the Program

Aspect	A	SA
PM&E information accessible to all staff of the organization	**9 (100%)**	
All staff got feedback after measurement of activities	2 (22.2%)	**7 (77.8%)**
Overall PM&E systems met the information needs to staff	**8 (88.9%)**	1 (11.1%)
There was full top management involvement and support in the projects	**9 (100%)**	
There was close donor-involvement in the projects		**9 (100%)**
Roles and responsibilities are clearly defined before and during projects		**9 (100%)**
There are controls to ensure that staff are always attending to their work		**9 (100%)**
The monitoring staff usually inform staff when there are deviations	**8 (88.9%)**	1 (11.1%)
Monitoring information is well explained to all staff involved.	**7 (77.8%)**	2 (22.2%)

Source: Data Analysis

The results obtained from table 4.5 show that there is a clear agree or strongly agree response to each of the statements mentioned above as regards the project of Participatory Monitoring and Evaluation, every respondent was able to give a positive response. The clear agree or strongly agree response implies there is serious appreciation of PM&E in execution of the program by CARITAS staff.

4.2.5 Indicators Focused on by the Groups that Participate in PIM

The indicators refer to those factors that measure positively or negatively the result of using the Participatory Impact Monitoring tool so as to achieve good results.

Table 4.6: Indicators Focused on by the Groups that Participate in PIM

S/N	SD	D	NS	A	SA	M
1	12 (6%)	12 (6%)	20 (10%)	**80 (40%)**	73 (36.5)	3 (1.5%)
2	15 (7.5%)	37 (18.5%)	35 (17.5%)	**68 (34%)**	39 (19.5%)	6 (3%)
3	5 (2.5%)	19 (9.5%)	15 (7.5%)	**95 (47.5%)**	61 (30.5%)	5 (2.5%)
4	10 (5%)	12 (6%)	5 (2.5%)	**101 (50.5%)**	66 (33%)	6 (3%)
5	8 (4%)	6 (3%)	11 (5.5%)	**101 (50.5%)**	66 (33%)	8 (4%)

Source: Data Analysis

According to the findings majority of the respondents agreed on all the indicators as mention below, 1- increase in the number of livestock especially poultry, pigs and goats 80 (40%), 2- Improvement of livestock structures 68 (34%), 3-Food security measured in number of meals eaten per day 95 (47.5%), 4- increased per capita income and lastly 101(50.5%), and 5- increased access to social services like health, education and housing 101 (50.5).

This implies there has been a complete transformation of the community improved standards of living as result of the program this can be attributed to the community's ownership of the program as illustrated in Table 4.6.

4.3 To assess the factors that hinder participatory impact monitoring in Nansana and Gombe sub counties

4.3.1 Factors that hinder Participatory Impact Monitoring in Nansana and Gombe

These refer to the reasons that lead to the poor performance of PIM in Nansana and Gombe, they affect the results thus obtained from the after performance of PIM In both Farmers and staff of Caritas.

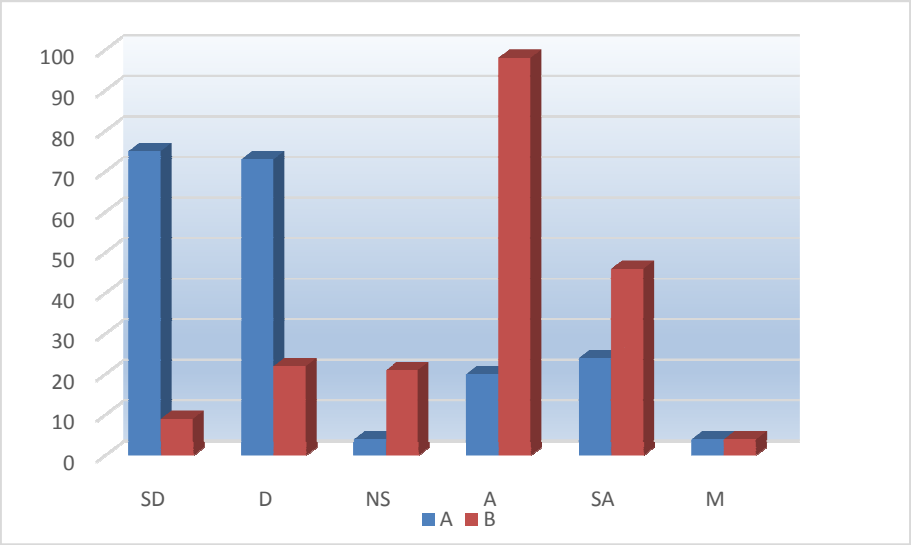

Figure 4.1: Factors that hinder PIM in Nansana and Gombe among Farmers

Source: Data Analysis

Figure 4.1 shows the factors that hinder participatory impact monitoring among farmers that were part of the project, A stands for some groups/farmers viewed PIM as an extra burden and B stands for some groups/farmers were not exposed to their counter parts who had benefited from the system, from A, the highest percentage 75 members Strongly Disagreed and with B, the highest percentage 98 members Strongly agreed.

From the results, 75% of the farmers strongly disagreed that PIM was an extra burden to them this is as a result of the indicator targets realized by the farmers from the system indicated in Table 4.6. With such community transformation farmers cannot take PIM as a burden however the major factor that hinder PIM according to the results is farmer groups not being exposed to their counterparts who have benefited from the program and this is as result of farmers spending less years in the program Table 4.1 showed none of the farmers had spent more than 10 years in the program and only 8 (4%) of the 200 farmers had spent 6-10 years in the program this limits farmer a learning platform from the successful farmers of the program and affects the sustainability of the program.

4.3.2 Benefits of Participatory Impact Monitoring in Nansana and Gombe sub-counties

Here we get to know the benefits of Participatory Impact Monitoring by the farmers in Nansana and Gombe, here we related PIM with the benefits to determine if there was any relationship between PIM and agricultural performance.

Table 4.7: Benefits of Participatory Impact Monitoring on farmers

S/N	SD	D	NS	A	SA	M
1	6 (3%)	2 (1%)	8 (4%)	**99 (49.5)**	79 (39.5%)	6 (3%)
2	7 (3.5%)	1 (0.5%)	2 (1%)	56 (28%)	**129 (64.5%)**	5 (2.5%)
3	13 (6.5%)	23 (11.5%)	24 (12%)	**87 (43.5%)**	50 (25%)	3 (1.5%)
4	5 (2.5%)	7 (3.5%)	4 (2%)	50 (25%)	**121 (60.5%)**	13 (6.5%)
5	**74 (37%)**	62 (31%)	29 (14.5%)	14 (7%)	9 (4.5%)	12 (6%)
6	12 (6%)	15 (7.5%)	7 (3.5%)	**93 (46.5%)**	64 (32%)	9 (4.5%)
7	8 (4%)	11 (5.5%)	5 (2.5%)	**95 (47.5%)**	73 (36.5%)	8 (4%)

Source: Data analysis

The results indicated that 99 (49.5%) of respondents agreed with individual farmers benefiting through improvement of their activities in anticipation of being visited, 129 (64.5%) Strongly Agreed that farmers feel ownership of the project, 87(43.5%) agreed that individual targets of especially increases in production and number of livestock were achieved, also 121 (60.5%) strongly agreed on promotion of coherence among group members, 93 (46.5%) agreed that increased access to social services like health, education and improved accommodation, they as well agreed that there was increased level of income, lastly, 74 (37%) of respondents strongly disagreed on the fact that some groups had been identified by other service providers to benefit from what CARITAS could provide. Results obtained from Table 4.7 indicate there is a significant influence of PM&E and agricultural performance, its quite evident that participation of farmers as stakeholders of the program led

to achievement of results as stated above. This implies sustainability of SAP at CARITAS is guaranteed.

4.4 To assess the impact of participatory monitoring and evaluation tools and techniques used in sustainable agricultural program in Nansana and Gombe sub counties.

4.4.1 Influence of PM&E tools and Techniques used in Sustainable Agricultural Program

This section shows the tools and techniques used by the PM&E system, how respondents would rate the applicability of those activities and techniques and the training on the PM&E systems and how respondents would rate the same.

Table 4.8: Tools and Techniques used by the PM&E System as regards Farmers

SN		N(multiple response Question)	% (multiple response Question)
1	**Focus group discussions (FGDs)**	140	28
2	**Community surveying**	64	12.8
3	**Seasonal calendars**	15	3.0
4	**Key informants interview**	7	1.4
5	**Ranking**	49	9.8
6	**Listing**	35	7
7	**Individual life stories**	132	26.4
8	**SWOT Analysis**	4	0.8
9	**Scoring**	54	10.8
Total		**500**	**100%**

Source: Data Analysis

According to the data analyzed from Table 4.8, the most used tool by farmers is Focus group discussion (28%), followed Individual stories (26.4%), community surveying (12.8%). The

least used tool is SWOT Analysis (0.8%) followed key informants interview (31.4%) and seasonal calendars (3%).

Being a program operated on group basis, it's quite evident from the results that focused group discussion is the simplest tool that influences the farmers than any other tool since it's easy to organize the farmers in groups for monitoring and evaluation, individual stories was also common as life stories could be easily got from the individual farmers. By implication with such PM&E tools and techniques that are common and user friendly different monitoring and evaluation activities such as training on the new methods of farming could easily be administered. This was significant in a way that it provided room for more training in other PM&E tools which the farmers were not acquitted to using the most popular and well interpreted tools.

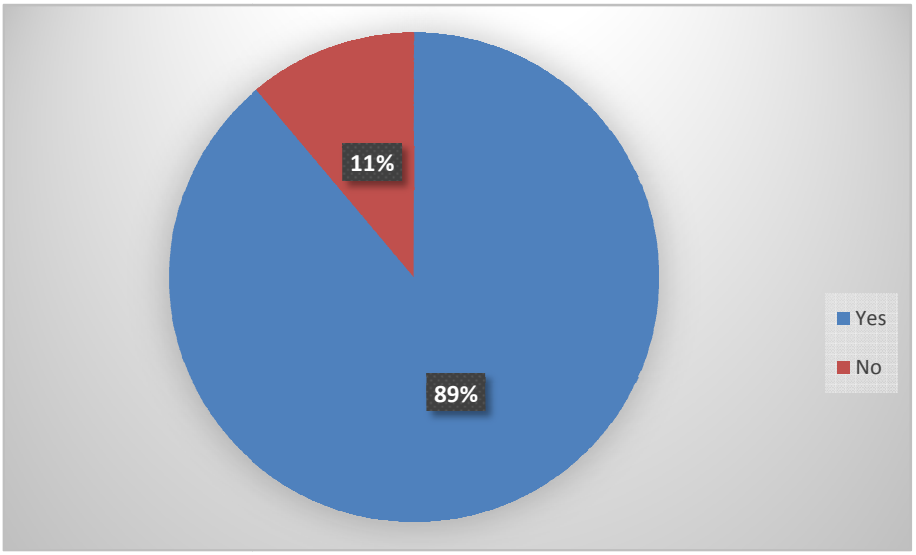

Figure 4.2: Showing whether the Staff had had any Training on the PM&E System

Source: Data Analysis

According to the Figure 4.2, it was clearly stated that 8 (89%) of staff respondents were trained while 1 (11%) claimed that wasn't trained. Such training meant contribution to the general effectiveness of the M&E system, increased capacity building of the CARITAS staff

especially on PM&E program implementation, increased technical expertise of the staff, induction of local PM&E experts within CARITAS, understanding of the operations of the PM&E system and increased quality of PM&E human resource which are the relevant elements of an effective PM&E system in an organization. This implies with such relevant training of CARITAS staff the effectiveness of PM&E is guaranteed and sustainable at all times. Figure 4.3 below shows rating of the relevance of the training on the M&E training on the M&E system at CARITAS.

4.4.2 Rating of the Training on M&E Systems in Terms of its Relevance

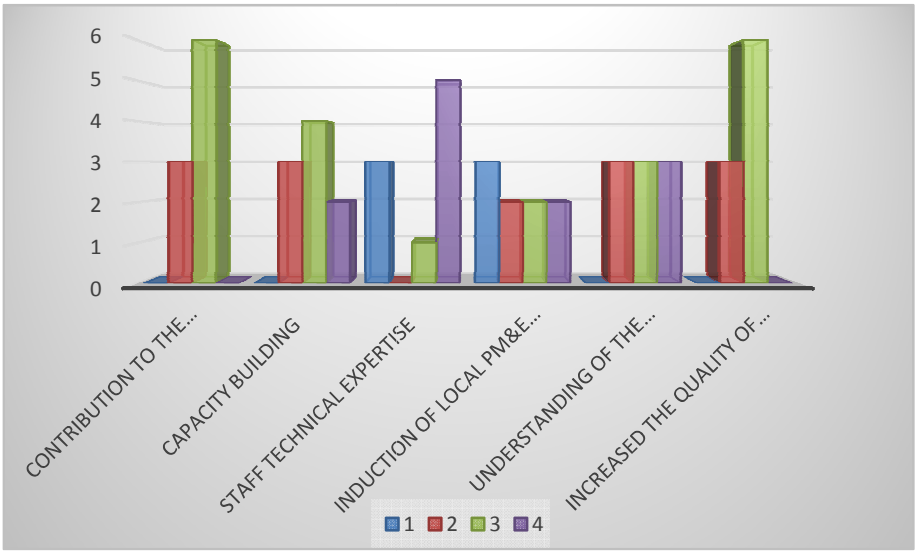

Figure 4.3: Relevance of the Training on M&E System

Source: Data Analysis

According to Figure 4.3, increasing staff technical expertise was the most relevant, followed by contribution to the general effectiveness of the M&E system and increasing the quality of the PM&E human resource. This implies that comprehensive approach to M&E within CARITAS by the training could easily help to solve the challenges of the decentralized M&E system at CARITAS which was the main problem of this research study.

4.5 Hypotheses Testing

1. Role of Participatory Monitoring and Evaluation

Ho: No significant Influence between PM&E and agricultural performance at CARITAS

H1:There is a significant influence between PM&E and agricultural organization performance.

Table 4. 9: The Role of PM & E at CARITAS

One-Sample Test						
	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Role of Participatory Monitoring and Evaluation	10.1025	8	0.00	1.3055	1.005	1.605

Source: Data Analysis.

Table 4.9 reveals that the p = 0.00 < 0.05 or 0.025, is less than the alpha level of significance of 0.05. Therefore, based on the results, the following deductions can be made:

Since *p*< 0.05 or 0.025, the Ho is rejected that there is *no significant Influence between PM&E and agricultural performance at CARITAS* and conclude that there is a significant difference in mean scores between the sample and the overall population. Therefore, PM&E and agricultural performance at Caritas have a statistically significant linear relationship.

2. Factors that hinder Participatory Impact monitoring

Ho: Factors hindering PM&E have no significant influence on SAP at CARITAS.

H1: Factors hindering PM&E have a significant influence on Sustainable Agricultural Practices at CARITAS

Table 4. 10: Influence of Factors Hindering PM&E on Sustainable Agricultural Practices at CARITAS

One-Sample Test						
	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Factors Hindering PM&E	6.8	8.0	0.0	1.7	1.1	2.3

Source: Data Analysis.

Table 4.10 reveals that the p = 0.0 < 0.05, is less than the alpha level of significance of 0.05. Therefore, based on the results, the following deductions can be made:

Since *p*< 0.05, the Ho is rejected that *Factors hindering PM&E have no significant influence on SAP at CARITAS* and conclude that there is a significant difference in mean scores between the sample and the overall population. Therefore, Factors hindering PM&E at Caritas have a statistically significant linear relationship.

3. Influence of PM&E tools and Techniques on SAP

Ho: PM&E tools and techniques have no significant Influence at CARITAS on SAP.

H1: There is a significant influence of PM&E tools and techniques used at CARITAS on SAP.

Table 4. 11: Influence of PM&E tools and Techniques on SAP

One-Sample Test						
	Test Value = 2.5					
	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
PM&E tools and Techniques	2.26	6.5	0.21	0.39	-0.10	0.87

Source: Data Analysis.

Table 4.11 reveals that the p = 0.21 higher, than the alpha level of significance of 0.05. Therefore, based on the results, the following deductions can be made:

Since p = 0.21, Ho is not rejected that *PM&E tools and techniques have no significant Influence used at CARITAS on SAP* and conclude that there is a significant difference in mean scores between the sample and the overall population. Therefore, PM&E tools and techniques have no significant Influence at CARITAS on SAP.

4.6 Perception of Staff Respondents on Participatory Monitoring and Evaluation

The staff members of CARITAS were involved in the study to find out their view on Participatory Monitoring and evaluation and its effectiveness to the farmers in the organization, the staff members were in detail asked about the different views of the program and they availed the necessary responses.

The respondents were asked if PIM would be sustainable once the program is done and they confirmed that it would be sustainable since it's a participatory approach, they stressed that the skills farmers gained could be used to build farmers capacity to hold onto the program with or without project implementers. When asked if whether the people responsible for PM&E systems had the necessary skills, they made it clear that Skills came with technical experts. *"Most of the staff haven't gone through M&E training and the skills these farmers, had, could have got them from actual practice", said one of the staff members at CARITAS.*

The staff mentioned that there was some kind of learning and sharing items and ideas among the agencies for instance if MADDO was successful in SAP, they could share such success with other projects within CARITAS like CAPCA. When asked if the PM&E system was based on indicators defined by program participants, they stated that Program participants agreed on indicators to keep track of the own set objectives and goals. They also said that the data collection tools fit the skills of the collectors and could easily be understood. One respondent stated that the system was cost effective and the data collected was manageable i.e.

"*As long as people understood approach and methodology one could gather enough information in time and manage that data, the only challenge came in if the staff themselves neglected duty", said one of the staff members.*

Lastly they mentioned that there was a plan for testing and adjusting the system i.e. It would have been possible and easy with a learning platform but such learning was still missing in CARITAS, take for instance CAPCA staff in Mpigi were not aware of the strength of SAP at CARITAS Kampala, there was no cross examination of the different projects.

4.7 Discussion of the Results

This section discusses the findings of the study with a bias on the specific objectives of the study, it discusses in details the findings of the study summarized in the tables and figures.

4.7.1 Influence of Participatory Monitoring and Evaluation on agricultural performance in Non Government Organizations

From the findings, majority of the farmers are female and most of the farmers are above 50 years of age in other words the higher the age the higher the number of farmers and agricultural staff as shown in Table 4.1. The reason for this was confirmed by one of the CARITAS staff who said that most of the beneficiaries of the program were female members whose social responsibility is provision of food to the household in addition the staff stressed that majority of male members take agriculture as a secondary source of income to other income generating activities such as business and provision of other social services in society like education, health.

The staff also stressed that majority of the farmers being of older age is as result of the young generation disguising agriculture and instead preferring other activities to agriculture. The

geographical area of study being a semi urban the young people also get more involved in other leisure activities such as gambling, watching football and also attending to movies in what is famously referred to as BIBAADA (village cinema halls) .

The responses received also show that farmers perceive PM&E as participation beyond individuals but rather farmer family groups or households aimed at creation of income generating activities for sustainability through agricultural techniques. Table 4.2 summarizes the interpretation of PIM for both farmers and staff and majority of them agreed that it's a family group activity.

4.7.2 Practice of Participatory Monitoring and Evaluation in Non Government Organizations

For PM&E to be relevant, it should be inclusive to all stakeholders at all stages of participation, Coupal (2001) asserts that whereas monitoring and evaluation in the past has been judgmental where external experts are contracted to evaluate the program against the objectives, PM&E seeks to involve all beneficiaries and stakeholders in the process of developing objectives and indicators by proposing local solutions.

For instance from Table 4.4 findings show that there is involvement of all stakeholders in SMART objective development, groups take their own goals and set indicators to track progress of the set goals, farmers set observer teams with mandate to follow up on agreed indicators groups do monitoring as per schedule. The quality of the results of the PM&E system depends highly on how inclusive the system is to the stakeholders.

From Table 4.5, 100% of the staff respondents agreed and others strongly agreed that PM&E information was accessible to all staff of the organization, staff got feedback after measurement of activities, overall PM&E met information needs, there was full management

involvement and support in the project, close donor involvement, roles and responsibilities were clearly defined before and during the project, there was control to ensure staff always attended to their work, monitoring staff usually informed staff of deviations and monitoring information well explained to all staff involved. One can therefore attribute the success of SAP to a robust PM&E system at CARITAS.

From Table 4.6, 80% of the farmers agreed that there was increase in the number of livestock especially poultry, pigs and goats, 95% agreed there was improved food security and 50.5% agreed with increased per capita income this means there is improved standards of living and complete transformation of society.

From Figure 4.1, 98% of the farmers strongly agreed that farmers are not exposed to their fellow counterparts who may have succeeded from the program this leaves the sustainability of SAP in question. Wasike (2010) asserts that reduction of poverty is brought about by empowering the poor which enables them to contribute to decision making, promote social inclusion and sustained growth. He encourages participation in development projects as the people are able to not only enjoy development benefits but also stir the course of the said development.

Narayan (2010) affirms to Wasike (2010) by stating that development is not a one man show hence the need to promote inclusivity in development projects so as to enhance people's social-economic aspects. McCarthy (2004) posits that community participation can be enhanced by adopting development methodologies that include; Participatory rural appraisal (PRA), theatre approach among others.

For sustainability of any program especially an agricultural program to be a success there is need for continuity of all the stakeholders both the new and old members that can provide a

learning platform to all the stakeholders. It should be noted that agriculture is an ongoing program whose bottlenecks may vary from time to time depending on the situational variables most especially weather therefore such variable changes need a continuous robust team of stakeholders that can share experience to overcome the challenges.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECCOMENDATIONS

5.1 Introduction

In this chapter, effort is made to discuss the findings presented in the previous chapter. Conclusions and recommendations of the study carried out to establish the influence of Participatory Monitoring and Evaluation and project performance in Non government organizations. Therefore, the chapter is made up of three sections: Findings Conclusions and Recommendations. Each of these sections is organized according to the themes derived from the objectives of the study.

5.2 Summary of Findings

5.2.1 Establish the role of PM&E in the Effectiveness of Executing Sustainable Agricultural Program (SAP) at CARITAS in Nansana and Gombe sub-counties

From the analysis made, the study established that there was farmers involvement in SAP program for instance through objective formulation, setting of goals and indicators to track the realisation of goals set, having farmers observer teams to ascertain the achievement of indicators and monitoring of their own program. Table 4.6 shows that program indicators such as increase in the number of livestock especially poultry, pigs and goats, improvement of livestock structures, food security measured in number of meals eaten per day, increased per capita income and increased access to social services such as health and education were realised by farmers participating in PIM and this was as a result of farmers involvement in the program.

In addition results from Table 4.7 indicate the benefits of PIM to individual farmers for instance 49.5% of farmers agreed that there was improvement of their activities in

anticipation of being visited by observer teams, 64.5% agreed that farmers feel ownership of the program 43.5% agreed that individual targets were achieved, 60.5% agreed that there was promotion of coherence among the farmer groups, there was also increased access to social services and increased levels of income.

5.2.2 Asses the Factors that hinder PM&E at CARITAS in Nansana and Gombe Sub-counties

Two factors were assessed from Figure 4.1 and these included A, some groups viewed PIM as extra burden, B, farmers or groups were not exposed to their counterparts who had benefited from the system and 75% of the farmers strongly disagreed with A while 98% of the farmers strongly agreed with B as the main factor that hindered PM&E at CARITAS Kampala.

Results from Table 4.1 also indicate lack of continuity among the farmers and staff within the program for instance of the 200 farmers only 8 had stayed in the program for more than 5 years and none had stayed in the program for more than 10 years, and of the 9 staff members, only 1 had stayed for 5 years and none for over 5 years. SAP being a long term agricultural program, there is need for continuity of both farmers and staff if sustainability is to be guaranteed.

5.2.3 Influence of the PM&E Tools and techniques used by SAP within CARITAS at Nansana and Gombe Sub-counties

Table 4.8 grades the most widely used PM&E tools and the least used tools by farmers with Focus group Discussion as the most and widely used this is because farmers of this program work in groups and the least used tool as SWOT analysis and this is because most of the

farmers are illiterate and therefore can't easily interpret the tool. CARITAS staff all agreed that they use follow ups to farmers, meetings and monthly and quarterly reports.

5.3 Conclusion

There is linkage between participatory monitoring and evaluation and organisational performance in non-government organizations especially if the PM&E is inclusive of all the different stakeholders of the program through setting goals, objectives to achieve the set goals and setting of indicators to track the progress or failure of achieving the set goals and objectives. This linkage can further be illustrated according to the different objectives of this study.

5.3.1 To Establish the Role of PIM in the Effectiveness of Executing SAP IN Nansana and Gombe Sub-counties

There is linkage between PIM and execution of SAP for instance 70% of farmers are involved in SMART objective development, 48% of farmers agreed that they are always involved in setting goals and indicators to achieve goals, 31% of farmer groups also set observer teams with mandate to follow up on the agreed indicators, 60% of the 34 groups do monitoring as per the schedule this is a clear indication that PIM has a considerable effect in the execution of SAP in Nansana and Gombe sub-counties.

5.3.2 To Assess the Factors that hinder PIM in Nansana and Gombe Sub-counties

It can also be concluded that most farmer groups viewed PIM as an extra burden since it involves engaging farmers from planning to the final stage of program execution in addition some groups lacked exposure to the already successful groups within the program this makes the realisation of the benefits of SAP futile. However much as their exist such challenges

there also benefits of PIM to farmers, for instance 49.5% of farmers agreed with individual farmers benefiting from PIM through improvement in activities in anticipation of being visited, 43.5% felt ownership of the program, 43.5% agreed that individual targets especially increase in production and number of livestock were achieved, 46.5% agreed that there was increased access to social services like health, education and improved accommodation.

5.3.4 Influence of PM&E Tools and Techniques used within Gombe and Nansana Sub-counties under SAP

It can also be concluded that farmers use more of focus group discussion 73.5%, individual life stories 66% followed by community surveying at 32% and others, since the program in designed in groups of farmers Focus group discussions combined with other PM&E tools had a significant influence on the program for instance one can easily attribute success in achieving indicator targets (Table 4.6), increase in number of livestock, improvement in livestock structures, food security measured in number of meals eaten per day, increased per capita income and increased access to social services like education, health and housing to the PM&E tools and techniques that were used by farmers coupled with the quarterly and monthly follow ups of the staff.

It's quite evident that participatory monitoring and evaluation has a significant influence of agricultural performance in NGOs for instance table 4.4 findings show that 70% of farmers are engaged in SMART objective formulation, 48.5% agreed that groups make their own goals and indicators to measure achievement of goals set, farmers also agreed that groups set up observer teams with mandate to follow up on agreed indicators, 60% of the farmer groups do monitoring as per schedule all these being elements of PM&E.

Similarly from Table 4.5 majority of CARITAS staff agreed that they access of PM&E information in the organization, they get feedback after measurement of activities, information needs of staff meant by the PM&E system, full top management in projects, donor involvement in SAP program, there is control to ensure staff always attend to their work, monitoring information is well explained to all staff involved.

Its therefore evident that one can attribute the success of farmers and staff under SAP to PM&E as illustrated in Table 4.6 of increase in number of livestock especially poultry, pigs and goats, improvement of livestock structures, food security measured in number of meals eaten per day increased per capita income and increased access to social services like health and education.

It can therefore be finally concluded that there is need for the program staff and funders to appreciate that farmers need to own the program as their own this can be through engaging these farmers in monitoring and evaluating the program and also allow then learn from other groups within the same program. This gives them an opportunity of a learning platform that leads to making well informed decision of the program

5.4 Challenges and Recommendations.

Due to lack of training by the staff of CARITAS , many respondents had vague information about the systems of CARITAS, they were unclear with the information as delivered in there questionnaires, some of them even didn't know what the project was about.

The other challenge was that the farmers had very low production from the SMART systems because most of the participants were low income earners and their earnings couldn't support the production and because they hadn't been trained, they didn't get a chance to know how to maximize the services of CARITAS,

I therefore recommend that CARITAS carries out more training to the farmers not only to staff to help them get know how to manage increase in production using the knowledge given so as to acquire value addition.

Since PM&E contributes much to M&E in program activities, CARITAS need to use PM&E as a platform to increase participation of stakeholders in carrying out monitoring and evaluation, through improvement in team building, acknowledgement and practicability of monitoring and evaluation. Open forum meetings that involve empowering stakeholders to be able to participate in monitoring and evaluation thus influencing sustainability and effectiveness of development work at CARITAS to set standards and principles along which all programs within CARITAS operate unlike the current stature.

CARITAS therefore need to set standards and principles along which all programs from different funders operate this helps CARITAS as the mother organisation to own these different programs within CARITAS for instance the Sustainable Agricultural Program with funders from Germany the MISEREORs need to work within the confines of CARITAS but not the funders this increases accountability on the side of CARITAS to both the funders and the original CARITAS stream. In addition with such set standards similar programs within CARITAS but of different funders will have a learning platform from each other for instance CAPCA a DANISH funded project can share good lessons with SAP.

Periodic self-assessment need to be done on an annual basis as these help farmers and staff to keep in check of what they offer to the program and also gives room to the program implementers to appraise both farmers and staff.

CARITAS Kampala need to put in place training institutions that impart skills among staff and farmers this improves PM&E in organisations for instance one of the staff mentioned how most of the staff have never gone through training in PM&E skills but instead acquired the skills while in practice. Training ensures sustainability of the program once the program has ended since farmers and staffs have the capacity to continue with the program even with the absence of the funders and program staff. Political manipulation and poor pay are some of the other challenges that have affected the operation of SAP at CARITAS.

Process to deliver, a culture that rewards innovation and openness about failure is required and may need to be embraced. It is also important that norms, procedures and incentives are in place that supports transparency, accountability, and learning. CARITAS should therefore organize forums that will allow different stakeholders to articulate their needs and make collaborative decisions. This will enable people to understand the views and values they share, work through their differences with others and develop long-term strategies.

5.5 Areas for Further Study

The study proposes the following areas to be focused on in future in order to make a comprehensive understanding and improve on PM&E in non-government organizations.

There is need for cross examination of the following areas in Non-Government Organization and in particular CARITAS, participation of all stakeholders of the program, resource and information within the program and attribution of success among the program stakeholder.

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APPENDICES

Appendix A: Morgan Krejcie Table: (1970)

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Appendix B: Respondents Questionnaire

PARTICIPATORY MONITORING AND EVALUATION AND PROJECT PERFORMANCE IN NON GOVERNMENT ORGANISATION: A CASE OF CARITAS KAMPALA (NANSANA AND GOMBE SUB-COUNTIES)

TOOL A: ORGANISATIONAL QUESTIONNAIRE

This will be administered to project/program coordinators and project staff of SUSTAINABLE AGRICULTURE PROGRAM AT CARITAS KAMPALA specifically programs of Nansana and Gombe sub-counties.

Section 1: Introduction

This questionnaire is meant to collect information on the relationship between participatory monitoring and evaluation and project performance in non-government organizations taking a case of CARITAS Kampala specifically in Nansana and Gombe sub-counties. The information collected through this questionnaire will be treated with confidentiality and used for academic purpose only. Kindly take a moment to answer all the questions as accurately as possible.

One of the key research questions that this study tries to investigate is that, participatory Monitoring and Evaluation (Participatory impact monitoring has been widely used by CARITAS in execution of different programs sustainable agricultural program among them for a number of years in Uganda).

What is the effectiveness of participatory and Evaluation or participatory impact monitoring of sustainable Agricultural program at CARITAS Kampala specifically in Nansana and Gombe sub counties.

Section 2: Background information

Area of operation: …….

Project using M&E systems: .....

Respondent position: ……

1. Gender: Male ( ) Female ( )

2. Highest level of education:

a) Diploma holder ( )

b) Undergraduate ( )

c) Post graduate ( )

d) Other ( )

3. Number of years worked in M&E projects:

Less than 1 year ( ) 1 – 2 years ( ) 2 – 3 years ( ) 3 – 4 years ( )

4 – 5 years ( ) More than 5 years ( )

Age bracket:

Below 20 years ( ) 20 – 30 years ( ) 30 – 40 years ( ) 40–50 years ( ) above 50 years ( )

Section 3: Role of Participatory Impact Monitoring in the effectiveness of executing sustainable agricultural program at CARITAS Kampala

What is your understanding of participatory impact monitoring?

Please use the Scale below to state the extent to which you agree/disagree with the statement

SD = Strongly disagree, **D** = Disagree, **NS** = Not sure, **A** = Agree and **SA** = Strongly Agree

		SD	**D**	**NS**	**A**	**SA**
1.	Participatory Monitoring and Evaluation information is accessible to all staff of the organization					
2.	All staff get feedback after measurement of project activities					
3.	Overall participatory monitoring and evaluation systems meet the information needs of staff					
4.	There is full top management involvement and support in the projects					
5.	There is close donor-involvement in the projects					
6.	Roles and responsibilities are clearly defined before and during the projects					
7.	There are controls to ensure that staff are always attending to their work					
8.	The monitoring staff usually inform staff when there are deviations					
9.	Monitoring information is well explained to all staff involved					

Section4: Factors that hinder participatory Impact Monitoring in Nansana and Gombe Sub counties

Please use the Scale below to state the extent to which you agree/disagree with the statement

SD = Strongly disagree, **D =** Disagree, **NS =** Not sure, **A =** Agree and **SD =** Strongly Agree

		SD	**D**	**NS**	**A**	**SA**
1	There is lack of support and commitment from top management to project undertakings in Nansana and Gombe Sub Counties					
2	Teamwork is lacking in Nansana and Gombe Sub Counties					
3	Staff are not knowledgeable in areas of contracting, procurement, finance, etc					
4	There is lack of coordination in the various sections/departments in Nansana and Gombe Sub Counties					
5	Nansana and Gombe Sub County staff are not kept up to date with the project progress					
6	Staff lack the skills to manage the various projects					
7	Staff do not receive the necessary training in project management					
8	The project funding is not enough					
9	Donors interfere in the smooth running of the projects					
10	The time scales/deadlines given are not realistic					
11	The targets given to achieve output are not realistic					

Section 5: Role of the PM&E tools used in the effectiveness of sustainable agricultural program within Nansana and Gombe Sub Counties

1.Name three (3) tools and techniques used in this PM&E system

……

……

……

2. How would you rate the applicability of these tools and techniques?

Very Easy ( ) Easy ( ) Difficult ( ) Very difficult ( ) Don't know ( )

a) Why do you say so? …….

……..

b) What other tools and techniques would you recommend for this M&E system?

i.……

ii. ……...……

3. Have you had any training on PM&E systems?

Yes ( ) No ( )

4.How would you rate the training on the PM&E system?

a. Very comprehensive ( ) b. Comprehensive ( ) c. Incomprehensive ( )

d. Very incomprehensive ( ) e. Don't know ( )

5. How would you rate the training on M&E systems in terms of its relevance, to the following:

6. In order of relevance using the scale of 1 to 4. Where 1 is the very relevant and 4 is the not relevant

	Tick where appropriate			
The contents of the training in regard to the effectiveness of the M&E system	1	2	3	4
Contribution to the general effectiveness of the M&E system				
Capacity building of personnel				
Increase staff technical expertise				
Induction of local PM&E experts				
Understanding of the operations of the PM&E system				
Increased the quality of the PM&E human resource				

7. What is the competence of the other staff handling the PM&E system?

Very competent ( ) Competent ( ) Incompetent ( ) Very incompetent ( ) Don't know ( )

a) Why do you say so?.....

……..……

8. What would you say is the composition of PM&E experts in this project?

	0% - 20%	20% - 40%	40% - 60%	60% - 80%	80% - 100%
PM&E International consultants					
PM&E Local consultants					

9. How would you rate the role of management towards the effectiveness of the PM&E system

a. Very adequate ( ) b. Adequate ( ) c. Inadequate ( ) d. Very inadequate ( )

e. Don't know ( )

10. What would you say about the role of management in regard to acting on the project demands and improvements?

a. Very prompt ( ) b. Prompt ( ) c. Late ( ) d. Very late ( ) e. Impromptu ( )

f. Don't know ( )

11. How would you rate the use of information from the M&E system in the following areas, using the scale of 1 to 4, where 1 is highly used and 4 is least used

	Tick where appropriate			
	1	2	3	4
Making decisions				
Formulating policies				
Planning				
Project impact assessment				
Sharing with other NGOs in the sector				
Project improvement				

12. Which authority is responsible for the performance of the following project activities?

	Tick where appropriate		
	Project manager	Project staff	M&E staff
Monitoring			
Evaluation			
M&E system			

13. Rank the following determinants in order of priority using the scale of 1 to 4. Where 1 is the highest priority and 4 is the lowest priority.

	Rank in order of priority
Selection of Tools and Techniques	
The role of management	
Training on M&E system	
Technical Expertise of the Staff	

14. What recommendations would you give to help improve the M&E systems used in projects by NGO sector?

…….……...……

……..……..

END

Appendix C: Interview Guide

1. Will it be sustainable once the project has ended?
2. Do the people responsible for PM&E have all the necessary skills?
3. Can the PM&E system be incorporated into the structure of collaborating agencies?
4. Is the PM&E system based on a clear understanding of project objectives?
5. Is it based on a clear understanding of the information needs of key stakeholders?
6. Is the PM&E system based on indicators defined by program participants?
7. Does the PM&E system involve the participation of all key stakeholders in every stage of the PM&E cycle planning, data collection, analysis and use?
8. Do data collection tools fit the skills of the collectors?
9. Is it cost-effective?
10. Is the amount of data collection manageable and conducive to timely analysis and use of the results?
11. Is the PM&E system documented so everyone knows what it contains?
12. Is there a plan for testing and adjusting the system?
13. Have annual self-assessments been planned?
14. Have impact evaluations been scheduled?
15. Others?

TOOL B: INDIVIDUAL (FARMERS) QUESTIONNAIRE

This tool will be administered to the different farmer groups directly executing sustainable agriculture program in Nansana and Gombe Sub Counties

SECTION 1

<table>
<tr><td colspan="3">RESPONDENT IDENTIFICATION</td></tr>
<tr><td colspan="3">Name of respondent /group</td></tr>
<tr><td colspan="3">Sub county of the farmer/group</td></tr>
<tr><td colspan="3">Village of the farmer group</td></tr>
<tr><td>Diocese:</td><td colspan="2">District:</td></tr>
<tr><td>Mobile No:</td><td colspan="2">Email if applicable</td></tr>
<tr><td>Time spent in the program</td><td colspan="2"></td></tr>
<tr><td rowspan="2">Age</td><td colspan="2">Sex:</td></tr>
<tr><td>Male</td><td>Female</td></tr>
</table>

SECTION 2

1. What is your understanding of participatory impact monitoring PIM?

…….…….

2. How does PIM work in your sub county?

…….

Please use the scale below to state the extent to which you agree /disagree with the statement

SD=Strongly Disagree, D=Disagree, NS=Not Sure, A=Agree and SA= Strongly Agree

INVOLVEMENT:

		SD	D	N	A	SA
1	Farmer groups are trained in SMART objective development					
2	Groups make their own goals and indicators to achieve the set goals					
3	Groups set up observers teams with the mandate to follow up on the agreed indicators					
4	Farmers especially those from the old groups are very keen on using the system					
	MONITORING					
5	60% of the groups (34 groups) do monitoring as per the schedule					
6	20% 0f the groups 11 groups still need to be reminded of their program					
7	20% of the groups are still sluggish					

What kind of indicators do the groups focus on?

Please use the scale below to state the extent to which you agree/disagree with the statement

SD= Strongly Disagree, D =Disagree, NS=Not Sure, A=Agree and

SA= Strongly Agree

TARGETS

		SD	D	NS	A	SA
1	Increase in the number of livestock especially poultry, pigs and goats					
2	Improvement of livestock structures i.e. to have intact roof, appropriate flour, manure/ urine tanks					
3	Food security measured in number of meals eaten per day and variety of foods grown in each household					

SECTION 3

Factors that hinder participatory impact monitoring in Nansana and Gombe sub-counties.

Please use the scale below to state the extent to which you agree /disagree with the statement.

SD= Strongly Disagree, D= Disagree, NS=Not Sure A=Agree, and A= Strongly Agree.

		SD	D	NS	A	SA
1	Some groups/farmers still view PIM as an extra burden					
2	Some groups /farmers are not exposed to their counter parts who have benefited from the system					

SECTION 4

Benefits of participatory impact monitoring in Nansana and Gombe Sub Counties.

Please use the scale below to state the extent to which you agree /disagree with the statement

SD=Strongly disagree, D=Disagree, NS= Not Sure, A=Agree, and A= Strongly Agree.

		SD	D	NS	A	SA
1	Individuals farmers have benefited through improvement of their activities in anticipation of being visited					
2	Farmers feel ownership of the project					
3	Individual targets of especially increases in production and number of livestock have been reached					
4	Promotion of coherence among group members					
5	Some groups have been identified by other service providers to benefit from what CARITAS can provide					

SECTION 5:

Role of the PM&E tools used in the effectiveness of sustainable agricultural program and other agricultural programs in Nansana and Gombe Sub Counties.

1. Name the 3 tools and techniques used by the PM&E system

.....

……..……

…….

2. How would you rate the applicability of these tools and techniques?

Very easy ( ) easy ( ) difficult ( ) very difficult ( ) don't know ( )

a)Why do you say so

……

3. Have you had any training on the PM&E Systems?

YES ( ) NO ( )

4. How would you rate the training on the PM&E system?

a) Very comprehensive ( ) b) Comprehensive ( ) c) Incomprehensive ( )

d) Very incomprehensive ( ) e) Don't know ( )

Appendix D: Introductory Letter

Uganda Martyrs University

making a difference

Faculty of Agriculture
Office of the Dean
28. 11. 2016

TO WHOM IT MAY CONCERN

This is to introduce the bearer MALUNDA James Katende a Second year student of Master of Science in Monitoring and Evaluation, Registration Number 2015-M302-20009 in the Faculty of Agriculture of Uganda Martyrs University.

He is conducting a Research Project to enable him prepare a Dissertation as a partial requirement for the award of his degree.

I will be very grateful if you would accord the student all the necessary assistance and cooperation.

Yours Sincerely,

UGANDA MARTYRS UNIVERSITY 20 NOV 2016 FACULTY OF AGRICULTURE

Dr. Rwabiita Denis Mugizi (PhD)

Dean, Faculty of Agriculture