

**FACTORS INFLUENCING EFFECTIVENESS OF MONITORING AND  
EVALUATION SYSTEMS IN DONOR FUNDED PROJECTS OF UGANDA:**

**A CASE STUDY: KIRYANDONGO DISTRICT**

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**2017-M302-20002**

**UGANDA MARTYRS UNIVERSITY**

**APRIL 2021**

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**A POST GRADUATE DISSERTATION PRESENTED TO  
FACULTY OF AGRICULTURE IN PARTIAL FULFILMENT OF THE  
REQUIREMENTS FOR THE AWARD OF MASTER OF SCIENCE IN  
MONITORING AND EVALUATION**

**UGANDA MARTYRS UNIVERSITY, NKOZI**

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**2017-M302-20002**

**APRIL 2021**

**DECLARATION**

**AND**

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## **CERTIFICATION**

I, the undersigned, certify that I have read and hereby recommend for acceptance by Faculty of Agriculture-Uganda Martyrs University, a dissertation entitled; **Factors influencing effectiveness of Monitoring and Evaluation systems in donor funded projects of Uganda: A case of Kiryandongo district.** This dissertation serves as a requirement, in partial fulfillment for the award of the degree of Masters of Science in Monitoring and Evaluation Programme of The Uganda Martyrs University (UMU)

.....

**Dr. Christopher Samuel Mayanja**

**SUPERVISOR**

## **DEDICATION**

I dedicate this work to my father, Mr. Johnson Charles Amone my mother the Late Mrs. Mary Angeyo Aluta Amone, my husband, Mr. Timothy Otut, my brothers Oyet Charles, Mande Michael, my late sister Atemo Monica and my children at large for their boundless love and care during my studies.

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My sincere dedications go to my father Mr. Johnson Charles Amone for the endless support he has offered me throughout my life and I owe this work to him as well.

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## **ABBREVIATIONS**

IRC	International Rescue Committee
LG	Local Government
M&E	Monitoring and Evaluation
NGOs	Non-Government Organisations
RAC	Regional Advisory Committee
UCFI	Uganda Conservation Farming Initiative
UMU	Uganda Martyrs University
UNICEF	United Nations Children's Fund
WHO	World Health Organization
YETA	Youth Empowerment Through Agriculture

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## **ABSTRACT**

This study investigated the factors influencing the effectiveness of Monitoring and Evaluation systems in donor funded projects of Uganda using Kiryandongo district as a case. Specifically, the study aimed at determining the influence of donor activities on the effectiveness of Monitoring and Evaluation systems in donor funded projects in Kiryandongo district, examining the influence of staff training on the effectiveness of Monitoring and Evaluation systems in donor funded projects in Kiryandongo district and lastly established the influence of corporate governance practices on the effectiveness of Monitoring and Evaluation systems in donor funded projects in Kiryandongo district. The study used descriptive and analytical approach. Quantitative and qualitative data were collected through questionnaires and Key informant interviews. The study found that; donor funded projects in Kiryandongo district had little direct donors participation in the implementation of Monitoring and Evaluation. However, donors mainly participated in the implementation of Monitoring and Evaluation through; funding, giving targets that have to be achieved by NGOs and lastly crosschecking whether money is being put to proper use. Staff training and corporate governance practices influenced the effectiveness of monitoring and evaluation systems in donor funded projects in Kiryandongo district. The study concluded that; much as donors give fund, give targets that have to be achieved by the projects and lastly crosschecking whether money is being put to proper use, there is no significant participation of donors in the Monitoring and Evaluation systems in donor funded projects in Kiryandongo district. Staff training and corporate governance practices influence the effectiveness of Monitoring and Evaluation systems in donor funded projects in Kiryandongo district. The study recommended that Donors should improve their involvement in the Monitoring and Evaluation systems in donor funded projects in Kiryandongo district so as to improve accountability of project inputs and outputs.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.0 Introduction**

This study intended to investigate the factors influencing the effectiveness of Monitoring and Evaluation (M&E) systems in donor funded projects of Uganda: a case of Kiryandongo district. The growing concern over the effectiveness of aid has led donors attaching conditions to funds, here under expectations that NGO's demonstrate results, effectiveness and accountability. As requirements for funds grow stricter and the emphasis on management practice and demonstrable results increases, NGO's have been forced to demonstrate their impact through development of comprehensive monitoring and evaluation systems. Besides the donors, the project beneficiaries are also putting pressure on the NGOs and other members of the civil society to show the impact of their work and relevance since for instance a nationwide survey by the Uganda NGO coordination board (2013), found that some NGOs mainly depended on the founder members or the chief executives for sustainability and their survival relied on individuals and not institutional systems, thereby affecting their performance.

This chapter presents the introduction and contains the background to the study, statement of the problem, objectives of the study, research questions, hypotheses of the study and conceptual framework. It also presents scope of the study, significance of the study, justification of the study, definition of key concepts and lastly the chapter summary.

#### **1.1 Background to the study**

The section presents a background to the study in terms of historical background, which gives the evolution of the monitoring and evaluation systems at global, continental and national levels. It also presents theoretical background, which presents the assumptions of the theories underpinning the study, the conceptual background which clearly defines the key concepts of the study. The section ends with the contextual background which attempts to put the study problem in the context of donor funded projects in Kiryandongo district.

### **1.1.1 Historical Background**

Monitoring and Evaluation Systems are key components of results-based management (Rist, Boily, & Martin, 2011) and over the years it entails deliberately gathering empirical evidence in order to obtain the extent to which intended results are being attained so that modifications to the design and delivery of activities can be implemented to improve and account for performance in achieving intended outcome.

Globally, the increased level of emphasis given to results (outcomes), as opposed to activities and output, has led to some major changes in the focus, approach and application of monitoring and evaluation systems whereby, as focus of management changes from activities to results, focus of M&E also changes from the traditional M&E system, which focuses on assessing inputs and implementation process (progress monitoring) to results-based M&E system, which emphasizes assessment of the contributions of interventions to development outcomes. Building and sustaining a result-based monitoring and evaluation system is admittedly not an easy task for it requires continuous commitment, champions, time, effort and resources. More to that, it may take several attempts before the system can be tailored to suit a given governmental or organizational policy, program or project; but it is doable (Kusek, 2004).

According to an IFAD, (2008: 43) annual report on results and impact, recurrent criticisms against M&E systems include: limited scope, complexity, low data quality, inadequate resources, weak institutional capacity, lack of baseline surveys and lack of use. Moreover, the most frequent criticism of M&E systems in IFAD projects relates to the type of information included in the system. Most of the IFAD projects collect and process information on the project activities. However, the average IFAD project did not provide information on results achieved at the purpose or impact level. The M&E system of the Tafilalet and Dades Rural Development project in Morocco for example only focused on financial operations and could not be used for impact assessment (IFAD, 2008).

In addition, Kasule, (2016) stipulates over the past two decades, considerable efforts have been made to establish a strong and robust basis for assessing both private and public spending in Uganda and in achieving this, M&E was considered as a means of Government and NGOs measuring their development interventions. M&E was therefore enshrined in the National Development Plan and institutionalized in the governance systems and processes (National



Development Plan, 2010/11-2014/15). The Office of the Prime Minister (OPM) was given the constitutional mandate to oversee reforms and service delivery in all Government Ministries, Departments and Agencies established an M&E function to support this role (National M&E Policy, 2013).

### **1.1.2 Theoretical Background**

This study adopted two theories; Theory of Project Management and the Theory of Strategic Leadership as the theoretical aspects for analyzing and understanding factors influencing Monitoring and Evaluation Systems in Uganda: A case of donor funded projects in Kiryandongo District. The theory of Project Management acknowledges that projects could be perceived just like a special type of production that is a project is a temporary endeavor carried out in order to create a unique product or service. In the transformation view, a project is conceptualized as a transformation of inputs to outputs. It is further noted that there are a number of principles by which a project is managed. It is exemplified that according to the aforementioned principles, decomposing the entire transformation hierarchically into smaller transformations, tasks and minimizing the cost of each task independently (Koskela and Howell, 2001). Looking at the Theory of Project Management, management is viewed as planning, executing and controlling. In management-as planning, management at the operations level is seen as consisting of the creation, revision and implementation of plans (Koskela and Howell, 2001). This approach to management looks into a strong causal connection between the management actions and outcomes of the organization. It is further assumed that planned tasks can be executed by a notification to the executor of when the task should begin.

On the other hand, the Strategic Leadership theory maintains that the essence of strategic leadership involves the capacity to learn, the capacity to change and managerial wisdom (Boal and Hooijberg, 2001). It is further marked by a concern for the evolution of the organization as a whole, including its changing aims and capabilities (Selznick, 1984). According to Boal and Hooijberg (2001) strategic leadership focuses on the people who have overall responsibility for the organization and includes not only the head of the organization but also members of the top management team. Activities associated with strategic leadership include making strategic decisions, creating and communicating vision of the future, developing key competences and capabilities, developing organizational structures, processes and controls;

sustaining effective organizational cultures and infusing ethical value systems into the organization (Hunt, 1991; Ireland and Hitt, 1999).

Strategic leaders with cognitive complexity would have a higher absorptive capacity than leaders with less cognitive complexity. To the extent that these leaders also have a clear vision of where they want their organization to go the absorptive capacity will have a greater focus. That is, strategic leaders look at the changes in the environment of their organization and then examine those changes in the context of their vision (Boal and Hooijberg, 2001). This theory is relevant to the study as it highlights the functions of a leader of which decision making is one of the functions. M&E is a vital tool in decision making. In the context of this study, M&E enables leaders to make right decisions that foster completion of CDF projects.

### **1.1.3 Conceptual Background**

Monitoring is the systematic process of collecting, analyzing and using information to track a programme's progress toward reaching its objectives and to guide management decisions. Monitoring usually focuses on processes, such as when and where activities occur, who delivers them and how many people or entities they reach. Monitoring is conducted after a programme has begun and continues throughout the programme implementation period. Monitoring is sometimes referred to as process, performance or formative evaluation (Gage, & Dunn, 2009). In this study, Monitoring referred to collecting, analysing and using information from donor funded projects in Kiryandongo district so as to see whether they are striving to reach their goals. This was through the collection and analysis of information about the projects undertaken by donor funded projects in Kiryandongo district while they are on ongoing.

Evaluation is the systematic and objective assessment of an ongoing or completed project, program, or policy to determine the design, implementation and results. The aim of an evaluation is to determine the relevance and fulfilment of objectives, project efficiency, effectiveness, impact, and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipient's organizations and donors (Duignan, 2008). In this study's perspective, evaluation referred to a continuous process of ensuring that donor funding is rightly put to use so as to meet the intended objectives of donor funded projects in of Kiryandongo district and this was through periodic, retrospective assessment of donor funded projects in of Kiryandongo district.

Monitoring and Evaluation is the systematic process of gathering, processing, analyzing, interpreting, and storing data and information thereby setting into motion a series of managerial actions for the purpose of ascertaining the realization of set objectives and goals. M&E is mainly used for control, accountability and symbolic protection, and relies on formal result-based approaches which emphasize ‘measurement’ of results, in a form defined by, and acceptable to, external funding agencies (Watson, 2006). In this study’s perspective, monitoring and evaluation referred to collecting and analyzing then interpreting information from donor funded projects in Kiryandongo district on a continuous basis and periodically respectively.

Monitoring and evaluation systems support development by generating relevant, accurate and timely information which is used to improve program design, enhance decision-making and thus increase impact (Matetai & Yugi, 2016). Furthermore, Monitoring and evaluation systems refers to a set of strategies and tools that are interrelated and serve a common purpose of tracking the implementation and results of a project (Kamau,2017). In this study, Monitoring and evaluation systems referred to strategies and tool that are interrelated and do provide relevant and timely information in donor funded projects in Kiryandongo district.

Donor refers to a person or institution who gives assets to another person or institution, either directly or through a trust. Under most circumstances, donors can deduct the value (or depreciated value) of the assets given from their taxable income. While many donors give out of the goodness of their hearts, many do so in order to avoid taxes, especially when donating through a trust. In this study, donors referred to persons or organizations that donate funds to projects in Kiryandongo district.

According to Gibson (2013) donor funded projects are defined as those projects sponsored by external donations normally provided by international aid or development agencies. This definition suggests that sources of funds for projects undertaken to achieve intended goals mainly to transform quality of lives of people especially within developing countries need support from Multinational Agencies, Governments and Private Sectors. In this study’s perspective, donor funded projects referred to projects in Kiryandongo district that are being funded by donors.

Staff training refers to the process of training the current staff of the organization for enhancing the performance of the staff as well as the productivity of the organization (Wisestep, 2016).

In this study's perspective, staff training referred to the act of training staffs of donor funded projects in Kiryandongo district so as to make them perform better and be more productive.

Corporate Governance refers to a system of rules, policies, and practices that dictate how a company's board of directors manages and oversees the operations of a company. Corporate governance includes principles of transparency, accountability, and security. Poor corporate governance, at best, leads to a company failing to achieve its stated goals, and, at worst, can lead to the collapse of the company and significant financial losses for shareholders (CFI Education Inc. 2015). In this study, corporate governance referred to a system of direction and control that dictates how a board of directors govern and oversee activities in of donor funded projects in Kiryandongo district.

A government policy is a rule or principle that hopefully better guides decisions, resulting in positive outcomes that enhance the community or unit. Government policies contain the reasons things are to be done in a certain way and why (livecareer.com, 2020). In this study, government policy referred to the rules that are in place that guide the way donor funded projects in Kiryandongo district are to be operated.

#### **1.1.4 Contextual Background**

In Kiryandongo district, there is common weak link of M&E systems leading to failure to provide timely and useful feedback to site-level staff, district managers, program implementers, and other stakeholders in the form of information that enables the continuous improvement of quality, scale, access, equity, and impact (ChildFund Uganda, 2008). According to the programmatic activity was implemented in ChildFund in five districts of Busia, Kitgum, Agago, Kiryandongo and Kaberamaido, it is especially important for routinely collected M&E data to be used for epidemiologic analysis and operations research aimed at improving programs. Rapid analyses are particularly useful to ensure that program design and service delivery are evidence informed (ChildFund Uganda, 2008).

Major gaps in data availability and quality were noted in Kiryandongo district with several challenges faced in producing data of sufficient quality to permit the regular tracking of progress in scaling up health interventions and strengthening health systems.

ChildFund Uganda asserted that there was demand for a sound monitoring and evaluation system to track performance of its programs and assess their effectiveness, ensure accountability for resources, enhance cohesion. The monitoring and evaluation system for HIV

and AIDS projects in ChildFund Uganda was inadequate. Data was not routinely collected, compiled, stored, analyzed and shared by ChildFund Uganda and project stakeholders. As a result such data was not effectively utilized to track and measure performance as well as inform program improvement and learning (Ediau, 2012).

According to YETA, (2019), a Youth Empowerment through Agriculture (YETA) project in Kiryandongo district asserts that the coordination mechanisms for enhancing synergy, information sharing and collaboration among wide stakeholders needed strengthening. Strengthening coordination mechanisms was important for enhancing synergy, information sharing and collaboration among wide stakeholders.

LASPNET, a national member-based NGO established in 2004 to provide strategic linkages and a collaboration framework for the Legal Aid Service noted that in Kiryandongo district, organizations do conduct budget reviews through accountability, meetings with donors, meeting with the finance and planning committee, budget analysis of assessing actual performance against projections, through the authorizing personnel and auditing of the accounts.

Connecting the dots that dealt with investing in youth with disabilities for enhanced access to employment in four districts of rural Uganda targeting Youth with Disabilities in four target districts of Buliisa, Hoima, Masindi and Kiryandongo districts found in Bunyoro region in the mid – Western part of Uganda stated that Monitoring reports, should be shared with a wide range of relevant stakeholders to enhance information flow and accountability (Obin and Long, 2016).

## **1.2 Statement of the Problem**

Donor-funded projects are the backbone of substantial recorded strides in uplifting many developing countries including Uganda out of their social and developmental stagnation (Globerson&Zwikael, 2002). Despite the importance attached to donor-funded projects, their outputs in terms of quality, cost, time and stakeholder satisfaction remains the subject of abuse and debate in many developing countries (Azhar&Farouqi, 2008). Kiryandongo districts boasts of many donor funded projects as Donor funding continued to register performance as planned and it stood at 25%. Kiryandongo district has also seen Donor funding increased by 4006.97% as a result of transfer of Infectious Diseases Institute, UNICEF across departments of Health, water, community-based services and education and WHO, to mention a few (LG Budget

Framework Paper, 2020). The non-profit organisation Give Directly that is donor funded continues to provide USD \$1000 in unconditional cash transfers to 10,000 refugee households and 4,300 host community households in Kiryandongo district (IDinsight, 2020).

As far as accurate and reliable M&E information is concerned, the International Rescue Committee (IRC) acknowledges that the preparation of consolidated reports including concise narratives that captures progress against indicators and provide both management and donors with accurate and user-friendly information in M& E reports. Infact, considerations are made to ensure that accurate and timely data on the program is fed into the district information management systems and program reports. Furthermore, the evaluation report of SightsaversOrganisation through the project of connecting the Dots Project in Buliisa, Kiryandongo, Hoima and Buliisa districts in 2016 showed that evaluation combines a number of different tools and techniques designed to ensure findings that were both reliable and comprehensive. The various approaches were triangulated with one another to test and cross-check them, and the findings were then presented at a stakeholders' feedback workshop so as to test their accuracy and robustness.

However, Kiryandongo district Monitoring and Evaluation report is quiet on the accuracy and reliability of M&E information. On the other hand, obtaining M&E information is difficult making the availability of M&E information hard. With little or no reports on ineffectiveness of M&E systems of donor funded projects in Kiryandongo district and little done to address the availability, accuracy and reliability M&E information and difficulty in obtaining the available M&E information in donor funded projects in Kiryandongo district, this study therefore seeks to assess how selected factors influence the effectiveness of Monitoring and Evaluation systems in Uganda using donor funded projects in Kiryandongo district.

### **1.3 Objectives of the study**

The study aimed at the following general and specific objectives.

#### **1.3.1 General Objective**

The main objective of this study was to investigate the factors influencing the effectiveness of Monitoring and Evaluation systems in donor funded projects of Uganda using Kiryandongo district as a case.

### **1.3.2 Specific objectives of the study.**

The specific objectives of the study include;

- i. To determine the influence of donor activities on the effectiveness of Monitoring and Evaluation systems in donor funded projects in Kiryandongo district.
- ii. To examine the influence of staff training on the effectiveness of Monitoring and Evaluation systems in donor funded projects in Kiryandongo district.
- iii. To establish the influence of corporate governance practices on the effectiveness of Monitoring and Evaluation systems in donor funded projects in Kiryandongo district.

### **1.4 Research questions**

The study was set forth to answer the following research questions:

- i. What is the influence of donor activities on the effectiveness of Monitoring and Evaluation systems in donor funded projects in Kiryandongo district?
- ii. What is the influence of staff training on the effectiveness of Monitoring and Evaluation systems in donor funded projects in Kiryandongo district?
- iii. What is the influence of corporate governance practices on the effectiveness of Monitoring and Evaluation systems in donor funded projects in Kiryandongo district?

#### **1.4.1 Hypotheses of the study**

H<sub>1</sub>: There is a significant influence of donor activities on the effectiveness of Monitoring and Evaluation systems in donor funded projects in Uganda.

H<sub>2</sub>: There is a significant influence of staff training on the effectiveness of Monitoring and Evaluation systems in donor funded projects in Uganda.

H<sub>3</sub>: There is a significant influence of corporate governance practices on the effectiveness of Monitoring and Evaluation systems in donor funded projects in Uganda.

### **1.5 Scope of Study**

The section presents; geographical Scope, content scope and lastly time scope.

### **1.5.1 Geographical Scope**

The study was carried out in Kiryandongo district. Kiryandongo District is bordered by Nwoya District to the north, Oyam District to the northeast, Apac District to the east, and Masindi District to the south and west. Kiryandongo, the location of the district headquarters, lies approximately 225 kilometres (140 mi), by road, northwest of Kampala, Uganda's capital and largest city. The coordinates of the district are: 02 00N, 32 18E (Latitude:2.0000; Longitude:32.3000). Kiryandongo District was established on 1 July 2010. Prior to that, it was part of Masindi District. The district is part of Bunyoro sub-region, which is coterminous with Bunyoro Kingdom.

### **1.5.2 Content scope**

The Content scope was limited to the influence of donor activities, staff training and corporate governance practices on the effectiveness of Monitoring and Evaluation systems in donor funded projects in Kiryandongo district. Effectiveness of the M&E systems was limited to accurate and reliable M&E information and availability of M& E information.

### **1.5.3 Time scope**

The study was carried out in donor funded projects in Kiryandongo district for the period between 2015-2020 due to the fact that there is prevalence of ineffective M&E systems for donor funded projects in Kiryandongo district and there were many donor funded projects.

## **1.6 Significance of the study**

The study expected the following contributions to organization's performance, theory and to other researchers.

- i. The research broadened up the existing literature on landholdings on the factors influencing the effectiveness of Monitoring and Evaluation systems in Uganda and specifically on donor funded projects in Kiryandongo district.
- ii. The research might be useful to the donor funded projects in Kiryandongo district themselves and even to other external users such as general public as they will use the findings of this study for formulation of different policies regarding M&E systems for donor funded projects.
- iii. The gaps identified in the research may create a footstep to potential researchers who will be interested in undertaking research on the same subject of the factors influencing



the effectiveness of Monitoring and Evaluation systems of donor funded projects in other districts or in Uganda as a whole.

### **1.7 Justification of the Study**

Kiryandongo district is one of the districts with many donor funded projects, therefore identifying the influence of donors, staff training and corporate governance practices on the effectiveness of Monitoring and Evaluation systems in donor funded projects in Kiryandongo district is key and needs close attention so as to ensure that the projects do meet the needs of the stakeholders and avoid inefficiency in M&E of donor funded projects. Therefore, this study sought to assess how selected factors influence the effectiveness of Monitoring and Evaluation systems in Uganda using donor funded projects in Kiryandongo district.

### **1.8 Operational definition of key concepts**

**Monitoring and Evaluation;** this refers to the process of systematically collecting and analyzing information of ongoing project and comparison of the project outcome/impact against the project intentions

**Corporate governance;** This refers to the application of tools and techniques in planning, financing, implementation, controlling and coordination of activities in order to achieve the desired results according to project goals and within the constraints of time and costs.

**Donor Influence;** Refers to criteria for funding Technical Assistance to monitoring and evaluation and policy guideline as on monitoring and evaluation (Dobi, 2012),

**Staff training;** this refers to the achievement of valuable expertise by employees that increases the outcomes in projects by improving staff skills in tracking the implementation and results of a project.

#### **1.8.1 Organization of the Study**

The study is organized in five chapters; Chapter one comprises of the introduction which deals with the background of study, problem statement, objectives of study, research questions, scope of the study, significance of study, and organization of the study.

Chapter two comprises of a review of literature from related studies with the theoretical review, the empirical review and lastly the summary of literature review.

Chapter three is about the methodology used in the study. This is basically the research purpose, design, and data collection methods, population, sampling technique for data collection and questionnaire design as well as a brief profile of Kiryandongo district.

Chapter four contains the analysis and discussion of the study findings through drawing tables.

Chapter five looks at the summary of findings, conclusions and different recommendations.

### **1.9 Conceptual Framework**

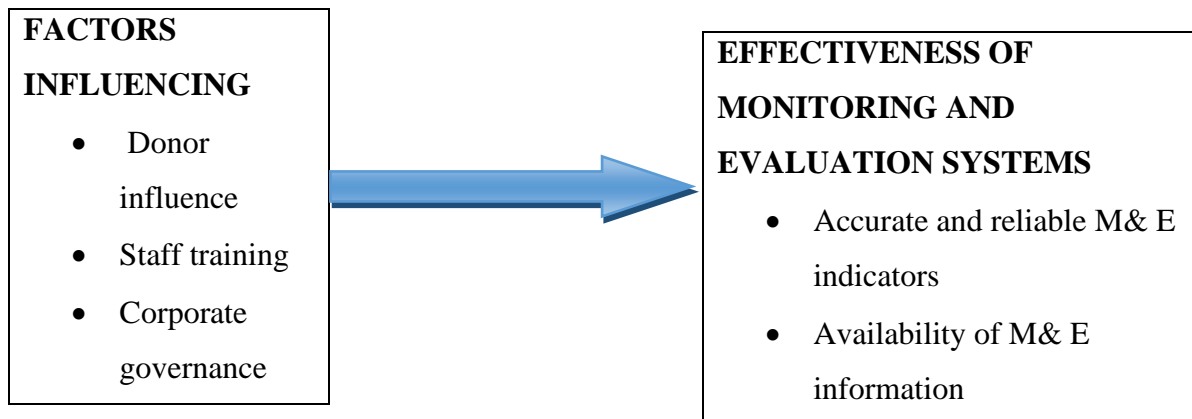
The theoretical framework of the study is a structure that can hold or support a theory of a research work. It presents the theory which explains why the problem under study exists. Thus, the theoretical framework is but a theory that serves as a basis for conducting research (McQuail and Windahl, 1993).

A conceptual framework increasingly strengthens and keeps the research on track by providing a clear link from the literature to researcher goals and questions, contributing to the formulating of research design, providing reference points for discussion of literature, methodology and analysis of data, contributing to trustworthiness of the study and giving broad scope to thinking about the research.

Adam, & Kamuzora, (2008) argue that, Independent variables are variables whose effects are likely to be established in the study. They are variables that you can handle or manipulate in order to ascertain whether or not the result you obtain is due to it, while dependent variables are those variables that researchers measure in order to establish the changes or effects created on them. Figure 2.1 below therefore presents the relationship between variables where the independent variables include; Donor influence, Staff training and corporate governance. Dependent variable is an effective monitoring and evaluation system. Therefore, factors such as Donor influence, Staff training and corporate governance do influence the effectiveness of Monitoring and Evaluation systems in terms of accuracy, reliability and availability of M&E information.

INDEPENDENT  
VARIABLES

DEPENDENT  
VARIABLES



**Figure 2.1 Conceptual Framework**

*Source: Njuguna (2016) and modified by Researcher*

According to Njuguna (2016), Donor influence refers to donors participating in different activities of the project such as attending meetings, getting involved in M&E activities and participating in the project Supervision. In this study's perspective, donor influence referred to level of funding from donors, donors being involved in fulfilling the objectives and the goals of donor funded projects, level of funding and the identification of indicators that was used in monitoring and evaluation.

According to Njuguna (2016), Staff training is looked at as training staff on different aspects of data collection and analysis. In this study's perspective, staff training is looked at being in form of; induction of M&E skills, increasing M&E skills, increase in experience in M&E, increase familiarity with a number of M&E tools and techniques, increasing competency in M&E, increase the quality of the M&E human resource, increase staff technical expertise, Capacity building of personnel, and understanding of the operations of the M&E system.

According to Kamau (2017), corporate governance refers to adherence to corporate governance practices. In this study' perspective, Corporate governance refers to the role of management in regard to acting on the project demands and improvements, the role of management towards performance of the M&E system, rate on the use of information from the M&E system by the management and the rate on the role of management towards the performance of M&E system. It involves participation of the management in Making decisions, formulating policies,

Planning, Project impact assessment, Project improvement, Participation in monitoring and evaluation activities and lastly decision making.

Accurate and reliable M&E information was timely and accurate reports that provided useful information for decision-making at all levels of project implementation including M&E. Availability of M&E information refers to timely release of M&E reports and availing it to the parties that need to use it.

The theory of project management and Strategic Leadership Theory relates to this study as they show a strong causal connection between variable and in this study's case, they are helpful in linking donor influence, staff training and corporate governance with accurate and reliable M&E information and availability of M&E information.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter reviews the existing literature on the subject matter of inquiry through theoretical and empirical literature. The theoretical literature review comprises theoretical issues and concepts factors influencing the effectiveness of Monitoring and Evaluation systems, Theory of Project Management, Strategic Leadership Theory, while the empirical review deals with the studies that address the research objective and questions.

#### **2.1 Theoretical Frameworks**

The section presents arguments of the theories that underpin the study, including theory of Project management and Strategic Leadership theory.

##### **2.1.1 Theory of Project Management**

It is acknowledged that the foundation of project management theory can be broken down into two (Koskela & Howell, 2001). That is, the theory of project and theory of management. Thus the theory of project is said to be offered by the transformation view on operations. Projects could be perceived just like a special type of production. In summary, a project is a temporary endeavor carried out in order to create a unique product or service. In the transformation view, a project is conceptualized as a transformation of inputs to outputs. It is further noted that there are a number of principles by which a project is managed. It is exemplified that according to the aforementioned principles, decomposing the entire transformation hierarchically into smaller transformations, tasks and minimizing the cost of each task independently (Koskela & Howell, 2001). Looking at the theory of management, management is viewed as planning, executing and controlling. In management-as planning, management at the operations level is seen as consisting of the creation, revision and implementation of plans (Koskela & Howell, 2001). This approach to management looks into a strong casual connection between the management actions and outcomes of the organization. It is further assumed that planned tasks can be executed by a notification to the executor of when the task should begin.

### **2.1.2 Strategic Leadership Theory**

The essence of strategic leadership involves the capacity to learn, the capacity to change and managerial wisdom (Boal & Hooijberg, 2001). Strategic leadership theories are concerned with the leadership of organizations. They are marked by a concern for the evolution of the organization as a whole, including its changing aims and capabilities (Selznick, 1984). According to Boal & Hooijberg (2001) strategic leadership focuses on the people who have overall responsibility for the organization and includes not only the head of the organization but also members of the top management team.

Activities associated with strategic leadership include making strategic decisions, creating and communicating vision of the future, developing key competences and capabilities, developing organizational structures, processes and controls; sustaining effective organizational cultures and infusing ethical value systems into the organization (Hunt, 1991; Ireland & Hitt, 1999). Strategic leaders with cognitive complexity would have a higher absorptive capacity than leaders with less cognitive complexity. To the extent that these leaders also have a clear vision of where they want their organization to go the absorptive capacity will have a greater focus.

That is, strategic leaders look at the changes in the environment of their organization and then examine those changes in the context of their vision (Boal & Hooijberg, 2001). This theory is relevant to the study as it highlights the functions of a leader of which decision making is one of the functions. M&E is a vital tool in decision making. In the context of this study, M&E enables leaders to make right decisions that foster completion of projects.

## **2.2 Factors influencing Effectiveness of Monitoring and Evaluation Systems**

The section presents; effectiveness of Monitoring and Evaluation System, impact of donor influence on the effectiveness of Monitoring and Evaluation systems, impact of staff training on the effectiveness of Monitoring and Evaluation systems and finally the influence of corporate governance practices on the effectiveness of Monitoring and Evaluation systems.

### **2.2.1 Effectiveness of Monitoring and Evaluation System**

Tengan and Aigbavboa (2018) assessed the factors influencing effective monitoring and evaluation systems have not been agreed upon in the Ghanaian construction industry. The study agreed that factors such as stakeholder involvement, budgetary allocation, leadership,

communication and M&E information systems were needed to ensure effective monitoring and evaluation. The Delphi technique served a vital tool to achieve the objective of the study. It is subsequently recommended for studies that require consensus to be reached on matters that are lingering and being understood in diverse perspectives on the challenges of construction project management. The implication of the finding is for a quality, robust monitoring and evaluation system for project success.

Wanjiru (2013) looked at the determinants influencing the effectiveness of M&E systems in NGO's within Nairobi County, Kenya. The findings indicated that there were difficulties in the application of the M&E systems, which was mainly attributed to the tools and techniques used. This is due to the difficulty in their applicability. The role of management in the operations of the M&E system, although termed as adequate and prompt, also affects the effectiveness of the M&E system. A good number of the respondents had attended training in the M&E systems and termed it as comprehensive and relevant since it contributed to the effectiveness of the M&E system as well as to the competence of the staff. The M&E training was also found to be an important contributor towards induction of local M&E experts in addition to increasing the quality and quantity of the M&E human resource. The technical expertise of the team even though termed as one of the least factor contributing to difficulties in using M&E systems, it determines the echelon of success of the M&E system. The respondents advocated for M&E training as the best approach to improve effectiveness in M&E system.

Musomba, Kerongo, Mutua, and Kilika (2013), sought to find out the factors affecting the effective monitoring and evaluation of constituency development fund projects in changamwe constituency, Kenya. The study findings showed that there were several factors affecting effective monitoring and evaluation of Constituencies Development Fund. These included lack of training of those tasked with monitoring and evaluation activities and unclear institutional framework for conducting the same. Other factors included not incorporating monitoring and evaluation budget into project budgets, limited involvement or primary stakeholders and political interference. The study recommends training of the various committees involved in monitoring and evaluation to arm them with requisite skills and improve communication of data, defining clear structures for monitoring and evaluation including an appointment of monitoring and evaluation personnel, delineation of monitoring budget from capacity building,

involvement of primary beneficiaries at all stages of the project cycle other than conceptualization and limiting political influence in the CDF projects.

Nasambu,(2016) while establishing the factors influencing performance of M&E systems of NGOs in Lira District, using seventy nine (79) respondents who included managers, M&E officers and other organization staffs who work closely with the M&E department and employing questionnaires found that M&E structure, data quality, human resource capacity and use of the M&E methods influenced the performance of M&E system in NGOs in Lira District as M&E officers, staffs who had M&E experience and training, utilized M&E information adequately and carried out regular data collection from various sources. More so the performance of monitoring and evaluation systems was satisfactory given the fact that information was accessible to organizational staff; feedback after measurement of project activities was received and the information needs of staff were met. Therefore, the study recommended that non-governmental organizations should ensure routine data audit, conduct preliminary assessment of impacts by conducting case studies and combine the use of logical framework with outcome mapping.

Gamba (2016) looked at the factors affecting utilization of monitoring and evaluation findings in implementation of malaria control programmes (MCP) in Mukono district, Uganda. The study concluded that communication of the Monitoring and Evaluation findings alongside timeliness in undertaking the Monitoring and Evaluation activities were the implementation factors that affected the utilization of Monitoring and Evaluation findings in implementation of MCPs. It also concluded that while the decision characteristics was the only decision factor, community beliefs about malaria and community decision-making with regard to malaria control were the community factors that affected use of Monitoring and Evaluation findings in the implementation of MCP activities.

### **2.2.2 Impact of donor influence on the effectiveness of Monitoring and Evaluation systems**

Donor influence and effective monitoring and Evaluation System also face a challenge of multiple monitoring and evaluation requirements in the case of NGOs with more than one donor or with one that has very stringent requirements (Gilliam et al, 2003). This translates into excessive burden to the NGOs to conform to those requirements; this acerbates the problem of stretched capacity on the project in terms of manpower. These stringent donor funding requirements also perpetuate the practice of emphasis on upward accountability to the donor with minimum or no accountability to other stakeholders including the beneficiaries.



Disregard to the beneficiaries and other stakeholders are counterproductive because it results in lack of ownership of the project and hence the adoption of monitoring and evaluation system becomes difficult and hence lack of sustainability of project when the donors withdraw the funding (Gilliam et al, 2003).

In China, the opportunities for NGO lie in their adjustment to international criteria against the background of globalization. Chinese NGOs are able to receive international funding and to work according to international donor regulations. In China there are still nonsufficient Monitoring and Evaluation system to measure the accountability. NGOs lack strong network of support. The legal framework lacks policy regulations and a functional legal environment. The existing administrative system also limits the adoption of M&E system in NGO projects. The awareness of civil society is still weak and donation is government driven (Ming, 2001).

In Kenya, the donors provide a preset monitoring and evaluation reporting of format that the implementing agency has to adhere to. All that the implementing staff has to do is collect data that goes into filling this report to passing over to donor. The most emphasis is on the monitoring and evaluation needs of the donor as opposed to other stakeholders (World Bank, 2004).

Programme Managers are often asked to develop monitoring and evaluation systems that measure the aims and objectives of their projects. This apparent straight forward request immediately leads to a number of problems; first, not enough time is given to clarify the extremely complex social development objectives stakeholders are hoping to address within any project, or to establish the logical links between the problem and purpose statements, the objectives and activities. With little time available objectives would be developed by the managers themselves, sometimes with limited assistance from other stakeholders; second, the managers are appointed to manage a project once the funds have been secured and after the project outline has been developed and the objectives set-again with no opportunity for their participation or input and little consideration to integrating a participatory approach to Monitoring and Evaluation. These problems have resulted to poor or no adoption of monitoring and evaluation system for project management among NGO projects (Adams, 2001).

The use of 'pooled funds' is preferred by some donors in some context. This can be seen as a compromise modality. Which enables some form of expenditure in preference to direct budget support. Local funds are a particular form of pooled funds, created to disburse funds locally

and are both financing instruments and funding agencies. These funds are controlled by donors and adoption of M&E system is given the last priority (Giffen, 2009).

Given the generalization by the above reviewed studies, this study therefore will specifically assess the Impact of donor influence on the effectiveness of Monitoring and Evaluation systems in donor funded projects in Kiryandongo district.

### **2.2.3 Impact of staff training on the effectiveness of Monitoring and Evaluation systems**

There is need to have an effective M&E human resource capacity in terms of quantity and quality, hence M&E human resource management is required in order to maintain and retain a stable M&E staff (World Bank, 2011). Human capital, with proper training and experience is vital for the production of M&E results. This is because competent employees are also a major constraint in selecting M&E systems (Koffi-Tessio, 2002). M&E being a new professional field faces challenges in effective delivery of results. There is therefore a great demand for skilled professionals, capacity building of M&E systems, and harmonization of training courses as well as technical advice (Gorgens&Kusek, 2009).

Building an adequate supply of human resource capacity is critical for the sustainability of the M&E system and generally is an ongoing issue. Furthermore, it needs to be recognized that “growing” evaluators require far more technically oriented M&E training and development than can usually be obtained with one or two workshops. Both formal training and on-the-job experience are important in developing evaluators with various options for training and development opportunities which include: the public sector, the private sector, universities, professional associations, job assignment, and mentoring programs (Acevedo, Krause & Mackay, 2010).

This findings of UNDP (2011) reflect that programme managers in projects need not only have complex monitoring and evaluation systems, but also possess a rudimentary knowledge of, and ability to utilize reporting, monitoring and evaluation system. Furthermore, Acevedo, Krause and Mackay (2010), observes that both formal training and on the job experience are important in developing evaluators. Additionally, Murunga (2011) is of the view that players in the field of project management like project and programme managers, M&E officers, project staff and external evaluators will require specialized training not just in project management and M&E; but specifically, in areas like Participatory monitoring and evaluation and results-based monitoring and evaluation. UNAIDS (2008) notes that, not only is it

necessary to have dedicated and adequate numbers of M&E staff, it is essential for the staff to have the right skills for the work while Nabris (2008), states that monitoring and evaluation carried out by untrained and inexperienced people is bound to be time consuming, costly and the results generated could be impractical and irrelevant.

Staff in NGOs need to be trained not only on collecting descriptive information about a programme, product, or any other entity but also on using something called “values” to determine what information and to draw explicitly evaluation inferences from the data, that is inferences that say something about the quality, value or importance of something (Davidson, 2004). This is because, there is a constant demand for training in planning, monitoring, review, evaluation and impact assessment for both program staff and partners in projects (Gosling & Edwards, 2003). Skills for numeracy, literacy, interviewing and monitoring in qualitative and quantitative methods, for management information systems are necessary for participatory monitoring and evaluation (Guijt, Randwijk& Woodhill, 2012).

Given the generalization by the above reviewed studies, this study therefore will specifically assess the Impact of staff training on the effectiveness of Monitoring and Evaluation systems in donor funded projects in Kiryandongo district.

#### **2.2.4 Influence of corporate governance practices on the effectiveness of Monitoring and Evaluation systems**

To ensure the success of the M&E system, the management needs to support it (World Bank, 2011). Project management is the team in charge of the project and it includes: project manager, project staff, M&E staff and implementing partners (Pfohl, 2006). The project management team is responsible for making decisions and strategic planning of the project. It also manages the M&E system by tracking indicators, producing quarterly project reports and annual strategic reports (Vivian, 2014). The project manager ensures that the project staff carry out their jobs effectively (Guijt, Randwijk& Woodhill, 2012). The project staff does the implementation role where they collect monitoring data and present it in weekly and quarterly reports (Vivian, 2014).

For an M&E to function as a managing tool, the project management and M&E staff need to identify and act on the project improvements. Also, for the M&E to be more effective, it should be coordinated by a unit within the project management team in order to facilitate management’s quick use of the M&E information (Guijt, Randwijk& Woodhill, 2012). It is the

project management team that decides when project evaluation should be done (Moynihan, 2014). If the project management team fails to pay attention to the operations of the M&E, it diminishes its importance to the rest of the project staff. The M&E process hence provides useful information for decision-making to all levels of project management (Gudda, 2011).

Monitoring and evaluation system provides the feedback component that, gives decision makers (project management) an additional public sector management tool (Kusek&Rist, 2004). M&E is also a management function set by donor agencies as preconditions for allocation of funds to NGOs (Hunter, 2009). M&E system as well is part of management tool which provides feedback on performance, fundamental for governance and decision making of projects and NGOs (Gorgens&Kusek, 2009). The M&E system therefore provides information both to the internal (management) and external (donors) users. The project management uses the M&E information to make decisions, in planning, in impact assessment and for accountability (Pfohl, 2006). An effective M&E should therefore be able to provide: managers with the needed information for day-to-day decisions; key stakeholders with guidance information on the project strategy; project early warning signs; empowerment to beneficiaries; capacity building as well as assess progress and build accountability (Moynihan, 2014). Monitoring and evaluation is therefore a learning process that centers on efficiency, performance and impact of the project. However, for M&E to deliver proper planning has to be in place, by which progress and achievements are measured against (Gosling & Edwards, 2003).

The above literature on the role of management and its influence on the performance of M&E Systems only highlights recommendations but fails to bring out vivid statistics on an ongoing project or a functioning NGO. This prompts the researcher to investigate Influence of corporate governance practices on the effectiveness of Monitoring and Evaluation systems in donor funded projects in Kiryandongo district.

### **2.3 Knowledge gap**

There were a number of gaps left by different reviewed theoretical and empirical literature ranging from geographical, methodologies used, time as well as the nature of organization studied. Despite the relevance of the above studies, some of them were conducted in different countries where geographical attributes, political inclination and socio- cultural values differs from Uganda and more so donor funded projects in Kiryandongo district. This study therefore attempted to fill the gaps left by the previous researches specifically in determining the

influence of donor activities, staff training and lastly corporate governance practices on the effectiveness of Monitoring and Evaluation systems in donor funded projects in Kiryandongo district.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This chapter deals with the research methodology, which represents how the study is to be conducted, the choice and reasons for choosing the research setting, data collection methods and procedures that will be used in conducting the study. Other issues covered, include accessibility of primary data and how they will be selected. The issue of validity and reliability is highly considered in relation to the data collected, analysis of collected data and expected results.

#### **3.1 Research Design**

Polit and Beck (2008), looks at research design as a general plan for addressing research questions, including specifications for enhancing the studies' integrity. A research design needs to provide a plan that clearly specifies how the research is going to be conducted in such a way that it answers the research questions. The research design guides the researcher to plan and implement the study so as to achieve the set goals. The research was descriptive and analytical in nature. However, in order to explore factors influencing the effectiveness of Monitoring and Evaluation systems in donor funded projects in Kiryandongo district, quantitative and qualitative methods were used where questionnaires and Key informant interviews were used in data collection. This enhanced a deeper understanding of the factors influencing the effectiveness of Monitoring and Evaluation systems in donor funded projects in Kiryandongo district through different sources of information, as well as to be able to describe a general picture of the reliability in which the problem is involved.

##### **3.1.1 Research Philosophy**

A research philosophy is a belief about the way in which data about a phenomenon was gathered, analysed and used (Galliers, 1991). Research philosophy deals with the source, nature and development of knowledge (Bajpai, 2011). In simple terms, a research philosophy is belief about the ways in which data about a phenomenon should be collected, analysed and used.

Although the idea of knowledge creation may appear to be profound, you are engaged in knowledge creation as part of completing the study. Secondary and primary data was collected

and engaged in data analysis to answer the research question and this answer marked the creation of new knowledge. In essence, addressing research philosophy in the study involved being aware and formulating beliefs and assumptions (Saunders, et al , 2012). There are four main research philosophies that include; Pragmatism, Positivism, Realism and interpretivism that were all applied since the study was quantitative and qualitative and large samples were used.

### **3.2 Area of the Study**

In this study Kiryandongo district was used as the study area. Kiryandongo District is a district in Mid-Western Uganda. Like many other Ugandan districts, it is named after its 'chief town', Kiryandongo, where the district headquarters are located.

Kiryandongo District is bordered by Nwoya District to the north, Oyam District to the northeast, Apac District to the east, and Masindi District to the south and west. Kiryandongo, the location of the district headquarters, lies approximately 225 kilometres (140 mi), by road, northwest of Kampala, Uganda's capital and largest city. The coordinates of the district are:02 00N, 32 18E (Latitude:2.0000; Longitude:32.3000).

Kiryandongo District was established on 1 July 2010. Prior to that, it was part of Masindi District. The district is part of Bunyoro sub-region, which is coterminous with Bunyoro Kingdom. The districts that constitute Bunyoro sub-region include the following; Buliisa District, Hoima District, Kibaale District, Kiryandongo District and Masindi District. In 2002, the sub-region was home to an estimated 750,000 inhabitants, according to the national population and household census conducted that year.

The 1991 Uganda national census estimated the district population at about 83,405. According to the 2002 national census, that population had increased to about 187,700. In 2012, the population of Kiryandongo District was estimated at about 317,500. A new national census is planned for August 2014.

Youth Empowerment Through Agriculture, Uganda Conservation Farming Initiative and Give Directly were used in this as donor funded projects in Kiryandongo district since these projects were heavily funded by donors in Kiryandongo district and these projects have greatly contributed to increased household income to the beneficiaries and hence prompting the need to find out the different factors influencing effectiveness of monitoring and evaluation systems

in them since donor need for accurate and reliable M& E information and Availability of M& E information.

### **3.3 Study Population**

The section presents the target population, accessibility of the Target Population, sampling procedure, and lastly sample size estimation.

#### **3.3.1 Target Population**

The target population in this study included all staff of; Youth Empowerment Through Agriculture project, Uganda Conservation Farming Initiative project and Give Directly. Board members also participated in this study to represent the views of stakeholders. 64 staff of donor funded projects in Kiryandongo district, staffs and stakeholders were selected and used as an example due to the fact that they are directly involved in ensuring effectiveness of Monitoring and Evaluation systems in donor funded projects in Kiryandongo district.

#### **3.3.2 Accessibility of the Target Population**

According Glesne (2006), access is a process, which refers to acquisition of consent to go where you want, observe what you want, talk to whomever you want, obtain and read whatever document you require and do all the mentioned for the period of time allowed to satisfy your research purpose. Therefore, this was achieved after getting ethical approval from respective ethical committee of Uganda Martyrs University. Since the study was conducted in donor funded projects in Kiryandongo district and the researcher works and resides there so it was easy to reach the respondents.

### **3.4 Sampling Procedures**

In this study purposive and convenience sampling methods (Lawrence & Grace, 2012) was used whereby all staff from donor funded projects in Kiryandongo district were selected. The selected staff from donor funded projects in Kiryandongo district represented the characteristics of the factors influencing the effectiveness of Monitoring and Evaluation systems in Uganda.



### 3.4.1 Sample Size

As Youth Empowerment Through Agriculture had 50 employees, Uganda Conservation Farming Initiative 50 employees and Give Directly has 50 employees, there were 30 board members from all the three donor funded projects.

### 3.4.2 Sampling Techniques

In this study, a formula below, as described by Yamane (1967) as cited by Rwegoshora (2006), was used to estimate the sample size. Precision level based on 1-10%.

$$n = \frac{N}{1 + N(x)^2} \dots\dots\dots (1)$$

Where by n = Sample size,

N= Total population

x = Precision

1= constant

N=180, X=10%

$$n = \frac{180}{1 + 180 (0.1\%)^2}$$

**n=64.2857** approximately 64 respondents

From the calculation, the study used a sample size of 64 board members and staffs of donor funded projects in Kiryandongo district. This was an adequate number of representatives that possess all characteristics of the target population.

**Table 3.1: Sample size of respondents**

<b>Respondents' category</b>	<b>Population</b>	<b>Number of respondents</b>	<b>Sampling technique</b>
Youth Empowerment Through Agriculture staff	50	20	Random sampling
Uganda Conservation Farming Initiative staff	50	18	Random Sampling
Give Directly staff	50	20	Random Sampling
Board members	30	6	Purposive sampling
<b>Total</b>	<b>180</b>	<b>64</b>	

*Source: M&E reports for Youth Empowerment Through Agriculture staff, Uganda Conservation Farming Initiative staff and Give Directly staff*

In this study, 20 respondents were randomly selected from Youth Empowerment Through Agriculture project, 18 respondents were randomly selected from Uganda Conservation Farming Initiative project since it had fewer staff and 20 respondents were randomly selected from Give Directly. 6 board members were purposively selected from all the three donor funded projects with 2 board members mainly the Chairperson and Secretary being interviewed from each donor funded project since they have vast information on the subject of the study.

### **3.5 Data Collection Methods and Instruments**

The section presents; Sources of Data, and Data Collection instruments. The section goes on to elaborate on the Questionnaire, Key Informants Interviews and Document Review that was used to collect primary data.

#### **3.5.1 Sources of Data**

The sources of data for this study included both primary and secondary. Primary data was collected using questionnaire Survey and Key Informants Interviews, while secondary data was collected through document review as described below. The rationale of using primary data is that; are collected for the particular project at hand. This means that they are more consistent with the research questions and research objectives. It could be a bit difficult to learn about

opinions and behaviour without asking questions directly to people involved (Perez and Knell, 2005).

### **3.5.1.1 Questionnaire Survey**

Questionnaire survey method was used to capture quantitative data in the study. A questionnaire is a cheap way to collect data from a potentially large number of respondents. Questionnaires were administered to staffs of Youth Empowerment Through Agriculture, Uganda Conservation Farming Initiative and Give Directly in Kiryandongo district due to the fact that they are well informed of the factors influencing the effectiveness of Monitoring and Evaluation systems in donor funded projects in Kiryandongo district. Both open ended and closed ended questionnaire were used, but to a large extent the open ended were preferred in order to provide opportunity for the respondents to answer the questions independently. The reasons behind these distributions were based on their knowledge and experience on factors influencing the effectiveness of Monitoring and Evaluation systems in donor funded projects in Kiryandongo district. The sample size was calculated from a formula that was used from the related studies. Pre-testing was conducted in order to ensure that questionnaires are in line with objectives of the study.

### **3.5.1.2 Key Informants Interviews**

Key informant interviews were used to gather opinions about the factors influencing the effectiveness of Monitoring and Evaluation systems in donor funded projects in Kiryandongo district. Key Informants Interviews were guided by interview guides to provide more details on the subject matter. In-depth interviews were conducted to Board members in donor funded projects in Kiryandongo district and the Key Informant Interviews were conducted to the Chairperson and the Secretary. During the in-depth interviews the researcher led the interview by asking questions and recording the responses

### **3.5.1.3 Document Review**

Secondary data is the data that have been already collected by and readily available from other sources. Secondary data was obtained from studies from both published and unpublished documents. This study used the publications from respective websites of reputable organizations. Furthermore, search engines such as Google scholar were employed as a means

of accessing information related to effectiveness of Monitoring and Evaluation systems. Secondary data was supplement to data obtained from primary sources.

### **3.6.1 Data Collection instruments**

Each data collection methods have a corresponding data collection instrument. The section therefore presents a description of the structures and formats of the instruments.

#### **3.6.1.1 Questionnaire**

Data was collected from donor funded project staff using questionnaires. The survey was constructed as a researcher-administered questionnaires with rating and closed ended questions (Saunders et al., 2009).

The questionnaires were designed to be able to answer the research questions. The survey was conducted during morning and afternoons which assumed that the response rate was high. To prevent misunderstandings the researcher informed the participants about the purpose of the survey. The Likert scale was constructed in a way that number 1-5 (Likert, 1932) whereby; 1- Not at all, 2-Little extent, 3-Moderate Extent, 4-Large Extent and lastly, 5-Very Large extent. This was used in order to make the participants take a stand regarding the questions asked.

#### **3.6.1.2 Interview Guide**

The Interview Guide is structure to have open-ended questions which allowed the respondent to clearly express their views as per the questions asked. The researcher directly asked them and they responded. Their responses were recorded by the researcher.

#### **3.6.1.3 Document Review Checklist**

The document review checklist was designed in order to have errors in documentation corrected. This Research report checklist included; A title, Background, Research question, Literature review, Theoretical framework/Methodology, Conclusion/outcomes, Dissemination & References. See Appendix three for details.

### **3.7 Validity of Instrument**

The validity of the measurement tools refers to the extent to which the research instrument measures what it is intended to measure (Fink, 2006). According to Cozby (2004), the major common types of validity examined in research are face validity, content and internal validity (Kerlinger & Lee, 2000). To ensure validity, the questionnaire was submitted to the supervisor and two other lecturers who majored in Measurement and Evaluation for face validity, and observations that were made were used to make adjustment before the instruments were administered to the respondents.

Another way validity was ensured was to employ a strategy known as triangulation. To accomplish this, the research was done from multiple perspectives. This could take the form of using several moderators, different locations, multiple individuals analyzing the same data essentially any technique that would inform the results from different angles.

Validity in qualitative research was also checked by a technique known as respondent validation. This technique involved testing initial results with participants to see if they still ring true.

To obtain content validity index for relevancy and clarity of each item (I-CVIs), the number of those judging the item as relevant or clear (rating 3 or 4) was divided by the number of content experts but for relevancy, content validity index can be calculated both for item level (I-CVIs) and the scale-level (S-CVI). In item level, I-CVI is computed as the number of experts giving a rating 3 or 4 to the relevancy of each item, divided by the total number of experts.

### **3.8 Reliability of the Instrument**

According to Joppe (2000), reliability refers to the extent to which results are consistent over time and an accurate representation of the total population under study and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable. The issue of reliability was considered in the study by using various methods such as structuring various questions that were aligned to the research objectives, which ensured the reliability of the data collected. Questionnaires were pre-tested on staffs in donor funded projects in Kiryandongo district. The data Obtained was used to calculate the internal consistency of the instrument. The data Obtained was used to calculate the internal consistency of the instrument using Cronbach's Alpha. Finally, the researcher

worked closely with her research supervisor to assess the research instruments before they were dispersed to be used in collecting data.

### 3.9 Data Processing and Analysis

Data analysis was preceded by data coding. Coding prepares data for easy entry and analysis. Each question was coded to obtain variables with the corresponding values. After coding, data was entered into SPSS software for analysis. Statistical data was interpreted and inferences drawn. Counting of frequencies and computation of percentages was performed to enable analysis and interpretation of the findings. The purpose of data analysis was to ultimately assimilate evidence to provide answers to the research questions. Both qualitative and quantitative analysis was carried out whereby the qualitative methods were used to analyze the indepth interviews. Descriptive statistics such as frequencies and percentages were determined and the information was presented in form of tables. On the otherhand inferential statistics was used in correlation so as to determine levels and direction of association/relationship where the Multivariate Regression was used to explain how factors in variables that is the dependent variables (Accurate and reliable M& E information and Availability of M& E information) respond simultaneously to changes in the independent variables (donor activities, staff training, and corporate governance practices).

#### 3.8.1 Analytical Model

Multivariate Regression analysis of the dependent and independent variables was used to predict the relationship between these variables. The Multivariate Regression model given in equation (1) below was adopted for this study.

$$y = \beta_0 + \beta_1.x_1 + \beta_2.x_2 + \beta_3.x_3 + \varepsilon \dots\dots\dots (1)$$

Where;

y= Effectiveness of monitoring and evaluation systems (Accurate and reliable M& E information and Availability of M& E information)

$\beta_0$  = Intercept (Constant)

$\beta_1$ –  $\beta_5$ = Measures of sensitivity of Variable X to Variable Y

X1 = donor activities

X2 = staff training

X3 = corporate governance practices

$\varepsilon$  = Error term for the model



The variables in the model above were operationalised as shown in Table 3.2.

**Table 3.2: Operationalization of Variables**

<b>Variable(s)</b>		<b>Measurement</b>
Dependent (Effectiveness of monitoring and evaluation systems)	Accurate and reliable M& E information and Availability of M& E information	Accurate, reliable and available M& E information
Independent (factors influencing)	Donor influence	<ul style="list-style-type: none"> <li>• undue influence on of monitoring and evaluation systems</li> <li>• reflects the needs and stimulate people's interest in the implementation of monitoring and evaluation systems</li> <li>• accurate and reliable M&amp; E information</li> <li>• availability of M&amp; E information</li> </ul>
	Staff training	<ul style="list-style-type: none"> <li>• Induction of M&amp;E experts</li> <li>• Increase the quality of the M&amp;E human resource</li> <li>• The contents of the training</li> <li>• Increase staff technical expertise</li> <li>• Capacity building of personnel</li> <li>• Understanding of the operations of the M&amp;E system</li> <li>• Accessibility to information</li> </ul>
	Corporate governance	<ul style="list-style-type: none"> <li>• Formulating policies</li> <li>• Planning</li> <li>• Project impact assessment</li> <li>• Project improvement</li> <li>• Participation in monitoring and evaluation activities</li> <li>• Decision making</li> </ul>

### **3.10 Ethical Issues**

According to Glesne (2006), access is a process, which refers to acquisition of consent to go where you want, observe what you want, talk to whomever you want, obtain and read whatever document you require and do all the mentioned for the period of time allowed to satisfy your research purpose. Therefore, this was achieved after getting ethical approval from respective ethical committee of Uganda Martyrs University. Consideration of ethics and values in research would remind the researcher of the responsibility for acknowledging, keeping the public informed and protecting the privacy and welfare of human subjects (Mason & Bramble, 1997). In this light, anyone who enters into research activities needed to adhere to ethical obligations. This study involved the use of questionnaires to collect data from different respondents and the data was analyzed. The data obtained from questionnaires was used solely for research purposes and was not passed on to any other person or organization. The confidentiality of respondents was highly protected in that the questionnaires were identified by numbers. The managements of donor funded projects in Kiryandongo district involved were told when and where they would have access to a summary of the findings of the study.



## **CHAPTER FOUR**

### **FINDINGS AND DISCUSSION**

#### **4.0 Introduction**

This chapter contains the analysis and discussion of the study findings through drawing tables.

#### **4.1 Chapter overview**

In this chapter a detailed analysis of collected data from field work is provided. The chapter includes the demographic profile of respondents. Furthermore, in depth discussion was made purposely to correlate the obtained data from different respondents. The discussion of the finding based on the specific objectives namely; to determine the influence of donor activities on the effectiveness of Monitoring and Evaluation systems in donor funded projects in Kiryandongo district, to examine the influence of staff training on the effectiveness of Monitoring and Evaluation systems in donor funded projects and lastly to establish the influence of corporate governance practices on the effectiveness of Monitoring and Evaluation systems in donor funded projects in Kiryandongo district.

#### **4.2 Background information of respondents.**

Here the study looked at; what donor funded project the staff worked for in Kiryandongo district, years of service, participation in Monitoring and Evaluation process and lastly whether monitoring and evaluation was carried out often.

**Table 4.3: Background information of the respondents**

<b>Variable</b>	<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
<b>what donor funded project the staff worked for in Kiryandongo district</b>	Youth Empowerment Through Agriculture staff	20	34.5
	Uganda Conservation Farming Initiative staff	18	31.0
	Give Directly staff	20	34.5
	<b>Total</b>	<b>58</b>	<b>100.0</b>
<b>Period of working at donor funded project in Kiryandongo district</b>	<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
	Less than 1 years	4	6.9
	1 – 3 years	12	20.7
	3 – 5 years	17	29.3
	Over 5 years	25	43.1
<b>Total</b>	<b>58</b>	<b>100.0</b>	
<b>Participation in Monitoring and Evaluation process</b>	<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
	Yes	48	82.8
	No	5	8.6
	Can't tell	5	8.6
<b>Total</b>	<b>80</b>	<b>100</b>	
<b>Whether monitoring and evaluation often</b>	<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
	Yes	52	89.7
	No	2	3.4
	Can't tell	4	6.9
<b>Yes</b>	<b>58</b>	<b>100</b>	

Source: Field data (2020)

The study findings showed that 20(34.5%) of the total number of respondents worked for Youth Empowerment Through Agriculture project. 18(31.0%) of the total number of respondents

worked for Uganda Conservation Farming Initiative project. 20(34.5%) of the total number of respondents worked for Give Directly project.

Different interviews were carried out on what donor funded project respondents worked for, Interviewee 1 stated that, *“I work for Youth Empowerment Through Agriculture project as a Secretary and I have been working for this project for about four years”*.

Interviewee 2 stated that, *“I work for Give Directly project as a chairperson and I have worked here for five years”*.

Interviewee 3 stated that, *“well I work for Uganda Conservation Farming Initiative project as a chair person.”*

Interviewee 4 stated that, *“I work for Give Directly project as a project secretary”*.

Interviewee 5 stated that, *“I work for Youth Empowerment Through Agriculture project as a chairperson and I have been working for this project for about four years”*.

Interviewee 6 stated that *“well I work for Uganda Conservation Farming Initiative project as a secretary.”*

Generally, the study findings showed that respondents worked for the following donor funded projects in Kiryandongo district; Youth Empowerment through Agriculture project, Uganda Conservation Farming Initiative project and lastly Give Directly project.

The study findings show that 4(6.9%) of the total number of respondents worked for less than a year. 12(20.7%) of the total number of respondents worked for a period between 1 to 3 years. 17(29.3%) of the total number of respondents worked for a period between 3 to 5 years. 25(43.1%) of the total number of respondents worked for a period of five years and above. Generally, from the study findings showed that most staff have been working in donor funded projects in Kiryandongo district for a period of over three years implying that respondents were experienced enough to give valuable information on the factors influencing effectiveness of monitoring and evaluation systems in donor funded projects in Kiryandongo district.

The study findings as shown in Table 4.3 showed that 48(82.8%) of the total number of respondents participated in the Monitoring and Evaluation process. 5(8.6%) of the total number of respondents did not participate in the Monitoring and Evaluation process. 5(8.6%) of the total number of respondents couldn't tell whether they participated in the Monitoring and Evaluation process. Generally, most staff in donor funded project in Kiryandongo district participated in

the Monitoring and Evaluation process so they were well aware of factors influencing effectiveness of monitoring and evaluation systems in donor funded projects in Kiryandongo district.

The study findings as shown in Table 4.3 showed that 52(89.7%) of the total number of respondents acknowledged that monitoring and evaluation is carried out often. 2(3.4%) of the total number of respondents did not acknowledge that monitoring and evaluation was carried out often.4(6.9%) couldn't tell whether monitoring and evaluation was carried out often. Generally, the study findings showed that most staff acknowledged that monitoring and evaluation was carried out often.

### **4.3 The influence of donor activities on the effectiveness of monitoring and evaluation systems in donor funded projects in Kiryandongo district.**

Here the study looked at whether donors participate in the implementation of M&E, how they participate in the implementation of M&E, and the level of donors' participation, the approximate percentage of donor funding in Monitoring and Evaluation systems in donor funded projects.

#### **4.3.1 Whether donors participate in the implementation of M&E**

Here the study looked at whether donors participate in the implementation of monitoring and evaluation in donor funded projects in Kiryandongo district.

**Table 4.4: whether donors participate in the implementation of M&E**

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Yes	20	34.5
No	31	53.4
Can't tell	7	12.1
<b>Total</b>	<b>58</b>	<b>100.0</b>

Source: Field data (2020)

The study findings showed that majority 31(53.4%) of the total number of respondents said that donors do not participate in the implementation of monitoring and evaluation,20(34.5%) of the total number of respondents acknowledged donors' participation in the implementation of monitoring and evaluation while7(12.1%) of the total number of respondents couldn't tell

whether that donors participate in the implementation of monitoring and evaluation. Generally, the findings show that few staff from donor funded projects in Kiryandongo district acknowledged that donors directly participate in the implementation of Monitoring and Evaluation.

### 4.3.2 How donors participate in the implementation of M&E

Here the study showed how donors participate in the implementation of Monitoring and Evaluation in donor funded projects in Kiryandongo district.

**Table 4.5: How donors participate in the implementation of M& E**

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Funding	29	50.0
Give targets that have to be achieved by NGOs	26	44.8
Follow up and crosschecking whether money is being put to proper use	3	5.2
<b>Total</b>	<b>58</b>	<b>100.0</b>

Source: Field data (2020)

The study findings showed that 29(50%) of the total number of respondents acknowledged that donors participate in the implementation of monitoring and evaluation through just funding. 26(44.8%) of the total number of respondents acknowledged that donors participate in the implementation of monitoring and evaluation through giving targets that have to be achieved by NGOs. 3(5.2%) of the total number of respondents acknowledged that donors participate in the implementation of monitoring and evaluation through following up and crosschecking whether money is being put to proper use.

Generally, the study findings show that donors participate in the implementation of monitoring and evaluation through; funding, giving targets that have to be achieved by NGOs and lastly follow up and crosschecking whether money is being put to proper use.

### 4.3.3 The level of donors' participation

Here the study looked at level of donors' participation in the implementation of Monitoring and Evaluation in funded projects in Kiryandongo district.

**Table 4.6: The level of donors' participation**

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
No significant participation	37	63.8
Mild participation	17	29.3
Moderate participation	4	6.9
<b>Total</b>	<b>58</b>	<b>100.0</b>

Source: Field data (2020)

The study findings showed that 37(63.8%) of the total number of respondents acknowledged that the level of donors' participation in the implementation of monitoring and evaluation is not significant. 17(29.3%) of the total number of respondents acknowledged that the level of donors' participation in the implementation of monitoring and evaluation is mild while 4(6.9%) of the total number of respondents acknowledged that the level of donors' participation in the implementation of monitoring and evaluation is moderate. Generally, the study findings showed that the level of donors' participation in the implementation of monitoring and evaluation is not significant.

#### **4.3.4 The influence of donor activities on the effectiveness of monitoring and evaluation systems in donor funded projects in Kiryandongo district.**

Here the study looked at the influence of donor activities on the effectiveness of monitoring and evaluation systems in donors funded projects in Kiryandongo district.

**Table 4.7: The influence of donor activities on the effectiveness of monitoring and evaluation systems in donor funded projects in Kiryandongo district.**

<b>Response</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
Donor involvement leads to undue influence of monitoring and evaluation systems	58	1.47	.503
Participation of donors reflects the needs and stimulate people's interest in the implementation of monitoring and evaluation systems	58	1.41	.497
Donor involvement leads to accurate and reliable M&E information	58	1.43	.500
Donor involvement leads to availability of M&E information	58	1.36	.485
Valid N (listwise)	58		

Source: Field data (2020)

The study findings as per the table above showed that most respondents acknowledged that to a large extent; Donor involvement leads to undue influence on monitoring and evaluation systems (mean =1.47, Std. Deviation=.503). Participation of donors reflects the needs and stimulate people's interest in the implementation of monitoring and evaluation systems (mean=1.41, Std. Deviation=.497). Donor involvement leads to accurate and reliable M&E information (mean=1.43, Std. Deviation=.500). Furthermore, the study found that Donor involvement leads to availability of M&E information (mean=1.36, Std. Deviation=.485).

On the influence of donor activities on the effectiveness of Monitoring and Evaluation systems in donor funded project in Kiryandongo district; Interviewee 1 stated that, *“Yes, to some extent donors do influence Monitoring and Evaluation in our project, they try their level best to find out whether we are meeting the targets we set and whether the money they are availing to us is properly used”*.

Interviewee 2 stated, *“Well here donors are not seriously involved in M&E activities but they are concerned about us fulfilling what we told them that we wanted to do and they decided to fund us”*.

Interviewee 3 stated, *“Donors are very concerned with the accountability for the money they are injecting in our project, apart from that they are less concerned with the M&E”*.

Interviewee 4, stated, *“In our project, we have had donor-driven orientation of M&E practices, our donors are so keen when it comes to M&E”*

Interviewee 5, stated, *“Since donors do require reliable and accurate information, this has positively influenced the effectiveness of Monitoring and Evaluation system in our project”*

Interviewee 6, stated, *“Well when it comes to the influence of donor activities on the effectiveness of Monitoring and Evaluation systems in our project, donors have been instrumental in ensuring that we have an efficient M&E system so as to enable us meet the needs of different stakeholders of the project but it has been one of the prerequisites to assure them of our M&E system before they release funds”*

Generally, as far as the influence of donor activities on the effectiveness of monitoring and evaluation systems in donor funded projects in Kiryandongo district is concerned, to a very large extent; donor involvement led to undue influence on of monitoring and evaluation systems, participation of donors reflected the needs and stimulated people's interest in the implementation of monitoring and evaluation systems, donor involvement led to accurate and reliable M&E information and lastly donor involvement led to availability of M& E information.

#### **4.4 The influence of staff training on the effectiveness of monitoring and evaluation systems in donor funded projects in Kiryandongo district.**

Here the study was looking at whether donor funded projects had staff training on the effectiveness of monitoring and evaluation systems, how staff training on the effectiveness of monitoring and evaluation systems was effective, the influence of staff training on the effectiveness of monitoring and evaluation systems in terms of its relevance to the project and lastly the competence of the staff handling staff training on the effectiveness of monitoring and evaluation systems

##### **4.4.1 Whether donor funded projects had staff training on the effectiveness of monitoring and evaluation systems.**

The study looked at whether donor funded projects had staff training on the effectiveness of monitoring and evaluation systems.



**Table 4.8: Whether donor funded projects had staff training on the effectiveness of monitoring and evaluation systems.**

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Yes	46	79.3
No	5	8.6
Can't tell	7	12.1
<b>Total</b>	<b>58</b>	<b>100.0</b>

Source: Field data (2020)

The study findings as per the table above showed that most respondents acknowledged that donor funded projects had staff training on the effectiveness of monitoring and evaluation systems as acknowledged by 46(79.3%). 5(8.6%) of the total number of respondents did not acknowledge that donor funded projects had staff training on the effectiveness of monitoring and evaluation systems. The study findings show that 7(12.1%) couldn't tell whether donor funded projects had staff training on the effectiveness of monitoring and evaluation systems. Generally, from the study findings, donor funded projects in Kiryandongo district had staff training on the effectiveness of monitoring and evaluation systems.

#### **4.4.2 The influence of staff training on the effectiveness of monitoring and evaluation systems in terms of its relevance to the project.**

The study looked at the influence of staff training on the effectiveness of monitoring and evaluation systems in terms of its relevance to donor funded projects in Kiryandongo district.

**Table 4.9: The influence of staff training on the effectiveness of monitoring and evaluation systems in terms of its relevance to the project.**

	N	Mean	Std. Deviation
Induction of M&E experts	58	1.66	.739
Increase the quality of the M&E human resource	58	2.10	.852
The contents of the training	58	2.67	7.040
Increase staff technical expertise	58	1.71	.899
Capacity building of personnel	58	1.78	.974
Understanding of the operations of the M&E system	58	1.74	.965
Accessibility to information	58	1.72	1.056
Valid N (listwise)	58		

Source: Field data (2020)

The study findings as per the table above showed that induction of M&E experts influenced the effectiveness of monitoring and evaluation systems (mean=1.66, Std. Deviation=.739). Increase the quality of the M&E human resource influenced the effectiveness of monitoring and evaluation systems (mean=2.10, Std. Deviation=.852). The contents of the training influenced the effectiveness of monitoring and evaluation systems (mean=2.67, Std. Deviation=7.040). Increase staff technical expertise influenced the effectiveness of monitoring and evaluation systems (mean=1.71, Std. Deviation=.899). Capacity building of personnel influenced the effectiveness of monitoring and evaluation systems (mean=1.78, Std. Deviation=.974). Understanding of the operations of the M&E system influenced the effectiveness of monitoring and evaluation systems (mean=1.74, Std. Deviation=.965). Accessibility to information influenced the effectiveness of monitoring and evaluation systems (mean=1.72, Std. Deviation=1.056).

On the influence of staff training on the effectiveness of monitoring and evaluation systems in terms of its relevance to donor funded projects; Interviewee 1stated that, “*staff training has played a key role in ensuring that the technical expertise of our staff is improved.*”

Interviewee 2 stated, *“staff training has enabled our employees to gain more exposure and M&E experience hence enabling the M&E adequate information collection that is used by various stakeholders.”*

Interviewee 3 stated, *“training of our staff has created an overall knowledgeable staff base who can take over for one another as needed, work on teams or work independently without constant help and supervision from others hence improving the effectiveness of monitoring and evaluation systems in our project”*.

Interviewee 4, stated, *“Well in our project, training has played a role in improving on particular staff or skills. This has been through different training programs that have been organized for staff members to help satisfy this requirement hence improving the effectiveness of monitoring and evaluation systems in our project”*

Interviewee 5, stated, *“Training has to a large extent prepared our employees who are moving into higher roles and taking on more responsibilities in the project. These training programs in M&E have helped them learn the skills that are required to function effectively in M&E in our project.”*

Interviewee 6, stated, *“To a large extent, training has helped our project to test the efficiency and effectiveness of the M&E system. This has helped to establish clearer performance expectations. Using these M& E systems to train our employees has reinforced the necessity of meeting goals and helped employees to better understand what is expected of them.”*

Generally; induction of M&E experts, increase the quality of the M&E human resource, the contents of the training, increase staff technical expertise, capacity building of personnel, understanding of the operations of the M&E system and accessibility to information effectively influenced the effectiveness of monitoring and evaluation systems in terms of its relevance to the donor funded projects in Kiryandongo district.

#### **4.4.3 The competence of the staff handling staff training on the effectiveness of monitoring and evaluation system.**

The study looked at competence of the staff handling training on the effectiveness of monitoring and evaluation system in the donor funded projects in Kiryandongo district.

**Table 4.10: The competence of the staff handling staff training on the effectiveness of monitoring and evaluation system.**

<b>Response</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Very adequate	32	55.2
Adequate	26	44.8
<b>Total</b>	<b>58</b>	<b>100.0</b>

Source: Field data (2020)

The study findings showed that 32(55.2%) of the total number of respondents acknowledged that staff handling training on the effectiveness of monitoring and evaluation system in the donor funded projects in Kiryandongo district were very adequately competent. 26(44.8%) of the total number of respondents acknowledged that staff handling training on the effectiveness of monitoring and evaluation system in the donor funded projects in Kiryandongo district were adequately competent.

Generally, the study findings show that staff handling training on the effectiveness of monitoring and evaluation system in the donor funded projects in Kiryandongo district were competent.

#### **4.5 Influence of corporate governance practices on the effectiveness of monitoring and evaluation systems in donor funded projects in Kiryandongo district.**

The study looked at the role of management towards the on the effectiveness of monitoring and evaluation systems, the role of management in regard to acting on the project demands and improvements in the project.

##### **4.5.1 The role of management towards performance of the M&E systems in the project**

Here the study looked at the role of management towards performance of the M&E systems in donor funded projects in Kiryandongo district.

**Table 4.11: The role of management towards performance of the M&E systems in the project**

	N	Mean	Std. Deviation
Formulating policies	58	2.00	.955
Planning	58	2.00	.973
Project impact assessment	58	2.07	.953
Project improvement	58	2.19	1.051
Participation in monitoring and evaluation activities	58	2.12	1.027
Decision making	58	2.19	.982
Valid N (listwise)	58		

Source: Field data (2020)

The study findings show that most respondents agreed that; Formulating policies played a key role towards performance of the M&E systems (mean=2.00, Std. Deviation=.955). Planning played a key role towards performance of the M&E systems (mean=2.00, Std. Deviation=.973). Project impact assessment played a key role towards performance of the M&E systems (mean=2.07, Std. Deviation=.953). Project improvement played a key role towards performance of the M&E systems (mean=2.19, Std. Deviation=1.051). Participation in monitoring and evaluation activities played a key role towards performance of the M&E systems (mean=2.12, Std. Deviation=1.027). Decision making played a key role towards performance of the M&E systems (mean=2.19, Std. Deviation=.982).

Generally, management through; Formulating policies, Planning, Project impact assessment, Project improvement, Participation in monitoring and evaluation activities and lastly Decision making played a key role towards performance of the M&E systems in donor funded projects in Kiryandongo district.

**4.5.1 The influence of corporate governance practices on the effectiveness of monitoring and evaluation systems in the project.**

Here the study looked at the influence of corporate governance practices on the effectiveness of monitoring and evaluation systems in donor funded projects in Kiryandongo district where; 1-Very efficient, 2-Efficient, 3-Neither efficient nor inefficient, 4- inefficient,5- very inefficient

**Table 4.12: The influence of corporate governance practices on the effectiveness of monitoring and evaluation systems in the project.**

	N	Mean	Std. Deviation
The structure adopted by the management of your project	58	1.74	.609
Representation of all tribes for better performance	58	2.24	.979
Project director's Tenure being well and adequately determined	58	1.91	.756
Possession of sufficient number of co-directors on the board managing the project	58	1.93	.792
Existence of sufficient board control by outsiders	58	1.90	.693
Well representation of insiders on the project board	58	1.93	.722
Enough representation of insiders on the board	58	2.00	.991
Sufficient number of members on the board	58	2.00	.795
Sufficient number of independents in the board	58	2.05	.981
Controlled number of government officials on the board	58	2.71	.973
Professional members being enough	58	1.93	.769
Project workers agreeing with the existing compensation system	58	1.90	.742
Valid N (listwise)	58		

Source: Field data (2020)

From Table 4.12 above, most of the respondents acknowledged that; The structure adopted by the management of your project efficiently influenced monitoring and evaluation systems in donors funded projects in Kiryandongo district (mean=2.19, Std. Deviation=.982).

Representation of all tribes for better performance efficiently influenced monitoring and evaluation systems in donors funded projects in Kiryandongo district (mean=2.24, Std. Deviation=.979). Project director's Tenure being well and adequately determined efficiently influenced monitoring and evaluation systems in donor funded projects in Kiryandongo district (mean=1.91, Std. Deviation=.756). Possession of sufficient number of co-directors on the board managing the project efficiently influenced monitoring and evaluation systems in donor funded projects in Kiryandongo district (mean=1.93, Std. Deviation=.792).

Existence of sufficient board control by outsiders efficiently influenced monitoring and evaluation systems in donor funded projects in Kiryandongo district (mean=1.90, Std. Deviation=.693). Well representation of insiders on the project board efficiently influenced monitoring and evaluation systems in donor funded projects in Kiryandongo district (mean=1.93, Std. Deviation=.722). Enough representation of insiders on the board efficiently influenced monitoring and evaluation systems in donor funded projects in Kiryandongo district (mean=2.00, Std. Deviation=.991). Sufficient number of members on the board efficiently influenced monitoring and evaluation systems in donor funded projects in Kiryandongo district (mean=2.00, Std. Deviation=.795).

Sufficient number of independents in the board efficiently influenced monitoring and evaluation systems in donor funded projects in Kiryandongo district (mean=2.05, Std. Deviation=.981). Controlled number of government officials on the board efficiently influenced monitoring and evaluation systems in donor funded projects in Kiryandongo district (mean=2.71, Std. Deviation=.973). Professional members being enough efficiently influenced monitoring and evaluation systems in donor funded projects in Kiryandongo district (mean=1.93, Std. Deviation=.769). Project workers agreeing with the existing compensation system efficiently influenced monitoring and evaluation systems in donor funded projects in Kiryandongo district (mean=1.90, Std. Deviation=.742).

On the influence of corporate governance practices on the effectiveness of monitoring and evaluation systems in donor funded project; Interviewee 1 stated that, *"Well in our project, corporate governance has enabled our project to operate more efficiently and this has influenced the effectiveness of monitoring and evaluation systems in our project"*.

Interviewee 2 stated, *"The management structure and possession of different stakeholders on board has greatly influenced the effectiveness of monitoring and evaluation systems our project"*

Interviewee 3 stated, *“Through corporate governance, our donor aided project has sufficient numbers of professional members that represents different people from different ethnicities in Uganda and this plays a key role in influencing the effectiveness in M&E”*.

Interviewee 4, stated, *“Corporate governance has aided our donor funded project to achieve goals, controls risk and aided formal decision making to prevent risk hence improving the effectiveness of monitoring and evaluation systems in our project”*.

Interviewee 5, stated, *“Monitoring and evaluation systems in our project in our project has been influenced by acting on different demands of the project and where there is need, then measures to ensure improvement are taken”*

Interviewee 6, stated, *“well our project has good tenure for our leaders and all stakeholders are represented and this has played an important role in ensuring that the M&E system functions well.”*

Generally the study findings show that; The structure adopted by the management of your project, representation of all tribes for better performance, project director’s Tenure being well and adequately determined, possession of sufficient number of co-directors on the board managing the project, existence of sufficient board control by outsiders, well representation of insiders on the project board, enough representation of insiders on the board, sufficient number of members on the board, sufficient number of independents in the board, controlled number of government officials on the board, professional members being enough and lastly project workers agreeing with the existing compensation system influenced monitoring and evaluation systems in donor funded projects in Kiryandongo district.

#### **4.6 Multivariate regression analysis**

Multivariate regression analysis was used when trying to understanding the correlation between dependent and independent variables. All in all in this study, multivariate regression analysis used to determine the variation caused by independent variables i.e. Donor influence, Staff training, and Corporate governance to dependent variable i.e. Effectiveness of monitoring and evaluation systems and hypothesis test.



**Table 4.13: Model Summary**

<b>Table 4.11 Model Summary Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.607a	.368	.323	.82288901
a. Predictors: (Constant), Donor influence, Staff training, Corporate governance				

Source: Field data (2020)

Findings in Table 4.13 above indicates that there is strong and positive relationship among variables in the study ( $R=0.607$ ). The results indicate that 32.3% of variation of factors influencing effectiveness of monitoring and evaluation systems explained by Donor influence, Staff training, and Corporate governance (Adjusted  $R^2 = 0.323$ ). The remaining 67.7% of factors influencing effectiveness of monitoring and evaluation systems in donor funded projects in Kiryandongo district as explained by other factors not involved in the study.

#### 4.7.1 Analysis of variance (ANOVA)

**Table 4.14: Analysis of variance (ANOVA)**

<b>Table 4.12 Analysis of variance Model</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1   Regression	22.080	4	5.520	8.152	.000b
Residual	37.920	56		.677	
Total	60.000	60			
a. Dependent Variable: <b>effectiveness of monitoring and evaluation systems</b>					
b. Predictors: (Constant), Donor influence, Staff training, and Corporate governance					

Source: Field data (2020)

The findings in Table 4.14 above show that p-value (Sig. value) is 0.000, this means that regression model was significant in predicting how Donor influence, Staff training, and corporate governance influenced effectiveness of monitoring and evaluation systems in donor funded projects in Kiryandongo district. In this study, F calculated is 8.152 at 5% significance level, which is greater than F critical = 0.867. These results mean that overall regression model was significant.

#### 4.7.2 Coefficients

**Table 4.15: Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	-1.860E-16	.105		.000	1.000
	donor influence	.097	.422	.398	3.971	.000
	staff training	.128	.429	.613	4.040	.000
	corporate governance	.137	.452	.712	4.720	.000

a. Dependent Variable: b. Factors influencing effectiveness of monitoring and evaluation systems

Source: Field data (2020)

The coefficient table of results shows the contribution of independent variables to the changes in dependent variable. The results revealed that Donor influence ( $\beta=.398$ ,  $p=0.000$ ) significantly influenced effectiveness of monitoring and evaluation systems in donor funded projects in Kiryandongo district. The results also indicate that Staff training ( $\beta=.613$ ,  $p=0.000$ ) significantly influenced effectiveness of monitoring and evaluation systems in donor funded projects in Kiryandongo district, corporate governance ( $\beta=.712$ ,  $p=0.000$ ) significant influenced effectiveness of monitoring and evaluation systems in donor funded projects in Kiryandongo district. Therefore, donor influence, staff training, and corporate governance influenced effectiveness of monitoring and evaluation systems in donor funded projects in Kiryandongo district.

## **CHAPTER FIVE**

### **SUMMARY, DISCUSSION, CONCLUSION AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter provides the general conclusion of the study in the light of what is discussed in chapter four. It covers the factors influencing the effectiveness of Monitoring and Evaluation systems in donor funded projects of Uganda. Furthermore, general recommendation is provided regarding the findings, observation and views of the researcher. The purpose of recommendations is to inform different stakeholders on factors influencing the effectiveness of Monitoring and Evaluation systems in donor funded projects as a case so as to ensure that the projects do meet intended goals. Finally, the study suggests an area that needs further studies to be carried out which is purposely conducting more empirical research on factors influencing the effectiveness of Monitoring and Evaluation systems in donor funded projects of Uganda as a case as a whole.

#### **5.1 Summary of Major Findings**

In summary, the study had the following findings; few staff from donor funded projects in Kiryandongo district acknowledged that donors directly participate in the implementation of Monitoring and Evaluation. Donors mainly participated through; funding, giving targets that have to be achieved by NGOs and lastly crosschecking whether money is being put to proper use. To a very large extent; donor involvement led to undue influence on of monitoring and evaluation systems, participation of donors reflected the needs and stimulated people's interest in the implementation of monitoring and evaluation systems, donor involvement led to accurate and reliable M& E information and lastly donor involvement led to availability of M& E information.

On the influence of staff training on the effectiveness of monitoring and evaluation systems in donor funded projects in Kiryandongo district, the study noted that; donor funded projects in Kiryandongo district had staff training on the effectiveness of monitoring and evaluation systems. Furthermore, induction of M&E experts, increase the quality of the M&E human resource, the contents of the training, increase staff technical expertise, capacity building of personnel, understanding of the operations of the M&E system and accessibility to information

effectively influenced the effectiveness of monitoring and evaluation systems in terms of its relevance to the donor funded projects in Kiryandongo district.

On the influence of corporate governance practices on the effectiveness of monitoring and evaluation systems in donor funded projects in Kiryandongo district, the management through; Formulating policies, Planning, Project impact assessment, Project improvement, Participation in monitoring and evaluation activities and lastly Decision making played a key role towards performance of the M&E systems in donor funded projects in Kiryandongo district.

On top of that The structure adopted by the management of your project, representation of all tribes for better performance, project director's Tenure being well and adequately determined, possession of sufficient number of co-directors on the board managing the project, existence of sufficient board control by outsiders, well representation of insiders on the project board, enough representation of insiders on the board, sufficient number of members on the board, sufficient number of independents in the board, controlled number of government officials on the board, professional members being enough and lastly project workers agreeing with the existing compensation system influenced monitoring and evaluation systems in donor funded projects in Kiryandongo district.

## **5.2 Discussion of study findings**

### **5.2.1 Donor activities and effectiveness of Monitoring and Evaluation systems in donor funded projects in Kiryandongo district.**

On the influence of donor activities on the effectiveness of monitoring and evaluation systems in donor funded projects in Kiryandongo district, the study found that few staff from donor funded projects in Kiryandongo district acknowledged that donors participate in the implementation of Monitoring and Evaluation. On top of that one interviewee stated that much as the donors do not participate in the implementation of Monitoring and Evaluation but they influenced the funding and whether funds did the intended activity. This is inline with Nyakundi (2014) who noted that donors have put emphasis on ensuring that monitoring and evaluation is budgeted for before approving any proposals for funding. In contrast, implementing agencies put little or no emphasis at all towards M&E and most of them try to resist having structures that can support M&E in their organizations.

Donors participated in the implementation of monitoring and evaluation through; funding, giving targets that have to be achieved by NGOs and lastly crosschecking whether money is

being put to proper use. Picciotto (2009) that noted that the supply of M&E on the African continent has, to a large extent, been influenced by donor demands that have developed the M&E practice. This is in line with Nyakundi (2014) who looked at the factors influencing implementation of monitoring and evaluation processes on donor funded projects in Nairobi, Kenya who found 65.3% of the respondents agreed that that donors put emphasis on ensuring that monitoring and evaluation is budgeted for before approving any proposals for funding to very large extent.

As far as the influence of donor activities on the effectiveness of monitoring and evaluation systems in donor funded projects in Kiryandongo district is concerned, to a very large extent; donor involvement led to undue influence on of monitoring and evaluation systems, participation of donors reflected the needs and stimulated people's interest in the implementation of monitoring and evaluation systems, donor involvement led to accurate and reliable M& E information and lastly donor involvement led to availability of M& E information. This is supported by the study of Nasambu (2016), that stressed that monitoring and Evaluation is “donor driven” where most NGOs carry out monitoring and evaluation because it is a requirement from the donor. Monitoring and evaluation processes can be managed by the donors financing the assessed activities, an independent branch of the implementing organization, project managers or implementing team themselves and/or by a private company. As such most M&E activities are tied to donor to donor funding and projects. Evaluations are also indirectly a means to report to the donor about the activities implemented. It also stressed that M&E is a means to verify that the donated funds are being well managed and transparently spent. M&E often addresses donor concerns for accountability of project inputs and outputs, rather than local concerns that are directly related to broader development issues.

### **5.2.2 Staff training and effectiveness of Monitoring and Evaluation systems in donor funded projects in Kiryandongo district.**

On whether donor funded projects had staff training on the effectiveness of monitoring and evaluation systems, the study found that donor funded projects in Kiryandongo district had staff training on the effectiveness of monitoring and evaluation systems. This is in line with Koffi-Tessio, (2002), who noted that Human capital, with proper training and experience is vital for the production of M&E results. This is because competent employees are also a major constraint in selecting M&E systems.

On whether donor funded projects had staff training on the effectiveness of monitoring and evaluation systems, the study findings showed that induction of M&E experts, increase the quality of the M&E human resource, the contents of the training, increase staff technical expertise, capacity building of personnel, understanding of the operations of the M&E system and accessibility to information effectively influenced the effectiveness of monitoring and evaluation systems in terms of its relevance to the donor funded projects in Kiryandongo district. This is in line with Nyakundi (2014) who looked at the factors influencing implementation of monitoring and evaluation processes on donor funded projects in Nairobi, Kenya and concluded that staff technical skills affect the implementation of monitoring and evaluation in that necessary skills play a key role in providing functional advice in the development of appropriate results-based performance monitoring systems.

On the role of management towards performance of the M&E systems in the project the study noted that; the management through; Formulating policies, Planning, Project impact assessment, Project improvement, Participation in monitoring and evaluation activities and lastly Decision making played a key role towards performance of the M&E systems in donor funded projects in Kiryandongo district. This is supported by World Bank, (2011) who states that to ensure the success of the M&E system, the management needs to support it. The findings are also in line with Vivian, (2014) who stressed that project management team is responsible for making decisions and strategic planning of the project. It also manages the M&E system by tracking indicators, producing quarterly project reports and annual strategic reports.

### **5.2.3 Corporate governance practices and effectiveness of Monitoring and Evaluation systems in donor funded projects in Kiryandongo district.**

On the influence of corporate governance practices on the effectiveness of monitoring and evaluation systems in the project; the study noted that, the structure adopted by the management of your project, representation of all tribes for better performance, project director's Tenure being well and adequately determined, possession of sufficient number of co-directors on the board managing the project, existence of sufficient board control by outsiders, well representation of insiders on the project board, enough representation of insiders on the board, sufficient number of members on the board, sufficient number of independents in the board, controlled number of government officials on the board, professional members being enough and lastly project workers agreeing with the existing compensation system influenced monitoring and evaluation systems in donor funded projects in Kiryandongo district. This is

supported by Kamau (2017) that stressed that in regard to the promptness in acting to project demands of the M&E system, the role of management was ranked highly at Aga Khan Foundation. The study noted that the management was also alleged to act promptly and at times very promptly to project demands and improvements. The study also noted that the management was also able to utilize the information from the M&E system. The information was used to making decisions, formulate policies, in planning, project impact assessment, in learning and in project improvement. Adherence to corporate governance was ranked third as a very crucial determinant of effective M&E system at Aga Khan Foundation, after training and expertise and level of funding.

### **5.3 Conclusion**

The purpose of the research was to investigate the factors influencing the effectiveness of Monitoring and Evaluation systems in donor funded projects of Uganda. It mainly focused on what factors influenced the effectiveness of Monitoring and Evaluation systems in donor funded projects in Kiryandongo district.

Few staff from donor funded projects in Kiryandongo district acknowledged that donors directly participate in the implementation of Monitoring and Evaluation. Donors mainly participated through; funding, giving targets that have to be achieved by NGOs and lastly crosschecking whether money is being put to proper use.

On the influence of staff training on the effectiveness of monitoring and evaluation systems in donor funded projects in Kiryandongo district, the study noted that; donor funded projects in Kiryandongo district had staff training on the effectiveness of monitoring and evaluation systems. Furthermore, induction of M&E experts, increase the quality of the M&E human resource, the contents of the training, increase staff technical expertise, capacity building of personnel, understanding of the operations of the M&E system and accessibility to information effectively influenced the effectiveness of monitoring and evaluation systems in terms of its relevance to the donor funded projects in Kiryandongo district.

On the influence of corporate governance practices on the effectiveness of monitoring and evaluation systems in donor funded projects in Kiryandongo district, the management through; Formulating policies, Planning, Project impact assessment, Project improvement, Participation in monitoring and evaluation activities and lastly Decision making played a key role towards performance of the M&E systems in donor funded projects in Kiryandongo district.

In conclusion, the researcher can confidently say that; there is no significant participation of donors in the Monitoring and Evaluation systems in donor funded projects in Kiryandongo district much as donors give fund, give targets that have to be achieved by the projects and lastly crosschecking whether money is being put to proper use. However, staff training and corporate governance practices to a large extent influence the effectiveness of Monitoring and Evaluation systems in donor funded projects in Kiryandongo district.

#### **5.4 Recommendations**

Balancing between vending and family responsibilities is very important to women vendors who sacrifice too much to change their economic status quo. Therefore, in view of the conclusions and observations reported herein, the following recommendations are given.

- i. Following from the conclusion, the study recommends that, donors should improve their involvement in the Monitoring and Evaluation systems in donor funded projects in Kiryandongo district so as to improve accountability of project inputs and outputs.
- ii. Following from the conclusion, the study recommends that, donor funded projects in Kiryandongo district should continue training staff since it is paramount in training Monitoring and Evaluation staff.
- iii. Following from the conclusion, the study recommends that, the management should continue influencing the performance of the M&E systems since Monitoring and Evaluation Systems are management toolkits that enable decision-makers.
- iv. Following from the conclusion, the study recommends that, donor funded projects in Kiryandongo district should continue ensuring that there is corporate governance practices since it looks at how the projects' board of directors manage and oversee the operations of the projects.
- v. Following from the conclusion, the study recommends that, donor funded projects in Kiryandongo district should continue ensuring that there is increase in the quality of the M&E human resource since it is one of the components Monitoring and Evaluation Systems requires so as to function effectively and efficiently to achieve the desired results.



## **5.5 Suggestions for Further Studies**

As the findings of this study are based on only donor funded projects in Kiryandongo district, there is need to conduct more empirical research on the factors influencing the effectiveness of Monitoring and Evaluation systems in donor funded projects in all districts in Uganda. By doing so as the projects will be able to meet the needs of the stakeholders and avoid inefficiency in M&E of donor funded projects.

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## **APPENDIX ONE**

### **QUESTIONNAIRE THAT INTENDS TO FIND OUT THE FACTORS INFLUENCING EFFECTIVENESS OF MONITORING AND EVALUATION SYSTEMS IN DONOR FUNDED PROJECTS OF UGANDA: A CASE OF KIRYANDONGO DISTRICT**

Dear Respondent,

You are kindly requested to participate in this Masters study by providing answers to the following questions. This study is for the award of the Master of Science in Monitoring and Evaluation Programme of the Uganda Martyrs University (UMU). The questions are purely for academic research. The information obtained from you will be confidentially handled, not to be disclosed, published or shared with any other institution. I wish to express in advance my sincere appreciations for the assistance which you will furnish to completion of this research.

Thanks.

**SECTION A: DEMOGRAPHIC PROFILE OF RESPONDENTS**

1. Gender

a) Male [ ]

b) Female [ ]

2. How old are you? Please tick the appropriate.

Below 20 years	
20- 29years	
30-39 years	
40- 49 years	
50 and above	

3. What is your marital status? Please tick the appropriate.

Single	
Married	
Widowed	
Divorced	

4. Level of education of the respondent. Please tick the appropriate.

Secondary education	
Diploma	
Degree	
Masters and other professional course	

**SECTION B: BACKGROUND INFORMATION**

5. What donor funded project do you work for in Kiryandongo district?

.....

6. Years of service in this Organization. Please tick the appropriate

a) Less than 3 years [ ]



- b) between 4 – 5 years [ ]
  - c) 6 – 10 years [ ]
  - d) Over 10 years [ ]
7. Do you participate in Monitoring and Evaluation process?. Please tick the appropriate
- a) Yes [ ]
  - b) No [ ]
  - c) Cant tell [ ]
8. Is monitoring and evaluation carried out often?. Please tick the appropriate
- a) Yes [ ]
  - b) No [ ]
  - c) Cant tell [ ]

**SECTION B: TO DETERMINE THE INFLUENCE OF DONOR ACTIVITIES ON THE EFFECTIVENESS OF MONITORING AND EVALUATION SYSTEMS IN DONOR FUNDED PROJECTS IN KIRYANDONGO DISTRICT.**

9. Do donors participate in the implementation of M& E?
- a) Yes [ ]
  - b) No [ ]
  - c) Cant tell [ ]

10. If yes, how do they participate in the implementation of M& E?

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11. What is the level of donors' participation?
- a) no significant participation
  - b) mild participation
  - c) moderate participation
  - d) severe participation
  - e) Extreme participation
12. What is the approximate percentage of donor funding in Monitoring and Evaluation systems in your project?
- a) Less than 10% [ ]
  - b) Between 10% and 20% [ ]

c) Between 20% and 30% [ ]

d) 30% and above [ ]

14. The following are some statements on the influence of donor activities on the effectiveness of monitoring and evaluation systems in donor funded projects in Kiryandongo district. Please indicate the extent of your agreement with each statement.

1-Not at all, 2-Little extent, 3-Moderate Extent, 4-Large Extent and lastly, 5-Very Large extent

Influence of Donor Activities	1	2	3	4	5
Donor involvement leads to undue influence on of monitoring and evaluation systems					
Participation of donors reflects the needs and stimulate people's interest in the implementation of monitoring and evaluation systems					
Donor involvement leads to accurate and reliable M& E information					
Donor involvement leads to availability of M& E information					

**SECTION C: TO EXAMINE THE INFLUENCE OF STAFF TRAINING ON THE EFFECTIVENESS OF MONITORING AND EVALUATION SYSTEMS IN DONOR FUNDED PROJECTS IN KIRYANDONGO DISTRICT.**

13. In your donor funded project, do you have staff training on the effectiveness of monitoring and evaluation systems?

a) Yes [ ]

b) No [ ]

c) Cant tell [ ]

14. How would you rate the influence of staff training on the effectiveness of monitoring and evaluation systems in terms of its relevance to your project. Where;  
Very effective, Effective, Ineffective, Very ineffective and lastly Don't know.

Influence of staff training	1	2	3	4	5
Induction of M&E experts					
Increase the quality of the M&E human resource					
The contents of the training					
Increase staff technical expertise					
Capacity building of personnel					
Understanding of the operations of the M&E system					
Accessibility to information					

15. How would you rate the competence of the staff handling staff training on the effectiveness of monitoring and evaluation systems?

- a) Very competent [ ]
- b) Competent [ ]
- c) Incompetent [ ]
- d) Very incompetent [ ]
- e) Don't know [ ]

**SECTION D: TO ESTABLISH THE INFLUENCE OF CORPORATE GOVERNANCE PRACTICES ON THE EFFECTIVENESS OF MONITORING AND EVALUATION SYSTEMS IN DONOR FUNDED PROJECTS IN KIRYANDONGO DISTRICT.**

1. What is the role of management towards the performance of the M&E systems in your project? where 1-strongly agree, 2-agree, 3-neither agree nor disagree& 4- disagree, 5-strongly disagree.

Influence of Corporate Governance	1	2	3	4	5
Formulating policies					
Planning					
Project impact assessment					
Project improvement					
Participation in monitoring and evaluation activities					
Decision making					

How would you rate the influence of corporate governance practices on the effectiveness of monitoring and evaluation systems in your project? Where; 1-Very efficient, 2-Efficient, 3- Neither efficient nor inefficient, 4- inefficient,5- very inefficient.

	1	2	3	4	5
The structure adopted by the management of your project					
Representation of all tribes for better performance					
Project director's Tenure being well and adequately determined					
Possession of sufficient number of co-directors on the board managing the project					
Existence of sufficient board control by outsiders					
Well representation of insiders on the project board					
Enough representation of insiders on the board					
Sufficient number of members on the board					
Sufficient number of independents in the board					
Controlled number of government officials on the board					
Professional members being enough					
Project workers agreeing with the existing compensation system					

## **APPENDIX TWO: INTERVIEW GUIDE**

- i. What donor funded project do you work for?
- ii. What position do you have in that project?
- iii. What is the influence of donor activities on the effectiveness of Monitoring and Evaluation systems in your project in Kiryandongo district?
- iv. What is the influence of staff training on the effectiveness of Monitoring and Evaluation systems in your project?
- v. What is the influence of corporate governance practices on the effectiveness of Monitoring and Evaluation systems in your project in Kiryandongo district?

## **APPENDIX THREE: CHECKLIST**

### **A title**

- Does it summarize the main idea of my proposed research in an exciting way in no less than 10-12 words?
- Is it a concise statement of the research challenge?
- Will the general public understand it?
- Can it stand alone? Is it fully explanatory?
- Does every word serve a useful purpose?
- Do I avoid abbreviations?

### **Background**

- Does it provide a brief description of my proposed research?
- Does it explain how the results of my research will advance the general understanding of this topic?
- Does it explain how the results of my research fill a knowledge gap?

### **Research question**

- Does it have a formal and clear statement of the proposed study's purpose, particularly research challenge and its associated research questions?
- Does it make a convincing case for why my research challenge and questions?
- Are research challenge and questions developed from relevant peer-reviewed literature?
- Does it present and develop my research challenge and questions with enough breadth and clarity so reviewers who are not familiar with it can understand its significance?
- Do research challenge and questions connect?
- Are they logical, researchable, achievable, and ethical?

## **Literature review**

- Does the literature review justify my research challenge and questions?
- Does literature review identify gaps, shortcomings, and limitations in existing research giving context to the study?
- Does it demonstrate a thorough and current understanding of the peer-reviewed literature relating to the topic?
- Does literature review provide the most pertinent literature related to my challenge, rather than an exhaustive historical review, while still giving credit to those relevant early works?

## **Theoretical framework/Methodology**

- Does it identify a theoretical framework and methodology to guide the research?
- Does it explain the approach intended to use to solve the challenge in the study? Is it explicit and well thought out?
- Are both the theoretical framework and methods tied to the research challenge and questions?
- Does both the theoretical framework and methodology show an understanding of relevant peer reviewed literature?
- Are procedures well organized and clearly described?
- Does it discuss how confidentiality of subjects and their responses will be maintained? (if applicable)

## **Conclusion/outcomes**

- Does it provide a strong conclusion that demonstrates the micro and macro implications of the research and how it will help to fill a knowledge gap?

## **Dissemination**

- Does it indicate some type of formal distribution for the findings of my proposed research?

## **References**

- Does it provide a list of cited references that are current and relevant?
- Is the correct citation style being used?
- Are references appropriately cited in the literature review, theoretical review, and methodology?

#### APPENDIX FOUR: DOCUMENT REVIEW CHECKLIST

<b>Document</b>	<b>Custodian</b>	<b>Area of Interest</b>	<b>Remarks</b>
YETA Evaluation report	M& E Officer	Accurate and reliable M& E information, Availability of M& E information	
Give Directly Evaluation report	M& E Officer	Accurate and reliable M& E information, Availability of M& E information	
Kiryandongo District Development Plan for FY 2015/2016 – 2019/2020	M& E Officer	Accurate and reliable M& E information, Availability of M& E information	
Kiryandongo District Evaluation report	M& E Officer	Accurate and reliable M& E information, Availability of M& E information	
Uganda Conservation Farming Initiative Evaluation report	M& E Officer	Accurate and reliable M& E information, Availability of M& E information	