

ASSESSMENT OF PERFORMANCE OF MONITORING AND
EVALUATION SYSTEMS AT CARITAS TORIT, IN SOUTH SUDAN

BY

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NAIROBI.

DECLARATION

I declare that this research thesis entitled “**Assessment of Performance of Monitoring and Evaluation systems at Caritas in South Sudan**” is entirely my original work and that has never been submitted to any University.

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DEDICATION

I dedicate this piece of work to all those who have supported me throughout my studies. Lastly, this work is dedicated to all those who struggle through the storms of life and come out of it in one piece, those who swim and never sink in the sea of misery and despair.

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ABBREVIATIONS

CDOT	Catholic Diocese of Torit
CSOs	Civil Society Organizations
INGO	International Non-Governmental Organization
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organization
OJT	On the Job Training
PEPFAR	President's Emergency Plan for Aid relief
ROSS	Republic of South Sudan
SPSS	Statistical Package for Social Science
SS	South Sudan
UNDP	United Nations Development Program
USAID	United State of Agency for International Development
WB	World Bank

ABSTRACT

Monitoring and Evaluation of projects is usually one of the ingredients of good project performance. It provides means of accountability, demonstrating transparency to the Stakeholders and facilitates, organizational learning through documenting lessons learned in implementation of the projects and incorporating the same in the subsequent project planning and implementation or through sharing experience with other implementers. The main objective of this thesis was to assess Performance of Monitoring & Evaluation systems at Caritas Torit in South Sudan. The study concentrated on the four parameters: The Tools and Methods used in M&E systems at Caritas Torit, in South Sudan, the management influence on M&E systems at Caritas Torit in South Sudan, the relationship between training of M&E employees and performance and stakeholders involvement. The study focus was concentrated at Torit County, located in Eastern Equatorial State, in southern South Sudan, 150 kilometers drive by road east of the capital city Juba. The target population for the study was 1,464 people living in Torit County. Descriptive Survey design was used with a sample size of 146, where a purposive sampling procedure was applied to select 146 respondents. Primary data was collected using questionnaires interview guides and focus group discussions while secondary data entailed the use of document analysis. Quantitative data was analyzed using descriptive statistics whereas qualitative data was analyzed using content analysis. Qualitative data was transformed into quantitative and analyzed with the helped of SPSS. A Cronbach alpha test was conducted to measure the internal consistency and reliability of the data collection instruments and was found out to be 0.76 meaning the instruments were reliable. Collected data was edited, sorted, cleaned and coded for data analysis. The findings were presented using percentages and frequencies, tables, pie charts and bar graphs. On the basis of findings, the researcher concluded that Caritas Torit used tools to evaluate M & E systems, namely; Cost Benefit and Cost Effectiveness analyses, logical framework approach, Theory-based evaluation, public expenditure tracking and impact evaluation were the tools and methods used to monitor and evaluate Caritas projects. The researcher affirmed that management influenced performance of M & E systems through designing objectives, planning of M & E systems, through allocation of resources. On the basis of findings, the study concluded that log frame matrices were preferred in conducting M & E exercise, with a high preference of 50%, while public expenditure tracking surveys were less common in Caritas Torit. This was later seen as the reason why stakeholders were encouraged to participate in M & E activities (54%) since the tools used in conducting M & E were simplistic, although conclusive evidence showed high stakeholder participation in lower level activities which had less involvement. The researcher also concluded that employees who went through on the job training (OJT) were effective in their work (42%). The management were happy to allocate resource towards M & E activities. The study recommended that Caritas Torit invests on professionally intensive training of their employees on the utilization of M & E tools, allocation of adequate funds for m & e activities and the practice of accountability to ensure there is autonomy and independence in utilization of funds. The study also urged Caritas Torit to involved stakeholders in all stages of M & E process, from planning to expert opinion. Finally, the study recommended to management to be proactive in designing M & E systems and also offer timely guidance to ensure that all project activities were executed and results communicated for timely decision making. The researcher recommended further research using other determinants of evaluation of M & E systems for projects in assessing different thematic areas in other regions within the republic of South Sudan.

CHAPTER ONE: INTRODUCTION

This chapter begins with the background to the study, problem statement study objectives and justification, significance, scope and limitations of the study. The conceptual framework and operational definition of terms are also provided.

1.1 Background of the Study

Monitoring is an ongoing process of data collection and analysis for primarily project control with an internally driven emphasis on efficiency of project (Crawford and Brye, 2003). Evaluation is systematic and independent. They are an assessment of an ongoing or completed project including its implementation and results (Uitto, 2004). Monitoring and Evaluation is a combination of two processes which are different yet complementary (Gorgens and Kusek, 2009). It is a process of systematically collecting and analyzing information of ongoing project and comparison of the project outcome/impact against the project intentions (Hunter, 2009).

Monitoring and evaluation systems is a set of components which are related to each other within a structure and serve a common purpose of tracking the implementation and results of a project (SAMDI, 2007). An M&E systems is made up of four interlinked sections, which are: setting up of the M&E systems, implementation of the M&E systems, involvement of the project stakeholders, and communication of the M&E results (Guijt et al., 2002). Theoretically, 'an ideal M&E systems should be independent enough to be externally credible and socially legitimate, but not so independent to lose its relevance' (Briceno, 2010). It should therefore be able to influence policy making from recommendations of lessons learned as well as be sustainable overtime for it to be responsive to the needs of the stakeholders.

According to Nyonje (2012), project M&E is important to different people for various reasons. M&E is important to project managers and their stakeholders (including

donors/government) because they need to know the extent to which their projects are meeting the set objectives and attaining the desired effects. M&E upholds greater transparency and accountability in the use of project resources, which is particularly, required by funders or development partners (Nyonje, 2012). Third, information developed through the M&E process is vital for improving decision-making. M&E strengthens project implementation, improve quality of project interventions and enhance learning.

The Monterrey Consensus in 2002, the 2005 Paris Declaration of Aid Effectiveness, and the subsequent Accra Agenda for Action in 2008 all point to the high priority of development performance (Charline, 2010). Although M&E is a nascent field in Africa, the international agreements promoting aid effectiveness and accountability together with the increased importance for NGOs operating in Africa to demonstrate results and the requirement of host governments in regulating NGOs has led to the appreciation and recognition of the role of M&E in the development agenda.

Globally, Monitoring and evaluation systems have been in existence since the ancient times (Kusek and Rist, 2004), however today, the requirements for M&E systems as a management tool to show performance has grown with demand by stakeholders for accountability and transparency through the application of the monitoring and evaluation by the NGOs and other institutions including the government. Development banks and bilateral aid agencies also regularly apply M&E to measure development effectiveness as well as demonstrate transparency (Briceno, 2010).

Australian government was a pacesetter in embracing M & E, way back in 1987. The government created government evaluation system, managed by the department of finance. All departments were required to prepare portfolio evaluation plans to evaluate programs (Mackay, 2005).The venture was a success since Australia enjoyed several advantages such as strong human

institutional and management capacity in public sector, public service known for integrity, honesty and professionalism, well developed financial, budgetary and accounting systems, a tradition of accountability and transparency, legitimate political leaders (Mona, 2009).

In Asia, participation in development is generally accepted as a process that is fundamental to addressing issues of ownership and sustainability. Everyone acknowledges the value of participation. Yet when it comes to developing monitoring and evaluation (M&E) systems many Civil Society Organizations (CSOs) continue to employ experts to develop their objectives, indicators and data collection methodologies with very little participation from the very people they engage with (INTRAC, 2008).

The president of United States of America in 2003, announced the President's Emergency Plan for Aid relief (PEPFAR) in which he committed up to the USD15 Billion for 5 years (Myra, 2005). The 15 focus countries for PEPFAR initiative includes Kenya among other 12 sub-Saharan Countries and other hard hit countries (Myra, 2005). A lot of funds have been spent and more are being committed in various projects e.g. behavioral change communication, HIV/AIDS, Tuberculosis and Malaria projects. It is evident that a significant amount of resources have been provided to the NGOs in Kenya so there is need to demonstrate that the funds actually did achieve what they were disbursed for. So there is need for adoption of Monitoring and evaluation systems because stakeholders require accountability in terms of resource use and impact of the project, transparency good project performance.

In Ghana, the government recognizes that M&E is an essential ingredients in the planning and management of development and good governance towards improving on M&E management functions in public and project management functions in public and project agencies in Ghana were not carried out within a comprehensive framework hence did not benefit from the desired

synergies. The civil service law, which aims at establishing a policy focused on civil service, prescribes policy planning, monitoring and evaluation structures across all sectors of the economy. At present, monitoring is limited in scope and coverage (Koranteng, 2000). In Botswana, the only determinant of the efficient management of resources is a factor projection monitoring and evaluation (Hawkins, 2004).

In Kenya, the Public Benefit Organization Act, 2013 first schedule, part II section 13 on monitoring, evaluation and reporting, calls for the organizations to work together through result-based management in order to meet the needs of their beneficiaries, develop transparent reporting policies and develop and use tools for monitoring and evaluation for development and impact of their work. They are also required to evaluate progress and success they have achieved annually.

In South Sudan, there is a rapid growth of NGOs. According to (South Sudan ngo forum, 2012), there are about a thousand operating NGOs. This has spawned demand for greater transparency among government, funders, and the public. Also the increased amounts of funds NGOs attract are estimated to be worth one trillion dollars globally (Crawford, 2004). Given the hundreds, if not thousands of millions of pounds that have been spent by NGOs over the last decades, why has it been so difficult to come to persuasive conclusion about the result of their work? Several different reasons have been examined including assessment of Monitoring and evaluation systems.

In South Sudan, just like any other developing countries, evaluation has yet to reach acceptable levels of operation, since South Sudan had just gained her independent of recent; little had been done on the area of monitoring and evaluation though not yet formalized due to its state of political status. “Major Evaluations are driven by activities and donor demands” (Red Cross, 2013). There is lack of professionalism on the part of qualified practitioners and there are few

academically trained evaluators'. Those who carry out evaluations are influenced by social science research approaches and because of their research background, carry out evaluations that in some cases do not have any characteristics of expert evaluation. For a long time in the government there has been no central monitoring and evaluation (M&E) of programs and projects, except for financial auditing and monitoring that are done to audit. The support that Monitoring and evaluation systems can offer when adopted in institutional development is often not fully understood (UNDP, 2011).

Caritas Torit was originally known as “Development Program” which started in 2002 under the structure of the Catholic Diocese of Torit (Cadet). However, the name eventually changed into Caritas to meet the requirement of caritas family all over the world. The researcher traced the information right from the inception of the development program to acquire enough and relevant information. The Catholic Diocese of Torit (CDOT) is a local Catholic Diocese established in Eastern Equatoria State South Sudan. It was created by the administrative act of Pope John Paul II 2nd May 1983 and it's a semi-autonomous institution and therefore, planning and implementation of the monitoring and evaluation of her programs are the responsibility of the Catholic Diocese of Torit management (CDOT, 2010).

1.2 Statement of the Problem

Monitoring and Evaluation has in the recent become a necessary requirement for projects. This is evident from the many advertisements for M&E experts and request for expression of interest for M&E consultants in the local dailies. In under developing countries, South Sudan included, NGOs are faced with several challenges in addition to inability to resourcefully respond to changing needs. Monitoring and Evaluation of Projects in South Sudan is weak due to poor

leadership, lack of institutional systems, and where it is done the information is not made public to the stakeholders. In addition most NGOs do not have skilled M&E professionals who understand M&E systems and are able to develop appropriate tools; hence they end up with substandard M&E systems that don't meet donor needs (Chesos, 2010). The study by Koffi-Tessio (2002) also shows that M&E systems are not meeting their obligatory requirements as decision making tool; instead their activities are viewed as controlling by a bureaucratic management style. M&E is also viewed as a donor and not a management requirement (Shapiro, 2011). Jaszczolt et al., (2010) in their recommendations emphasized that NGOs staffs need to be educated on M&E through handbooks in order to increase quality, establishment of a national professional association of evaluators to aid in developing technical skills among the M&E specialists.

At Caritas Torit, despite the huge amount of resources provided to implement projects and despite the fact that these projects plays big role in improving the lives of the people in the community, Monitoring and evaluation faces challenges and therefore, the above performance of Monitoring and Evaluation system doesn't perform satisfactorily and there is need for the intervention. Monitoring and evaluation, although very essential in improving performance, is also very complex, multidisciplinary and skill intensive processes. Building a resulted based M&E system is a requirement by the growing pressure to improving performance which is also one of the requirements by the NGO and donor's to check on the effective use of the donor funds, impact and benefits brought by the projects. Hence there is a need for establishment of rules for constructing minimum parameters for monitoring and evaluation for projects that can be used to track progress and effectiveness (Jha et al., 2010). Research also shows that the foundation for evaluation is being built in many developing countries. Consequently with the growing global movement to demonstrate accountability and tangible results, many developing countries will be

expected to adopt results-based M&E systems in the future, due to the international donors focus on development impact.

The above shows that the M&E systems are not performing satisfactorily. They are facing challenges that are contributing to their insufficiency and which calls for intervention. This research will look at the existing M&E systems, used by Caritas Torit, South Sudan, in regard to An Assessment of Performance of Monitoring and Evaluation system at Caritas Torit, South Sudan.

1.3.1 Research Objectives

The overall objective of the study is to assess Performance of Monitoring and evaluation systems at Caritas Torit in South Sudan.

The study specifically seeks to:

- i. To explore the tools and methods used in Monitoring and evaluation systems and at Caritas Torit in South Sudan.
- ii. To establish the influence of management on Performance of Monitoring and evaluation systems at Caritas Torit in South Sudan.
- iii. To determine the relationship between training of employees on Performance of Monitoring and Evaluation at Caritas Torit in South Sudan.
- iv. To investigate how stakeholder's involvement affects Performance of Monitoring and Evaluation system's at Caritas Torit in South Sudan.

1.3.2 Research Questions

- i. What are some of the tools and methods used in Monitoring and Evaluation systems at Caritas Torit, in South Sudan?
- ii. In What ways does management influence Performance of Monitoring and Evaluation systems at Caritas Torit in South Sudan?
- iii. How does training of employees affect Performance of Monitoring and Evaluation systems at Caritas Torit in South Sudan?
- iv. To what extend does Stakeholders involvements affect Performance of Monitoring and Evaluation systems at Caritas Torit in South Sudan?

1.4 Research Assumptions

The study assumed that the sample population chosen will voluntarily participate in the study and they were honest in their reporting. It was also assumed that the respondents understood the questions in the questionnaires and respond objectively as well as the interview guides.

1.5 Justification of the Study

There is need to assess the performance of Monitoring and evaluation systems because M&E has therefore emerged as a key policy development and performance management tool. The economic policy makers need the information generated from M&E functions to improve their economic policies while donors and stakeholders need M&E findings to ensure accountability of resources while at the same time improving the overall effectiveness of the policies (Mackay, 2007).

Monitoring and evaluation faces challenges and therefore, Monitoring and evaluation systems don't perform satisfactorily and there is need for the intervention. There have been reports by donors decrying the inadequate monitoring and evaluation of projects implemented by NGOs (World Bank, 2007). This research will look at the existing M&E systems, used by Caritas Torit, South Sudan and will generate solutions for it to perform satisfactorily.

In an era of demanding donor expectations regarding financial probity, budgetary transparency and the activities done by NGOs as well as proven impact value of programs, Monitoring and Evaluation remains one of those aspects of organization management that is extensively discussed but rarely practiced and therefore this study will analysis the reasons why M&E systems is not practiced and will provide the value of M&E systems to organization performance.

The weakness of monitoring and evaluation is mentioned from time to time and donor organizations have given instructions on improvement of Monitoring and evaluation systems through training, little has improved as thought. A solution is needed urgently to avert the poor performance of Monitoring and evaluation systems which requires investigations.

1.6 Significance of the Study

This study will be useful to several stakeholders including the management of the Caritas Torit, Government of South Sudan through the NGO coordination bureau, future researchers and academicians. M&E systems are a new area that has emerged with the calls for result based management and or performance related management. Hence this will add to the small existing body of literature on the subject. To the project managers and NGOs this study will in maximization of strengths of M&E systems. In addition, both the nongovernmental organizations

as well as project management practitioners will benefit from the study as it will contribute to body of knowledge. It is important for the project practitioners' to understand the dynamics of monitoring and evaluation to the implementation of projects. This study will particularly help Caritas Torit staff, donor agencies and project managers in a better understanding of the Monitoring and evaluation systems and how to improve them to meet the expectations of the stakeholders, as well as provide valuable information for future interventions. It will inform policies towards setting up of effective Monitoring and evaluation systems, and show how Monitoring and Evaluation can be used as a powerful tool to improve the way organizations and stakeholders can achieve greater accountability and transparency. The study is therefore beneficial to NGOs, donor agencies, project managers and project management students who are involved in the designing and implementation of result-based Monitoring and evaluation systems. This study will critique Monitoring and evaluation systems and try to adopt the solution that will be used by NGOs in South Sudan.

1.7 Scope and Delimitations of the Study

The study will be conducted at Caritas Torit, Torit County Eastern Equatorial State South Sudan. Caritas Torit as one of the NGOs in Eastern Equatoria State Torit, Caritas Torit is undertaking many projects on health, water and sanitation, democracy, children, governance, human rights, women empowerment and poverty eradication. The study is exclusively delimited to Caritas Torit Eastern Equatoria State projects, South Sudan. The study period covers from its inception 2015 to 2016 when it's to be carried out. The study targeted the employers of Caritas Torit and the stakeholders as well as the Payam executive administrators whom they were the respondents. The area is chosen because Caritas Torit is involved in many projects in development

and a lot of funds have been allocated for monitoring and evaluation but there have been concerned about the organization performance and thus this study will be undertaken to investigate M&E systems and performance at Caritas Torit in South Sudan.

1.8 Site Description

Torit County is located in Eastern Equatoria State, in southern South Sudan. 150 kilometers drive by road east of the capital city Juba and it has 9 payams. The researcher chose this site, as the study site because Caritas Torit operates only in Eastern Equatoria State and Torit is the diocesan head quarters where most of the projects are executed so this is very helpful for the researcher in getting tangible information regarding the study.

1.9 Limitation of the Study

Some of the respondents were not be willing to give the required information fearing that it might be used against them. To overcome this challenge, participants were briefed on the purpose of the study that is being undertaken and any information given will be used for the purposes of the study. The respondents will also be assured of anonymity when giving information since the questionnaires doesn't require a person's identity.

Requesting information that touches on performance of M&E systems was considered sensitive by respondents especially those which are negative it was seen as a way of tarnishing the organization. To overcome this obstacle, the researcher acquired an introductory letter and the reason why the study is required and all the information provided was considered confidential and used only for the purpose of the study.

Locating most of the respondents such as the Program director, coordinators and project field officers was not easy due to their work schedule. To overcome this challenge, the researcher had booked an appointment with the Program director, coordinators ahead of the research as well as going to the field to meet project field officers.

Some respondents exaggerated information which may limit the study in terms of accuracy. To overcome this challenge, the researcher understood about the respondent point of view and the data collected will be reviewed and edited.

1.10 Theoretical framework

According to Davidson (2008), a theory is a set of properly argued ideas intended to explain a phenomenon by specifying variables of the laws that relate the variables to each other. A theoretical framework is a collection of interrelated concepts, like a theory but not necessarily so well worked-out. A theoretical framework guides your research, determining what things you will measure, and what statistical relationships you looked for (Frederic, 2010). The first major boom in evaluation occurred in the United States in late 1960s and 70s under the Kennedy and Johnson Administrations, when social programs were developed on a grand scale and heavily supported by federal funding under the policies of the “War on Poverty” and the “Great Society” Rossi, Lipsey, Freeman,(2004). New theories of evaluation practice, methods, and tools are being developed and refined to address a much broader and diverse range of evaluation practice challenges. This study was modeled on theory based evaluations.

1.10.1 Evaluation Theory

The researcher used the Evaluation Theory as the overarching theory to guide this study. The Evaluation Theory plays several important roles in evaluation practice. Such theory and prior research can be very informative for initial needs assessment and program design.

Evaluation Theory gives effective strategies for dealing with the problems of concern regarding the evaluation process. Lessons are learned about what does not work which may save program designers and evaluator's time and resources (Donaldson, 2001)

Evaluation theory assesses project effectiveness in achieving its goals and in determining the relevance and sustainability of an ongoing project. According to McCoy, (2005) evaluation theory compares the project impact with what was set to be achieved in the project plan. Shapiro (2004) Evaluations are mainly of two types depending on when they take place. These are formative and summative evaluations. Formative Evaluation is concerned more with efficient use of resources to produce outputs and focuses on strengths, weakness, and challenges of the project and whether the continued project plan will be able to deliver the project objectives or it needs redesigning, Passia (2004). Formative evaluations are sometimes called interim or midterm evaluations. A summative evaluation are carried out at the end of the project and aims at determining how the project progressed, what went right and wrong and capture any lessons learned.

Macdowall (2000), identify two types of summative evaluation is geared towards guiding future projects by facilitating organizational learning by documenting good practices and mistakes. Outcome evaluation is concerned with extent to which the set objectives were achieved and how we can attribute the role of project to the outcomes in order to carry out monitoring evaluation effectively; there are some critical factors that must be taken into account. These

include use of relevant skills, sound methods, adequate resources and transparency, in order to be a quality Jones et al, (2009). The resources here include skilled personnel and financial resources. Rogers (2008) suggests the use of multi-stakeholders' dialogs in data collection, hypothesis testing and in the intervention, in order to allow greater participation and recognize the differences that may arise.

However, one of the limitations of evaluation theory is that for any evaluation process for projects to be successfully done must be done within a supportive institutional framework while being cognizant of political influence and which is not the case to South Sudan were there lack of institutions that would be supportive to the evaluation process of projects.

1.10.2 Program Theory

Program theory of evaluation has grown in use over the past decade. It assesses whether a program is designed in such a way that it can achieve its intended outcomes. The program theory is a guidance theory in the evaluation of projects as it shows the capacity of the program to attend to specific problems that need to be reviewed within projects. It further offers guidance on what areas need to be emphasized on during the evaluation process (Donaldson, 2012).

The researcher used program theory because it presents the advantage of offering information that could lead to additional explanations regarding the M & E tools, employee training, Management influence on M & E systems and stakeholder participation in development projects. Where appropriate, this theory comes in handy to provide solutions and the alternate actions to be carried out in order to obtain the intended results for projects to be evaluated. Further, it can be used to enhance decision-making and expand conceptions of solutions to any project problems (McClintock, 1990).

Rossi (2004) describes program theory as consisting of the organizational plan which deals with how to garner, configure, and deploy resources, and how to organize program activities so that the intended service system is developed and maintained. The theory also deals with the service utilization plan which looks at how the intended target population receives the intended amount of the intended intervention through interaction with the programs service delivery system. Finally, it looks at how the intended intervention for the specified target population brings about the desired social benefits impacts. Rogers, as cited by Uitto (2000) identifies advantages of the theory based framework to monitoring and evaluation to include being able to attribute projects outcomes to specific projects or activities and identify unanticipated and undesired programme or project consequences. Theory based evaluations enable the evaluator to tell why and how the programme is working (Weiss, 2003).

However, this theory is limiting by its approaches as it requires excessive reliance on a collection of data to guide in the evaluation process, and this may be costly for projects that are working under tight budgetary allocations. The theory is also limited in terms of it only over emphasis on the impact of the project to the intended people but doesn't state anything to do with the project executors whether they have the capacity and ability to collect the data intended for the evaluation.

1.11 Conceptual Framework

According to Mugenda & Mugenda (2013), conceptual framework involves forming ideas about the relationship between variables in the study and showing the relationship graphically. In this research study, the independent variables are Tools and Methods, Management role, Level of training and stakeholder's involvement. These variables in turn affects the state of Monitoring and evaluation systems in Caritas Torit and therefore, the independent variable will be performance of M&E systems and is the variable that cannot be directly controlled.

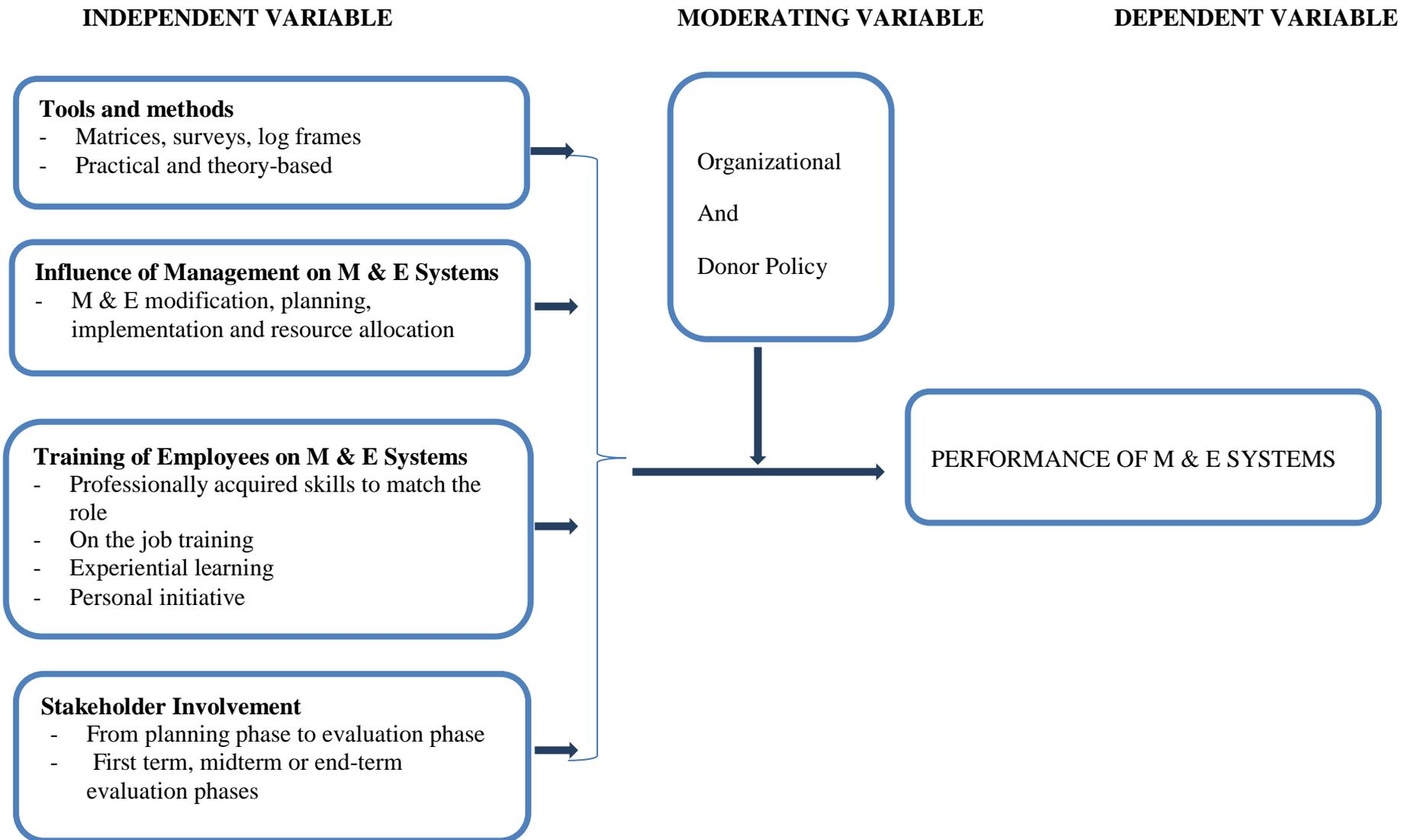


Figure 1.1: Conceptual Framework

The conceptual framework shows the relationship between the four thematic areas (the independent variables) and the dependent variable. The study sought to establish how Tools and Methods, Management Influence, Training and Stakeholder Involvement influence the performance of M & E systems. The framework also indicates the indicators used to measure the variables. Tools and methods form a basis of M& E activities. The approaches used are project selection, risk management, project initiation, planning, project execution and monitoring to ensure that controls are in place. To ensure success of M & E systems, the management needs to support it through strategic planning, tracking indicators, provision of quarterly and annual reports and identifying areas that the project needs to be improved. Equipping employees with specific skills through training is important in the M & Evaluation. Stakeholders will be concerned with the M & E systems if they are involved planning, needs identification, policy planning and budgeting, from the beginning and throughout the process, thus, through the inclusivity of all relevant stakeholders, there will be unanimous support for the process and ownership of the assessment. When these themes are blended to interlink, the outcome is performance of M & E systems.

1.12 Operational Definition of Terminologies used in the Study

Assessment refers to the process of making judgment or forming an opinion, after considering something or someone carefully.

Monitoring refers to the continuous tracking of project by way of collecting and analyzing data as the project progresses. It is the systematic process of collecting and analyzing information to track the efficiency of an organization in achieving its goals.

Evaluation refers to the process of determining the worth or significance of an activity, policy or program. It is the systematic and objective assessment of the ongoing or completed projects in terms of design, implementation and results in order to judge issues such as programme relevance, effectiveness, impact and sustainability.

Monitoring and Evaluation: Monitoring and Evaluation is the process of systematically collecting and analyzing information of ongoing project and comparison of the project outcome/impact against the project intentions.

Monitoring and evaluation systems is a set of components which are related to each other within a structure and serve a common purpose of tracking the implementation and results of a project.

Stakeholders Involvement refers to the inclusiveness of the project primary stakeholders, secondary and tertiary stakeholders in the project monitoring and evaluation process.

Non-Governmental Organization is ‘a private voluntary association of individuals or other entities, not operated for profit or for other commercial purposes.

CHAPTER TWO: LITERATURE REVIEW

This chapter covered a review of literature related to the assessment of Performance of Monitoring and evaluation systems. It specifically reviewed literature under four thematic areas that included tools and methods used in M & E systems, influence of management on M & E systems, the relationship between training of employees on M & E systems and performance and how stakeholder involvement in M & E systems affect performance.

2.1 Review of Empirical Studies

a) Monitoring and evaluation systems in the World

Globally, Monitoring and evaluation systems have been in existence since the ancient times Kusek (2004), however today, the requirements for M&E systems as a management tool to show performance has grown with demand by stakeholders for accountability and transparency through the application of the monitoring and evaluation by the NGOs and other institutions including the government (Gorgens et al, 2010). Development banks and bilateral aid agencies also regularly apply M&E to measure development effectiveness as well as demonstrate transparency (Briceno, 2010). In the UK, the largest NGOs are struggling with the complex issues associated with aggregating their experience on large scale (Davies, 2000).

In Yemen, M&E functions of a project were carried out by the M&E department of a government agency responsible for M&E in several projects using national guidelines. This agency had much experience and was able to commence project M&E activities at an early stage. However, the agency did not have direct access to the project's M&E resources and had limited funds. Obtaining authorization for activities and resources was a lengthy procedure. This affected M&E budgeting and adoption of M&E systems recommended by the project. The government

agency did not prioritize M&E for this project and so the organizational structure was hindering effective adoption of M&E systems (Furman, 2001).

b) Monitoring and evaluation systems in Africa

The Kenya social protection sector review (2012), that focused on main programmes in the social protection sector in Kenya, conducted through literature review, landscape survey and in-depth interviews with project implementers, states that not many programmes in Kenya have a functional M&E systems, despite it being accredited for promoting transparency and accountability. This was attributed to programmes not allocating the required resources at the design stage of the M&E systems. There was also an inconsistency in the choice of performance indicators among the Kenyan programmes which led to incoherent and incomprehensive M&E systems. The review also established that although M&E rarely influenced the decision making process, its information was being used to inform project and programme designs as well as inform policies. The review also notes that the country relies much on M&E international consultants and therefore recommends capacity building of national and progressive wean programme of civil servants (locals) because they will stay in the sector over the long term.

The study by Koffi-Tessio (2002), on Efficacy and Efficiency of Monitoring-Evaluation Systems (MES) for Projects Financed by the Bank Group that was done in Burkina Faso, Mauritania, Kenya, Rwanda and Mozambique, through desk review and interviews, for projects approved between 1987 and 2000. Monitoring-Evaluation systems are not meeting their obligatory requirements as decision making tool; instead their activities are viewed as controlling by a bureaucratic management. The poor acquisition of the appropriate M&E systems by NGOs is

also attributed to the organizations over emphasis on the physical infrastructure (for instance computer equipment's, working capital etc.) rather than methodological and conceptual training.

c) Monitoring and evaluation systems in South Sudan

A United Nations Development Programme (UNDP) report of 2012 reviewed the key challenges to M&E systems in South Sudan as part of a broader review of UNDP activities supported by the Global Fund to Fight AIDS, Tuberculosis and Malaria (UNDP, 2012). Based on additional interview-based reviews and analyses of M&E activities, a list of adaptations to standardized M&E procedures in response to post-conflict environmental challenges was developed. The findings of the report were that development and implementation of M&E systems in post-conflict environments required extensive adaptations to conventional procedures. Flexible and adaptable as well as 'diplomatically sensitized' M&E systems are considered to be essential to the successful completion of M&E-related activities, and may also contribute to broader international relations, 'nation-building', and peace-keeping goals.

The Department For International Development (DFID) South Sudan works with partner institutions to ensure that all new projects have a monitoring strategy, including metadata for programme monitoring, plans for data collection, reporting, programme evaluation and risk management. These will include partnerships with third parties with specialist expertise in specific sectors (DFID, 2014). Accordingly, the implementing partners are responsible for day to day programme monitoring. For each new Programme, DFID has the responsibility of deciding whether an independent evaluation is required depending on its size, strategic importance, and degree of novelty and the strength of pre-existing evidence. The outcomes of the evaluations are shared with partners and stakeholders. DFID South Sudan also identifies a staff member to be

trained and accredited to the evaluation cadre to provide advice and support to the office(DFID, 2014).

2.1.1 Tools and Methods used in M&E systems

Projects require different M&E needs depending on the operating context, implementing agency capacity and donor requirements. It is therefore important, when preparing an M&E plan to identify methods, procedures, and tools to be used to meet the project's M&E needs (Chaplowe, 2008). There are many tools and techniques used to aid project managers in planning and controlling project activities which include: project selection and risk management tools and techniques; project initiation tools and techniques; project management planning tools and techniques; project management executing tools and techniques; and project management monitoring and controlling tools and techniques.

M&E systems use different tools and approaches, some of which are either complementary or substitute to each other, while others are either broad or narrow (World Bank, 2002). An evaluator however may choose to use a combination of methods and sources of information in order to cross-validate data (Nabris, 2002). The M&E systems tools include performance indicators, logical framework approach, theory-based evaluation, and formal surveys, rapid appraisal methods, and participatory methods, public expenditure tracking surveys, impact evaluation, cost benefit and cost effectiveness analysis. The selection of these tools however depend on the information needed, stakeholders and the cost involved (World Bank, 2002).

There are also two main methods of data collection which are formal and less formal methods (Nabris, 2002). Formal methods although expensive, have a high degree of reliability and validity and include surveys, participatory observations, and direct measurements among others.

Less formal methods which are rich in information, subjective and intuitive, hence less precise in conclusion, they include, field visits and unstructured interviews. In order to increase the effectiveness of an M&E systems, the monitoring and evaluation plan and design need to be prepared as an integral part of the project (Nabris, 2002).

Organizations like United States Agency for International Development (USAID) policy on M & E require that their grant recipients document their M&E systems in a Performance management Plan, which is a tool designed to help them set up and manage the process of monitoring, analyzing, evaluating and reporting progress towards achieving objectives (USAID, 2012). The Performance management Plan also serves as a reference document that contains targets, a detailed definition of each project indicator, the methods and frequency of data collection, as well as who is responsible for collecting the data. It will also provide details on how data will be analyzed and evaluations required to complement monitoring data.

M&E systems vary with type, sector and country of application, (Koffi-Tessio, 2002 and Fitzgerald et al., 2009). A successful M&E systems therefore should be modified to specific setting with allowance for flexibility and imagination (Jha et al., 2010). When establishing an M&E systems, organizations should also consider experiences from other organizations (Briceno, 2010). There is therefore need to realizing the role and use of M&E systems as well as involvement of stakeholders since M&E has many audiences, who include managers, donor, field staff, partners, policy makers and program participants (CARE, 2012), thus the need for it to effectively communicate. A well prepared and executed M&E will contribute to both project outcomes and international standards of doing things (Jha et al., 2010).

According to the experience drawn from USAID Turkey M&E plan, best practices not only include linking M&E to strategic plans and work plans, but also focusing on efficiency and cost

effectiveness, employing a participatory approach to monitoring progress, utilizing both international and local expertise, disseminating results widely, using data from multiple sources, and facilitating the use of data for program improvement (Mathis et al. 2001). This is because the M&E systems that are set based on 'acceptable best practices' aid in making data-based decisions as well as provide donors with 'evidence-based' project results. Hence M&E is a project asset (Mathis et al. 2001). However M&E in capacity building is still in the initial stages of development, and the standards and approaches to the tool have not been set. In instances of urgency to meet emergent social needs in Africa, the M&E is not prioritized, because there is no one-size-fit-all M&E strategy (Fitzgerald et al., 2009).

As mentioned earlier, and reaffirming the importance of M & E tools as the backbone of this study, there is need for management commitment in the accessing and proper use of each tool to produce the expected results. There should be enough finances to cater for these tools and ensure their sustainability through effective training of the personnel to use them. However, in most projects there is little being done towards implementation of a Monitoring and evaluation systems which is impact driven (DAC, 2005). In most cases the practice of M & E is a routine process with no much expected from it (Kusters, 2011), and is a way of pleasing donors (World bank, 2004) and the production of quality results is not seen (UNDP, 2002). There is no allocation of staff specific to the monitoring and evaluation department and thus the level of specialization is low (Chaplowe, 2008; UN-HABITAT, 2003). There is need for management to show commitment towards implementing a strong and sustainable Monitoring and evaluation systems for effectiveness of their projects (World Bank, 2000). This will eventually lead to the allocation of proper budget to cater for the enormous monitoring and evaluation needs (Khan, 2003), leading to trained staff with relevant skills for monitoring and evaluation (IFAD, 2002).

2.1.2 Influence of Management on M&E systems

Project management is the team in charge of the project and it includes: project manager, project staff, M&E staff and implementing partners (CARE, 2012). To ensure the success of the M&E systems, the management needs to support it (World Bank, 2011). According to International Federation of Red Cross and Red Crescent Societies report of 2011 on management of projects, the management is responsible for making decisions and strategic planning of the project (IFRC, 2011). It also manages the M&E systems by tracking indicators, producing quarterly project reports and annual strategic reports (IFRC, 2011). The project manager ensures that the project staffs carry out their jobs effectively (Guijt, 2002). The project staff does the implementation role where they collect monitoring data and present it in weekly and quarterly reports (IFRC, 2011).

The Management team of the project is the backbone of the project itself. Through their actions and moves they determine the direction of the project. They have the right and responsibility to know what is happening in the program or project, which aspects need corrective action, what the results are expected, and which lessons can be learned and shared with one another, but they should not simply be recipients of monitoring and evaluation reports (Langi, 2008). One effective way for management to contribute to the achievement of program or project's objectives is to be directly involved in the monitoring and evaluation process - in the formulation of critical questions and in the collection and analysis of data. This enables them to participate directly in the assessment of the relevance, performance, and success of the program or project and in recommending how to improve the quality of current and future interventions (UNDP, *Who Are the Question-makers? A Participatory Evaluation Handbook*, (1997)). This is very critical process and thus they are required to be fully equipped in the skills of monitoring and evaluation.

The United Nations Peace building Fund credo explains that for a M&E to function as a managing tool, the project management and M&E staff need to identify and act on project improvements. Further, for M&E to be more effective, it should be coordinated by a unit within the project management in order to facilitate management's quick use of the M&E information (Guijt, 2002). It is also the project management that decides when project evaluation should be done (Welsh, 2005). If the project management 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 (Gaitano, 2011).

Management participation in M & E implementation can produce effective communication for various other objectives. These include facilitating communication of 'early wins' to increase support and enlist engagement of those who are not yet engaged, ensure access of early products and services of initiatives for intended beneficiaries, mobilize additional resources to fill resource gaps, and ensure effective use of lessons learned in future decision-making (Chaplowe, 2008). Management participation throughout the programming cycle ensures ownership, learning, and sustainability of results. M & E is useful to all projects, big or small, since information gotten from it enables better decision-making by helping to identify project areas that are on target and those that need to be adjusted or replaced. Although different types of projects require different types of M&E systems, collection of data and information at all levels of the projects life cycle adds value to every stage of the project by ensuring project targets are met. Weaknesses in the project are also identified on time and collective measures taken (Gorgens et al., 2010).

In his article on Good Governance in NGOs that was published in the NGOs Coordination Board Newsletter, issue No. 6 "The Co-coordinator" Otieno (2010) defines governance as the process of making decisions. He states that there are eight major characteristics to good governance,

which are: participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows rule of law. He also adds that for an NGO to guarantee good and effective governance it should control its resources in a way that is: open, transparent, accountable, effective and efficient, as well as equitable and responsive to the stakeholders' needs. Hence Monitoring and evaluation systems adds the fourth pillar to governance, which provides the feedback component that, gives decision makers (project management) an additional public sector management tool (Kusek and Rist, 2004).

M&E systems are part of management tool which provide feedback on performance fundamental for governance and decision making of projects and NGOs (Gorgens et al., 2010). The M&E systems therefore provide 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 (CARE 2012). Management involvement enhances the credibility of the evaluation process and ensures increased acceptance of the findings. A strong results-management process aims to engage other stakeholders in thinking as openly and creatively as possible about what they want to achieve and encourage them to organize themselves to achieve what they have agreed on, including putting in place a process to monitor and evaluate progress and use the information to improve performance (UNDP, Handbook on planning, monitoring and evaluating for development results., 2009).

The management plays a big role in budget allocation. Being the key decision makers in a project, they contribute significantly in deciding what should be given a priority in the budget. It calls for their commitment to the implementation of Monitoring and evaluation systems. It through this they will be able to look into it that adequate budget is set aside for this endeavor. However most project in Africa and other developing countries have suffered a great deal due to lack of

budget to implement Monitoring and evaluation systems (IFAD, 2002). Most managers show little or no interest at all in the implementation of active Monitoring and evaluation systems (World Bank, 2000).

An effective M&E systems also calls for the interaction between the employees, procedures, data, technology and key stakeholders, in order to ensure feasibility and ownership (Chaplowe, 2008). Although monitoring and evaluation are not of inherent value by themselves the information they provide is significant to improving performance (Mackay, 2010), which helps in learning from what/how we are doing or have done by focusing on efficiency, effectiveness, impact, relevance and sustainability (Hunter, 2009).

According to WHO (2012), the management involvement is of paramount importance, though it has various challenges such as; Unequal importance placed on the value of monitoring and evaluation across stakeholders, Lack of consensus on important terminology, Difference in approaches to monitoring and evaluating, Asymmetry in interests for each monitoring and evaluating project, and Lack of proper funding and resources allocation (Bell, 2012). These challenges if not well managed may affect the implementation of effective Monitoring and evaluation systems. However, there are suggested strategies to overcome these challenges which are; Socialization, Coordination, Management of Political Interests, Development of User-Friendly Tools and Formalization (Bell, 2012).

2.1.3 Training of Employees on M&E systems

Any organization is only as strong as its human resource capabilities. An organization without the right people with the right training is as good as dead (Musomba et al, 2013). As revealed by Musomba (2013), the technical team's ability to conduct evaluations and the value of

participation of human resources in policymaking process, motivation to impact decisions can be huge determinants of how the M&E lessons are learnt, communicated and perceived.

M&E practical training is important in capacity building of personnel because it helps with the interaction and management of the M&E systems. M&E training starts with the understanding of the M&E theory and ensuring that the team understands the linkages between the project theory of change and the results framework as well as associated indicators (CPWF, 2012). Training should therefore be practical focused to ensure the understanding (CPWF, 2012). Theory of change also known as the program theory/result chain/program logic model/ attribution logic (Perrin, 2012); it is a causal logic that links research activities to the desired changes in the actors that a project targets to change. It is therefore a model of how a project is supposed to work. The function of theory of change is to provide a road map of where the project is heading while monitoring and evaluation tests and refines that road map (CPWF, 2012 and Perrin, 2012).

Organizations that ignore the training aspect in M & E find themselves faced with a number of challenges. According to Schwalle (2006), people knowledgeable in work need to plan the work and hence be able to work. Technical capacity is the most important in the project management because without it no completion of the project will be possible. The technical work of any project need to be done by qualified staff so that the quality of work is of high standard; there is lack of professional and technical supervision, which has led to poor project quality. In addition there is low community participation in monitoring and evaluation due to the in adequacy of data and general information about implementation process in an organization.

The UNDP (2009) handbook on planning, monitoring and evaluation for development results, emphasizes that human resource is vital for an effective monitoring and evaluation, by stating that staff working should possess the required technical expertise in the area in order to

ensure high-quality monitoring and evaluation. Implementing of an effective M&E demands for the staff to undergo training as well as possess skills in research and project management, hence capacity building is critical (Nabris, 2002). In-turn numerous training manuals, handbooks and toolkits have been developed for NGO staffs working in project, in order to provide them with practical tools that will enhance result-based management by strengthening awareness in M&E (Hunter, 2009). They also give many practical examples and exercises, which are useful since they provide the staff with ways of becoming efficient, effective and have impact on the projects (Shapiro, 2011).

According to Cole (2002), the purpose of training is mainly to improve knowledge and skills. Changing technology requires that employees possess the knowledge, skills and abilities needed to cope with new processes and production techniques. Cole (2002) further argued that training brings a sense of security at the workplace which reduces labor turnover and absenteeism is avoided; change management training helps to manage change by increasing the understanding and involvement of employees in the change process and also provides the skills and abilities needed to adjust to new situations; provide recognition, enhanced responsibility and possibility of increase promotion; give a feeling of personal satisfaction and achievement, and broaden opportunities for career progression; and help to improve the availability and quality of staff.

There is no organization without a human resource aspect. The human resource capabilities determine a lot for company in term of achieving its goals. The technical capacity of the organization in conducting evaluations, the value and participation of its human resources in the policymaking process, and their motivation to impact decisions, can be huge determinants of how the evaluation's lessons are produced, communicated and perceived (Vanessa & Gala, 2011). Training for the requisite skills should be arranged for human resources if they are inadequate and

they should be given clear job allocation and designation befitting their expertise. For projects with staff that are sent out in the field to carry out project activities on their own there is need for constant and intensive on-site support to the outfield staff (Ramesh, 2002).

Employee needs vary. As Maslow explained in the hierarchy theory the employee goes through different levels to have that feeling of accomplishment. The attention by the organization coupled with increased expectations following the opportunity can lead to a self-fulfilling prophecy of enhanced output by the employee (Pearce & Robinson, 2004). Odekunle (2001) argues that the 21st Century employee relies more on virtual training and access to online training takes precedence, as opposed to the classroom training. However, if the organization is not ready to embrace the changing technology, employee training will not meet the intended objectives. Whenever possible, visual presentations to illustrate functions, examples, and how to use the different M & E tools should be incorporated. Kenney (1992) stated that training programmes should be reviewed during and after its completion by the training officer, the line manager, and if necessary, by the trainers themselves. Evaluation differs from validation in that it attempts to measure the overall cost benefit of the training program and not just the achievement. Further, Foresti (2007) argues that training means much more, not just training, but a whole suite of learning approaches: from secondment to research institutes and opportunities to work on impact evaluations within the organization or elsewhere, to time spent by program staff in evaluation departments and equally, time spent by evaluators in the field. This helps the employee to be more versatile in today's world. Evaluation must also be independent and relevant. Independence is achieved when it is carried out by entities and persons free of the control of those responsible for the design and implementation of the development intervention (Gaarder & Briceno, 2010; OECD, 2002).

2.1.4 Stakeholder Involvement on M&E systems

The concept of stakeholders' participation in development projects has evolved over time. Its roots can be traced back to community and popular participation promoted mainly by non-governmental organizations (NGOs) in the 1950s and 1960s. In the late 1970s and 1980s multilateral agencies such as Food and Agriculture Organization (FAO) and Organizational Labor Organization (ILO) began to promote stakeholder participation in development projects and programmes. The limited success of many development initiatives was attributed to failure to involve people in the adoption of Monitoring and evaluation systems for project management (FAO, 1990, World Bank, 1998). Continued stakeholder participation in monitoring and evaluation cannot be assumed - it must be institutionalized. The UNDP handbook of M & E for results endorses specific measures that must be built into program and project management processes to ensure involvement of stakeholders in an effective and rolling basis (UNDP, 2002)

Kakabadse (2005) in the extensive review on the stakeholder approach expressed that Corporate Social Responsibility (CSR) and stakeholder interest complement each other. In line with this, Hillman (2001) noted that a firm has relationships with constituent stakeholders group and the processes and outcomes associated with these relationships depend on the interest. The interests of all the stakeholders have value and focus of stakeholder theory is on managerial decisions making Bakabadse et al (2005), therefore, concluded that managers should pay attention to stakeholders. Monitoring and evaluation systems have been in existence since the ancient times (Kusek and Rist, 2004), however today, the requirements for M&E systems as a management tool to show performance has grown with demand by stakeholders for accountability and transparency through the application of the monitoring and evaluation by NGOs and other institutions, including the government (Gorgens et al., 2010). Development banks and bilateral aid agencies also regularly

apply M&E to measure development effectiveness as well as measurement for transparency (Briceno, 2010).

The ideal situation is the involvement of all stakeholders including the donors, community, beneficiaries and people in the planning and implementation of the project in all stages of monitoring and evaluation throughout the duration of the project. In consultation and collaboration with all these, they determine what is to be monitored and evaluated, how monitoring and evaluation is to take place including identification of indicators, they do the analysis of the data and assess the performance of the project and also offer guidance on how to proceed with the project (CORE, 2006; and Bradle et al, 2002). Monitoring and Evaluation should be Integral components of the project management cycle including project planning and design. Thinking in terms of monitoring and evaluation at the design stage facilitates the project stakeholders to think in terms of performance measurement even before implementation starts with a clear picture of expectations of what a successful project would look like (PASSIA, 2004).

Orna and Koning (2003), state that more parties will be disappointed, as not all wishes may become reality and stakeholders may create excessive expectations. This will also be the case monitoring the project under time-pressure or without stakeholders; as a result parties may feel passed-on and de-motivated. Stakeholder involvement may also become entangled when the view and opinion of stakeholder changes over time when complexity increases and insight may decrease. Further, the World Bank (2004), states that stakeholders should be involved in identifying the project, the objectives and goals and identification of indicators that will be used in monitoring and evaluation. The stakeholders are also involved in collection and analysis of the data and capturing the lessons. The role of the managers of the projects is to facilitate the monitoring and evaluation process. The ideal way is the involvement of all stakeholders including the donors, community,

beneficiaries and people involved in the planning and implementation of the project in all stages of monitoring and evaluation throughout the duration of the project.

In consultation and collaboration with all these, they determine what is to be monitored and evaluated, how monitoring and evaluation is to take place including identification of indicators, they do the analysis of the data and assess the performance of the project and be able to generate guidance on how to proceed with the project (CORE, 2006; and Bradle et al, 2002). Existing literature suggest that lack of stakeholder's participation in the adoption of Monitoring and evaluation systems is the barrier to proper monitoring and evaluation. Stakeholder's participation in the entire project is very critical because it is evident that as soon as the donors pull out from the project site and technicians leave the project collapse.

Stakeholders involvement increases the legitimacy of the decision-making process and reinforcement of democratic practices (NEA, 2004).The project team must also pay proper attention to the identification and impact assessment of projects decisions made by stakeholders outside their influence authority (Ireland, 2002). Project monitoring consist of the collection and interpretation of data and reporting information in relation to the project plans, planning and requirements, close interaction with the stakeholders is needed. Lock (2007), observed that early involvement of stakeholders in the adoption of Monitoring and evaluation systems may also pose some disadvantages. The slowing down of the decision making progress is often mentioned which may turn out costly and very undesired for in the current economic situation. As the range and nature of stakeholders in the project monitoring and evaluation will vary, the appropriate means and depth of dealing with the parties should be properly assessed; spending valuable time on insignificant stakeholders is money down the drain. An increased number of stakeholders will mean more influence, so substantial alignment is needed. Lack of space for key project stakeholders to be

involved in the adoption of the Monitoring and evaluation systems leaves outcomes and impacts to be measured by ‘experts’ who have no vested interest in the success of the project other than for reporting to senior managers or even donors (INTRAC, 2008). In his Studies on partnership of M & E for community water projects, Allando (2005) observed that participatory project monitoring and evaluation is one way through which various stakeholders and especially the primary stakeholder can be involved in managing the local projects.

2.2 Chapter Summary

As the literature indicated, there were many studies conducted by different researchers. The study assessed Monitoring and evaluation systems and performance of projects in different parts of the world. Related studies in Kenya and others countries globally and have been analyzed and reveal that there exists a knowledge gap in Monitoring and evaluation system’s and performance. In conclusion, from the literature review done and a review of empirical studies that have been done, it shows that a lot of effort has been put in place to have a result-based and effective M&E systems. The empirical studies are indicative that there is need for Monitoring and Evaluation as a management tool for decision making. However, little has been done on area of assessment of Monitoring and evaluation systems and performance on projects in the developing countries, as far as tools and methods used. Management influence on M&E is minimal, personnel training on monitoring and evaluation and stakeholder’s involvement on M&E systems has not fully taken course on projects.

Concern about absence of effective approaches in assessing Monitoring and evaluation systems has been raised. Proposals made in Projects have gone through the cracks, with no lasting solution given. Factors such as stakeholders’ participation have been substituted with ready

availability of funding, with assumption that the locals' views may not have an impact to the project successes. The program theory of evaluation has been used in assessing projects in Sub-Saharan Africa, although substantial M&E achievements on the ground are rare. Most studies done focused on developed countries and a few developing countries hence ignoring South Sudan due to factors like insecurity and lack of adequate time to do such assessments.

A lot of studies have focused on NGOs Monitoring and evaluation systems in general and mostly based on selections of tools and techniques, finance, expertise and donor influence on M&E. Having identified research gaps, the researcher is keen on assessing the M & E systems and performance of Projects in South Sudan, with specific focus to Caritas Torit so as to provide solutions for intervention.

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

This chapter focused on research design, target population, sample size, sampling procedures, data collection procedures and data analysis techniques, methods and instruments of data collection, pilot study, instrument reliability, instrument validity and ethical considerations of the study. A discussion of each aspect of the research methodology was given hereunder, beginning with research design.

3.1 Research Design

The study adopted a descriptive survey design. A descriptive survey design allows for an in-depth analysis and understanding of a particular phenomenon as it exists in the present condition (Cooper and Schindler, 2008). In descriptive survey design, objectives are predetermined allowing data collection relevant and sufficient to the study problem (Kothari, 2004). By combining both quantitative and qualitative data collection procedures, descriptive survey design allowed a researcher to gather exhaustive information in a way that reduces cost of the data collection.

According to Kombo and Delno (2009), a research study that raises questions that require interviewing and questionnaires for data collection should use a survey design. The same Author further explained and quoted Orodho (2003) as defining descriptive survey as a method of collecting information by interviewing or administering questionnaires to a sample of individuals. Certainly, this is what the questions of my study require and therefore will guide my choice of the design since the design is meant for primary data collection. The secondary data was collected using desk research. That is to say, internet, magazines, journals, reports, and text books as attributed to literature review.

3.2 Study and Target Population

A population is an identifiable total group or aggregation of elements (people) that are of interest to a researcher and pertinent to the specified information problem. This includes defining the population from which the sample is drawn. According to Salkind (2008), population is the entire of some groups. This is also supported by Sekaran and Bougie (2010); population is defined as entire group of people the researchers want to investigate.

Therefore the target population for this study was 1464 people the researcher narrowed down to only cover the employees, and the beneficiaries of Caritas Torit County only, where a number of programs are concentrated. All the programs and activities under Caritas Torit in the above stated county of Eastern Equatoria will fall within the target group of this study. A representative sample was selected from the target population through a defined scientific methodology of sampling.

The major reasons as to why the researcher did not cover the whole State of Eastern Equatoria. First, huge financial imperative attached to such big study which this researcher was not able to afford. It is simply too expensive for the capacity of a researcher as a mere student. Secondly, the logistical obligations are equally hectic given the weather and infrastructural conditions of the young state in Africa and in the whole world and particularly Eastern Equatoria State. And more so such big study cannot be feasibly conducted by an individual.

3.3 Sample Size and Sampling Techniques

According to Kothari (2014), a sample of about 10% of a population can often give a reliable data. Since the respondents were of high homogeneity, there searcher selected 10% of 1,464 of the target population through stratified sampling, which is equivalent to a sample size of 146

respondents. This was done to ensure proportionality in the sampling. Further, purposive sampling was used to select 9 Payam executive administrators and/or their deputies in Torit County to represent stakeholder view. The sampling procedure is explained further in the table below:-

Table 3.1: Sampling matrix of Population in Villages of Torit County

Payams	Total No. of Beneficiaries	10% of 1,464
Bur	80	8
Ifwotu	110	11
Kudo	200	20
Hiyala	134	13
Himodonge	180	18
Imurok	160	16
Nyong	144	14
Iyire	120	12
Torit Chaplaincy	180	18
Oak Institute	160	16
Total	1464	146

(Caritas Torit, 2010)

3.4 Methods and Instruments of Data Collection

The researcher used questionnaires, interview guides and focus group discussions for collecting data. The questionnaires were used because they are easy to administer and at the same time they generate a large layout of needed data. Questionnaires are economical, ensure anonymity, and permit use of standardized questions, save time especially the self-administered as the

respondents have an ample time to think and fill the questionnaires at ease, hence minimizing errors.

An interview guide was also used to elicit information from the senior management from various Caritas Torit projects in Eastern Equatoria State as well as focus group discussion. Document analysis is a method of data collection from documented sources. The researcher also used document analysis to gather information that is not captured in the responses in the questionnaires and others used. The Information was collected from paper documents as well as computer databases and policy documents from Caritas Torit. Document analysis has advantages over other data collection methods because the documents are expected to be complete, detailed, and consistent and well structured. They also saved on time since they are readily available.

3.5 Data collection Procedures

The researcher obtained an introduction letter from the Catholic University of Eastern Africa and presented it to Caritas Torit Administration office and was granted permission from Caritas Torit head office, after which the researcher visited the field offices and introduced himself, then explains the purposes of carrying the research study. The study used questionnaires, focus group discussions, and interview guide designed by the researcher with the supervisor's helped. In that respect, the questionnaires were administered to lower level management, such as project assistants, project officers, Payam executive officers and project beneficiaries respectively. The questionnaires are designed in sections. The respondents were given instructions and the researcher also assured them confidentiality and gave them time to fill the questionnaires. The respondents were also shown on how to fill the questionnaires for those who it was necessary for the purposes of comprehension. Interview guides were used to elicit important information from the senior

management such as Coordinators and program managers on the ways how monitoring and evaluation is being practiced and functional at Caritas Torit. And focus group discussions were also used where by the researcher organizes a focus group discussion with some of the beneficiaries on curtained topics in relation to the study.

3.6 Data Analysis Procedures

This is the process of collecting, modeling and transforming data in order to highlight useful information, suggesting conclusions and supporting decision making (Sharma, 2005). The Researcher collected the data, using questionnaires, interview guides, focus group discussion and document analysis. The data that was collected was examined and checked for completeness and clarity. Quantitative data that was analyzed using descriptive statistics while qualitative data was also analyzed using content analysis. However, Qualitative data was also transformed into quantitative data and analyzed by the helped of SPSS in accordance with the main objectives of the study. The data was then presented using frequency tables, bar graphs and pie charts.

3.7 Reliability and Validity

The reliability of an instrument reflects its stability and consistency within a given context. It is the consistency of measurement over time, whether it provides the same results on repeated trails. It is defined as a characteristic of an instrument that reflects the degree to which the instrument provokes consistent responses (Reichardt and Cook, 1997). Before actual data collection, piloting of the questionnaire was carried out (Golafshani, 2003). The questionnaire was sent out to 10 respondents working in various programmes in Torit Medair International. The number of respondents arrived at by calculating 10% of the targeted population/ sample size ((Mugenda and Mugenda, 2003). 6

respondents were considered few and as a result, 4 more were added making a total of 10 respondents. Piloting enabled the researcher to test the reliability of the instrument. A Cronbach alpha test was conducted to measure the internal consistency and reliability of the data collection instruments. Cronbach's Coefficient Alpha is computed using SPSS to determine how items correlate among themselves. Reliability of at least 0.70 or higher is recommended for Social Science Research (Mugenda and Mugenda, 2003). The Cronbach's reliability coefficient was 0.85 which was more than 0.7 and therefore the instruments were deemed to be reliable.

Validity refers to the degree to which the empirical measures or several measures of the concept, accurately measure the concept (Orodho, 2005). It indicates the extent to which the instrument measures the constraints under investigation (Mugenda and Mugenda, 1999). This study used content validity, criterion validity and construct validity. To ensure content validity, research experts reviewed the questionnaires to confirm the data that is collected represent the content that the test is design to measure. According to Bordens & Abott (2011), content validity of an instrument is improved through expert judgment in constructing the instrument items. The researcher used also simple English to ensure that the respondents understand them easily. Effort was also made to construct clear and precise questionnaires with the help of the supervisors in order to avoid ambiguity. The researcher prepared the research instruments in closed consultation with the supervisors, whose expert judgment helped improve content validity.

3.8 Ethical Considerations of the Study

The researcher first obtained data collection authorization from Catholic University and presented it to Caritas Torit Head office South Sudan Programme. The researcher was then allowed to carry his data collection for the study. A copy of permission letter from the University was given

to Caritas Torit Authority. Respondents were also presented with consent forms. The consent form described the type of study being done, its purpose, rights of all participants with special emphasis on participant's confidentiality and the right to withdraw from the study as deemed necessary. The researcher also assured the participants of confidentiality of their information by asking them not to include their names or any form of identification on the questionnaires. The researcher also organized for preliminary visits to the project field officers to verbally explain the purpose and importance of the study and predict some challenges that would come with data collection.

CHAPTER FOUR: PRESENTATION OF RESEARCH FINDINGS

This chapter presented data analysis and interpretation of the research findings in three sections. All three sections presented study responses on the assessment of Monitoring and evaluation system's and performance at Caritas Torit In south Sudan. First, the research response rate was computed and Presented, secondly the demographic information of the respondents, then finally the findings on four key objectives areas of the study were presented and interpreted using frequency tables, pie charts and bar graphs

4.1 Presentation of Research Findings

4.1.1 Response Rate

The study targeted 146 respondents drawn from 9 Payams. However, 111 respondents and 9 Payam chiefs responded and returned their questionnaires contributing to 68% response rate. According to Mugenda and Mugenda (1999), a response rate of 50% is adequate for analysis and reporting; a rate of 82.1% is good while a response rate of 70% and over is excellent; therefore, this response rate was adequate for analysis and reporting.

4.1.2 Reliability Analysis

Prior to the actual assessment, the researcher carried out a pilot study to pretest the validity and reliability of data collected using the questionnaire. The pilot study allowed for pre-testing of the research instrument. The results on reliability of the research instruments are presented in the Table below.

Table 4.2: Reliability Analysis

Scale	Cronbach's Alpha	4 thematic Items
Tools and Methods used in M & E Systems	0.784	4
Management Influence	0.735	4
Personnel Training	0.746	4
Stakeholder Involvement	0.780	4

$$\alpha = \frac{k}{k-1} \left(1 - \frac{\sum_{i=1}^k \sigma_{2y_i}^2}{\sigma_{2x}^2} \right)$$

Where:

k = number of scale items

$\sigma_{2y_i}^2$ = refers to the variance associated with item i

σ_{2x}^2 = variance associated with the observed total scores

c^- = average of all covariance between items

v^- = average variance of each item

The reliability of the questionnaire was evaluated through Cronbach's Alpha which measures internal consistency, by establishing if certain items measure the same construct. Cronbach's Alpha was established for every objective in order to determine if each scale (objective would produce consistent results should the research be done later on. The findings of the pilot study shows that all the four scales were reliable as their reliability values exceeded the prescribed threshold of 0.7 (Mugenda & Mugenda, 2003)

4.1.3 Demographic Data of Respondents

Table 4.3: Distribution of Respondents by Age

YEARS	FREQUENCY	PERCENTAGE
BELOW 20 YEARS	10	8
20-30 YEARS	20	17
30-40 YEARS	35	29
40-50 YEARS	30	25
50 AND ABOVE	25	21
TOTAL	120	100

From the findings, majority of the respondents, 29% indicated that they were of age Bracket 31-40 years. A sizeable number, 25% indicated that they were between 41-50years while 21% were of the respondents were above 50 years. 17% of the respondents were between 20-30 years, while those below 20 years trailed at 8%. The findings therefore reveal that majority of beneficiaries and people working in Caritas Torit projects were of productive age bracket and are mature people who are advantaged with knowledge in M&E and thus can help in assessing the performance of M & E systems in South Sudan.

4.1.4 Level of Education of the Respondents

Table 4.4: Distribution of Respondents by Level of Education

Highest level of Education	Frequency	Percentage
High school certificate (Secondary)	30	25
Tertiary/College	60	50
Undergraduate	20	17

Postgraduate and above	10	8
Total	120	100

From the findings, half of the respondents, 50% indicated that they had achieved tertiary/college diploma as their education level, while 17% had attained degree certificates. Another 25% indicated to have attained secondary school certificate while a minority, 8% had attained a postgraduate degree. The findings implied that most of the beneficiaries and employees of Caritas Torit had attained college training, indicating they had the knowledge, capacity, skills and management expertise to conduct M & E activities well.

4.1.5 Involvement in Conducting M & E of any project at Caritas Torit

The study sought to find out the distribution of the respondents in terms of their involvement in any project in the area of. The researcher found out the information presented in the distribution below.

Table 4.5: Involvement in Caritas Torit Projects

INVOLVEMENT IN CARITAS TORIT PROJECTS	FREQUENCY	PERCENTAGE
INVOLVED	80	67
NOT INVOLVED	40	33
TOTAL	120	100

From the findings, majority of the respondents, 67.9% (80) stated that they had worked for Donor funded projects and that exposed them to performing continuous monitoring of the programmes. The majority stated to have conducted monitoring and evaluation of projects in

Caritas Torit, while a minority, 33% had not conducted Monitoring and evaluation of projects at Caritas Torit. These findings were indicative that employees who worked at Caritas Torit Projects had a vast experience in conducting M & E of projects.

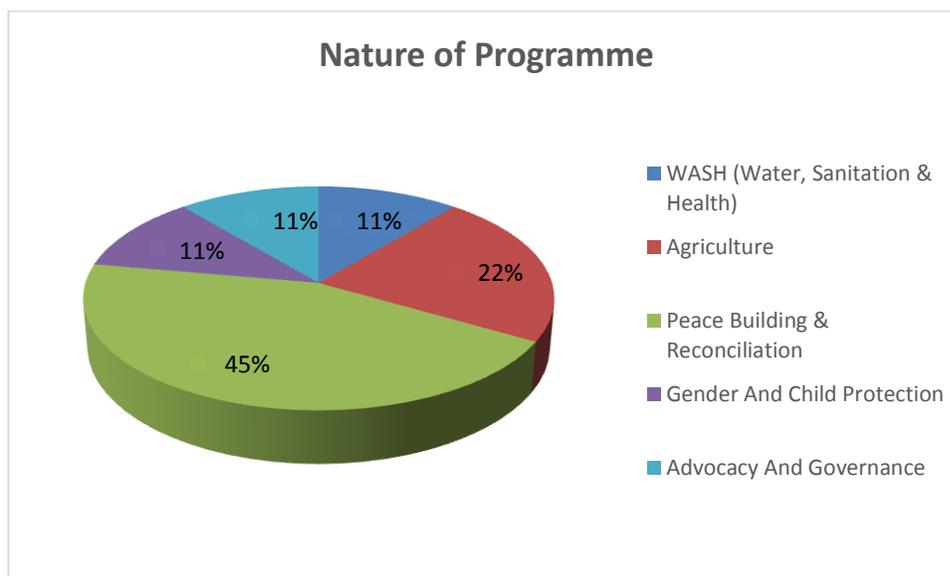


Figure 4.2: Nature of programme the above conducted

4.1.6 Tools and Methods used in M & E systems in Caritas Torit

The study sought to find out the distribution of the respondents in terms of tools and methods used in M & E. The findings are explained in the table below.

Table 4.6: Tools and Methods used in M & E systems in Caritas Torit

Tools and methods	Frequency	Percentage
Performance Indicators	10	8
Cost Benefit and Cost Effectiveness Analyses	15	13
Logical Framework (Log frame) approach	60	50

Theory based evaluation methods	10	8
Public expenditure tracking surveys	5	4
Impact evaluation	20	17
Total	120	100

From the findings, half of the respondents, 50% confirmed that Logical Framework approaches were widely used in M & E systems, while 17% of respondents indicated to have used Impact evaluation approaches. Out of the 120 respondents, 15 indicated to have used Cost Benefit Analysis and Cost Effective Analysis approaches when evaluating projects. 8% indicated that Performance Indicators and Theory based evaluation methods were the commonly used to evaluate projects. Only 4% trailed, who believed that public expenditure tracking surveys would work in M & Evaluation systems. These findings concur with Calder (2013) who agreed that projects feel comfortable when using the Log frame approaches to evaluate project performance. The findings further second World Bank (2011) report that applauded project monitoring and evaluation successes to the effective use of Log frame matrices in monitoring of project outcomes.

Further, the study asked the respondents to rate the applicability of the tools that they had preferred. They gave their answers in a scale of 1 - 4, from extremes of 'very easy' to 'very difficult'. The findings are represented in figure below.

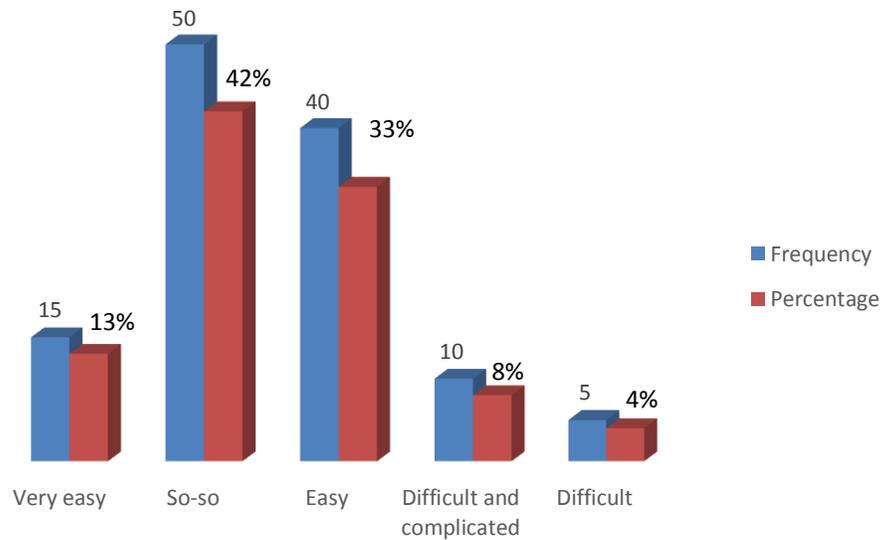


Figure 4.3: Ease of Use of the Tools and Methods

From the findings above, 42% of respondents were not sure whether the tools and methods used for the Projects at Caritas Torit were the best, while 33% felt that the tools and approaches were easy to use. 13% were very comfortable with the tools used, while those who felt that the tools and methods used were difficult and complicated trailed at 8% and 4% respectively. This is in validation of the Asian Development Bank report, ADB (2005) that project officers required on-going training to use the tools and methods that they used to monitor and evaluate projects. It however contradicts Jody, Zall & Kusek (2004) findings that concluded that M & E tools like log frames and CBAs were user friendly to M & E officers working for projects in sub-Saharan Africa.

4.1.7 Management Influence on M & E Systems

The researcher sought to find out how management team influenced the systems used in M & E in various aspects. The findings he acquired in his study are explained in tables below.

Table 4.7: Ways in which management influenced M & E systems at Caritas Torit in South Sudan

Management Influence	Frequency	Percentage
M & E designing-change of objectives	10	8
M & E modifications	5	4
Planning of M & E	15	13
Implementation of M & E systems	20	17
Resource Allocation	70	58
Total	120	100

From the above findings, 58% of respondents affirmed that the management was happy to allocate resources for purposes of conducting the M & E, meaning their influence was felt in the resource allocation phase, while 17% agreed that management influenced M & E through the implementation phase. 13% of respondents said that management influenced M & E systems in the planning phase. Those who felt that management influenced M & E systems in the design and modification phases trailed at 8% and 4% respectively. These findings are in congruent with Njama (2015) findings that leadership influenced M & E systems and their outcomes through the allocation of resources in the beginning of every development project.

Table 4.8: Extent to which management influenced M & E systems at Caritas Torit, South Sudan

Management Influence	Frequency	Percentage
Very large extent	30	25
Large extent	60	50
Moderate extent	20	17
Not at all	10	8
Total	120	100

The above findings are proof that management influence cannot be ignored when assessing M & E systems, with 50% of the respondents who endorsed the large extent while 25% of the respondents agreed to a very large extent to which management influenced M & E systems at Caritas Torit. A lesser population felt that the management influence was moderate, at 17% while a less significant number, 8% of respondents were certain that the management did not influence M & E systems. These findings agree with UNDP (2009) handbook on Planning, Monitoring and Evaluation, who affirmed the large extent to which management influenced M & E systems in development programmes of less developed countries (UNDP, 2009).

The analysis below depicted the people who conduct M & E in Caritas Torit, South Sudan and the frequency of assessing the M & E systems. The findings were analyzed below.

Table 4.9: People and Frequency of M & E Assessments

Management Influence	Frequency	Percentage
Very prompt assessment by dedicated staff	20	17
Prompt assessment by outsourced company	70	58
Late assessment by Management	10	8
Spontaneous assessment by the sponsor/donor	20	17
Total	120	100

From the above findings, the researcher observed that M & Evaluation was religiously conducted by staff only upon receiving alerts from donors that the reports were required at a certain time, so is the donor whose task of carrying out the assessment would be prompted by his donor reporting timelines, these two continuums tied at 20%. The respondents were certain that that M &

E systems would be the best if only contracted M & E experts would be tasked with that task, with 70% of respondents agreeing to that view. However, there was a segment of 10 respondents out of the overall 120, (8%) who maintained that the management had influence on M & E systems at Caritas Torit, although this was seen as spontaneous. These findings contradict the UNDP (2009) report on Planning, Monitoring and Evaluation, which asserted that for a donor-funded project to succeed, M & E must be conducted by an expert institution independent of the donor so as to bring the true view of the results, which would enable the project make effective use of the lessons learned(UNDP, 2009).

4.1.8 Training

The researcher sought to find out whether staff had been trained on M & E of projects. The findings are explained in the figure below.

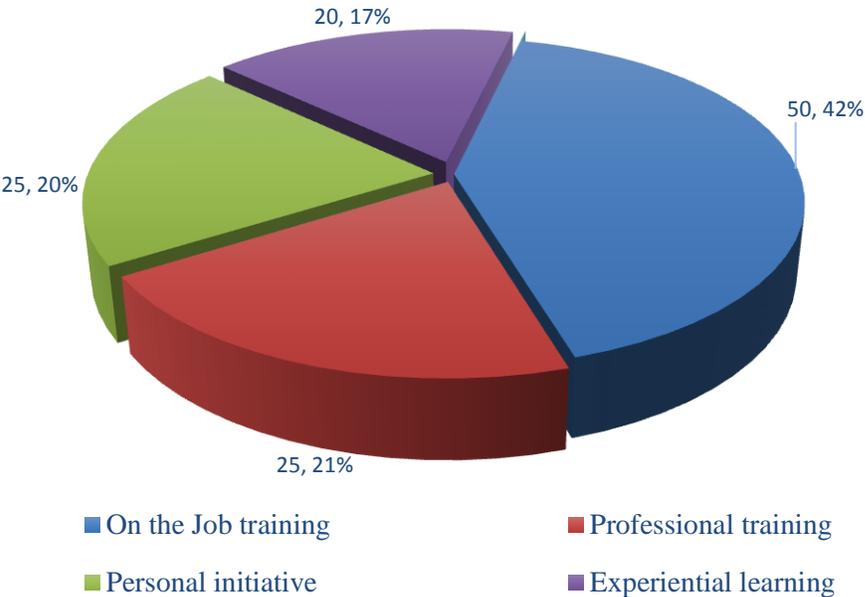


Figure 4.4: M& E Training

From the above findings, 42% of the respondents confirmed that they acquired their M & E through on the job training, popularly referred to as OJT, while those who acquired their M & E skills through professional training were 21% and those taking a personal resolve and initiative to acquire those skills tied at 20%. 17% confirmed to have gained their M & E skills by continuous practice of M & E activities hence gaining their skills through work experience. This is in consistent with International Federation of Red Cross and Red Crescent Societies' Project/Programme Monitoring and Evaluation Guidelines, which affirms that Project officers and managers are the best people to steer M & E process since they are conversation with Project planning and management tools, most of which are used in conducting M & E of all development projects and programmes (IFRC, 2011)

Further, the researcher sought to find out whether Caritas Torit in South Sudan followed any institutional guidelines when conducting M & E. The findings are analyzed in the figure below:-

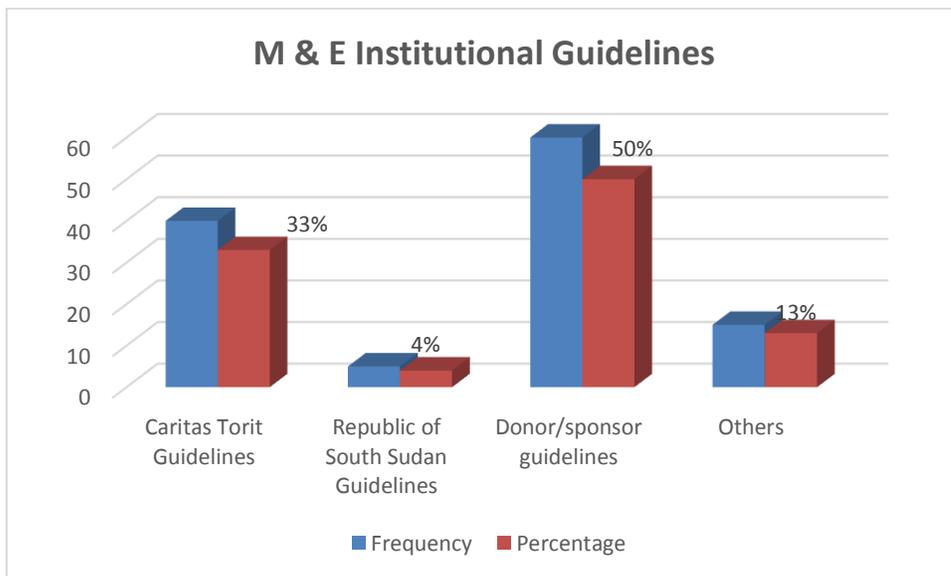


Figure 4.5: M & E Institutional Guidelines on Training

From the above findings it was observed that half of the respondents, 50% felt that The donor guidelines around M & E were considered when assessing projects at Caritas Torit, while 33% used guidelines embedded in Caritas Torit Dioceses regardless of which donor funded the project. 13% of respondents indicated that a blend of approaches were used in M & E of projects, while a small cohort of 4% of the total respondents maintained that the Republic of South Sudan guidelines were considered when conducting M & E of projects. The latter findings are a confirmation that owing to the political instability and political crises rocking South Sudan, no national guidelines could be followed when M & E projects because people who were tasked with oversight of projects were not stationary in one area, since people had adopted a nomadic lifestyle in pursuit of personal security and safety of lives (Copnall, 2015).

4.1.9 Information on Stakeholders' Involvement

This section presents findings on involvement of stakeholders, level of stakeholders' involvement, and point of involvement and objectives of stakeholder's involvement.

4.1.9.1 Extent of Stakeholder involvement

Respondents were requested to indicate the extent to which stakeholders were involved in participating in M & E activities. Their responses are illustrated in the following distribution.

Table 4.10: Extent of Stakeholder Involvement

Extent of stakeholder Involvement	Frequency	Percentage
Small extent	10	8
Moderate Extent	30	25

Large Extent	80	67
Total	120	100

From the findings, majority of respondents, 67% indicated that they involved stakeholders in the M & E activities and process to a large extent. A lesser number, representing 25% of the total respondents indicated that stakeholders were moderately involved, while a relatively small number of respondents, 8% indicated that stakeholders were involved to a small extent. The results therefore suggestive that most respondents were in agreement that Caritas Torit involved the stakeholders in M & E thus leading to high level of participation and this influences to a large extent the effectiveness of M & E systems toward achieving positive results.

4.1.9.2 Stakeholder Involvement Stage

The study requested the respondents to indicate the point at which they involved stakeholders in M & E process. The findings are indicated in the table below.

Table 4.11: Stage of Stakeholder Involvement

Extent of stakeholder Involvement	Frequency	Percentage
First term M & E	5	4
Midterm M & E	20	17
End term M & E	30	25
All stages of M & E	65	54
Total	120	100

From the above findings, 65 out of 120 respondents, representing 54% of the respondents agreed with the statements that stakeholders were involved at all stages of M &

E process namely, from first term, mid-term and end-term evaluation processes, while 25% maintained that stakeholders were involved during the end-term evaluation process. Those who felt that stakeholders were called upon to participate during midterm evaluation process were 17%, while a trickling 4% of the total number of respondents disagreed with their peers, citing that stakeholders were involved during the first-term evaluation process. The conclusive findings therefore agreed with Southern Africa NGOs Network (SANGONeT) report of 2009, who called for thorough capacity building in M & E processes in all stages of development programmes so as to curb cases of misappropriation of funds as it was regretted in a scandalous revelation that some unscrupulous chief of parties used development projects for their own personal gains (CHRINET, 2009).

4.1.9.3 Level of Stakeholder involvement

The study sought to find out the level of stakeholder involvement in the following aspects of M & E process. The responses were rated on a five-point Likert scale where're 5 - Strongly agree; 4 - Agree; 3 - Neutral/not sure; 2 - Disagree, 1 - Strongly Disagree. The mean and standard deviations were bred from SPSS are indicated in the distribution below.

Table 4.12: Level of Stakeholder Involvement

Stakeholder Involvement	Mean	Standard Deviation(Σ)
Stakeholders are adequately involved in the M & E design phase	3.50	0.985
Stakeholders participate in planning of M & Sprints and Scrums	2.112	0.475
Stakeholders are involved in preparation of M & E timetables and work- plans	4.06	1.008
Stakeholders' feedback is sought during all stages of M & E	4.43	1.269

Stakeholders are involved in M & E data collection process	4.25	1.093
Stakeholder decisions are considered during M & E process	2.76	1.464
Stakeholders are involved in identification and tracking of indicators	2.08	1.111
The project managers/team assigns clear responsibilities to stakeholders for planning and accountability	3.86	1.342
Stakeholders receive feedback by means of having M & E results and findings communicated to them	3.41	1.169

From the findings, majority of the respondents agreed with the statements that stakeholders' feedback is sought during M & E process and that stakeholders were involved in data collection process with a mean score of 4.43 and 4.25 respectively. A bigger number also agreed that stakeholders took part in the preparation of timetable for M & E systems with a mean score of 4.06. Some of the respondents were not sure with the statement that stakeholders were adequately involved in designing and planning of M & E systems and activities, that the organization assigned responsibilities to stakeholders for planning and accountability that M & E results were communicated to stakeholders with mean scores of 3.50, 3.86 and 3.41 in that order.

Further, some respondents disagreed with opinion that stakeholders were involved in & E decision making process, and that stakeholders participated in planning of formal meetings for M & E and that stakeholders took part in the identification and tracking of indicators with mean scores of 2.76, 2.12 and 2.08 respectively. These results were therefore suggestive that most staff and employees of Caritas Torit in South Sudan disagreed that stakeholders are involved in M & E decision making process, stakeholders participate in the organization's planning of formal meetings for M & E and that organization involves stakeholders during the identification and tracking of indicators. Lessons from these findings are therefore reference to Shah (2013) on 'driving project

success through stakeholder management” and a plea from the researcher to have key stakeholders especially community members, local authorities, partners and donors and even volunteers participate in the entire M & E process since their contribution would allow for different perspectives considered so that everyone involved owns the findings and results and as such serve the overall intended objectives.

4.2 Chapter Summary

From the above assessment, M & E tools used were performance indicators, CBA and CEA, Logical Framework approaches, Theory-based Evaluation approaches, Public expenditure tracking surveys and Impact evaluation methods, to this point, another finding was that stakeholders were involved in the M & E processes in the design, planning and data collection phases. The results obtained in M & E were communicated to stakeholders. However, a rather discouraging finding was that the tools and methods used in M & E processes did not elicit effectiveness to the people who used them. The researcher attributed this to the nature of training - 42% were not M & E professionals, rather they acquired their skills through on the job training (OJT), as we will see later in this study. Further, the respondents affirmed that management influenced M & E systems to a large extent, by designing and change of objectives, M & E modification, planning of M & E systems, and implementation of M & E systems and through allocation of resources in the M & E process. Back to the training aspect, respondents inferred that they had acquired their M & E skills through on the job training through professional or classroom learning, personal initiative and taking interest to understand the dynamics of M & E and others through over time practice and learning from previous experience in M & E process.

A recap of stakeholders and their involvement in M & E revealed that stakeholders were only involved in the preparation of time-tables and work plans, data collection and then take a back stage to await communication of feedback. This meant that stakeholders were omitted from participating from key M & E aspects like decision making, planning of meetings, identification and tracking of indicators only for the M & E outcomes to be communicated to them. The ripple effect of this was that the stakeholders' decisions were not considered hence eliminating project ownership of the intended beneficiaries.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents the summary of the findings analyzed in chapter four according to the study objectives. The chapter also presents the conclusions and the recommendations to the study.

5.1 Summary

In regards to tools and methods used in M & E, the researcher found out that Caritas Torit used six tools and methods while conducting M & E. In the order of popularity, they ranged from Logical Framework approach popularly known as Log frame, Impact evaluation assessments, cost benefit and cost effective analyses, theory based evaluation methods, performance indicators to public expenditure tracking surveys. The latter's low preference was seen as the reason why stakeholders were involved in only less important focus areas during Monitoring and Evaluation. From the numbers that indicated to have ease of use of the above stated M & E tools, the researcher resolved that the respondents only used these tools as part of compliance with M & E policies and donor requirements.

In regards to management influence on M & E systems, the researcher found out that management were happy to allocate resources for M & E assessments. This revelation was proof that the management knew the importance of sufficient resource allocation to projects during the planning and implementation phases. From the majority endorsement of the large extent of management influence in M & E activities, the researcher affirmed the fact that management's role in determining what can be achieved in implementation, strengthening and sustainability of M & E systems is far-fetched. The study found that the management's level of commitment determined the great extent to which the effectiveness of M & E systems would go.

The study found that employee training determines to a great extent the effectiveness of M & E systems for projects in Caritas Torit. 42% of respondents confirmed to have acquired their M

& E skills through OJT. This training approach was embedded in the institutional guidelines meaning adherence to M &E policy framework was paramount, with half of the respondents affirming to have adhered to donor requirements when assessing projects. A third of the respondents preferred to draw framework strength from Caritas Torit diocese's guideline - it is worth mentioning that the in-house guidelines are drawn from various policy frameworks which confirm to all policies around M & E. Another group of respondents, 21% confirmed to have acquired their skills through professional training. This realization increased the hope that Caritas Torit was keen on hiring skilled expertise for M & E activities.

The researcher confirmed stakeholder's involvement in all stages of M & E process, with 54% of respondents relating the involvement to positive results achieved in M & E process. Increased stakeholder participation resulted to increased operational systems. These findings concurred with Patton (2008) affirmation that stakeholder involvement is key for M & E systems to be effective. In a bid to reduce undue influence and bias, stakeholder involvement was minimized during planning of M & E sprints and scrums, identification and tracking of indicators and in expert-opinion making process.

5.2 Conclusion

Based on research findings of this study, the researcher can therefore conclude that only a small number of Caritas Torit employees were well versed with M & E tools and methods. Therefore, low involvement of stakeholders during all stages of M & E process was linked to minimal knowledge of the use of these tools. On the job training was highly commended as opposed to professional training, which may not necessarily take care of all aspects around M & E. Management influence on M & E systems was high in resource allocation. However, it is worth

mention that if the management is not experts, cases of misplaced resources could be recorded or deliberate delays of projects which do not favour minority affluent while such projects may be a life saver to majority poor.

Finally, although conclusive evidence showed proactive participation of stakeholders in M & E process, their involvement was only limited to lower level activities with less involvement in key areas that may determine the project's success or failure. This could have serious implications and a breach to the overarching theory that guides this study, the Evaluation-based Theory, which assesses project effectiveness in achieving its goals and in determining the relevance and sustainability of an ongoing project by comparing the project impact with what was set to be achieved in the project master plan. The selective involvement of stakeholders is also against the World Bank (2011) principles which state that their role played by stakeholders in development projects dictates the effectiveness of M & E systems. Management and employees of Caritas Torit should therefore work in close collaboration with all stakeholders to ensure that they provide the required input to ensure the M & E systems are effective and operate to the maximum.

5.3 Recommendations

Based on the research findings, the following are the recommendations by the researcher:-

- i. Caritas Torit should invest on professionally intensive training of their employees on the M & E tools.
- ii. The organization should allocate adequate funds to M & E activities and, in the spirit of stewardship and accountability, ensure there is autonomy and independence in utilization of funds.

- iii. Stakeholders should be involved adequately in M & E activities. Stakeholder participation should range from initial planning to expert opinion and decision making - in all levels. This will ensure ownership of M & E results and also ensure that projects are having relevance to the beneficiaries' needs.
- iv. The management should be proactive in designing of M & E systems and offer timely support and guidance to ensure that M & E activities are well executed and results communicated to form part in decision making and future planning.

5.4 Suggestions for Further Research

The empirical studies indicated a number of relevant issues that this research did not investigate, but which might be important for further research. The researcher challenges scholars to conduct another research using other determinants of evaluation of M & E systems for projects in assessing thematic areas besides tools and methods, training, management influence and stakeholder involvement so that their findings can allow for generalization of results.

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APPENDICES

Appendix 1: Questionnaire for Lower Level Management

SECTION I: Introduction

This questionnaire is meant to collect information on “Assessment of Performance of Monitoring and Evaluation system’s at Caritas Torit, in South Sudan. The information collected through this questionnaire will be treated with confidentiality and used for academic purpose only. Kindly take a moment to answer all the questions as accurately as possible.

SECTION II: General Information

a) Gender:

1. Male () 2. Female ()

b) Age:

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

Above 50 years ()

c) Give your Level of Education

1. Secondary () 2. Certificate () 3. Diploma () 4. Degree () 5. Masters and above ()

d) What is your current position in the organization?

1. Monitoring & Evaluation Officer () 2. Program manager () 3. Project Officer ()

4. Field Officer ()

5. Others ()

Specify.....

e) Have you been involved in conducting monitoring and evaluation of any project at Caritas Torit, South Sudan?

Yes () No ()

f) If yes which project/ Programme?

1. Education () 2. Water () 3. Health () 4. Agriculture () 5. Peace Building and reconciliation ()
6. Child Protection () 7. Emergency () 8. Gender () 9. Advocacy and 10. Governance ()

Other ()

Please specify.....

SECTION III: Tools and Methods used by M&E Caritas Torit in South Sudan

a) What are some of the tools and methods used in Monitoring and evaluation systems at Caritas Torit, in South Sudan?

i).....

ii).....

b) Do you think there is any difficulty experienced in using the M&E Tools and Methods Used by Caritas Torit, South Sudan?

Yes () No ()

c) If yes, what do you think is contributing to the difficulty?

i) The tools and Methods used ()

ii) Influence of Management ()

iii) Lack of Training of employees on M&E systems ()

IV) Stakeholders Involvement ()

v) Others ()

Please Specify.....

d) How would you rate the applicability of these tools and Methods used by M&E Caritas Torit in South Sudan?

Very Easy ()

Easy ()

Difficult ()

Very difficult ()

e) Why do you think so?

.....

f) What other tools and methods would you recommend for M&E systems at Caritas Torit in South Sudan?

- i.
- ii.
- iii.

SECTION IV: Influence of Management on M&E systems

a) In What ways does management influence Monitoring and evaluation systems at Caritas Torit in South Sudan?

- i) M&E Designing-Change of objectives ()
- ii) M&E Modifications ()
- iii) Planning of M&E ()
- iv) Implementation M&E systems ()
- v) Resource allocation ()

b) Using a five point scale, tick appropriately to show the ways and extent in which management influences M&E systems performance at Caritas Torit in South Sudan

s/no	Management Influence Ways	Very Large Extent	Large Extent	Some Extent	Not at all
I	M&E Designing				
ii	M&E Modifications				
iii	Planning of M&E				
iv	Implementation M&E systems				
v	Resource allocation				

C) How would you rate the management influence on M&E systems at Caritas Torit South Sudan?

Very effective ()

Effective ()

Ineffective ()

Very ineffective ()

Don't know ()

d) Why do you think so?

.....
.....

e) Who does monitoring and evaluation in Caritas Torit South Sudan?

i) Dedicated staff ()

ii) Management ()

iii) Contracted company ()

iv) Sponsor ()

f) What would you say about the management influence in regard to acting on the M&E systems at Caritas Torit in South Sudan?

a. Very prompt ()

b. Prompt ()

c. Late ()

d. Very late ()

e. Impromptu ()

f. Don't know ()

SECTION V: Training of Employees on M&E systems

b) Have you been trained on Monitoring and Evaluation?

Yes () No ()

c) If yes, where were you trained?

i) Work place training ()

- ii) School ()
- iii) Personal initiative ()
- iv) Gained in the process of working ()

d) Do you follow any institutional guidelines when conducting M&E?

Yes () No ()

e) If YES please Tick appropriately

- ROSS ()
- Donor / Sponsor ()
- Caritas Torit ()
- Others ()

Please

Specify.....

f) Do you feel your skills in M&E limit M&E performance?

Yes () No ()

Explain why you say so?

.....

SECTION VI: Stakeholders Involvement

a) To what extent do you involve stakeholders to participate on monitoring and evaluation?

- Small extent ()
- Moderate extent ()
- Large extent ()

b) At what point do you involved stakeholders?

- First term M&E ()
- Midterm M&E ()
- End term M&E ()
- At all stages of M&E ()

c) The following are statements on stakeholders involvement indicate your feeling in each by SA-strongly agree (5), A-agree (4), N-neutral (3), D-disagree (2), SD-strongly disagree (1).

Statements	SA	A	N	D	SD
Stakeholders are adequately involved in the M & E design phase					
Stakeholders participate in planning of M & E <u>Sprints</u> and <u>Scrums</u> (The researcher/assistants shall explain to the respondents the meaning of these two terminologies)					
Stakeholders are involved in preparation of M & E timetables and work plans.					
Stakeholders' feedback is sought during all stages of M & E					
Stakeholders are involved in M & E data collection process					
Stakeholders' decisions are considered during M & E process					
Stakeholders are involved in identification and tracking of indicators					
The project managers/team assigns clear responsibilities to stakeholders for planning and accountability					
Stakeholders receive feedback by means of having M & E results and findings communicated to them					

d) What recommendations would you give to help improve the M&E systems at Caritas Torit in South Sudan?

.....

.....

End

Thank you for your response

Appendix 2: Interview Guide for Middle Management and Senior Management

Dear Respondents,

The purpose of this interview guide is to request you to provide information about performance of monitoring and Evaluation at Caritas Torit Eastern Equatoria State in South Sudan. The information supplied will be used for purely and exclusive for academic purpose and will be treated with a lot of confidentiality.

Assessment of Monitoring and evaluation systems and Performance

Please answer the following questions where appropriate and fill in the spaces provided.

1) Describe how Monitoring and evaluation systems are executed at Caritas Torit?

.....
.....

2) Describe some of the tools and methods used in Monitoring and evaluation systems at Caritas Torit and their importance?

.....
.....

3) Explain some of the ways in which Caritas Torit management influences Monitoring and evaluation systems?

.....
.....

.

4) How do you determine the needs for assessment of Monitoring and evaluation systems at Caritas Torit?

.....
.....

5) What is the criterion of selecting your employees for training on monitoring and evaluation at Caritas Torit?

.....
.....
6) What is the importance of training employees on Monitoring and evaluation systems?

.....
.....
7) What would be the qualifications for one to be M&E officer and considering the M&E officers what would you say about their competencies?

.....
.....
8) How often do you involve stakeholders in M&E exercise and what are some of the importance of stakeholders' involvement in M&E systems?

.....
.....
9) What would you recommend to be done to improve M&E systems at Caritas Torit in South Sudan?

Appendix 3: Focus Group Discussion Questions

The purpose of this Focus Group Discussion is to request you to provide information about performance of monitoring and Evaluation at Caritas Torit Eastern Equatoria State in South Sudan. The information supplied will be used for purely and exclusive for academic purpose and will be treated with a lot of confidentiality.

Please read carefully and if need be ask the questions aloud then discuss among yourselves.

- 1. What tools and methods are used in Monitoring and evaluation systems at Caritas Torit?

.....
.....

- 2. How does management influence Monitoring and evaluation systems at Caritas Torit?

.....
.....

- 3. How does training of staff on M & E strategies affect the performance of projects in Caritas Torit?

.....
.....

- 4. What ways project managers of Caritas projects involve Stakeholders? Who are they at Torit?

.....
.....

- 5. What measures should the donor, the republic of South Sudan and Caritas international take to improve M & E systems in Torit?.....

.....

Thank you for your cooperation and assistance