

**THE ROLE OF MONITORING AND EVALUATION SYSTEM IN
PROMOTING PERFORMANCE OF NON-GOVERNMENTAL
ORGANIZATIONS IN JUBA COUNTY, SOUTH SUDAN**

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DECLARATION AND APPROVAL

This research report is my original work and has not been submitted to any other university or institution of higher learning for examination.

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DEDICATION

This research dissertation is dedicated to my lovely wife Ajonye Susan as well as my sister Ajonye Mary Sosten and brothers Faustino Kibo Sosten, James Wani Frazer and Justine Banza Bullen for their great support and encouragement towards the success of this study.

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ABSTRACT

This study did set to understand the role of M&E system in promoting performance of NGO's in Juba County, South Sudan. Monitoring and evaluation system plays paramount role in promoting performance of non-governmental organizations. In South Sudan, NGO's allocates 5% to 10% of project budgets for monitoring and evaluation activities with the purpose of promoting their performance. However, little progress has been made in this regard in Juba County of South Sudan. The study was guided by four objectives; to assess the influence of monitoring and Evaluation system in promoting performance of non-governmental organizations; to determine the influence of evaluation system in promoting performance of non-governmental organizations; to assess the influence of participatory monitoring and evaluation in promoting performance of non-governmental organizations; to examine the importance of monitoring and evaluation department in promoting performance of non-governmental organizations. To address the objectives, key informant interviews and semi-structured questionnaires were used to collect data. The study assumes that the findings would benefit different stakeholders i.e. NGO staff, students, researchers and scholars. The study targeted ten (10) NGOs which were purposively sampled i.e. 5 NGO's with M&E system and 5 NGO's without M&E system. Quantitative data were analyzed by SPSS Version 21 and qualitative data were analyzed using descriptive narrative log. The research findings and analysis were presented in bar charts, graphs, frequency tables, percentages and narrative logs. Study findings show that non-governmental organizations with functional monitoring and evaluation system have high chances for better performance compared to non-governmental organizations without monitoring and evaluation system as well as non-governmental organizations with weak monitoring and evaluation system. The study findings revealed that some non-governmental organizations without monitoring and evaluation system have better performance due to consultant services they hired to provide external monitoring and evaluation support. However it was very costly for those non-governmental organizations to maintain the consultants for a long time within the non-governmental organizations. Further the study show that non-governmental organizations without monitoring and evaluation department were spending a lot of funds on hiring consultants for baseline, mid-term evaluation and end line evaluation studies of their projects. Based on the findings above, the study concludes that having a functional Monitoring and Evaluation system with an NGO strengthens its performance. The study thus recommends that non-governmental organizations without monitoring and evaluation system should initiate it to avoid over spending on hiring consultants who are very costly to maintain for a long time.

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ABBREVIATIONS AND ACRONYMS

AUSAID	Australian Agency for International Development
CAS	Country Assistance Strategy
CARE	Cooperative for Assistance and Relief Everywhere
CDD	Community Driven Development
CIDA	Canadian International Development Agency
CORDAID	Catholic Organization for Relief and Development Aid
CSO	Civil Society Organization
DANIDA	Danish International Development Agency
DE	Developmental Evaluation
DRC	Danish Refugee Council
GIZ	Germany Corporation for International Cooperation
IFRC	International Federation of the Red Cross of the Crescent Society
IMC	International Medical Corps
IMA	Inter-Church Medical Association
ISO	International Organization for Standardization
M&E	Monitoring and Evaluation
M&EHRF	Monitoring and Evaluation Human Resources Force
NAROD	Norwegian Agency for International Development
NGO	Non-Governmental Organization
NNGO	National Non-Governmental Organization
PEAP	Poverty Eradication Action Plan
PM&E	Participatory Monitoring and Evaluation

PRSC	Poverty Reduction Support Credit
SIDA	Swedish International Development Aid
SPSS	Statistical Package for the Social Sciences
SSP	South Sudanese Pound
USAID	United State Agency for International Development
WHO	World Health Organization

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

World Health Organization (2012) asserted that one of the most essential procedures in improving the performance and goal achievement of non-governmental organizations was monitoring the progress of set goals and appraising the outcomes of interventions. Monitoring and Evaluation system was a factor leading to the success of a project; the effectiveness of non-governmental organizations work was determined by the achievements of the planned targets for projects. This situation indicated that projects aimed at addressing societal challenges by government or non-governmental organizations were only determined by their performance and effectiveness of the projects.

According to Kirsch (2013), in Canada, Monitoring and Evaluation system was a valued norm in government and charitable organizations. High focus was put on financial accountability aimed at improving service delivery by the government and the charitable organizations. Performance accountability by charitable organizations in Canada has been focused on inputs, results and impacts which valued funds for community interventions. This has made funding organizations such as Canadian International Development Agency (CIDA) to put pressure on NGO's to adopt monitoring and evaluation system for better projects results attainments.

In Bangladesh non-governmental organizations have been described as perfunctory, which was evidence that monitoring and evaluation system in Bangladesh has not been owned by

both the government and non-governmental organizations. In the health sector, public health workers who possessed less experience, knowledge and skills in M&E have been conveyed upon the responsibility for executing vital services such as data collection on maternal and infant morbidity, pregnancies, child delivery and frequent occurrence of certain communicable diseases. The implications for such M&E skills inadequacy was poor and unreliable quality services which might be deceptive to the entire project as well as non-governmental organizations (WHO, 2012).

According to Hawkins (2004), Ghana government considered M&E system as a virtual instrument in planning and management of development interventions as well as a good governance tool for improving public project management functions. The civil service legislation whose aim was policy strengthening focused on civil service provision and delivery which prescribed policy planning, monitoring and evaluation system across all sectors of the government institutions.

In Uganda, M&E system was an unending and continuing procedure for activism, institutional liaison, systems arrangements and skills creation. The Government of Uganda was encouraged to explicitly consider monitoring and evaluation to strengthen the Poverty Eradication Action Plan (PEAP) or Poverty Reduction Support Plan (PRSP) and Country assistance strategy (CAS) or Poverty Reduction Support Credit (PRSC) frameworks. World Bank (2011) has partnered with local organizations in Uganda in preparing a policy matrix that defined a M&E system as a system that cut across all public sector reforms inside a results management context (World Bank, 2011).

According to CARE International (2012); in South Sudan monitoring and evaluation system has different sets of participants with different power relations among themselves. Unequal social relations and positions existed either between stakeholder's i.e. local Community, facilitators, non-governmental organizations and funders or at different institutional levels such as policy, programme and project. If one ignored the issues of unequal power relations, the process of authentic participation might not take place at all. Monitoring and evaluation system degenerated into an exercise controlled by the powerful for instance; funders and non-governmental organizations were legitimate stakeholders to the outcomes of monitoring and evaluation exercise. The questions of ownership and control of knowledge and use might be significant (CARE 2012). Who controlled and who influenced monitoring and evaluation process? A great deal of transparency between the funders and the funded was required in negotiations as to which criteria's were used to determine change and progress where monitoring and evaluation system supported performance of non-governmental organizations.

According to AusAID (2013), in Juba County Monitoring and Evaluation system of non-governmental organizations were still in transition. Most non-governmental organizations involved monitoring and evaluation functions in their operations to improve transparency as well as performance. The transition of NGO's culture from emergency mode to development thinking has clearly started but in a slow process which was reflected in the monitoring and evaluation frameworks of the AusAID funded NGOs operated emergency and development projects in Juba County, South Sudan (World Bank, 2011).

1.2 Statement of the Problem

Non-governmental organizations were implementing various projects in Juba County, South Sudan but little impact was seen at the Community level as well as at institutional development level. One wonders, what were the non-governmental organizations doing with their frequently field monitoring visits and evaluation exercises conducted in Juba County in the name of performance increase? NGO's allocated 5% to 10% of projects budgets for monitoring and evaluation activities with the purpose of promoting their performance but little progress have been seen in Juba County, South Sudan. Sustainability of Community projects as well as non-governmental organizations development was slow, yet a lot of resources were put by various development actors to promote monitoring and evaluation system in the non-governmental organizations aimed at increasing performance of non-governmental organizations. What we really did not know was why a lot of resources were injected in monitoring and evaluation activities focused at increasing non-governmental organizations performance but still there was little progress shown at the Community level as well as non-governmental organizational level. Other Community NGOs supported projects and some NGOs in Juba County collapsed due to poor performance on top of the allocated resources for monitoring and evaluation activities aimed at improving their performance. The foregoing issues warrant the current subject of study to understand the role of monitoring and evaluation system in promoting performance of non-governmental organizations in Juba County, South Sudan.

1.4 Purpose of the Study

The purpose of this study is to determine the role of monitoring and evaluation system in promoting performance of non-governmental organizations in Juba County, South Sudan.

1.5 Objectives of the Study

- i. To assess the influence of monitoring system in promoting performance of non-governmental organizations in Juba County, South Sudan.
- ii. To determine the influence of evaluation system in promoting performance of non-governmental organizations in Juba County, South Sudan.
- iii. To assess the influence of participatory monitoring and evaluation in promoting performance of non-governmental organizations in Juba County, South Sudan.
- iv. To examine the importance of monitoring and evaluation department in promoting performance of non-governmental organizations in Juba County, South Sudan.

1.6 Research Questions

- i. How does monitoring system promote performance of non-governmental organizations in Juba County, South Sudan?
- ii. In what ways do evaluation systems promote performance of non-governmental organizations in Juba County, South Sudan?
- iii. How does participatory monitoring and evaluation promote performance of non-governmental organizations in Juba County, South Sudan?
- iv. In what ways do monitoring and evaluation department promote performance of non-governmental organizations in Juba County, South Sudan?

1.7 Significance of the Study

This study would benefit the non-governmental organizations, government agencies, students, researchers and scholars to understand the role of monitoring and evaluation system in promoting performance of non-governmental organizations.

The NGOs would use the research findings for increasing performance of their interventions. Students might use the findings as sources of knowledge for passing examinations as well as broadening their understanding in monitoring and evaluation system, researchers should use the findings as sources of citation for further similar study. Government agencies might use the findings for policy making toward M&E role in performance management. Scholars might benefit by using findings to understand the context of monitoring and evaluation system in promoting performance in Juba County, South Sudan.

1.8 Scope of the Study

This study concentrated on the role of monitoring and evaluation system in promoting performance of non-governmental organizations in Juba County, South Sudan. The researcher collected data related to the role of monitoring and evaluation system in promoting performance of non-governmental organizations in Juba County, South Sudan.

1.9 Study Limitations

The study participants responded to the research questions in accordance to what they thought the researcher wished the answers were and wanted to be heard as opposed to what

the exact situation was. Secondly, the study faced difficulties in accessing top level managers in the non-governmental organizations who have broad knowledge in their monitoring and evaluation system.

In situations where the information being sought was delicate and personal, the researcher had foreseen a challenge where some of the respondents might be unwilling to provide relevant information for fear of victimization and loss of confidentiality. This was countered by use of an introductory letter from the university which stipulated that the solitary goal for the study was purely academic. In addition, an introductory letter used to state the steps taken to ensure confidentiality of the participants.

1.10 Assumptions of the Study

The study assumed that the findings would benefit the research stakeholders i.e. NGO staff, students, researchers and scholars. This study assumed that respondents have broad knowledge on the role of monitoring and evaluation system in promoting performance of NGOs. This study also assumed that respondents would be honest in revealing the true picture of monitoring and evaluation system in NGOs operating in Juba County, South Sudan. It assumed that outside forces such as war and armed conflicts would not occur as this might have affected the researcher and the data collection process, thus affecting the overall completion of the study.

1.11 Operational definition of Terms

Monitoring: is an ongoing process of obtaining regular data for measuring progress.

Evaluation: is an assessment of either completed or ongoing activities to determine the extent to which progress have been made.

Non-governmental Organizations: are not for profit organizations that functions independently of government.

Performance: refer to accomplishment of a given task measured against pre-set known standards of accuracy, completeness, cost, and speed.

Participatory Monitoring and Evaluation is a process through which stakeholders at various levels are engaged in monitoring or evaluating a particular project, program or policy.

Monitoring and Evaluation Department: refer to a section of an organization which lead and direct monitoring and evaluation functions.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covers the review of the available literatures on the current research area. It presents an overview of previous work on related objectives for this study. It starts with understanding participatory monitoring and evaluation, related literatures to study objectives, theoretical framework, conceptual framework, and operationalization of variables, and finally the recap of the literature review.

2.2 Empirical Literature

According to Chen (2005), in monitoring and evaluation literatures, the Universalist approach and Contingency approach were the two approaches considered when making decision. The Universalist approach maintained on the global dominance of some M&E methods as compared to others. According to this approach, advocators for the best tactic applied the Universalist approach of programme appraisal research methods. The Universalist approach has gained popularity since it was direct/straightforward, influential and can easily be followed by evaluators. Some programs under this approach differed significantly with respect to their structure, evaluation needs, data availability and funding mechanisms. This variance exposed evaluators to the failures of unselective discriminate i.e. one method fits all type of evaluation (Chen 2005).

Chen (2005) also discussed the Contingency approach and stated that it promoted no single best way in conducting M&E programmes but stressed that the best approach and tactic

should depend on the situation. The principles in this approach called for an analysis of individual programs and assessed their uniqueness for evaluation purposes. The contingency approach contrasted the Universalist approach in that it was not straightforward thus made it supreme as it avoided basic and naïve assumptions. Basically, it fitted better with the real environment under which M&E practitioners operated.

Mehrotra Santosh (2011), asserted that in India, the demand for monitoring and evaluation system originated from ministries of the union government. Monitoring and evaluation system was implemented regularly and periodically by government ministries, reasonable funds were allocated for monitoring and evaluation aimed at self-learning. Donors like World Bank, Asian Development Bank, United Nations, United States, United Kingdom, Germany, France and Japan supported monitoring and evaluation to boost performance of Indian government ministries as well as non-governmental organizations.

Atkinson *et al.*, (2003), states that in South Africa monitoring and evaluation system provided information that supported the government's programmes from aspect of both learning and accountability in the design and delivery of government policies, programmes, services and utilization of public funds. Programme performance reporting focused to stipulate performance backgrounds rather than simply reporting on a limited set of indicators in the context of accountability. The government was focusing on promoting monitoring and evaluation system that would lead to improvements in the quality of planning and implementation systems of government departments and development organizations.

According to Musoni (2014), M&E system in South Sudan was a vital component in ensuring that effective programme management was carried out and that accountability

procedures were adhered to in all operational areas. Monitoring and evaluation system supported programme implementation with accurate evidence-based reporting that informed management decision making to promote programme performance and contributed to organizational learning and knowledge sharing by reflecting through experience sharing for further development of the best practices in South Sudan development programmes.

2.2.1 Influence of Monitoring in Promoting Performance of NGOs

Monitoring in NGOs was based on two major categories i.e. monitoring for efficiency and monitoring for effectiveness (Koot, 2000). Monitoring for efficiency emphasizes on the primary project activity i.e. inputs, means and outputs. Questions such as; were inputs and resources being properly utilized? What were the tangible outcomes of the project? On the other hand, monitoring for effectiveness focused on measuring effects that was, the immediate concrete and visual change as compared to the initial status. The requirement in this category was that this change should vary and should be measurable either quantitatively or qualitatively (Koot, 2000).

Monitoring guided non-governmental organizations in addressing issues that were unique in their operational environment. Continuous monitoring was likely to improve the effectiveness of NGOs. Many non-governmental organizations were using the monitoring concepts to improve the effectiveness and efficiency of their internal control systems. This helped non-governmental organizations to identify effectiveness and efficiency of their projects where they already existed and used it to maximum benefit which led to improvements in NGO's performance. The internal control system improved the likelihood that non-governmental organizations objectives were achieved (Committee of Sponsoring Organizations of the Treadway Commission, 2009).

2.2.2 Influence of Evaluation in Promoting Performance of NGOs

Evaluations served as tool to improve non-governmental organizations programs performance; it benefited NGOs' programs at every stage of implementation. Evaluation provided inputs that ensured success of early program implementation and ensured that foundational challenges were easily handled. In addition, it provided a means for measuring the output to the project participants. Thus, evaluation provided the necessary information that ensured that resources were optimally utilized to achieve program targets. Evaluation also aided in securing imminent funding for supporting NGOs' programs. The findings and recommendations of evaluation were shared to participants to help in further performance improvement and provided a basis for NGO's in attaining their programs goals (Bronte-Tinkew *et al.*, 2006).

Evaluation was a relevant tool in determining the significance and attainment of objectives, effectiveness, competency, influence and sustainability of a project. An evaluation design was aimed at providing credible information and useful in the decision-making process for both recipients and donors. Evaluation analyzed information for tracking progress of project implementation appropriately which kept projects on track and provided information to reassess priorities. The nature and extent of change in a development intervention was usually explained through evaluation (IFRCS, 2011).

2.2.3 Influence of PM&E in Promoting Performance of NGOs

According to Coupal (2001), the major purpose of participatory monitoring and evaluation was to provide information to stakeholders that would aid in analyzing whether program goals and objectives have been achieved and whether resources have been properly utilized. Participatory monitoring and evaluation included review of change through processes that

involved direct stakeholders who were affected by the programme or indirect stakeholders affected by the impact of the programme. Participatory monitoring and evaluation motivated sustainability of development programmes in the non-governmental organization which promoted their performance.

Participatory monitoring and evaluation have increased concerns on non-governmental organizations, donors, governments and other development actors. This has affected trend in management cycle toward performance-based accountability and results-oriented management thus increased efficiency in funds utilization (Howe, 2000). By adopting decentralization and devolution NGOs have acquired in them oversight techniques and increased their capacity as Community-based organizations and actors in development. Since 1980's the concept of PM&E has been adopted in the policy-making arena of most donor agencies such as United State Agency for International Development (USAID), World Bank, Danish International Development Agency (DANIDA), Swedish International Development Authority (SIDA) and Norwegian Agency for International Development (NAROD) (Howe, 2000).

2.2.4 Influence of M&E Department in Promoting Performance of NGOs

According to Sylvia (2013), Monitoring and evaluation department provided services for all organizational units at GIZ. Services such as advising the decentralized operational units of the organization on design and use of monitoring systems for navigating the evaluation process; providing reliable information to the management independent corporate-strategy evaluation and developing M&E policies to ensure that they met the international standards as set out by the NGO professional Community nationally and internationally.

According to Sartorius (2000), Monitoring and evaluation department offered non-governmental organizations numerous opportunities for performance improvement and enhanced their management capacity. Many non-governmental organizations employed monitoring and evaluation system to design and implement effective programmes. By employing a wide range of mechanisms in project management, M&E department has ensured that agencies working in poverty alleviation programs improved and strengthened their approaches to program management thus improved performance over the project's life cycle.

This literature was reviewing the role of monitoring and evaluation system in promoting performance of non-governmental organizations in Juba County, South Sudan; indicated different aspects which would assist in systematic recording and periodic analysis of information in the study. It was evidenced therefore that literatures gaps existed on the relationship between monitoring and evaluation system and performance of non-governmental organizations in Juba County, South Sudan. The study would fill the gaps by focusing on the role of monitoring and evaluation system in promoting performance of non-governmental organizations in Juba County, South Sudan.

2.3 Theoretical Framework

According to Nagy et. al., (2004), a theoretical framework is a collection of interrelated concepts which guides research, determining what things to measure in statistical relationships. This research study was based on the three theories explained below;

2.3.1 Agency Theory

According to agency theory, funders inherently have contrasting goals, aims and motivations. Hence, M&E is simply a contract that should be agreed upon by the parties,

that is the donors and the beneficiaries. The applicability of this theory was that both donors and beneficiaries should invest resources such as time in improving the gap between their requirements through the implementation of M&E (Gibbon, 2002).

2.3.2 Stewardship Theory

This theory stated that both donors and beneficiaries possess common goals and focuses on an intrinsic motivation for working together. Thus, M&E system mechanisms provided a means for performance and efficiency improvement. The outcome obtained from M&E could thus aid in improving good practices knowledge whose result aimed at improving performance (Davis, 1997).

2.3.3 Institutional Theory

Institutional theory asserted that the operational environment shaped the organization structure. Environment's normative pressures pushed organizations in using conventional means for Monitoring and Evaluation. Therefore, "institutional theory" could help gain knowledge in the processes of implementing Monitoring and Evaluation in non-governmental organization (DiMaggio, 1983).

2.4 Conceptual Framework

According to McGaghie et al., (2001), a conceptual framework forms a basis upon which various research questions that guided the research were presented. The problem statement of this research project proposal presented the context and the issues that caused the researcher to conduct this study. In this research project proposal study, the independent variables were finance department, human resource department, project target beneficiaries and monitoring and evaluation department. These variables in turn affected the state of

monitoring and evaluation in promoting performance of organizations in Juba County, South Sudan. Dependent variable would be performance of non-governmental organizations and the intervening variable were both internal and external variables that affected such organizations.

Independent Variables

Dependent Variables

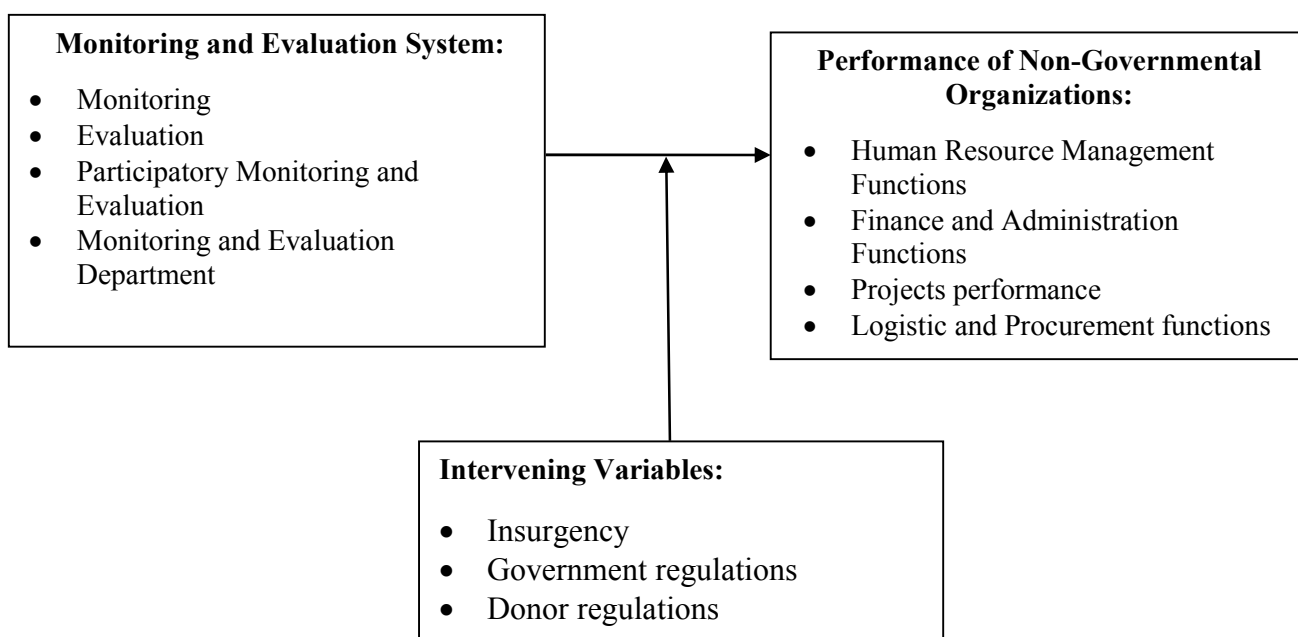


Figure 1: Conceptual Framework

2.5 Recap of the Literature Review

This chapter has reviewed the existing literatures on the role of monitoring and evaluation system in promoting performance of non-organizations globally, regionally and locally. The concept of monitoring and evaluation system in promoting performance of non-governmental organizations in Juba County, South Sudan and quality information attributes. These concepts created the basis of the theoretical framework. The chapter also presented a conceptual framework reflected the relationship between the independent variable

(Monitoring and Evaluation System), dependent variable (Performance of non-governmental organizations) and the intervening variables (Insurgency, government regulations and donor regulations).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on research design, location of the study, target population, sampling procedures and sample size, research instruments, testing for reliability and validity, data collection methods and procedures, data analysis and techniques, and ethical consideration.

3.2 Location of the Study

This study covered non-governmental organizations operating in Juba County, South Sudan. Technically the study focused on collecting data from the non-governmental organizations working in Juba County in South Sudan. The study aimed at studying the role of monitoring and evaluation systems in promoting performance of non-governmental organizations operating in Juba County, South Sudan.

3.3 Research Design

According to Borg, Meredith and Gall (2007) defined research design as a detailed plan for how the research will be conducted. This study adapted case-study design to ease conceptualization of the ideas about the issues. Kothari (2008) defined a survey research as systematic gathering of information from a sample of respondents for the purpose of understanding and/or predicting some aspects of the behavior of the population under study. This provided the framework for collecting and analyzing data to address the study objectives. It also provided for further data collection (primary data) to supplement the

secondary data (literature review) which was undertaken. The study began with literature review as discussed in chapter two, followed by questionnaire surveys and then key informant interviews. It inquired the role of Monitoring and Evaluation system in promoting performance of non-government organizations in Juba County, South Sudan.

Thus the study design employed a mixed methods approach. The key informant interviews schedule was used for collecting qualitative data for the role of monitoring and evaluation system in promoting performance of non-governmental organizations in Juba County, South Sudan while the semi-structured questionnaires collected quantitative data on the same topic above. The research design was suitable as it focused on the current phenomenon with regards to the role of monitoring and evaluation system in promoting performance of non-governmental organizations in Juba County, South Sudan.

3.4 Target Population

According to Tummala (2007); a population is an aggregate of subjects who have shared characteristics. In other words, it is a set which includes all measurements of interest to the researcher. According to South Sudan non-governmental organizations forum report (2017), there were 242 non-governmental organizations registered with the NGO's board in Juba County, South Sudan. The study targeted 500 respondents from 10 NGO's out of 242 NGO's as discussed below.

3.5 Sampling Technique and Procedure

Based on the scoping study of 10 NGO's, the targeted population of the 10 NGO's in which 5 were those with well-established Monitoring and Evaluation system with Monitoring and Evaluation managers/officers while 5 were those without established Monitoring and Evaluation system. The NGO's selected on the average was that each must have at least 50

members of technical staff. The targeted population therefore was $10 \times 50 = 500$ technical staff.

Simple Random sampling technique was used to select respondents from the target population which comprised of programme managers, M&E officers and other operational technical staff. According to Alvi (2016); Simple random sampling is a probability sampling method whereby all elements in the sampling frame have an equal chance of being selected. Researcher obtained an unbiased sample by using simple random sampling, which saved time and money.

3.6 Sample Size

Of the 10 NGO's out of 242 NGO's operating in Juba County, South Sudan all have an estimated total population of 500 technical staff from which a sample of respondents was drawn. As stated earlier the average number of technical staffs in each of the 10 NGO's was 50. This gave a target population of 500 sampled from using Yamane (1967) formula where

$$n = \frac{N}{1 + Ne^2}$$

Where

n is the required sampled size, N is the population size and e is the precision level. In this study $e = 0.05$. Thus, using our quantities we obtain

$$n = \frac{500}{1 + (500)(0.05)^2} = 222.222 \approx 222 \text{ respondents}$$

3.7 Key informant interviews.

This was the main source of qualitative information. The key informant interviews were done in order to collect pertinent information that could answer questions like where, when, what, why and how as those were rarely captured using questionnaire survey. The key informants were purposively sampled from the monitoring and evaluation managers, programme managers, Monitoring and Evaluation officers and other operational technical staff. With the help of a checklist, the key informant interviews were open ended as the research would like to explore the details of the research theme.

Table 1: Respondents for Key Informant Interviews

Categories of key informant respondents	NGO's with M&E system	NGO's without M&E system	Total
Programme Managers	5	5	10
Monitoring and evaluation Officers	5	5	10
Other Operational technical staff	5	5	10

3.8 Data collection techniques

The study used both primary and secondary data collection methods. Primary methods included semi-structured questionnaires and key informant interviews schedules. These methods were normally conducted in full consent of the respondents. Secondary sources included literature from libraries, journals and text books.

According to Gomm (2008), primary data is the one enlisted from the subject under study directly. The researcher picked a letter of authority from Mount Kenya University School of Social Sciences, department of social and development studies, and a permit from South

Sudan non-governmental organizations (NGO's) forum which was governing board for non-governmental organizations operating in Juba County, South Sudan as well as inform management of non-governmental organizations which were visited for this study in Juba County, South Sudan. This enabled the researcher to obtain information and confidential documents from the non-governmental organizations involved in this study. Key informant interviews schedule administered to programme managers and monitoring and evaluation managers who were believed to have broad knowledge of their non-governmental organizations through emails, skype, WhatsApp as well as face to face interviews, the semi-structured questionnaires were administered to monitoring and evaluation officers and programme officers the same as above channels.

3.9 Reliability of research Instruments

According to Ngechu (2004), reliability refers to the consistency of measurement and is frequently assessed using the test–retest reliability method. Reliability is increased by including many similar items on a measure, by testing a diverse sample of individuals and by using uniform testing procedures. The researcher selected a pilot group comprised of 10% of the sampled population to test the reliability of the research instrument. One of the advantages of conducting this piloting study was to give advice and warnings about where the main research project might fail. The aim was to correct inconsistencies which might arise from the instruments.

According to Trochim (2005), Validity is described as measure that accurately reflects the concept it is intended to measure. The Validity ensured that the research questions triangulated to inform the questionnaires and key informant interviews which provided valid data for this research study. The researcher discussed the data collection tools with

colleagues, supervisors, and experts from Mount Kenya University. These suggestions were used for correcting the tools to ensure valid data collected.

3.10 Data Analysis techniques

An analysis was done on how the intended beneficiaries involved in monitoring and evaluation system within and to what extent they understood the role of monitoring and evaluation system in promoting performance of organizations in Juba County, South Sudan. The quantitative data were collected by questionnaires; coded, tabulated and processed by using SPSS Version 21.

Descriptive statistics included frequency, ratio and percentages to profile sample characteristics and major patterns emerged from the data. The quantitative data were presented in frequent tables, percentages, charts, bars and graphs. The qualitative data were collected by interviews and presented in a descriptive form and then analyzed through context analysis whereby the data were processed, the results were presented in prose form. This identified evolving patterns in the text of the questions and categorized them into themes.

3.11 Ethical Considerations

The researcher followed ethical standards during data collection and reported the findings of this study with ethical considerations. The research focused on the three principles of ethics which include: respect, beneficence and justice. The respondents were informed on the purpose of the study before sharing information with them, thus conforming to the principle of voluntary and informed consent. Furthermore, the identities of the respondents were protected by reporting data as a block not by highlighting individual cases.

3.12 Operationalization of Variables

Table 2: Operational Definition of variables

Research Objective	Type of Variable	Variable	Indicator	Measure ment Scale	Data Collection Method	Approach of Analysis	Tool of Analysis	Type of Analysis
To assess the influence of monitoring in promoting performance of non-governmental organizations in Juba County, South Sudan.	Independent variable	Monitoring system	Availability of monitoring Frameworks	Nominal	Questionnaire Interview guide	Quantitative qualitative	Percentage ratio	Descriptive Content
To determine the influence of evaluation in promoting performance of non-governmental organizations in Juba County, South Sudan.	Independent variable	Evaluation system	Availability of Evaluation Frameworks Number of evaluation approaches in use	Nominal	Questionnaire Interview guide	Quantitative Qualitative	Percentage ratio	Descriptive Content

To assess the influence of participatory monitoring and evaluation in promoting performance of non-governmental organizations in Juba County, South Sudan.	Independent variable	Participatory Monitoring & Evaluation	- Present of PM&E tools in NGO's -Utilization of PM&E tools in NGO's	Nominal	Questionnaire Interviews guide	Quantitative Qualitative	Percentage ratio	Descriptive Content
To examine the importance of monitoring and evaluation department in promoting performance of non-governmental organizations in Juba County, South Sudan.	Independent variable	Monitoring and Evaluation department	- Existence of M&E department in NGO's	Nominal	Questionnaire Interview guide	Quantitative Qualitative	Percentage ratio	Descriptive Content
	Dependent variable	Performance of non-governmental organizations	-Improve in NGO's service delivery	Nominal	Questionnaire Interview guide	Qualitative	Percentage ratio	Descriptive Content

CHAPTER FOUR

RESEARCH FINDINGS, ANALYSIS AND PRESENTATION

4.1 Introduction

This chapter covers research findings, interpretation and discussion based on the four research objectives. The data collected was analyzed using SPSS version 21. The data is presented through frequency tables, percentage, bar charts, graphs and narrative logs.

The study targeted 222 respondents of which 215 questionnaires were answered correctly with accuracy level of 95% and 7 questionnaires were spoiled that led to precision error of 0.05%.

4.2 Gender Composition of Respondents

Majority (65%) of the respondents interviewed were Male and 35% were Female as shown in table 3. The respondents were majorly Non-governmental organization staff working in the monitoring and evaluation sectors and programme management units.

Table 3: Gender Composition of Respondents

Respondents Gender Composition	Frequency	Percentage (%)
Male	139	65
Female	76	35
Total	215	100

4.3 Education Level

In figure 2 the study findings show that 50% of the respondents were diploma holders, 34% bachelor's degree holders and 16% held master's degrees. The findings indicated that half of the respondents were diploma holders, followed by bachelor's degree and minority master's degree holders in various academic disciplines ranging from social sciences, business studies, arts and humanities, public health, to environmental sciences and applied sciences.

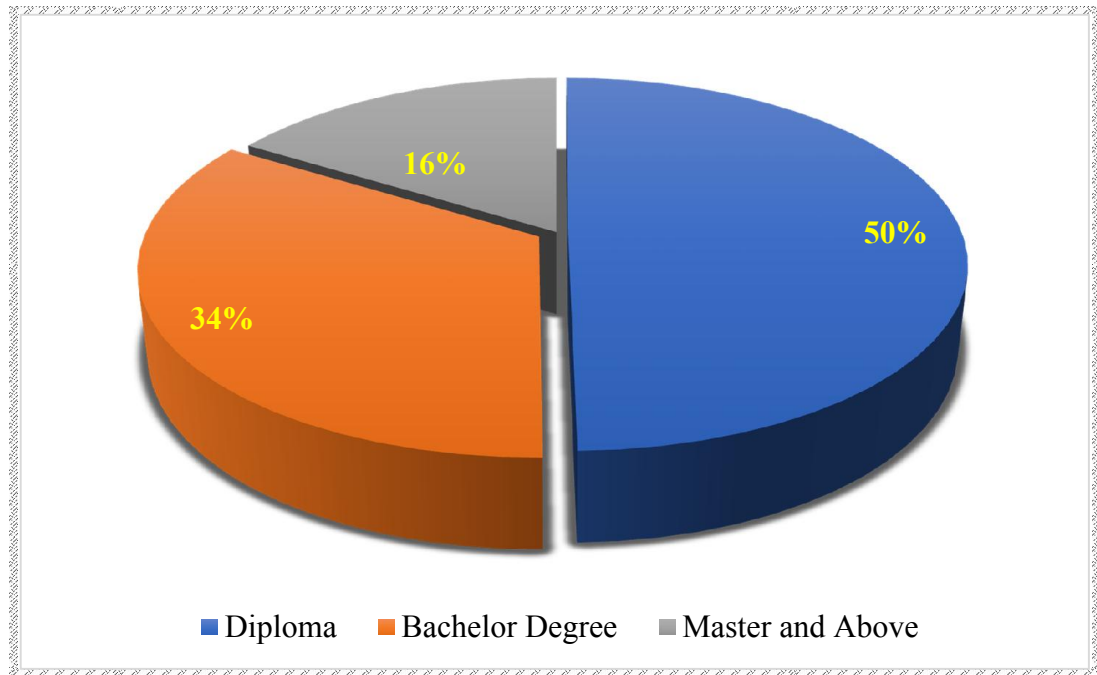


Figure 2. Education level of respondents

4.4 Work Experience in Monitoring and Evaluation Unit

The research findings shown in figure 3 indicate that 75 respondents have less than 1-year of work experience in monitoring and evaluation field and programme units, 67 respondents have 1-2 years of work experiences, 46 respondents have 3-5years and 27 respondents have

6 years and above work experience in monitoring and evaluation related fields and programme management units in their respective non-governmental organizations in Juba County, South Sudan.

The findings implied that most of the staff working in the monitoring and evaluation units among the non-governmental organizations in Juba County, South Sudan has less than 1 year experience in monitoring and evaluation field. The demand for monitoring and evaluation increased due to pressure from the non-governmental organizations board of directors and donors aiming at programme quality improvement.

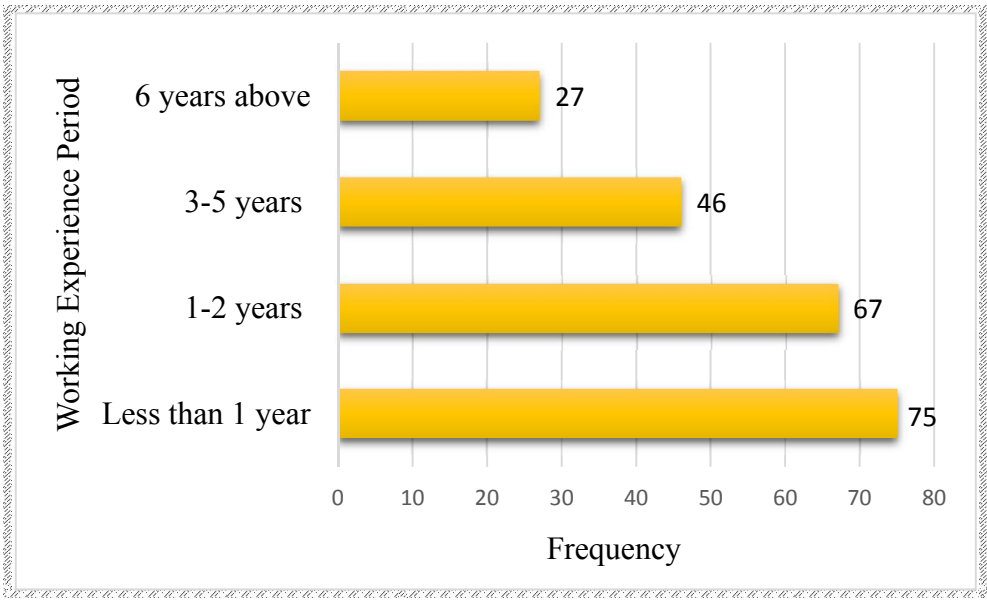


Figure 3. Work experience in Monitoring and Evaluation field

4.5 Influence of Monitoring system in Promoting Performance of NGOs

Table 4 show that 71% of respondents indicated availability of monitoring system in their non-governmental organizations while 29% of respondents mentioned absent of monitoring system in their non-governmental organization in Juba County, South Sudan. The respondents who mentioned present of monitoring system in their organization stipulated

that the monitoring system had been integrated into their organizations systems while the respondents who mentioned nonexistence of monitoring system in their non-governmental organizations emphasized the need for initiating monitoring system in their non-government organizations.

Table 4: Monitoring System in Non-governmental Organizations

Existence of Monitoring System in NGO's	Frequency	Percentage (%)
Yes	127	71
No	88	29
Total	215	100

As shown in figure 4, 43% of the respondents stated that they have manual monitoring system which was based on paper system, 29% mentioned semi-automatic monitoring system where some monitoring tool were in software while others were paper based, 19% of the respondents indicated they have automatic/paperless monitoring system whereby monitoring tools were digitalized and 9% were using both automatic system and semi-automatic system based on programmes nature they were implementing within their non-governmental organizations.

The study also found out those non-governmental organizations with automatic monitoring systems save time in terms of programme information sharing as compared to manual or semi-automatic monitoring system. The findings proved that there is high demand from

donor Communities for non-governmental organizations to digitize their monitoring system for easy information sharing.

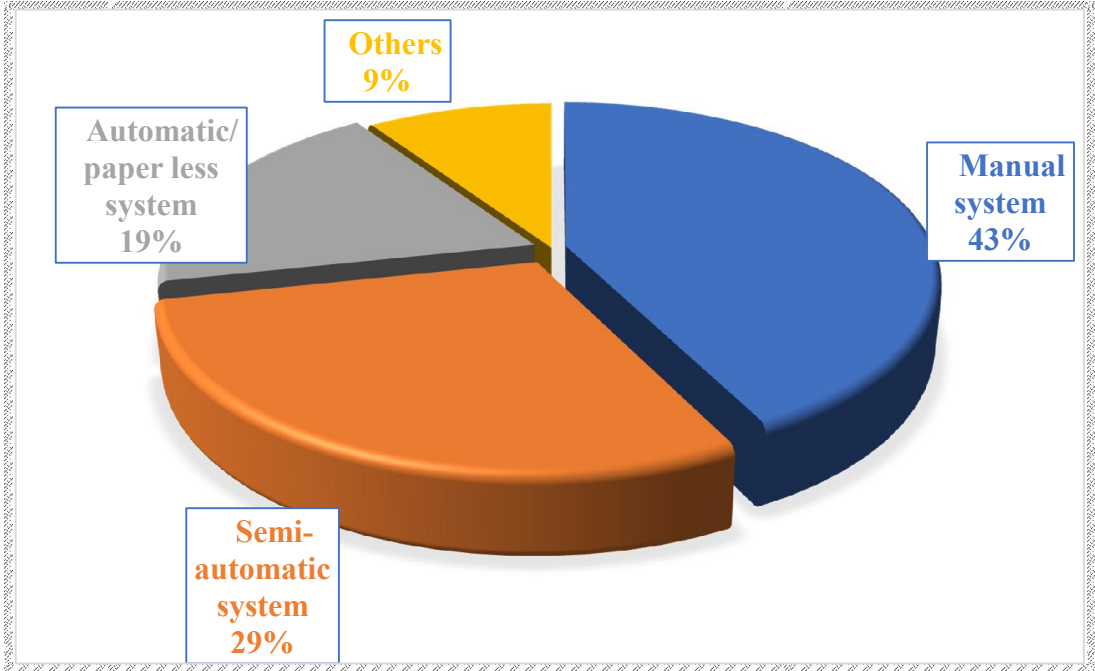


Figure 4: Levels of Monitoring System in Non-governmental Organizations

Figure 5 presents the percentage ratio of NGOs with and without M&E staff. Study findings show that 59% of the non-governmental organizations sampled for the study in Juba County, South Sudan have staff in-charge of monitoring programmes and 41% have no staff in charge of monitoring programmes in their organizations. The respondents indicated that non-governmental organizations with staff in charge of monitoring system did track progress of programme which led to better performance of the non-governmental organization in Juba County, South Sudan. Non-governmental organizations without staff in charge of monitoring system did conduct informal monitoring like field visits and findings were written in the traditional report format, no action point’s tracker designed for follow up. The study indicated that non-governmental organizations with monitoring system were in better

position in programme performance as compared to non-governmental organizations without monitoring system.

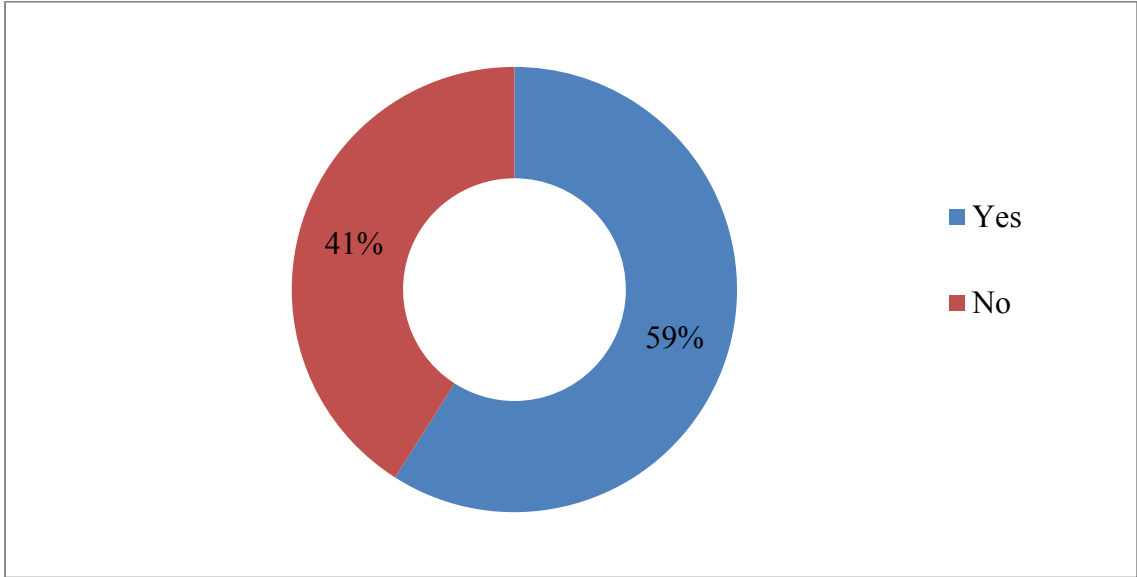


Figure 5: Percentage ratio of NGOs with and without M&E staff

In the figure 6, 43 respondents indicated that their non-governmental organizations have semi-professional staff in monitoring programmes. The semi-professionals were staff who attended short trainings in monitoring programmes. Those trainings were normally offered for duration of 1 to 2 weeks by various institutions aimed at promoting programme monitoring human resource force. 41 respondents pointed out that they have professional staff in monitoring programmes, these were staff that attained diploma, bachelors degree, postgraduate diploma, and master's degree in monitoring and evaluations related courses. 30 respondents mentioned staff with limited skills in monitoring programmes, they majorly used informal monitoring skills which didn't support effective monitoring of programmes and 13 respondents indicated they have both professional and semi-professional staff in their non-governmental organizations.

The findings implied that majority of the staff working in monitoring and evaluation units among the non-governmental organizations in Juba County, South Sudan were semi-professional in monitoring programmes. The respondents pointed that having professional staff in monitoring programmes attract donors to non-governmental organizations due to their smart work in monitoring programmes performance.

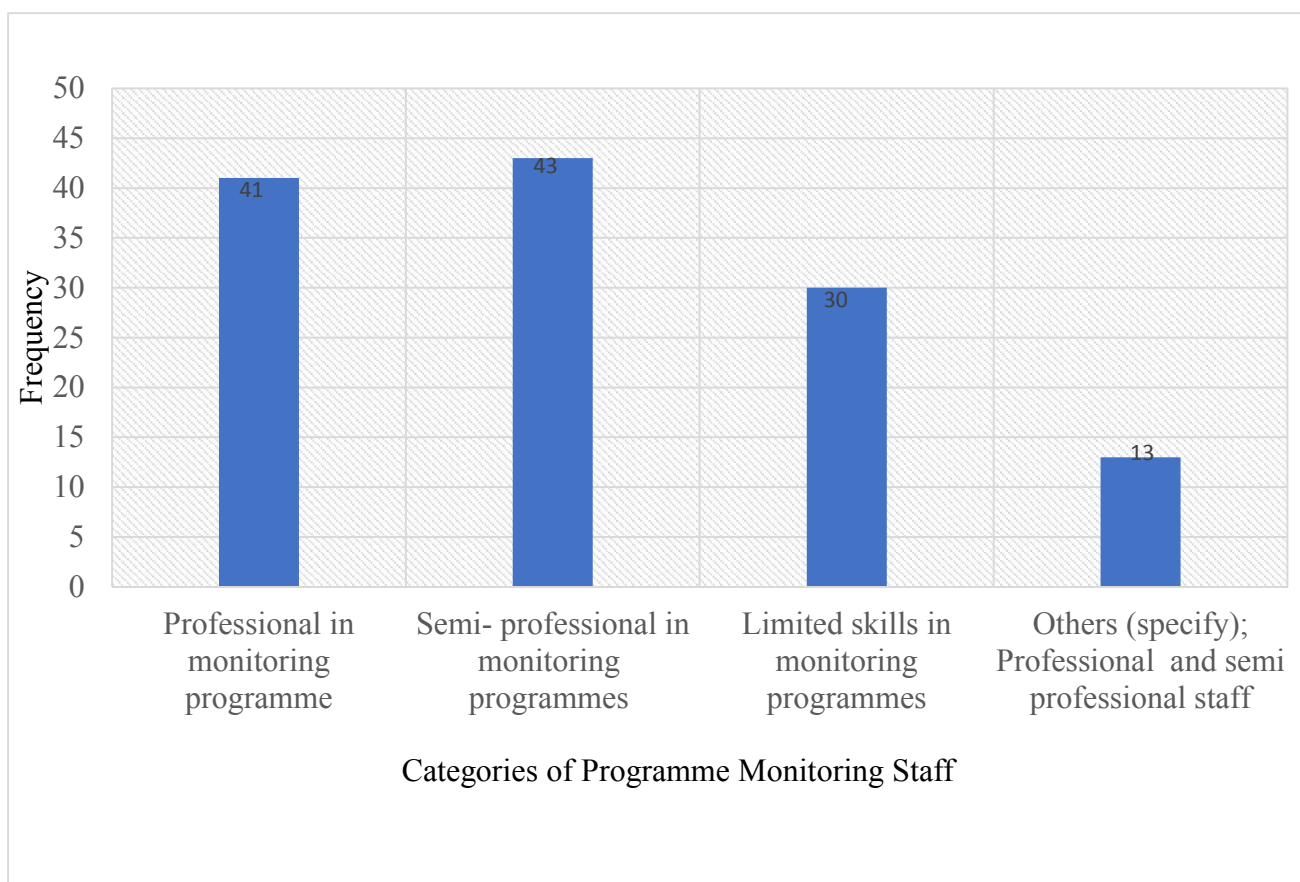


Figure 6: Qualifications of NGO's Programme Monitoring staff

As per figure 7, most of the respondents interviewed (134) stated that they use participatory monitoring in their non-governmental organizations, 28 respondents stated that they use conventional monitoring system and 53 respondents echoed internal and external monitoring system where both donor and organizations staff did joint monitoring of programmes.

The study findings implied that most of the non-governmental organization in Juba County, South Sudan used participatory monitoring system in their programmes implementation. The respondents indicated that participatory monitoring empowered programme beneficiaries since they were involved in all stages of monitoring the programmes interventions. The study indicated that conventional monitoring did not support knowledge development and learning of the programme beneficiaries since programme monitoring interventions were done at high levels without involving the local people’s ideas, while internal and external monitoring was mentioned as promoting co-existence among the programme designers and programme beneficiaries.

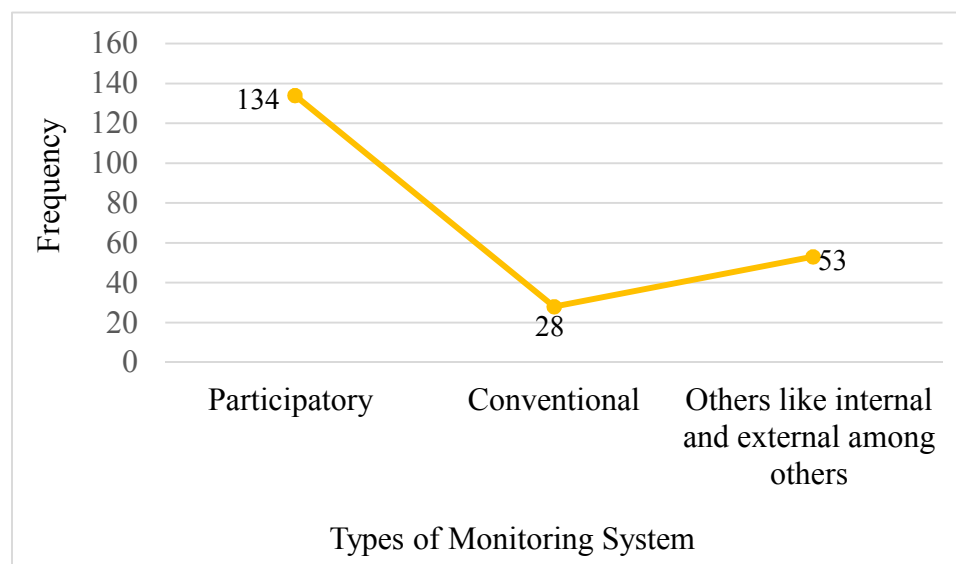


Figure 7: M&E Approaches used in NGOs in South Sudan

In figure 8, majority of the respondents (81) interviewed agreed monitoring system produced data which helped in evident based decision making led to better performance of non-governmental organization), 45 respondents mentioned monitoring system support programme managers with data for planning programme interventions, 43 respondents

supported that monitoring system acted as resource control instrument for programmes, the respondents indicated that monitoring system support efficiency of programmes which reduced programme resources waste, 29 respondents indicated that monitoring system added value on performance of non-governmental organization in Juba County, South Sudan. The value addition was done after data obtained from individual programme, then programme staff used the recommendation for improving programme interventions, 17 respondents stated that monitoring support accountability among programmes in the non-governmental organization in Juba County, South Sudan.

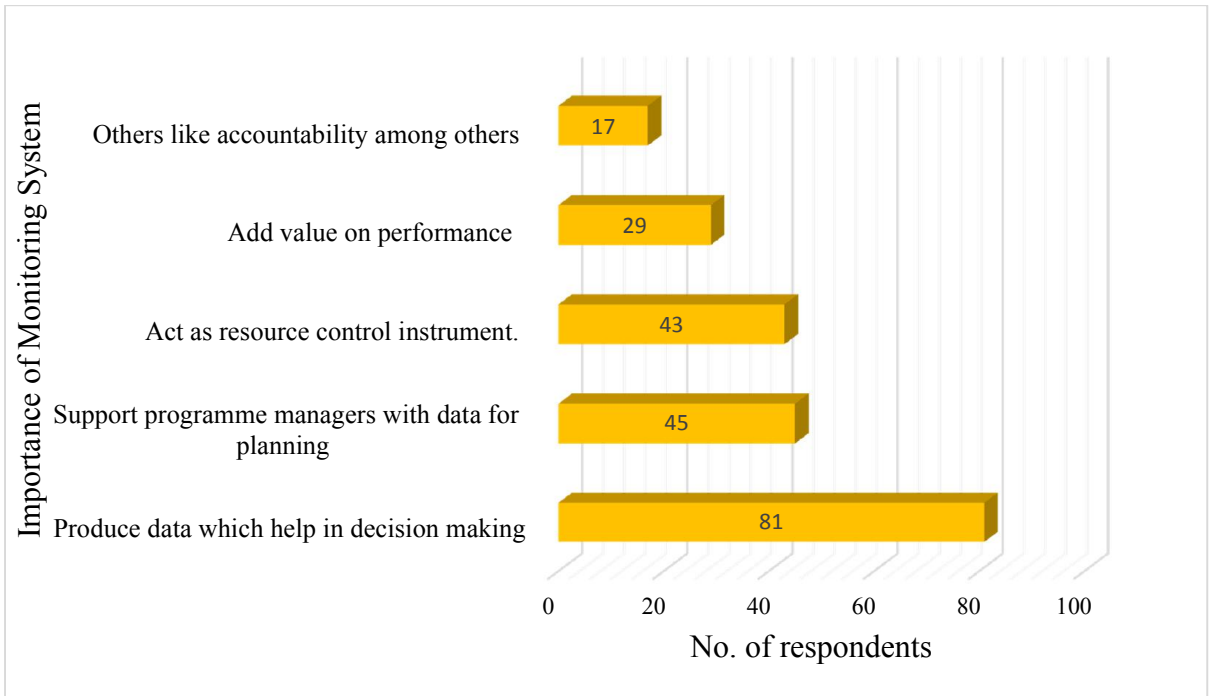


Figure 8: Functions of Monitoring System in NGO's

In figure 9, the results show that majority (82%) of the respondents indicated that use of the concept of monitoring for effectiveness and monitoring for efficiency in their non-government organizations were applied for controlling programme resources and activities prioritizations. The respondents viewed monitoring for effectiveness as a function focused

at relevance of programme objectives while monitoring for efficiency aimed at programme resources. 16% of the respondents were not using monitoring for effectiveness and monitoring for efficiency concepts in their non-governmental organizations while 2% of the respondents were not sure of the above two concepts of monitoring programmes.

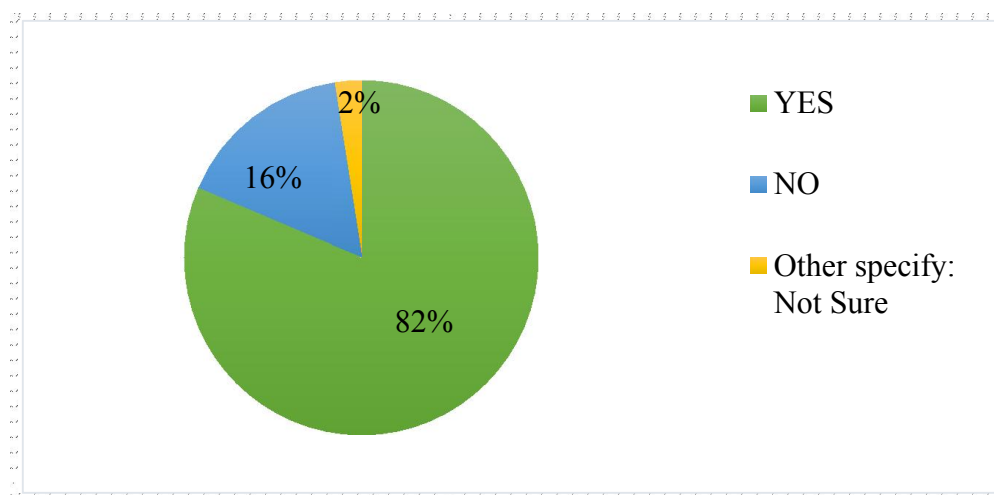


Figure 9: Monitoring Concepts in Programme Monitoring

4.6 Influence of Evaluation system in Promoting Performance of NGOs

In table 5, most respondents 73% interviewed indicated that they did conduct evaluation in their non-governmental organizations while 27% of respondents said that they did not conduct evaluation in their non-governmental organizations due to limited expertise of evaluation in their non-governmental organizations. They mentioned that programme evaluation was only done by external evaluators (consultants) who were hired periodically based on donor needs.

The study shows that non-governmental organizations with evaluation system were viewed with high performance due to programme edit exercised by the evaluation system in the non-governmental organization which led to better programme deliverance. The study found out

that Non-governmental organizations without evaluation system survived by donor-oriented evaluation exercises for reviewing their programmes which were conducted based on donor needs. They used the donor-oriented evaluation recommendations for improving their programmes performance.

Table 5: Evaluation System in NGO's

Utilization of Evaluation System in NGO's	Frequency	Percentage (%)
Yes	156	73
No	59	27
Total	215	100

In figure 10, the research findings stipulated that 48 respondents agreed they used ex-ante evaluation in their programmes design, 40 respondents applied midterm evaluation, 33 respondents used terminal evaluation, 23 respondents mentioned application of impact evaluation and 12 respondents agreed they used thematic evaluation in their non-governmental organizations in Juba County, South Sudan.

The 48 respondents deliberated that ex-ante evaluation supported programme designers in identifying best strategies for programme deliverance while the 40 respondents mentioned midterm evaluation supported in understanding ongoing programme interventions relevancy based on the beneficiaries' feedback. The 33 respondents indicated that terminal evaluation was considered paramount in measuring programme intervention outcomes and findings were used for course corrections, while the 23 respondents reflected that impact evaluation

helped in understanding the programme long term social economic and environmental changes in the society.

The 156 respondents viewed impact evaluation as expensive evaluation exercise due to its complexity of methodologies which need high evaluation expertise. The 12 respondents described thematic evaluation as supportive process for both consortium non-governmental organizations and individual non-governmental organizations programmes review aimed at improving programme performance.

The study found out that some non-governmental organizations were enabled to use evaluation system due to unwillingness of management to initiate evaluation system in their non-governmental organizations. The respondents echoed that some topic managers in the non-governmental organizations viewed evaluation as policy section in the organization and they did not support evaluation system in the organization.

The study identified that some non-governmental organizations without evaluation system liked using the phrase of **“Everybody is an evaluator.”** This concept created confusion in the non-governmental organizations since it could not support development of standard operation procedures for evaluation system in non-governmental organizations.

The study pointed out that some non-governmental organizations without evaluation system were suffering from **“projectitis”** the act of fearing to evaluate project. This happened due to poor deliverance of project interventions and weak project information management, what the researcher called **“silence evaluation killer.”** Non-governmental organizations with poor information management system viewed evaluators as enemies of programmes rather than critical friends of programmes.

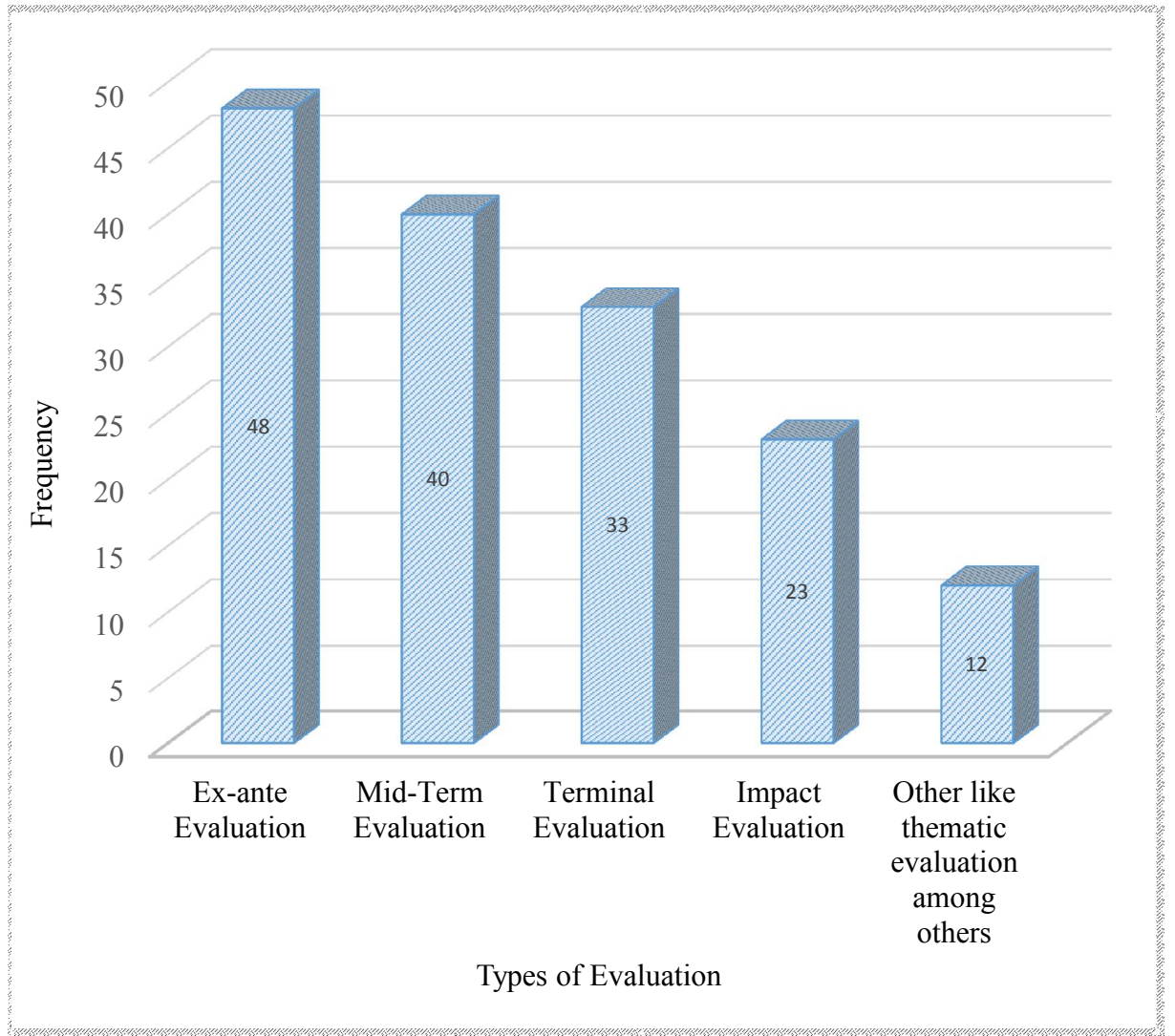


Figure 10: Types of Evaluation System in NGO's

In table 6, 69% of respondents agreed they have staff in-charge of evaluating programmes in their non-governmental organizations while 31% of respondents did not have staff in charge of evaluation in their respective non-governmental organizations in Juba County, South Sudan. 31% of the respondents indicated that their non-governmental organizations relied on hired consultants for evaluation exercises which were costly to maintain for long term in their non-governmental organizations.

Table 6: Evaluation Staff in NGO's

Evaluation Staff in NGO's	Frequency	Percentage (%)
Yes	149	69%
No	66	31%
Total	215	100

In figure 11 below, the study findings show that 41% of non-governmental organizations evaluation staff have limited skills in evaluating programmes, 38% were semi-professional in evaluating programmes i.e. staff who were trained in short term as evaluators, 11% of the staff were professional in evaluating programmes i.e. staff with diplomas, bachelor degree and masters degree in monitoring and evaluation and in Monitoring and evaluation related courses and 10% were both semi-professional and professional staff in evaluating programmes.

The study identified non-governmental organizations with professional evaluators to have standard operation procedures for evaluation functions. These evaluations standards guide management in evident-based decision making which aided planning. The study further pointed out that some non-governmental organizations without evaluation system did perform better due to constant donor technical support to their programme staff. The non-governmental organizations with pseudo-evaluation system “the evaluation system exist but not functional at all” were performing poorly as compared to non-governmental organizations without evaluation system.

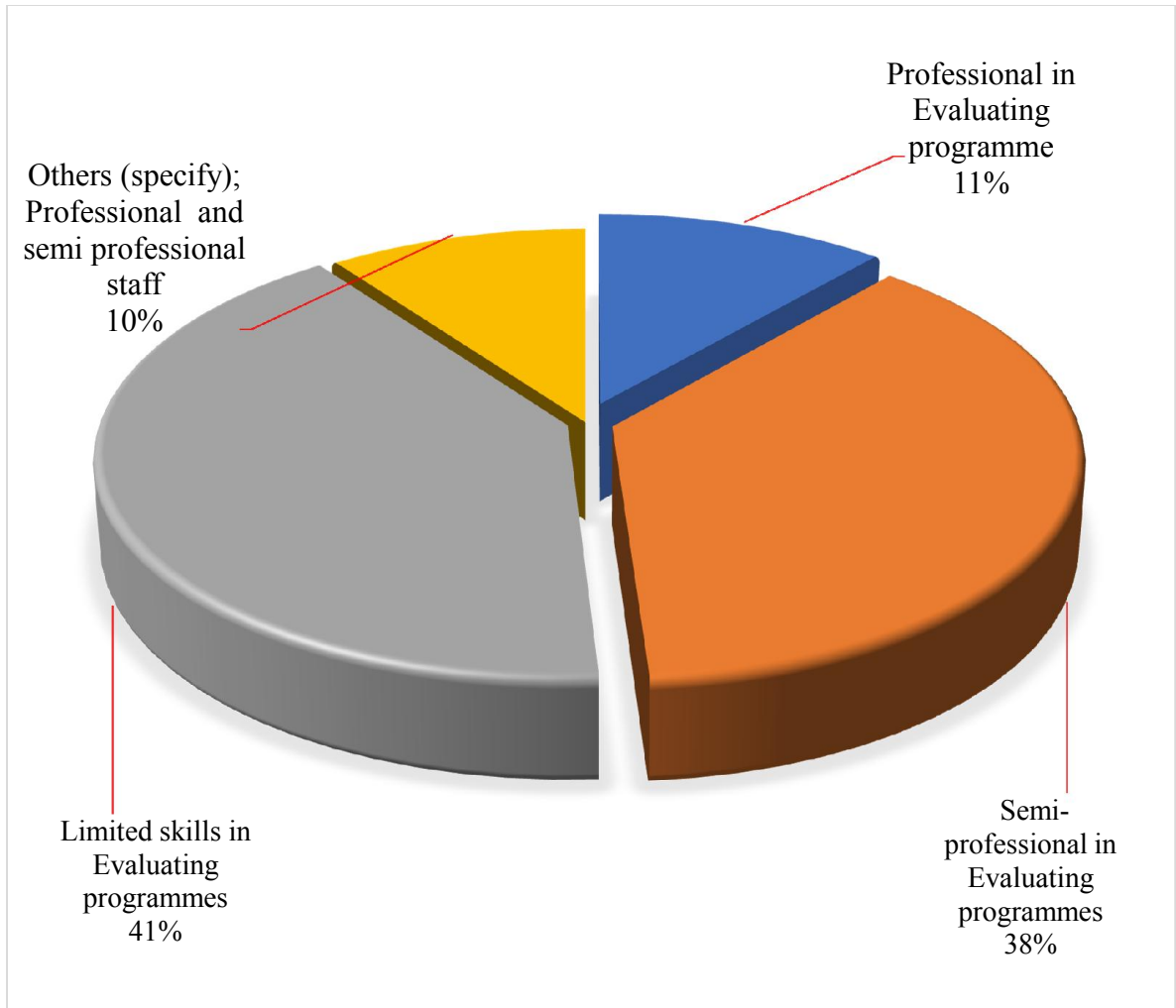


Figure 11: Qualification of Evaluation Staff in NGO's

With regards to participatory evaluation, most respondents (74) mentioned that they used participatory evaluation in their respective programme, 38 used conventional evaluation system and 37 respondents indicated they used internal and external evaluation system in their respective non-governmental organizations. In figure 12 the study identified that participatory evaluation was highly practiced among the non-governmental organization's evaluation units in Juba County, South Sudan.

The findings imply that participatory evaluation supported learning between programme designers and beneficiaries which aided performance of non-governmental organization. Conventional evaluation was rated as second and was credited for stand-alone programmes commonly used in government related programmes. Internal evaluation and external evaluation were uploaded of supporting knowledge sharing among programmes beneficiaries.

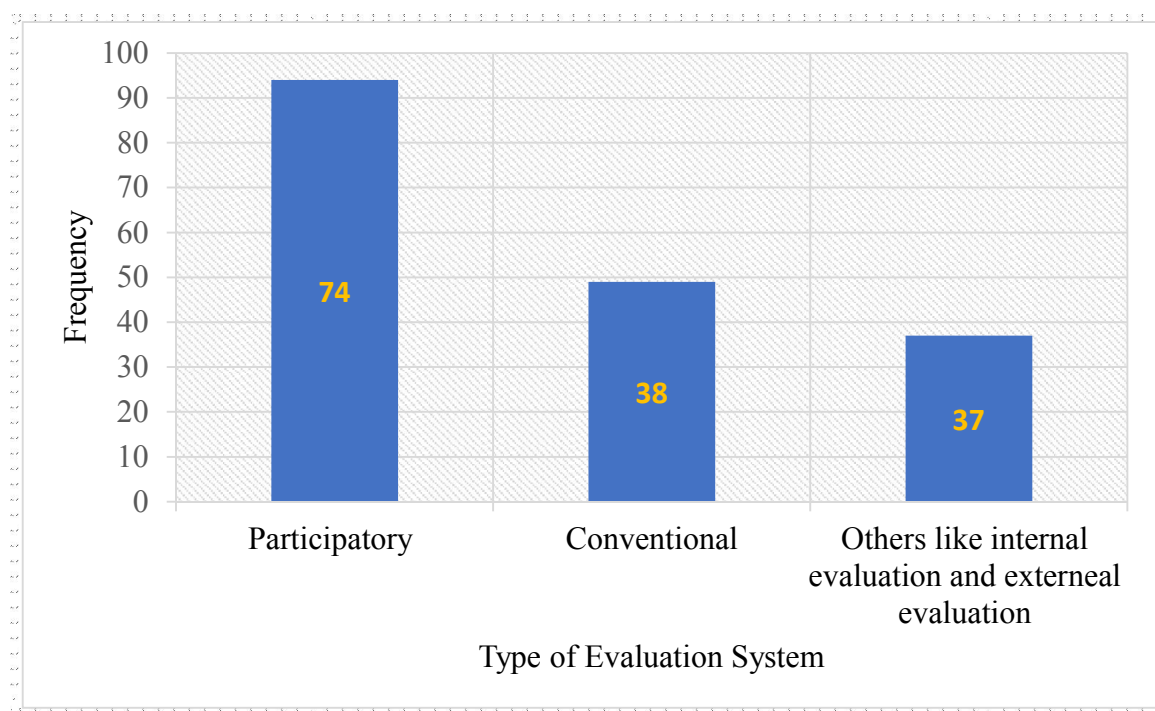


Figure 12: Types of Evaluation System

Most of the respondents (89) indicated that evaluation system promoted organizational learning and quality improvement as can be seen in figure 14. 64 respondents mentioned evaluation system that aided accountability in programmes, 42 respondents stated that evaluation supported improved informed decision making while 11 argued that evaluation system provided leverage to mobilize resources for outcome-based programming and 9

respondents mentioned that evaluation system attracted donors to fund non-governmental organizations programmes as illustrated in figure 13 below.

The study identified evaluation system as critical friend of programme that pointed out areas of concern for improvement. The respondents stipulated that evaluation demand has raised among the non-governmental organizations in Juba County, South Sudan due to internal and external demand of the evaluation findings.

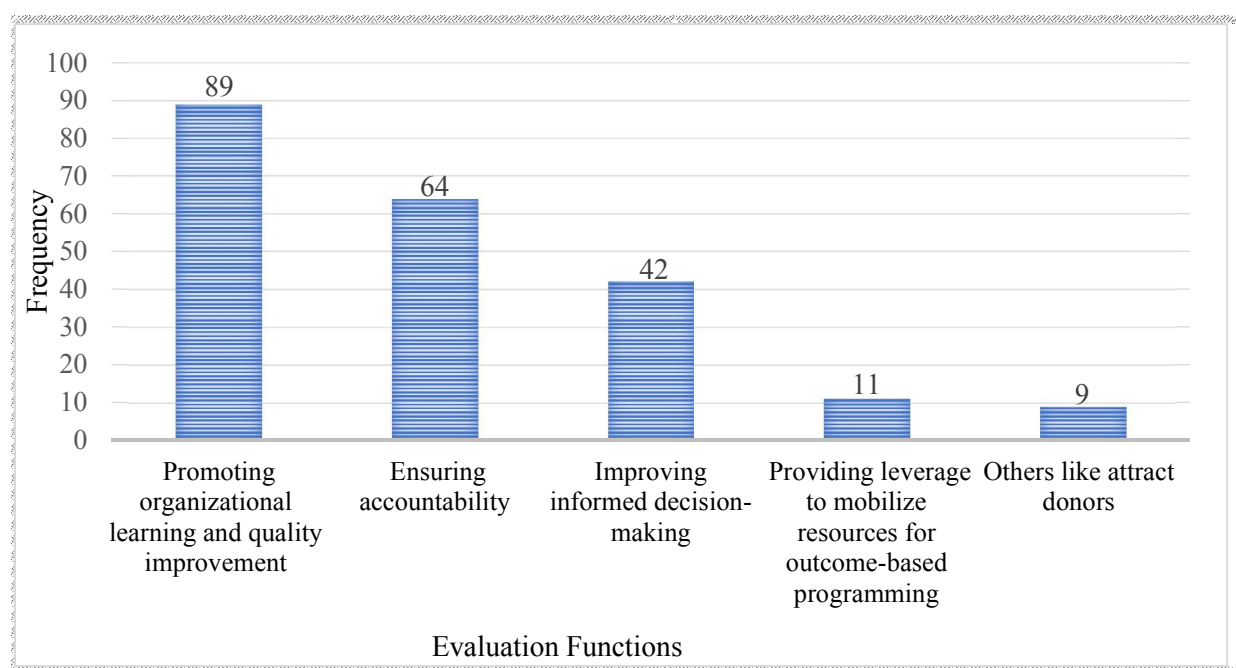


Figure 13: The function of Evaluation System in NGO's

4.7 Influence of PM&E in Promoting Performance of NGOs

In figure 14, a total of 172 respondents interviewed stated that they practice participatory monitoring and evaluation in their non-governmental organizations while 43 respondents indicated non-practice of participatory monitoring and evaluation. The study indicated that non practice of participatory monitoring and evaluation in some non-governmental was due to lack of monitoring and evaluation experts coupled with unwillingness of senior

management to adopt and institutionalize participatory monitoring and evaluation in their non-governmental organizations. The study identified participatory monitoring and evaluation as paramount in reinforcing good practices for improving programme performance.

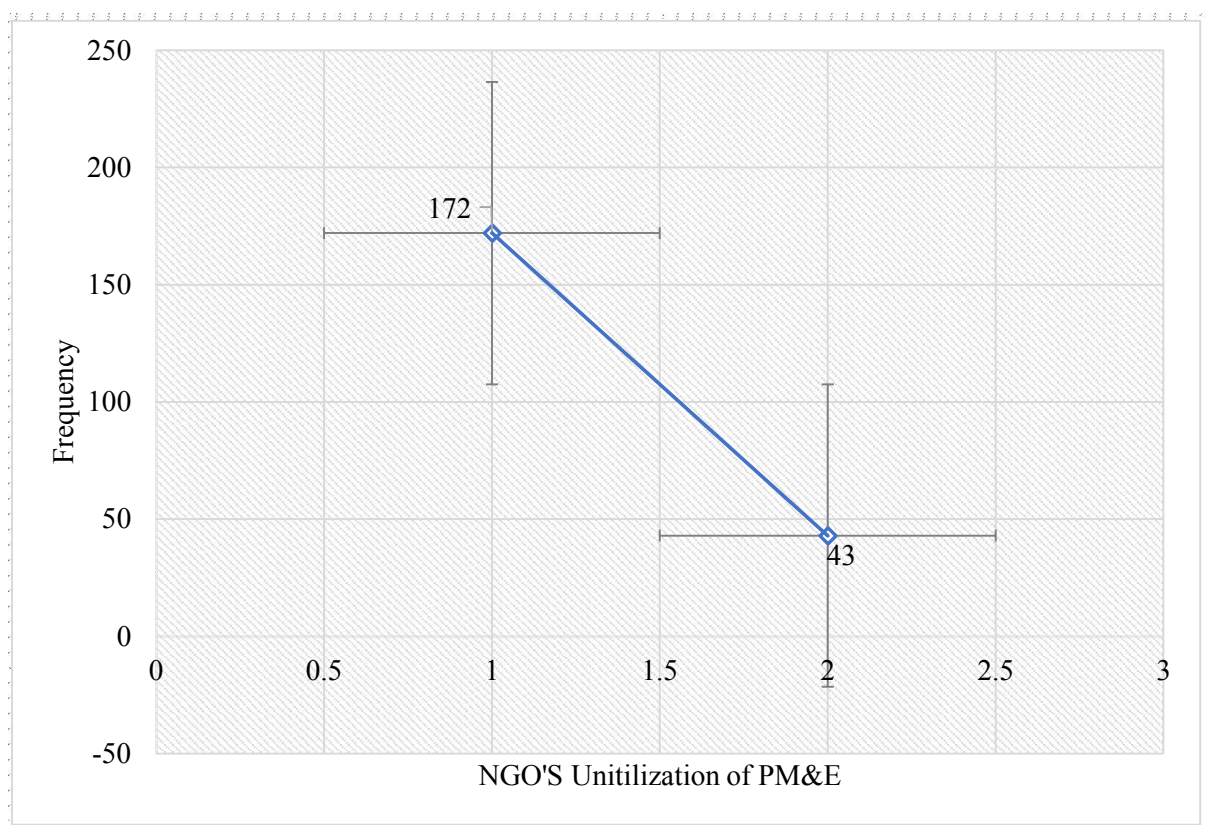


Figure 14: The use of Participatory Monitoring and Evaluation in NGO's

Participatory monitoring and evaluation aided programme sustainability since programme beneficiaries were involved at all stages of programme implementation, this equipped programme beneficiaries with knowledge of the programme interventions, hence led to long term development strategies aimed at promoting performance of non-governmental organizations.

The study findings shown in figure 15 indicate that 74 respondents were using community review meetings as tool of participatory monitoring and evaluation, 72 respondents agreed they used focus group discussion, 13 respondents reflected use of other methods like free selection and pile sorting, photovoice among others. 7 respondents used spider web and 6 respondents agreed they used transparency board tool of participatory monitoring and evaluation in Juba County, South Sudan.

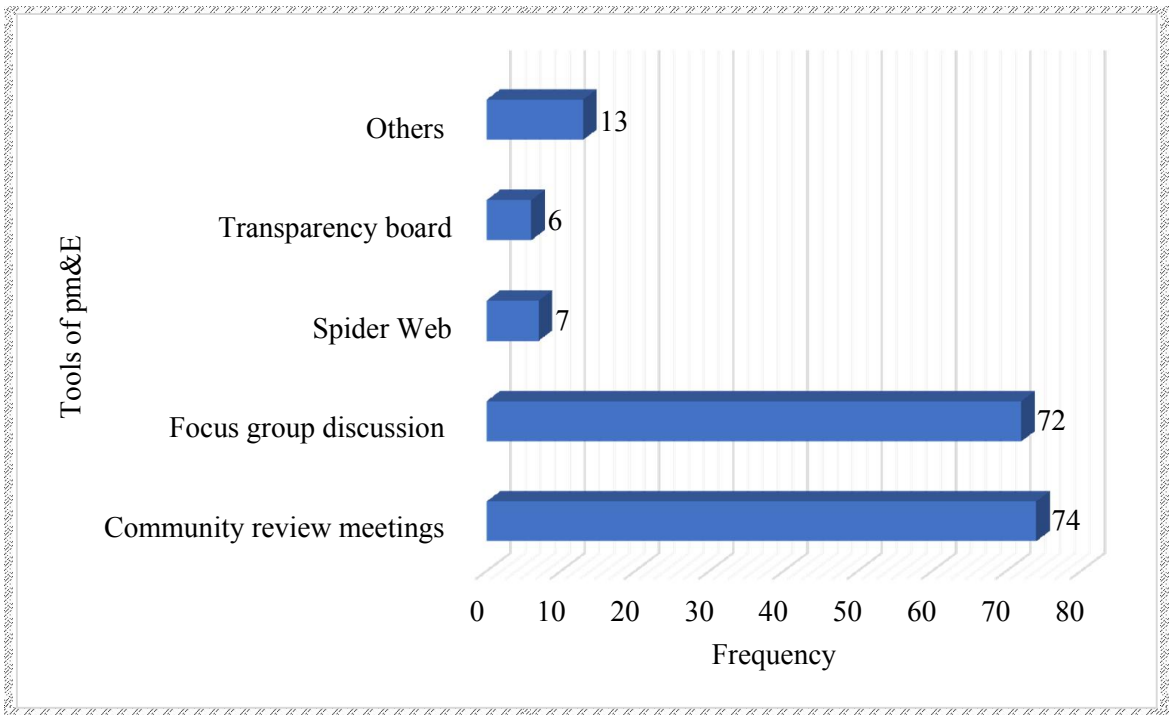


Figure 15: Tools of Participatory Monitoring and Evaluation

The study indicated that most non-governmental organizations in Juba County, South Sudan use Community review meetings and focus group discussion as major tool of participatory monitoring and evaluation tool.

4.8 Importance of M&E Department in Promoting Performance of NGOs

In table 7, findings of the study show that majority 55% of the respondents indicated that they have monitoring and evaluation department in their non-governmental organizations while 45% of the respondents stated that they did not have monitoring and evaluation department in their non-governmental organizations in Juba, South Sudan. The Non-governmental organizations with monitoring and evaluation department indicated that the department helped in mainstreaming monitoring and evaluation tools based on available programmes. The study reflected that monitoring and evaluation department was viewed as compliancy sector which promoted accountability and feedback system in the non-governmental organizations in Juba County, South Sudan.

The study indicates that monitoring and evaluation department aided developmental evaluation (DE) that assessed organizational performance based on key organizational development indicators. Further the study show that monitoring and evaluation departments in some non-governmental organizations were non-functional, what the researcher called **“donor pleaser system”** which means the monitoring and evaluation department exist but non-functional unless when there was donor visit then the management will re-active department. This happened due to lack of management support to monitoring and evaluation department in some non-governmental organizations.

The 45% of respondents viewed that non-governmental organizations without monitoring and evaluation department relied on consultants’ services which were very costly to maintain for long term within the non-governmental organizations.

Table 7: Monitoring and Evaluation Department in NGO's

M&E Department	Frequency	Percentage (%)
Yes	118	55
No	97	45
Total	215	100

Figure 16, shows that 75 respondents interviewed indicated that their monitoring and evaluation department was institutionalized within their non-governmental organizations systems while 43 respondents echoed un-institutionalized monitoring and evaluation department in their non-governmental organizations systems in Juba County, South Sudan. The study findings articulated that non-governmental organizations with institutionalized monitoring and evaluation departments have written guidelines for conducting monitoring and evaluation exercises and some already have computerized monitoring and evaluation system. Non-governmental organizations without institutionalized monitoring and evaluation department relied on consultants and donor guidelines and most of their monitoring and evaluation system were manual system or semi-automatic system.

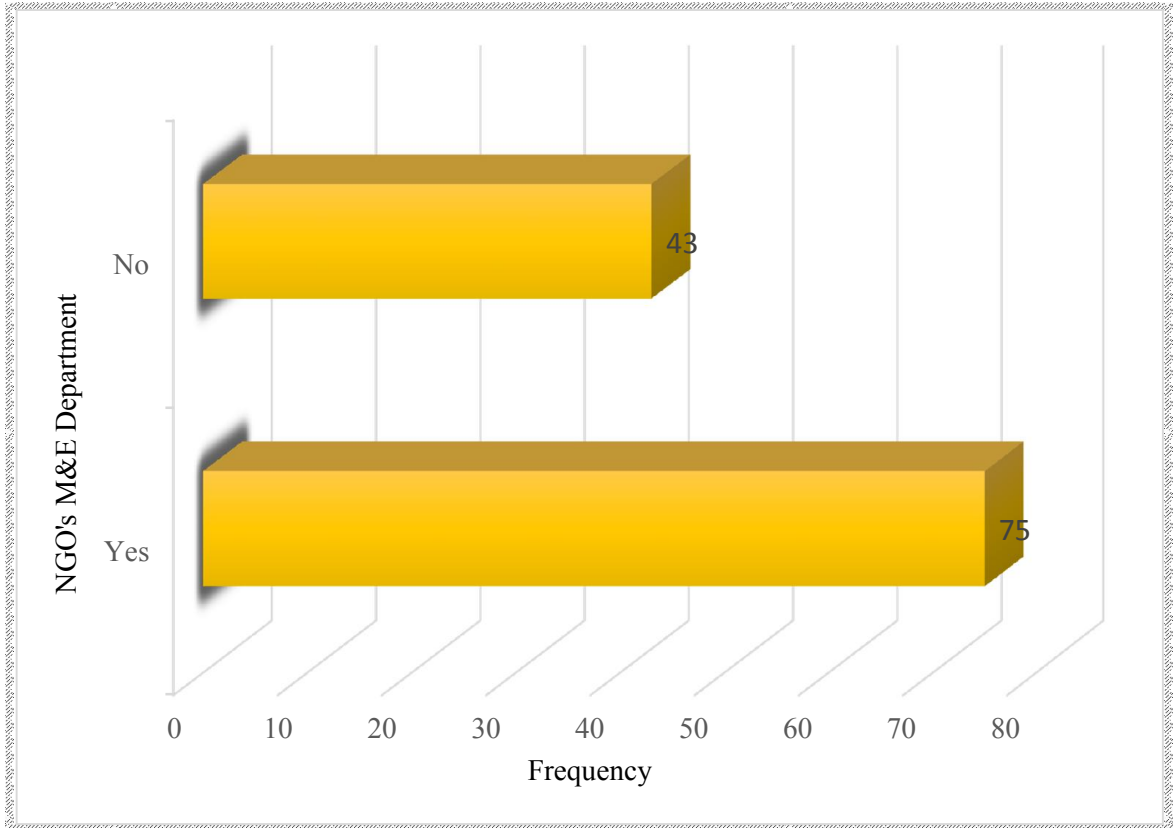


Figure 16: Institutionalization of M&E Department in NGO's

In figure 17, at least 37 respondents indicated that monitoring and evaluation department prepared guidelines to facilitate the application of the monitoring and evaluation frameworks in the non-governmental organizations, 30 respondents mentioned that monitoring and evaluation department developed and promoted standards for monitoring, evaluation and quality assurance of programmes, 24 respondents mentioned that monitoring and evaluation department promoted knowledge management and organizational learning, 15 respondents indicated that monitoring and evaluation department oversee the application of the policy frameworks and identifies bottlenecks in the organizations while 11 respondents said that monitoring and evaluation department supported management decisions making process.

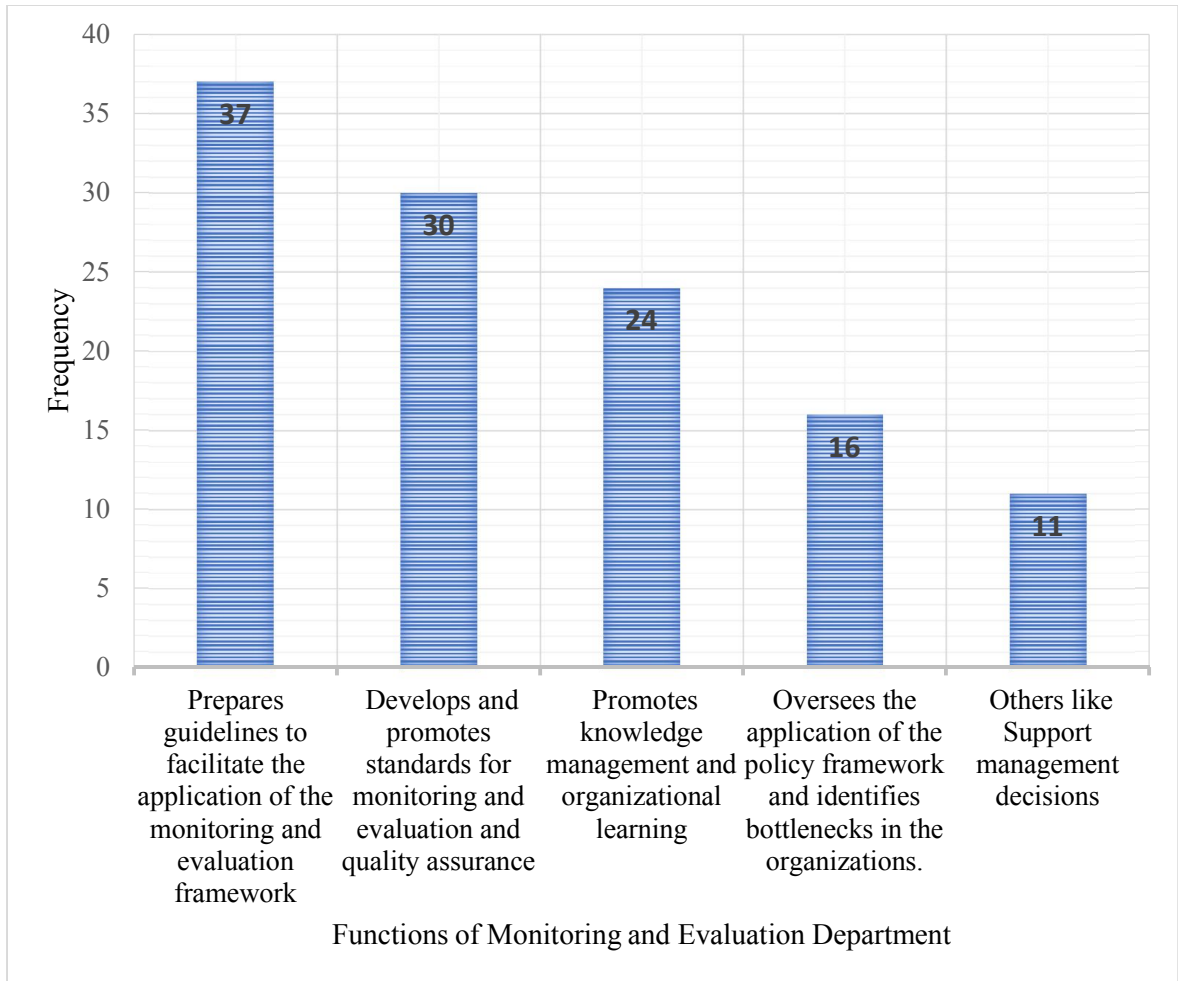


Figure 17: Functions of Monitoring and Evaluation Department in NGO's

4.9 Performance of Non-Governmental Organizations in Juba County, South Sudan

In figure 18, 51 respondents agreed that human resource functions greatly improves performance of non-governmental organization in Juba County, South Sudan since the department dealt with staff hiring and motivation packages which boosted staff performances as well as non-governmental organizations, 15 respondents viewed human resource function as a sector which can improve performance of the non-governmental organizations while 9 respondents described human resources function as constant factor in non-governmental organizations performance. They viewed that human resources function

needs to operate with other organization departments for realization of better non-governmental organizations performance.

33 respondents agreed that project performance greatly improved performance of non-governmental organizations, 17 respondents agreed that project performance improved performance of non-governmental organization and 7 respondents viewed that project performance was constant factor in promoting performance of non-governmental organizations since performance demanded series of factors which were not limited to project performance but expanded to organizational capacity to handle the project, political environment among others. The 27 respondents agreed that finance and administration functions greatly improved performance of non-governmental organization in Juba County, South Sudan, 11 respondents supported that finance and administration functions improved performance of non-governmental while 6 respondents reflected that finance and administration functions are constant factor in promoting performance of non-governmental organizations.

The 24 respondents agreed that logistic and procurement functions greatly improved performance of non-governmental organizations, 10 respondents stated that logistic and procurement department improved performance of non-governmental organizations and 5 respondents indicated that logistic and procurement department was constant factor in non-governmental organizations performance since performance of non-governmental organizations could not be narrowed to logistic and procurement department but based on functionality of other non-governmental organization systems.

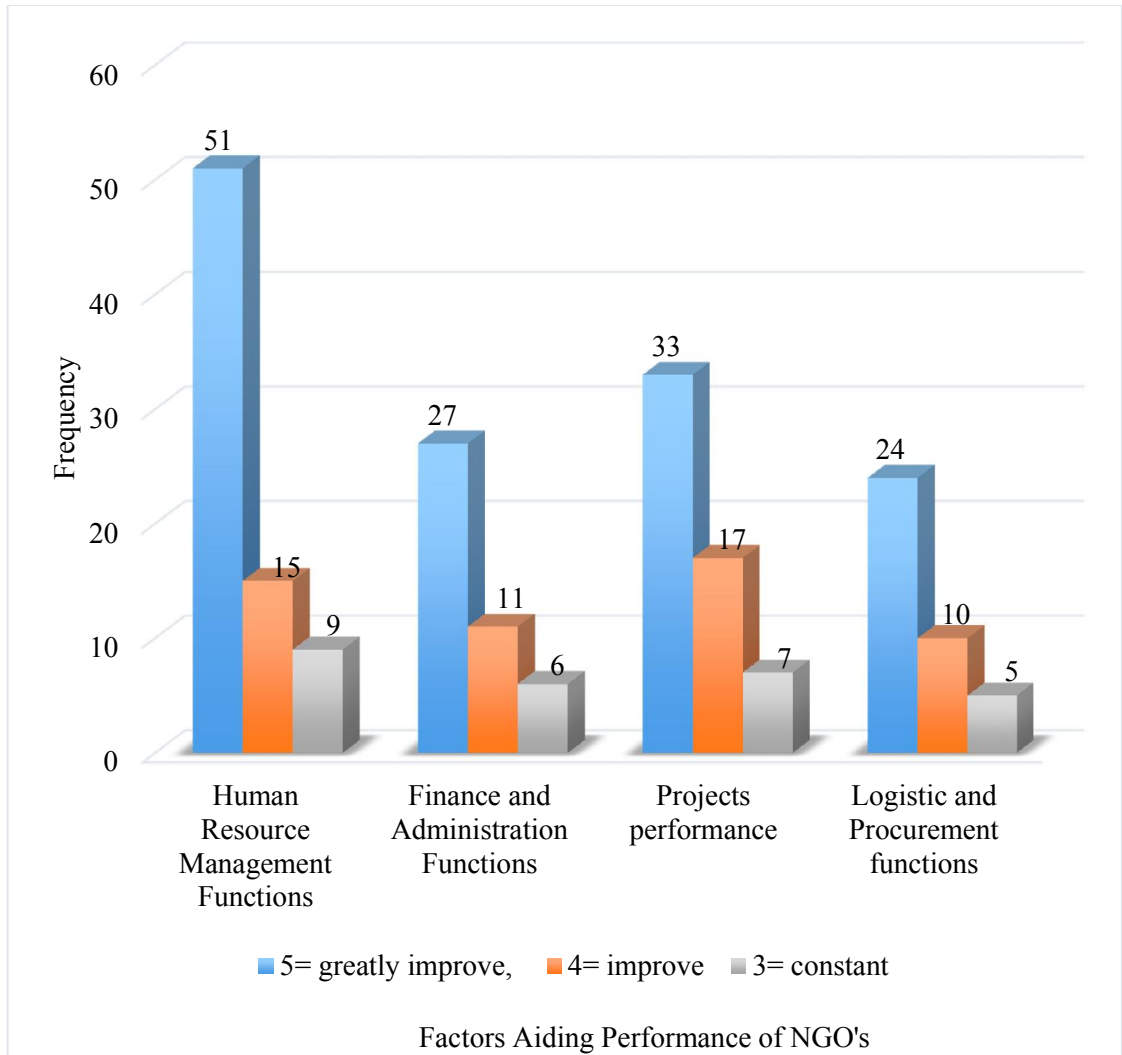


Figure 18: Factors contributing to Performance of NGO's in Juba South Sudan

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summary of major findings, conclusions and recommendations of the research study and suggestions for further study.

5.2 Summary

This study did set out to address four main objectives. The first objective was to assess the influence of monitoring and Evaluation system in promoting performance of non-governmental organizations in Juba County, South Sudan. Result from this objective show those non-governmental organizations with automatic monitoring systems save time in terms of programme information sharing as compared to manual or semi-automatic monitoring system. The findings proved that there is high demand from donor Communities for non-governmental organizations to digitize their monitoring system for easy information sharing. Further results from the study show that participatory monitoring empowered programme beneficiaries since they were involved in all stages of monitoring the programmes interventions. The study indicated that conventional monitoring did not support knowledge development and learning of the programme beneficiaries since programme monitoring interventions were done at high levels without involving the local people's ideas, while internal and external monitoring was mentioned as promoting co-existence among the programme designers and programme beneficiaries.

The second objective was to determine the influence of evaluation system in promoting performance of non-governmental organizations Juba County, South Sudan. Results from this objective show that non-governmental organizations with evaluation system were viewed with high performance due to programme edit exercised by the evaluation system in the non-governmental organization which led to better programme deliverance. The study found out that Non-governmental organizations without evaluation system survived by donor-oriented evaluation exercises for reviewing their programmes which were conducted based on donor needs. They used the donor-oriented evaluation recommendations for improving their programmes performance. Further the study identified those non-governmental organizations with professional evaluators to have standard operation procedures for evaluation functions. These evaluations standards guide management in evident-based decision making which aided planning. The study further pointed out that some non-governmental organizations without evaluation system did perform better due to constant donor technical support to their programme staff. The non-governmental organizations with pseudo-evaluation system “the evaluation system exist but not functional at all” were performing poorly as compared to non-governmental organizations without evaluation system.

The third objective sought to assess the influence of participatory monitoring and evaluation in promoting performance of non-governmental organizations. In addressing this objective, study findings show that participatory monitoring and evaluation as paramount in reinforcing good practices for improving programme performance. Participatory monitoring and evaluation aided programme sustainability since programme beneficiaries were involved at all stages of programme implementation, this equipped programme beneficiaries

with knowledge of the programme interventions, hence led to long term development strategies aimed at promoting performance of non-governmental organizations.

The last objective sought to examine the importance of monitoring and evaluation department in promoting performance of non-governmental organizations. In addressing this objective, study findings show that non-governmental organizations with institutionalized monitoring and evaluation departments have written guidelines for conducting monitoring and evaluation exercises and some already have computerized monitoring and evaluation system. Non-governmental organizations without institutionalized monitoring and evaluation department relied on consultants and donor guidelines and most of their monitoring and evaluation system were manual system or semi-automatic system.

5.3 Conclusions

As per the study topic which deliberated on the role of monitoring and evaluation system in promoting performance of non-governmental organization in Juba County, South Sudan, I conclude that non-governmental organizations with monitoring and evaluation system should continue strengthening their monitoring and evaluation system for quality assurance purpose, they should register with international organization for standardization (ISO) for quality service certification.

The non-governmental organizations without monitoring and evaluation system should initiate the system in their non-governmental organizations to avoid over spending on hiring consultants who were very costly to maintain for long time within the non-governmental organizations.

Weak monitoring and evaluation system did not support organization development instead it waste time and funds in term of development monitoring and evaluation tools, paying staff meant to convince donors only but internally the system is non-operational.

5.4 Recommendations

The Non-governmental organizations in Juba County, South Sudan should view monitoring and evaluation system as continuous improvement function within their programmes. Monitoring and evaluation system should be centred within programmes for better planning and evidence based-decision making.

Non-governmental organizations managers who viewed monitoring and evaluation system as police department their within non-governmental organizations need to be sensitized on the role of monitoring and evaluation system in programmes performance. They need to understand that monitoring and evaluation system is a critical friend of programme not enemy or police of programme.

The non-governmental organizations without monitoring and evaluation system should initiate monitoring and evaluation system within their organizations in Juba County, South Sudan instead of relying on hired consultants who were very costly to maintain. Hired consultant provides quick fixed solutions within the non-governmental organizations which did not support long term organizational development.

Non-governmental organizations with semi-professional monitoring and evaluation staff need to promote long distance learning for their staff to gain broad knowledge and skills on monitoring and evaluation field.

The donor community need to strengthen the monitoring and evaluation system of their clients, which should be done through training of staff on advance monitoring and evaluation tools for long term organizational development.

The local and national government of South Sudan need to prioritize study scholarship for South Sudanese nationals to pursue monitoring and evaluation courses within the Country and abroad to increase the monitoring and evaluation human resources force (M&EHRF) in Juba County and Countrywide. The M&EHRF will support both in the non-governmental organizations and government programmes in Juba County and the entire Country.

5.4.1 Suggestion for Further Study

This study recommends for similar research studies to be conducted in Juba and other Counties in South Sudan to measure the trend of the role of monitoring and evaluation system in promoting performance of non-governmental organizations.

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APPENDICES

Appendix 1: Research Questionnaire

I am Paru Benard a student of Mount Kenya University Nairobi Kenya who is pursuing master of art in monitoring and evaluation. The aim of this questionnaire is to help in collecting data for this research study only on the role of monitoring and evaluation system in promoting performance of non-governmental organizations in Juba County, South Sudan. All answers will be treated confidential and respondent's views are respected. The respondents are requested to answer all the questions to the best of their knowledge.

SECTION A: PERSONAL BIODATA

1. Name of the non-governmental organization.....
2. Position in the non-governmental organization.....
3. Sex.....
4. Age
5. Level of education: Certificate [] Diploma [] Bachelor [] Master and above []
6. How long have you worked for this non-governmental organization in Juba, South Sudan?
Less than 1 year [] 1-2 years [] 3-5 years [] 6 years above.

SECTION B: Influence of Monitoring in Promoting Performance of Non-Governmental Organizations in Juba County, South Sudan.

- 7. Do you have monitoring system in your non-governmental organization?
 - A. Yes
 - B. No

- 8. If yes to question 7, which monitoring system?
 - A. Manual system
 - B. Semi-automatic system
 - C. Automatic/paper less system
 - D. Others
(specify).....

- 9. If no to question 7, why?

- 10. Do you have staff in-charge of monitoring programmes in your non-governmental organization?
 - A. Yes
 - B. No

- 11. If yes, what is there capacity in monitoring programmes?
 - A. Professional in monitoring programme
 - B. Semi- professional in monitoring programmes
 - C. Limited skills in monitoring programmes

- 12. How does your non-governmental organization conduct monitoring exercise?
 - A. Participatory
 - B. Conventional

C. Others (specify).....

13. In what ways do monitoring system improve performance of your non-governmental organization?

A. Produce data which help in decision making

B. Support programme managers with data for planning

C. Act as resource control instrument.

D. Add value on performance

E. Others (specify).....

14. Do your non-governmental organization uses the concepts of monitoring for effectiveness and monitoring for efficiency?

A. Yes

B. No

C, Others (specify);.....

15. If yes, explain which monitoring concept is commonly used in your non-governmental organization;.....

.....

.....

SECTION C: Influence of Evaluation in Promoting Performance of Non-Governmental Organizations in Juba County, South Sudan.

16. Do you conduct evaluation in your non-governmental organization?
- A. Yes
 - B. No
17. If yes to question 16, which type of evaluation do you commonly use in your non-governmental organization?
- A. Ex-ante evaluation
 - B. Mid-term evaluation
 - C. Terminal evaluation
 - D. Impact Evaluation
 - E. Others (specify).....
18. If no to question 16, why.....
19. Do your non-governmental organizations have staff in-charge of evaluating programmes?
- A. Yes
 - B. No
20. If yes, what is there capacity in evaluating programmes?
- A. Professional in evaluating programmes
 - B. Semi- professional in evaluating programmes
 - C. Limited skills in evaluating programmes
21. How does your non-governmental organization conduct evaluation exercise?
- A. Participatory

B. Conventional

C. Others (specify).....

22. In what ways do evaluation systems improve performance of your non-governmental organization in Juba County South Sudan?

A. Promoting organizational learning and quality improvement

B. Ensuring accountability

C. Improving informed decision-making

D. Providing leverage to mobilize resources for outcome-based programming

E. Others (specify).....

SECTION D: Influence of Participatory Monitoring and Evaluation in Promoting Performance of Non-Governmental Organizations in Juba County, South Sudan.

23. Do you practice participatory Monitoring and Evaluation in your programmes?

A. Yes

B. No

24. If yes, which tools of participatory monitoring and evaluation are you using in your non-governmental organization?

A. Community review meetings

B. Focus group discussion

C. Spider Web

D. Transparency board

E. Others

(specify).....

25. If no, do you think because of the below factors;

A. Lack of monitoring and evaluation experts in the non-governmental organization.

B. Unwillingness of management to adopt and institutionalized participatory monitoring and evaluation in the non-governmental organization.

C. Others (specify).....

26. In your own analysis, how does participatory monitoring and evaluation promotes performance of non-governmental organization in Juba County, South Sudan?

.....
.....

SECTION E: Importance of Monitoring and Evaluation Department in Promoting Performance of Non-Governmental Organizations in Juba County, South Sudan.

27. Do you have monitoring and evaluation department in your non-governmental organization?

A. Yes

B. No

28. If yes, is it institutionalized?

A. Yes

B. No

29. If yes to question 28, how does monitoring and evaluation department promote performance of your non-governmental organization?

- A. Prepares guidelines to facilitate the application of the monitoring and evaluation framework
- B. Develops and promotes standards for monitoring and evaluation and quality assurance
- C. Promotes knowledge management and organizational learning
- D. Oversees the application of the policy framework and identifies bottlenecks in the organizations.
- E. Others (specify).....

30. According to you views, in what ways do monitoring and evaluation department promote performance of non-governmental organizations in Juba County, South Sudan?

.....

.....

**SECTION F: Performance of Non-Governmental Organizations in Juba County,
South Sudan**

31. To what extent does performance of Non-governmental organizations in Juba County, South Sudan being influenced by the below attributes? Use a Likert scale of 1-5 where 5= greatly improve, 4= improve, 3= constant, 2= deteriorated, 1= greatly deteriorate

Statement	5	4	3	2	1
Human Resource Management Functions					
Finance and Administration Functions					
Projects performance					
Logistic and Procurement functions					

Comments.....

Thanks for your Cooperation

Appendix 2: Key Informant Interview Schedules

I am Paru Benard a student of Mount Kenya University Nairobi Kenya who is pursuing master of art in monitoring and evaluation. The aim of this key informant interview is to help in collecting data for this research study only on the role of monitoring and evaluation in promoting performance of non-governmental organizations in Juba County, South Sudan. All answers will be treated confidential and respondent views are respected.

Programme Managers

1. How does monitoring promote performance of non-governmental organizations in Juba County, South Sudan? Please kindly give reasons for your answers.
2. In what ways does evaluation promote performance of non-governmental organizations in Juba County, South Sudan? Please kindly give reasons for your answers.
3. How does participatory monitoring and evaluation promote performance of non-governmental organizations in Juba County, South Sudan? Please kindly give reasons for your answers.
4. In what ways do monitoring and evaluation department promote performance of non-governmental organizations in Juba County, South Sudan? Please kindly give reasons for your answers.

Thanks for your cooperation

Annex 3: The Data Collect Authorization Letter



SCHOOL OF POSTGRADUATE STUDIES

MAME/47296/2016

11th March, 2019

To Whom It May Concern

Dear Sir/Madam,

RE: PARU BENARD - REGISTRATION NO. MAME/47296/2016


The purpose of this letter is to introduce the above named student who is pursuing **Master of Arts in Monitoring & Evaluation** in the **Department of Social & Development Studies** in the **School of Social Sciences**.

The title of his research is *"The Role of Monitoring and Evaluation System in Promoting Performance of Non-Governmental Organizations in Juba County, South Sudan."*

He has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data for his research between **March and May, 2019**.

Any assistance accorded to him will be highly appreciated

Thank you.


Dr. Samuel M. Karenga, Ph.D.
Dean, School of Postgraduate Studies
Enc.

Mount Kenya University
Dean, School of Postgraduate Studies
P.O. Box 342 - 01000

JANUARY 31, 2019

Ref. No. MKU/ERC/1116

CERTIFICATE OF ETHICAL CLEARANCE

This is to certify that the proposal titled **“THE ROLE OF MONITORING AND EVALUATION SYSTEM IN PROMOTING PERFORMANCE OF NON-GOVERNMENTAL ORGANIZATIONS IN JUBA COUNTY, SOUTH SUDAN”**, whose Principal Investigator is Paru Benard (MAME/47296/2016) has been reviewed by Mount Kenya University Ethics Review Committee (ERC), and found to adequately address all ethical concerns.

Dr Francis W. Makokha
Secretary, Mount Kenya University ERC

Sign:  **Date:** 11.02.2019

Prof. Francis W. Muregi
Chairman, Mount Kenya University ERC

Sign:  **Date:** 15.02.2019


The Chairman
Mount Kenya University
Ethics Review Committee
P.O. Box 342 - 0100, Thika

Appendix 3: Research Work plan

S/No	Activity	Responsible Person	Timeframe 2018 to 2019													
			Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19
1	Concept paper writing	Researcher														
2	Concept paper defense	Researcher														
3	Research proposal developemnt	Researcher														
4	Research proposal departmental defense	Researcher														
5	Research proposal school defense	Researcher														
6	Data Collection	Researcher														
7	Data Analysis	Researcher														
8	Research Dissertation Report Submission	Researcher														

Appendix 4: Estimated Research Budget

Descriptions	Unit	Quantity	Unit Cost	Amount (SSP)
Printing of concept paper note	Pages	45	50	2,250
Travel to Nairobi for concept paper defence	Trips	2	60,000	120,000
Printing of research proposal	Pages	350	50	17,500
Binding of research proposal	Pieces	Assorted	600	600
Travel to Nairobi for research proposal departmental defence	Trips	2	60,000	120,000
Travel to Nairobi for research proposal school defence	Trips	2	60,000	120,000
Incentive for research Assistant	Person	1	30,000	30,000
Printing of questionnaires/ interviews guide	Pages	600	50	30,000
Transport cost for distributing questionnaire and conducting informant interviews	Trips	Assorted	15,000	15,000
Printing of dissertation/research report	Pages	400	50	20,000
Binding of dissertation/research report	Pieces	Assorted	1000	1,000
Travel to Nairobi for dissertation/research report school defense/seminar	Trips	2	60,000	120,000
Overall Budget			286,800	596,350

Appendix 6: Turnitin Digital Receipt

THE ROLE OF MONITORING AND EVALUATION SYSTEM IN PROMOTING PERFORMANCE OF NON-GOVERNMENTAL ORGANIZATIONS IN JUBA COUNTY, SOUTH SUDAN

ORIGINALITY REPORT

14%	9%	0%	1.3%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	Submitted to Africa Nazarene University Student Paper	8%
2	Submitted to Mount Kenya University Student Paper	1%
3	www.hq-sf.org Internet Source	1%
4	ir.cuea.edu Internet Source	1%
5	Submitted to University of Nairobi Student Paper	1%
6	eujournal.org Internet Source	1%
7	Submitted to Eiffel Corporation Student Paper	1%