Factors Influencing the Performance of Monitoring and Evaluation Systems, A Case Study of National Employment Programme

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Abstract: *The purpose of this study was to examine the factors influencing performance of monitoring and evaluation systems of National Employment Programme. The current study targeted planning and Monitoring and Evaluation staff from NEP central implementing institutions and the staff from business development and employment unit at district level who are in charge of coordination, monitoring and evaluation of NEP interventions at decentralized levels. The sample used in this study was selected using non probability sampling that is purposive sampling where the sample to be used in the current study was exclusively composed of planning, monitoring and evaluation staff from NEP central implementing institutions and the staff from Business Development and Employment Unit at district.Primary data were collected through the administration of written questionnaires to 215 staff (planning, monitoring and evaluation staff NEP central implementing institutions and staff from BDE unit at district level). The respondents were given oral instructions and then handed the questionnaire to fill.Correlation and regression analysis were used to analyze data. The relationship between different independent variables was measured using Pearson correlation coefficient. In addition, the relationship between independent variables and dependent variable was examined using multiple regression analysis technique. There is significant positive relationship between human capacity and the performance of monitoring and evaluation systems under National Employment Programme. The results suggest the need to increase both financial and human resources invested in the operationalization of M&E systems under National Employment program to ensure the efficient and effectiveness in the implementation of the programme. The results also suggest the need for continued investment in capacity building of monitoring and evaluation staff and the establishment of strong and experienced Monitoring and Evaluation unit.*

Keywords: Factors influencing Performance, Monitoring and Evaluation, National Employment Programme

1. Introduction

Monitoring and Evaluation plays a central role in showcasing programme or project success through experience and knowledge sharing. For this to happen, different of means of information sharing such as reports plays a significant role as they promote lessons learning, identification of mistakes andlaying foundation for improvement and lessons learnt that inform the design of future projects or progrmmes. Monitoring and Evaluation adds on the institutional memory and serves as an essential tool to raise funds and produce findings that inform decision making at different levels (Crawford and Brye, 2003: 23).Monitoring and evaluation is a powerful tool that is used to reflect on the performance of the ongoing or completed projects to determine their effectiveness on one hand, and the efficiency in the use of resources, on the other hand. Thus, providing room for improvements where in case weaknesses are identified. (UNDP, 2001:33). Monitoring and Evaluation is an essential component of the Result Based Management Rist, Boily& Martin, 2011: 11). In this regard, Monitoring and evaluation plays a vital role to gather information that is used to measure the performance of the projects and thus being able to identify weaknesses and suggest corrective measures.

2. Statement of the Problem

Monitoring and evaluation, although very essential in improving performance, is also very complex, multidisciplinary and skill intensive processes (Engela and Ajam, 2010). 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 NGOs 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 (Kusek and Rist, 2004). 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 findings of mid –term review of National Employment Programme (2016) showed that Monitoring and evaluation of National Employment Programme especially at the local level has received little attention (limited resources and technical support). BDE/U leaders have received a few mass trainings (some described these as more akin to awareness rising) about the NEP M&E reporting. There is hardly any budget for monitoring or specific technical support to local actors. Therefore, this makes it difficult to hold anyone accountable for timely and quality reporting. Furthermore, the Ministry of Public Service and Labour (MIFOTRA) through NEP department has developed NEP M&E System that is now operational to enhance effectiveness and efficiency in the implementation of different NEP interventions and to ensure informed and evidence-based decision making. In the same vein, and in a bid to ensure a better coordination and follow up, NEP Monitoring and Evaluation System for NEP was put in place and has be used

by implementing institutions and districts since July, 2016 for reporting purposes. However, different audit and assessment reports pinpointed the need for improved mechanisms for reporting and regular monitoring and evaluation. This study, therefore, sought to establish the factors influencing the performance of monitoring and evaluation systems of National Employment Programme.

3. Objectives of the Study

3.1 General Objective

The purpose of this study is to examine the factors influencing performance of monitoring and evaluation systems of National Employment Programme.

3.2 Specific objectives

To assess how human resource capacity affects the performance of monitoring and evaluation systems of National Employment Programme.

4. Conceptual Framework
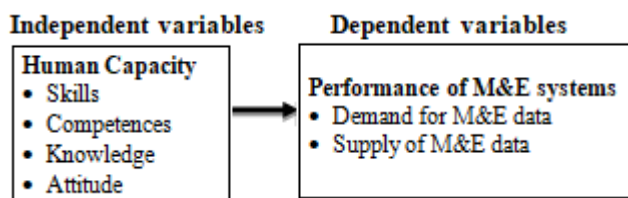
5. Research Methodology

- **Research Design**: A descriptive survey was used in this study.
- **Sample Size**: During this research, the researcher used a sample size of 205 respondents
- **Data collection instruments:**A questionnaire was used to collect information on the M&E systems being used by the implementers of National Employment Programme.
- **Data processing and analysis**: Correlation and regression analysis were used to analyze data. The relationship between different independent variables was measured using Pearson correlation coefficient. In addition, The Relationship between independent variables and dependent variable was examined using multiple regression analysis technique. SPSS computer program was also used during data entry and analysis and then the output was presented in tables and charts.

6. Summary of Research Findings

The third specific objective of the study was to assess how human resource capacity affects the performance of monitoring and evaluation systems of National Employment Programme. In that regard, Pearson Correlation was used to determine the strength of that relationship. In addition multiple regression analysis is used to assess the strength of the determinants of the performance of M&E systems both individually and collectively considered. As it can be seem from the table 1 below, there is significant positive

relationship between human capacity and the performance of monitoring and evaluation systems under National Employment Programme(r=.682, p= .000 <.001). This suggests the need for continued investment in human capacity development for the M&E systems under National Employment Programme to serve to the expectations of the users.

Table 1: Correlation between human capacity and the performance of Monitoring and evaluation system

Correlations		Human Capacity	Performance of Monitoring and Evaluation Systems
Human Capacity	Pearson Correlation	1	.682**
	Sig. (2-tailed)		.000
	N	205	202
Performance of Monitoring and Evaluation Systems	Pearson Correlation	.682**	1
	Sig. (2-tailed)	.000	
	N	202	202
**. Correlation is significant at the 0.01 level (2-tailed).			

Table 2: R square

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.779a	.607	.597	.34374

The results in the table 2 above show that the R square adjusted R square is estimated at 60 percent which means that collectively considered, independent variables included in the model explain 60 percent in the variation of the variation in the dependent variable (Performance of Monitoring and evaluation systems). In the vein, the remaining 40 percent is attributable to other factors or variables not included in the model.

Table 3: ANOVA test

ANOVA(b)						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	35.791	5	7.158	60.582	.000a
	Residual	23.159	196	.118		
	Total	58.949	201			

The results of the ANOVA test show that the influence of independent variables collectively considered is statistically significantwith F (5,196) =60.582, p<0.01

Table 4: Determinants of the performance of monitoring and evaluation systems under National Employment Programme using multiple regression analysis

Coefficients(a)						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.659	.183		3.609	.000
	M&E structure	.209	.052	.263	4.053	.000
	Dataquality	.034	.086	.039	.398	.691
	Humancapacity	.354	.085	.373	4.162	.000
	Methods	.030	.056	.033	.531	.596
	Resources	.135	.035	.247	3.847	.000
a. Dependent Variable: Performance of M&E systems						

As shown in the table 4 above, the coefficients of three

variables are statistically significant (that is they have a p-value that is less than 0.01) that is M&E structure (beta= .263, p=.000 <0.01); Human capacity (beta= .373, p=.000 <0.01); Resources (beta= .247, p=.000 <0.01). In the same vein, the coefficient of two variables are not statistically significant (that is they have a p-value that is greater than 5%) that is Data quality (beta= .039, p=.691 >0.01; Methods (beta= .596, p=.000 >0.01. In other words, individually considered, only three variables have positive and statistically significant influence on the performance of monitoring and evaluation system that is Monitoring and evaluation structure, human capacity and resources. In addition, collectively considered, the total variation in the performance of Monitoring and Evaluation systems explained by the model is estimated at 60%, $F_{(5,196)}=60.582$, p<0.01.

7. Conclusions and Recommendations

7.1 Conclusions

There is significant positive relationship between human capacity and the performance of monitoring and evaluation systems under National Employment Programme. This suggests the need for continued investment in human capacity development for the M&E systems under National Employment Programme to serve to the expectations of the users.

7.2 Recommendations

Users of different Monitoring and Evaluation Systems under National Employment programmeplay a central role to generate reliable information. Therefore, Much efforts should be put in development and quality assurance of data collection tools , quality assurance of data collected and the continuous capacity building of Monitoring and evaluation unit and the users of monitoring and evaluation information.

7.3. Areas for future research

The following topics are suggested for further researches: The impact assessment of employment programmes using empirical analysis, the impact of the monitoring and evaluation systems on employment promotion programme, Monitoring and Evaluation environment and the performance of projects or programmes.

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