

Effect Of Public Sector Monitoring And Evaluation On Promoting Good Governance In Uganda, A Case Study Of Ministry Of Local Government

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Abstract: *With an emphasis on the Ministry of Local Government, the aim of this study was to assess the efficacy of the role played by public sector monitoring and evaluation in fostering good governance in Uganda. The study's primary goals were to: investigate the efficacy of M&E Responsibility, M&E Decision - making unit, and M&E Team Learning in encouraging good governance; draw lessons from experience; and suggest suggestions to better inform the M&E implementation strategy in the Ministry of Local Government. Both qualitative and quantitative data collection methods were used, and a case study methodology was adopted. Personnel from the Office of the Prime Minister and Ministry of Local Government made up the responders. The study sought 92 individuals, but only 85 responded to the surveys, resulting in a 97.7% response rate. Senior officers were chosen using a simple random technique, whilst directors, commissioners, major officers, and personnel of OPM were chosen using a purposeful sampling procedure. Although content analysis was used to evaluate qualitative data, correlation and percentages were used to study quantitative data. The correlation coefficient (0.706) suggests that M&E Accountability and effective governance have a very significant positive association. Since the P value (0.00) is less than 0.05 and the 95% confidence interval shows that this is statically important, it has been determined that there is a connection between M&E Responsibility and better governance. The study recommended that M&E should not only be tied to nominal compliance; but should support evidence-based decision making. M&E should be properly institutionalized, funded and located so as to mediate policy process, planning and service delivery.*

Background to the Study

Many nations, including Uganda, are debating how to guarantee the efficiency and effectiveness of service provision and improved governance. There is indication that more nations are pursuing the results oriented strategy by constructing or improving their government monitoring and assessment systems (Mackay, 2016). Monitoring is the systematic and routine gathering of data from projects and programs, whereas assessment is the structured process used to assess the value of a programme or approach in a particular environment (Scriven, 2011). (Guskey, 2010). The historical development of M&E is difficult if not impossible to describe due to its informal utilization by humans for thousands of years without being specifically identified as such (Hogan, 2017). According to Scriven (2016), M&E has become more popular over the last 20 years. A considerable amount of literature and a group of people known as "evaluators" have developed within this development. He added that assessment was an extremely discipline but an extremely old practice. On the other hand, Griffin (2015) stated that managerial practices date back thousands of years. Evaluation was an established field that had reached the end of its adolescence and was transitioning into adulthood, according to Connor, Altman, and Jackson (1984). According to Madaus et al. (2010), M&E has gone through seven developmental phases and has experienced several stages of development. According to him, the first period started before 1900 and also was known as the "age of reform," followed by the "age of effectiveness" from 1900 to 1930, "the Tylerian age" from 1945 to 1946, "the older of innocence" from about 1947 to 1958, "the age of advancement" from 1958 to 1972, "the age of professionalization" from 1973 to 1983, and "the age of expansion and assimilation" from 1983 to 2010 (the seventh period).

It should be emphasized that other evaluation methodologies have arisen along this period, especially since the 1930s. Worthen (2017) divided the various methods into five groups.

Statement of the problem

Like other African nations, Uganda has struggled to ensure improved effectiveness and efficacy in the delivery of services. Poor M&E systems have been named as one root source of this problem, among many others (Hauge, 2013). To address this issue, the government created and executed the Public Sector M&E Policy in the MDAs with the goal of increasing business decision, responsibility, and openness while fostering effective governance (Public Sector M&E Policy, 2013). Yet it has been argued that a number of MDAs, particularly the Department of Local Govt, have failed to meet the goals of the federal M&E system (National Evaluation Study, 2013). In observing and evaluating the effectiveness of local authorities, ACODE (ACODE, 2013) found that checks and balances for effective governance and the provision of public services were either nonexistent or ineffective. The Ministry

still has poor governance results in the areas of accountability and evaluated in relation, according to the Ministerial Policy Statement of Financial Year 2014–15, the Performance Management Report 2014–15, and the Auditor General's Report 2013–2014.

In order to comprehend the success of Public Sector M&E in Uganda, a variety of research have been conducted. In his study of regional autonomy in Uganda, Ojambo (2012) concurred that the public industry's evaluation and monitoring framework is not designed to understand the relationships between the phases of growth and change; however, Hauge (2013) found that the quality of public service delivery in Uganda is subpar and that the M&E system has remained overly focused on comparative data. None of these, though, concentrated on how well M&E supported good governance inside the ministry of local government. This research was conducted to help close this gap.

Specific Objectives

1. To examine out how effective the role of M&E Accountability contributes in promoting good governance at the Ministry of Local government
2. To assess the role of M&E Management Decision in promoting good governance at the Ministry of Local Government
3. To assess the role of M&E Organizational learning in promoting good governance at the Ministry of Local Government

Hypothesis of the study

Ho: There is no relationship between the role of M&E Accountability contributes in promoting good governance at the Ministry of Local government

Ha: There is a relationship between the role of M&E Accountability contributes in promoting good governance at the Ministry of Local government

Ho: There is no relationship between the role of M&E Management Decision in promoting good governance at the Ministry of Local Government

Ha: There is a relationship between the role of M&E Management Decision in promoting good governance at the Ministry of Local Government

Ho: There is no relationship between the role of M&E Organizational learning in promoting good governance at the Ministry of Local Government

Ha: There is a relationship between the role of M&E Organizational learning in promoting good governance at the Ministry of Local Government

Research questions

- 1 To what extent does M&E Accountability role promote good governance at the Ministry of Local government?
- 2 To what extent does M&E Management decision promote good governance at the Ministry of Local government?
- 3 To what extent does M&E organization learning promote good governance at the Ministry of Local government?

Methodology

Research Design

A research design is a set of guidelines for data gathering and analysis that seeks to balance relevance with the study goal (Kothari, 2013). Association mixed-methods research approach was used for this study. The main method of research in this study was a combination of quantitative and qualitative. In the literature, variety of definitions of mixed techniques have been put forth.

It was decided to use both qualitative and quantitative methodologies since they complement one another. The qualitative method was mostly utilized to present subjective evaluations, assessments, and interpretations of participants' attitudes, opinions, and behaviours as they were expressed verbatim in interviews and focus group discussions (Mugenda and Mugenda, 2019). Descriptive statistics (frequency and percentages) and inferential analysis (which tested hypotheses using correlations and coefficients of determination) were used to statistically modify statistical data produced by the quantitative approaches in order to achieve the desired aims (Amin, 2015). The researcher used both qualitative and quantitative methods to gather and analyze data, combine the results, and draw conclusions (Teddlie & Tashakkori, 2019).

Study Population

The Ministry of Local Government, which is situated on Workers House; Pilkington Street—Kampala—is where the study was carried out. The study's sample included one director, four commissioners, four assistant council members, twenty key executives, twenty-five senior officers, thirty officers, and eight members of the Prime Minister's Office personnel. Since support team does not directly participate in Ministry M&E activities, they were not taken into account in the study.

Choosing and Calculation of Sample Size

Krejcie & Morgan (1970) table produced a population of 92, and small parts in various categories were determined using various sampling methodologies. The goal was to eliminate sampling mistakes, employ a representative group, and avoid bias.

Table 1: Research respondents by category and sample

No.	Stratum	Target Popn	Sample Size	Sample Technique
1	Directors	1	1	Purposive Sampling
2	Commissioners	4	4	Purposive Sampling
3	Assistant Commissioners	8	4	Simple Random Sampling
4	Principal Officers	20	20	Simple Random Sampling
5	Senior Officers	37	25	Simple Random Sampling
6	Officers	42	30	Simple Random Sampling
7	OPM Staff - M&E Unit	8	8	Purposive Sampling
TOTAL		120	92	

Source: Krejcie. & Morgan, (1970) tables as cited in (Amin, M., and 2015: 454)

Sampling Technique and procedure

Eight senior staff members were chosen for interviews, and the investigator employed the purposive sampling technique to sample Directors and Commissioner at the Ministry of Local Government. This was due to the Ministry's limited staff of four Commissioner and one

Director. The method was therefore appropriate since purposive sampling entails locating and choosing individuals or groups of individuals who have expertise about or expertise with an interesting issue (Flick, 2019; Imas and Rist, 2019).

A technique that gives a sample more legitimacy is simple random sampling. A subset of a statistical population called a simple random sample consists of a population where each individual has an equal chance of being chosen (Sekaran, 2013). 87 ministry employees were chosen from this sample.

Data Collection Methods and instruments

This study used both quantitative and qualitative data collection methods. The decision regarding data collection methods was guided by two important factors, mainly: the material under study and type of information required (Yates, 2010). Quantitative data was collected using questionnaires that was filled by the staff and qualitative data was obtained from key informant interviews with selected staff of OPM.

Data Collection Instruments

Questionnaire Method

Using questionnaires, main data for this study was gathered. The major way for gathering data was the survey. The advantage of obtaining a great deal of data quickly, delivering correct info, and being a less expensive way led to the selection of the survey questionnaires (Sekaran, 2012). Also, it serves secrecy needs well (Moser and Kalton, 1979). Employees were given the self-administered questionnaires to complete.

There were different sections to the questionnaire. Demographic information was gathered in the first component, which was followed by sections on the M&E responsibility for fostering good government, organizational styles, communication style, and employee productivity. In each section, the respondents was given clear instructions on how to complete the item. The questionnaire was refined once the instrument was piloted.

The researcher was be obtained some of necessary secondary data information through documentary ~~and~~ Information was got from documents like: the Public Sector Monitoring and Evaluation Policy and Guideline, National Development Plan, Local Government reports and publications, OPM reports and Ministerial policy statements.

Interview Method

An interview was employed in additional to other methods to gather data. According to Saunders et al. (2017), an interview is a deliberate conversation among two or more persons. Oral stimuli are presented in this mode of data collection, and reactions are expressed as verbal cues (Kothari, 2010). Due to their involvement in the conceptualization and execution of the Public Sector M&E, eight members of the OPM-M&E Unit staff were specifically chosen. This approach was chosen because it was adaptable enough to let the interviewer ask follow-up questions.

Data Analysis

Both qualitative and quantitative data analysis techniques was used in this research.

Quantitative Data Analysis

The computer program SPSS was used to carry out the quantitative analysis. Prepare the data (checking, editing, and coding), data entry (putting data into SPSS), and data processing and analysis were done in a systematic order after data collection. Regarding the objectives of the study, the analysis was conducted. Regression and correlation analyses were used to determine the links between the independent and dependent variables. Descriptive statistics and tables were used to present the data. The multiple regression coefficient test was used to determine the impact of independent variables on the predictor variables. The Pearson correlation test was utilized to determine the association between variables.

Qualitative Data Analysis

Open-ended questions were used to gather qualitative data. The researcher personally interviewed a few OPM employees. At the M&E department, 4 OPM employees were interviewed. Both in-person and telephone surveys were used for these studies. In both

cases, the researcher physically recorded the interviews in the notebook format that she used for the study. In every case, interview subjects received guarantees of anonymity and a detailed explanation of the study's goals. After data organization, categories, themes, and patterns of the study subjects were created. Data analysis was then carried out by evaluating the information and analyzing the data to ascertain the frequency of data, legitimacy, effectiveness, consistency, and validation or non-validation of hypotheses. In addition to qualitative analysis methods, some statistics that were primarily derived from secondary data were used.

RESULTS

Background information of the respondents

The presence of specific workers within the organization determines how well the public sector monitoring and evaluation function promotes effective governance. In order to determine whether the respondents in a given study are a representative sample of the intended population for generalization reasons, demographic data about the participants in the study is required. It aids in determining the representativeness and accuracy of data taken from the sample and applied to the inhabitants. In terms of sex, age, education, and length of employment, respondents from the Ministry of Local Government had the following demographics:

Sex of respondent's at Ministry of Local Government

Table 2: Sex of respondents at Ministry of Local Government

Sex	Frequency	Per cent
Male	60	70.5
Female	25	29.5
Total	85	100.0

Source: Field Data, 2022

The study involved 85 employees and results show that out of them, 60 respondents are male and 25 respondents are female that is 70.5% and 29.5% respectively. The results indicate that the Ministry adheres to Government of Uganda Equal Opportunities Strategy and respect to diversity in human resource management.

Age group of respondents at Ministry of Local Government

Table 3: Age group of respondents at Ministry of Local Government

Age	Frequency	Percent
Below 30	5	7.0
30-45	44	51.8
46-60	35	41.2
Total	85	100.0

Source: Field Data, 2022

A demographic feature of the responses is their age range. The responses from the Ministry of Local Government range in age from under 30 to 46 to 60 years old.

The results show that 44 (51.8%) of the respondents are between the ages of 30 and 45, 31 (41.2%) are between the ages of 46 and 60, and 5 (7.0%) are under 30. Since the public sector's retirement age is 60 years old, persons over that age were not taken into account by the study. The 30-45 age range is crucial to the study since it dominates the ministry and is seen to be the most active. As a result, it can help with M&E execution and the promotion of good governance. However, the 46-60 years age group is important since it shows years of experience that a manager had in a particular post and is also a useful indicator of the experience base within the management echelon. It is in this context that M&E the age group plays an important role in building knowledge bases and helping new incumbents to understand developments and processes.

Level of Education of respondents

Table 4: Level of Education of respondents at Ministry of Local Government

Level of Education	Frequency	Percent
Diploma	6	7.1
Degree	29	34.1
Master's	50	58.8
Total	85	100.0

Source: Field Data, 2022

The Ministry hired a number of persons with a variety of degrees, including diplomas, degrees, and master's degrees. In accordance with the findings, out of 85 participants, 5 (or 7%) held a diploma, 29 (or 34.1%) a first degree, and 50 (or 58.8%) a master's degree.

According to Table 4's results, 58.8% of participants had master's degrees, following by 34.1% of participants who held bachelor's degrees and 6 (7.1%) of responders who held diplomas. Given the respondents' level of education, it was anticipated that after receiving extensive training, they would be familiar with the M&E procedure.

Length of service of respondents

Table 5: Length of service of respondents in Ministry of Local Government

Length of service	Frequency	Percent
1-3 years	5	6.0
4-6 years	20	23.5
7 and above	60	70.5
Total	85	100.0

Source: Field Data, 2022

Length of service of respondents was considered in the study since it relates to experience and the extent to which the respondent was involved in M&E processes and implementation. It is also true that the longer one stays in the organization, the more information accumulated about the phenomenon. The study indicates that 5(6%) of the respondents had served for a period of 1-3 years; 20(23.5%) had served for a period of 4-6 years and 60(70.5%) had served for a period of 7 years and above. This indicates also that 94% of the respondents are senior officers who have clear background in M&E and are directly involved in M&E implementation in the Ministry.

Role of Public Sector Monitoring and Evaluation in promoting good governance

The effective role of M&E Accountability in promoting good governance

The study aimed at examining the effective role of M&E accountability in promoting good governance in the Ministry of Local Government. The study established the role of M&E accountability by finding out whether the ministry has an established accountability function; whether accountability standards and procedures are in place and are adhered to; and whether the ministry prepares plans, budgets, reports as all do contribute to good governance.

Key: SD: Strongly Disagree, D: Disagree, N: Neutral, A: Agree, SA: Strongly Agree

Table 7: Role of M&E Accountability in promoting good governance

M&E Accountability	SD	%	D	%	N	%	A	%	SA	%
Ministry has put in place acceptable accountability										

standards	6	7	3	4	5	6	46	54	25	29
Ministry adheres to Public Sector accountability procedures	2	2	4	5	9	11	43	51	24	32
Ministry is rated high in national annual government performance assessment for MDAs	1	1	8	9	25	29	27	32	24	28
Increased sanctions by accountability institutions to the Ministry	3	4	8	9	14	16	28	33	32	38
Ministry prepares and submits financial reports to government as provided for in the Public Finance Act	2	2	1	1	9	11	37	44	36	42
There is an established accountability function in the Ministry	1	1	6	7	7	8	38	45	33	39
Ministry adheres to the approved budgets	2	2	6	7	18	21	36	42	23	27

Source Data, 2022

33 (39%) of respondents who were asked if the department has a formal ensure that the company highly agreed, 38 (45%) agreed, 7 (8%), remained neutral, 6 (7%), and 1 (1%), strongly agreed. So, it is clear that the Ministry has systems and processes that are in place and working. When respondents were asked if the department had adequate responsibility standards, 25 (29%) of them did agree, 46 (54%) agreed, 5 (6% stayed neutral, 3 (4% dispensed with the statement), and 6 (7% dispensed with it severely). Similarly, when participants were asked if the ministry conforms to established accountability mechanisms, 24 (32 per cent) respondents agree, 43(51 per cent) participants agree, 9(11 per cent) were unsure while 4(5 not cent) agreed and 2(2 per cent) highly agreed. The following high replies are found in the demographic results: Males made up 60.5% of the population, while people aged 30-45 were 44.8%, had a Master's degree, and had worked in the ministry for further than 7 years at 60.5%. This can describe the degree to which people believe that the ministry has developed accountability functions, processes, standards, and procedures because experience, education, and age all affect how well people comprehend a problem.

Testing the influence of M&E Accountability on good governance

Table 8: Correlation of M&E Accountability and Good Governance

	M_E_accountability	M_E_Good_governance
M_E_accountability Pearson Correlation	1	.706**
Sig. (2-tailed)		.000
N	85	85
M_E_Good_governance Pearson Correlation	.706**	1
Sig. (2-tailed)	.000	
N	85	85

****. Correlation is significant at the 0.01 level (2-tailed).**

Ho: There is no relationship between the role of M&E Accountability contributes in promoting good governance at the Ministry of Local government

Ha: There is a relationship between the role of M&E Accountability contributes in promoting good governance at the Ministry of Local government.

The correlation coefficient (0.706) implies that there is a strong positive relationship between M&E Accountability and good governance. This is statistically significant at 95% confidence interval since the P value (0.00) is less than 0.05 and thus the null hypothesis is rejected and concluded that there is a relationship between M&E Accountability and good governance

Table: 9 Regression Analysis for M&E Accountability

Model Summary

Model	R	R-Square	Adjusted R-square	Std error	Prob
1.706	0.498	0.492	0.477	0.231	0.00

Predictors: (Constant), M_E_Good_governance

Ho: There is no relationship between the role of M&E Accountability contributes in promoting good governance at the Ministry of Local government

Ha: There is a relationship between the role of M&E Accountability contributes in promoting good governance at the Ministry of Local government.

Keeping other factors constant, a one percent increase in M&E Accountability would on average lead to 1.706 increase³ in good governance. This is statistically significantly at 0.05 level of significance since the P value (0.00) is less than 0.05 and thus we reject the null hypothesis and conclude that there is a relationship between M&E Accountability and good governance.

The effective role of M&E Management Decision-making in promoting good governance

The M&E role of being part of the decision-making process is important. M&E systems augment managerial processes and provide evidence for decision-making. The real product of M&E is not reports or facts per se, but a higher quality of decision-making. The study assessed the role of M&E Management decision-making in promoting good governance and the results are as in Table 10 below.

Key: SD: Strongly Disagree, D: Disagree, N: Neutral, A: Agree, SA: Strongly Agree

Table 10: Role of M&E Management Decision-making in promoting good governance

M&E Management Decision-making	SD	%	D	%	N	%	A	%	SA	%
Information Management contributes to Transparency and Accountability	2	2	7	8	10	12	34	40	32	38
Management Decision based on prevailing legislations and monitoring reports	3	4	6	7	15	18	42	49	19	22
Ministry takes proactive stance when it comes to engaging with external stakeholders	2	2	9	11	16	19	42	49	16	19
M&E information used for accountability purposes	2	2	11	9	14	9	45	48	13	31
I feel part of management process and I contribute to good governance	2	2	8	9	8	9	41	48	26	31
Ministry Policy Statement in place and articulates governance decisions	1	1	2	2	4	5	31	36	47	55

Source: Field Data, 2022

According to Table 10, 32 respondents (38%) strongly agreed that the ministry's information management had a positive impact on the transparency and accountability that characterize good governance; 34 respondents (40%) agreed; 10 respondents (12%) were neutral; 7 respondents (8%) agreed; and 2 respondents (2%) strongly agreed.

In response to the question of whether management decisions were based on current laws and monitoring reports, the results show that 19 (22%) very agreed, 42 (49%) agreed, 15 (18%) neither agreed nor disagreed, 6 (7%) disagreed, and 3 (4%) severely disagreed. It should be highlighted that 61 (71.7%) of the respondents concurred that leadership decisions in the ministry is based on legislations and monitoring reports which is an indication of promotion of good governance. Nonetheless, high replies are seen in the demographic results: men 60 (70.5%), people aged 30-45 years 44 (51.8%), those with master's degrees 50 (58.8%), and those who had worked in the ministry for more than seven years 60 (70.5%). This lends credence to the claim that expertise and educational

attainment have an impact on how effectively public service M&E is implemented. An inkling of the impact of years of service, age, and tier in the ministry in terms of education and status is the fact that a higher proportion of those polled agreed that M&E is used for accountability and transparency, that they are involved in M&E and decision-making process, and that choices in the ministry are based on M&E information.

Testing the influence of M&E management decision-making on good governance

Table 11: Correlation Analysis for M&E management Decision-making

		M_E_Management_ Decision-making	M_E_Good_governance
M_E_Management_Decision	Pearson Correlation	1	.592**
	Sig. (2-tailed)		.000
	N	85	85
M_E_Good_governance	Pearson Correlation	.592**	1
	Sig. (2-tailed)	.000	
	N	85	85

** . Correlation is significant at the 0.01 level (2-tailed).

Ho: There is no relationship between the role of M&E Management Decision in promoting good governance at the Ministry of Local Government

Ha: There is a relationship between the role of M&E Management Decision in promoting good governance at the Ministry of Local Government

The correlation coefficient (0.592) implies that there is a strong positive relationship between M&E management decision and good governance. This is statistically significant at 95% confidence interval since the P value (0.00) is less than 0.05 and thus the null hypothesis is rejected and concluded that there is a relationship between M&E management decision and good governance

Table 12: Regression for M&E Management Decision-making

Model Summary

Model	C	R	Adjusted R-Squared	Std error	P-Value
1	0.765	0.350	0.342	0.56980	0.035

Predictors: (Constant), M_E_Good_governance

Ho: There is no relationship between the role of M&E Management Decision in promoting good governance at the Ministry of Local Government

Ha: There is a relationship between the role of M&E Management Decision in promoting good governance at the Ministry of Local Government

Keeping other factors constant, a one percent increase in M&E Management Decision would on average lead to 0.765 increase in good governance. This is statistically significantly at 0.05 level of significance since the P value (0.035) is less than 0.05 and thus we reject the null hypothesis and conclude that there is a relationship between M&E Management Decision and good governance.

The role of M&E Organizational learning in promoting good governance

Monitoring and evaluation provides information and facts that, when accepted and internalized, become knowledge that promotes learning. The study assessed the role of M&E organizational learning in promoting good governance and the results are as in Table 13 below.

Key: SD: Strongly Disagree, D: Disagree, N: Neutral, A: Agree, SA: Strongly Agree Table

13: M&E Organizational learning in promoting good governance

M&E Organizational learning	SD	%	D	%	N	%	A	%	SA	%
Staff understand the role of M&E	4	5	13	15	22	26	34	40	12	14
Staff always involved in monitoring and supervision	2	2	15	18	14	16	35	41	19	22
M&E information useful for learning purposes	2	2	12	14	15	18	35	41	21	25

M&E taken as a critical management tool	5	6	11	13	14	16	32	38	23	27
M&E implemented produces useful management report	5	6	8	9	28	33	30	35	14	16
M&E adds value to work	3	4	10	12	10	12	35	41	27	32
M& E component sufficiently integrated into the Ministry Institutional arrangement	4	5	15	18	15	18	38	45	13	15

Source Data, 2022

Responses to questions about how the Ministry of Local Government can promote good governance are presented in Table 13. The findings show that whereas 17 (20%) of the respondents disagreed, 22 (25.9%) stayed neutral and 46 (54.1%) of the participants commonly accepted that they understood the role of M&E. Although 54.1% of respondents said they knew about the significance of M&E, a nearly equal percentage either disagreed with that statement or stayed undecided. This suggests that understanding appears to be at a rather basic level.

54 (63.5%) of respondents said they were involved in M&E, 14 (16.5%) said they were neutral, and 17 (20%) said they were not. Observe that the level of involvement in M&E increases the level of knowledge. It is therefore true that the level of involvement in M&E contributed to the level of understanding of M&E in the Ministry. Sixty-six participants (65.9%) who were asked if M&E material is valuable for active learning agreed that it is (out of 56 total number of respondents). 14 (16.5%) disagreed, while 15 (17.6%) said they couldn't tell. We may draw the conclusion that staff members learn new things while participating in M&E activities, and M&E improves staff members' learning. The outcome also showed that M&E is regarded as a crucial management tool and enhances productivity. The M&E component is properly incorporated into the institutional structure of the Ministry, according to the participants. Nonetheless, the demographic statistics show that the majority of respondents were male (70.5%), aged 30–45 (51.8%), had a master's degree, and had worked in the ministry for more than a year.

Testing the influence of M&E Organizational learning on good governance

Table: 14: Correlation

		M_E_organizational_learning	M_E_Good_governance
M_E_organizational_learning	Pearson Correlation	1	.549**
	Sig. (2-tailed)		.000
	N	85	85
M_E_Good_governance	Pearson Correlation	.549**	1
	Sig. (2-tailed)	.000	
	N	85	85

** . Correlation is significant at the 0.01 level (2-tailed).

Ho: There is no relationship between the role of M&E Organizational learning in promoting good governance at the Ministry of Local Government

Ha: There is a relationship between the role of M&E Organizational learning in promoting good governance at the Ministry of Local Government

The correlation coefficient (0.549) implies that there is a strong positive relationship between M&E Organizational learning and good governance. This is statistically significant at 95% confidence interval since the P value (0.00) is less than 0.05 and thus the null hypothesis is rejected and concluded that there is a relationship between M&E Organizational learning and good governance

Table 15: Regression for M&E Organizational Learning

Model Summary

Model	C	R Square	Adjusted R Square	Std. Error of the Estimate	Prob
1	.549	.302	.293	.77592	0.06

a. Predictors: (Constant), M&E Good Governance

Ho: There is no relationship between the role of M&E Organizational learning in promoting good governance at the Ministry of Local Government

Ha: There is a relationship between the role of M&E Organizational learning in promoting good governance at the Ministry of Local Government

Keeping other factors constant, a one percent increase in M&E Organizational learning would on average lead to 0.549 increase in good governance. This is statistically significantly at 0.05 level of significance since the P value (0.035) is less than 0.05 and thus we reject the null hypothesis and conclude that there is a relationship between M&E Organizational learning and good governance.

Good Governance in the Ministry of Local Government

The study attempts to examine the concept of good governance and its elements, such as participation, predictability and transparency and how they relate to M& E roles of enhancing accountability, management decisions and promoting organizational learning. The results are as in Table 16 below.

Key: SD: Strongly Disagree, D: Disagree, N: Neutral, A: Agree, SA: Strongly Agree

Table 16: Good Governance

M&E Good Governance	SD	%	D	%	N	%	A	%	SA	%
Strong commitment to integrity, ethical values and the rule of law	2	2	7	8	12	14	39	46	25	29
Ministry has open and comprehensive stakeholder engagement	1	1	9	11	16	19	40	47	19	22
Ministry has robust internal control and strong public financial management system	2	2	8	9	11	13	41	48	23	27
Ministry invest in developing capacity of entity, leadership and staff	4	5	4	5	15	18	40	47	22	26
Ministry implementing good practices in transparency and reporting to deliver effective accountability	2	2	8	9	9	11	34	40	32	38
Ministry determines interventions necessary to optimize achievement of intended outcomes	1	1	7	8	12	14	44	52	21	25

Source: Field Data, 2022

The respondents were asked if the Ministry is strongly committed to integrity, moral standards, and the rule of law; if the Department is open and thorough in stakeholder involvement; if the Ministry gets invested in building the capacity of entity, governance, and staff; if the Ministry is implementing good practices in transparency and reporting to deliver effective accountability; and if the Ministry determines initiatives required to maximize the a. Findings from Table 16 indicate that, on average, 47% of respondents support the Ministry of Local Government's dedication to excellent administration, openness, and accountability. Yet, 2% disagree strongly, and the results suggest that 15% could not decide whether to agree or disagree with the Ministry of Local Government's commitment to good governance, openness, and accountability. Other breakdown is as follows: 8% disagree, 28% strongly agree with good governance, transparency and commitment in the Ministry of Local Government. This high percentage shows that the respondent had trust in good governance, transparency and commitment in the Ministry of Local Government.

Conclusion

Role of M&E Accountability in promoting good governance

Effective Public Sector M&E should enhance accountability. Effective accountability system, standards and procedures is a necessary and sufficient precondition for promotion of good governance. Increase in the level of accountability should lead to a significant increase in the level of good governance. Where there is commitment in ensuring accountability chances for good governance to flourish is high.

Role of M&E Management Decision-making in promoting good governance M&E should play a role in supporting effective

management decisions since M&E provides information that supports decision-making. An effective decision arising from M&E information is expected to improve governance.

Role of M&E Organization learning in promoting good governance

M&E findings and results are expected to cause organizational learning. When M&E information is collected, analyzed and transformed to a decision, an organization is able to learn and do things better. It is true that if this happens, organizational skills and knowledge will increase and this will enhance efficiency and effectiveness which in turn will support good governance.

Recommendations

The recommendation in this section are based the findings and conclusions that have been reached during the discussion.

Role of M&E Accountability in promoting good governance

The study indicates that M&E is often tied to nominal compliance with reporting requirements, rather than responding to the underlying performance revealed by M&E. The Ministry should not tie M&E to nominal compliance but should broadly support evidence-based decision-making and M&E data should be used to inform choices in the different stages of planning and public service delivery.

Role of M&E Management Decision-making in promoting good governance

The Ministry should ensure that M&E is well located in the policy process. M&E should mediate policy process by producing valid evidence for policy decisions, thereby ensuring greater objectivity and transparency. There is need for stronger coordination to ensure that M&E helps to guide the Ministry's actions toward greater effectiveness.

Role of M&E Organizational learning in promoting good governance

The potential exists for a more integrated and effective M&E programme in the Ministry.

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