
**THE IMPACT OF MONITORING AND EVALUATION ON THE IMPLEMENTATION OF
YOUTHS LIVELIHOOD PROGRAMS IN UGANDA. A CASE STUDY OF MAKINDYE DIVISION**

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ABSTRACT

The study aimed at the impact of monitoring and evaluation on the implementation of youth's livelihood programs in Uganda and it was guided by the following objectives; To analyze the impact of project planning on the performance of Youths Livelihood Program in Makindye Division, to assess the impact of project monitoring on the performance of Youths Livelihood Program in Makindye Division and to examine the impact of project evaluation on the performance of Youths Livelihood Program in Makindye Division. Quantitative data analysis involved use of both descriptive and inferential statistics in the E-views software (Nelson et al., 2023). Descriptive statistics entailed determination of measures of central tendency such as mean, mode, median; measures of dispersion such as range, variance, standard deviation; frequency distributions; and percentages. The constant 2.439, shown that keeping all other factors constant, performance of Youths Livelihood projects in Makindye Division will on average increase by 2.439. The coefficient 6.875 shown that a unit increase in the project planning led on average to 6.875 increased in the performance of a youth livelihood project. The p-value (0.00) <0.05 (was statistically significant at 95% confidence level); this implied that; project planning had a significant impact on the performance of youth livelihood projects. The R-square measures the goodness of fit. Therefore, the R-square 0.666 shown that 66.6% of the variations in the performance of youth livelihood projects can be explained by project monitoring efforts such as supervisor checklists, baseline data and data collection methods while only 33.4% can be explained by other factors. Therefore, since R-square 0.666>0.5, hence a good fit. The researcher therefore recommends that Youths Livelihood projects in Makindye Division should

implement an effective project monitoring and evaluation management strategy to ensure that it never runs out of business.

Key words: monitoring, evaluation, implementation and youth's livelihood programs

BACKGROUND OF THE STUDY

Globally, the activity of project monitoring and evaluation in project management was originally introduced by consultants in the early 2000s and has subsequently gained much attention in recent years (La Londe, 2018) and by now it is termed as more like a strategy than activity that must be obeyed if the project is to gain success (Cowell, 2019).

African countries have been awakened on the importance of effective project monitoring and evaluation as a solution to increased poor performance and failure of projects in both NGOs and Government organizations (Winny et al., 2023). In Nigeria, project monitoring and evaluation was adopted in 2000s during the decades of military rule due to dramatic corruption in government business to the extent that there was too much wastage of public resources due to poor procurement practices with little regard to economy and efficiency (Paul et al., 2023).

In Uganda, a wave of Project Monitoring and Evaluation began in 2010s culminating into the emergency of decentralization policy and enactment of the Public Procurement and Disposal of Public Assets (PPDA) Act 2013, and regulations 2013 and Local Government Act 1997. Unfortunately, many central government ministries and agencies have since then not followed prescribed practices (Faith et al., 2023). One of the main functions of the PPDA under section 7 (b) of the PPDA Act is to monitor and report on the performance of the projects implemented in government organisations in Uganda and advise on desirable changes and value for money.

The Youth Livelihood Programme (YLP) is Government of Uganda financed programme designed as one of the interventions of Government in response to the high

unemployment rate and poverty among the youth in the country. It covers all the 112 Districts of Uganda (including Kampala Capital City Authority). Cabinet and Parliament approved budget of US\$265 Billion (Approx. US\$. 100 million) for the first 5 years of implementation 2013-14 to 2017-18 (Nelson & Christopher, 2022).

As a result of its high failure rate of public projects in Uganda, the number of people who can access youth livelihood funds in Uganda has remained low with less than 21% of Ugandan youths having accessed the fund (Allan et al., 2023). The weak performance of public projects has been attributed to the lack of involvement of the key stakeholders in the activities of the projects leading to low commitment thus poor performance of public projects. According to Ministry of Gender, Labour & Social Development secretariat report of 2019/20, in districts like Kampala, people who are the principal beneficiaries of the projects were not involved in the projects activities thus registering 100% failure rate. The Auditor General's report of 2015 also indicates that YLF coordinators spent most of the money on workshops which were never attended by the intended beneficiaries. This shows the low commitment of the key stakeholders to the projects. It appears that project M&E done in form of project planning, project monitoring and project evaluation is still being queried (Wegulo et al., 2023).

Statement of the problem

Project managers are always looking forward to seeing public projects perform well. This involves finishing the project on time, within budget, meeting end product specifications, meeting customer needs and requirements and meeting management objectives (Cooke-Davies, 2012). However, after 5 years ever since the youth livelihood program was initiated, it appears that the performance of the project is not as per the set targets. For instance, the projects often suffer from inadequate knowledge by project implementers of

guidelines and procedures. This not only results into unnecessary delays, but also weak evaluation and selection of bids. The fact that Youths Livelihood Program in Uganda has continuously experienced time overrun, budget overrun, unmet and product specifications, unmet customer needs and requirements and unmet management objectives (Auditor general's report, 2018). The high failure rate in Youths Livelihood Program could be due to failure to undertake clear monitoring and evaluation. In the context of this study, all the above problems may be attributed to inadequate project monitoring and evaluation (Godfrey et al., 2023). It is from this background that the researcher is interested to examine the impact of project monitoring and evaluation on performance of Youths Livelihood Program in Uganda.

Specific objectives

i) To analyze the impact of project planning on the performance of Youths Livelihood

Program in Makindye Division.

ii) To assess the impact of project monitoring on the performance of Youths Livelihood

Program in Makindye Division

iii) To examine the impact of project evaluation on the performance of Youths Livelihood

Program in Makindye Division

Research Questions

i) What is the impact of project planning on the performance of Youths Livelihood Program in Makindye Division?

ii) What is the impact of project monitoring on the performance of Youths Livelihood

Program in Makindye Division?

iii) What is the impact of project evaluation on the performance of Youths

Livelihood

Program in Makindye Division?

Methodology

Research Design

This study used a correlational research design. A correlational research design enabled the researcher to find out the relationship between the study variables (Amin, 2015). This type of research design was selected as ideal for this research because the study intends to identify predictive relationships by using correlations. In this study, numerical figures and descriptive information were obtained, giving it both a quantitative and qualitative research dimension. The study then used both qualitative and quantitative approaches during sampling, data collection, quality control, and analysis.

Study Population

This study was conducted in Youths Livelihood Program projects in Makindye Division. The study population consisted of 113 respondents. These consisted of 10 executive members, 25 technocrats and 78 project committee members and beneficiaries. Executive members were chosen because they had the overall responsibility of overseeing the implementation of the project. Project technocrats were chosen because they had the responsibility of overseeing the installation of project materials in the area. Project procurement committee members were chosen because they were involved in the project monitoring and evaluation process.

Determination of the Sample Size

The sample size was determined using the table in Appendix C from a study by Morgan and Krejcie (2010, as cited in Amin, 2015). This therefore means that the sample included 86 employees. The sample sizes are depicted in Table 1.

Table 1: Sample Size of Respondents and Sampling

Technique

Category of Population	Population Size	Sample Size	Sampling Technique
<i>Executive</i>	<i>10</i>	<i>5</i>	<i>Purposive sampling</i>
<i>Technocrats</i>	<i>25</i>	<i>10</i>	<i>Purposive sampling</i>
<i>Project committee members</i>	<i>78</i>	<i>66</i>	<i>Simple Random sampling</i>
Total	113	86	

Source: Youths Livelihood Program Makindye Division

Sampling Techniques and procedures

The study used both probabilistic and non-probabilistic sampling techniques. From the existing probabilistic sampling techniques, the study used simple random sampling technique to select procurement committee members. Simple random sampling was used to select project committee members from Youths Livelihood Projects in Makindye Division. This technique is chosen because the category of respondents has a large population size and as such warranted simple random sampling to minimize sampling bias (Mugenda & Mugenda, 2013).

Data Collection Methods
Questionnaire Surveys

This was used to collect primary data from project committee members, and, it involved use of a semi-structured questionnaire. The method of survey using a semi-structured questionnaire is deemed appropriate since part of the questionnaire offers the committee members a choice of picking their answers from a given set of alternatives while the other part of the questionnaire allows them to qualify their

responses (Amin, 2015).

Data Analysis

Data was analyzed both quantitatively and qualitatively.

Quantitative data analysis

Quantitative data analysis involved use of both descriptive and inferential statistics in the E-views software (Nelson et al., 2023). Descriptive statistics entailed determination of measures of central tendency such as mean, mode, median; measures of dispersion such as range, variance, standard deviation; frequency distributions; and percentages. Data was processed by editing, coding, entering, and then presented in comprehensive tables showing the responses of each category of variables. Inferential statistics included correlation analysis using a correlation coefficient and regression analysis using a regression coefficient in order to answer the research questions.

Qualitative data analysis

Qualitative data analysis involved both thematic and content analysis, and, was based on how the findings related to the research questions. Content analysis was used to edit qualitative data and reorganize it into meaningful shorter sentences. Thematic analysis was used to organize data into themes and codes was identified (Sekeran, 2013). After data collection, information of same

category was assembled together and their similarity with the quantitative data created, after which a report was written. Qualitative data was interpreted by composing explanations or descriptions from the information. The qualitative data was illustrated and substantiated by quotation or descriptions using SPSS (Nelson et al., 2022).

RESULTS

Table 1: Period of working with Youths Livelihood projects in Makindye Division

<i>Period of employment</i>	<i>Frequency</i>	<i>Percentage</i>
Over 5 yrs.	43	50
3 - 5yrs.	22	25
1 - 3 yrs.	17	20
Less than 1 yr.	4	5
Total	86	100

**Source: Primary Data
2022**

Table 1 shows that 43 (50%) of the respondents had spent over 5 years and 22 (25%) had spent less between 3 - 5 years engaged with Youths Livelihood projects in Makindye Division, 17 (20%) had worked with Youths Livelihood projects in Makindye Division for 1 - 3 years and 4 (5%) had worked with Youths Livelihood projects in Makindye Division for less than 1 year. Therefore, the majority of the respondents had information about Youths Livelihood projects in Makindye Division and the topic under study that is; the impact of working capital on the performance of organizations in Uganda, a case study of Youths Livelihood projects in Makindye Division.

Impact of project monitoring on the performance of Youths Livelihood projects in Makindye Division

Correlation analysis

Table 2 Shows the relationship between project monitoring and the performance of Youths

Livelihood projects in Makindye Division

		Project Monitoring	Performance of Youth Livelihood projects
Project Monitoring	Pearson Correlation	1.000	.823**
	Sig. (2-tailed)		.000
	N	63	63
Performance of Youth Livelihood projects	Pearson Correlation	.823**	1.000
	Sig. (2-tailed)	.000	
	N	63	63

Source: Statistical Package for Social Scientists (SPSS)

The relationship between the variables was tested using Pearson correlation coefficient. This was used because project monitoring was assigned numerical values. From the table above, it is clearly indicated that there is a strong relationship between project monitoring and the performance of youth livelihood projects in Makindye division. This is indicated by positive

results of Pearson Correlation, where $r = 0.823$, $p < .01$. It therefore implies that project monitoring strongly impacts the performance of youth livelihood projects in Uganda.

The leadership of Youths Livelihood projects in Makindye Division should therefore

continue emphasizing project monitoring to ensure smooth running and excellent performance of the youth livelihood projects in Uganda.

Regression Analysis

Model Summary (b)

Table 3 showing regression analysis model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.816(a)	.666	.334	4.107

a Predictors: supervisor checklists, Baseline data, data collection methods
b Independent Variable: Project monitoring.

The R-square measures the goodness of fit. Therefore, the R-square 0.666 shows that 66.6% of the variations in the performance of youth livelihood projects can be explained by project monitoring efforts such as supervisor checklists, baseline data and data collection methods while only 33.4% can be explained by other factors. Therefore, since R-square $0.666 > 0.5$, hence a good fit.

Table 4 showing coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta	B	Std. Error

1 (Constant)	2.439	3.343		730	.468
Project planning	6.875	.637	.815	10.790	.000
Project monitoring	1.049	.882	-.089	4.189	.001
Project Evaluation	.252	.462	.041	2.545	.018
Other factors	4.875	.437	.615	8.790	.234

a. Dependent Variable: Youths livelihood projects Performance

The constant 2.439, shows that keeping all other factors constant, performance of Youths Livelihood projects in Makindye Division will on average increase by 2.439.

The coefficient 6.875 shows that a unit increase in the project planning would lead on average to 6.875 increases in the performance of a youth livelihood project. The p-value (0.00) < 0.05 (is statistically significant at 95% confidence level); this implies that; project planning has a significant impact on the performance of youth livelihood projects.

The coefficient 1.049 shows that a unit increase in project monitoring would lead to an average

1.049 increase in performance of youth livelihood projects. The p-value (0.00) < 0.05 (is statistically significant at 95% confidence level); this implies that; project

monitoring has a significant positive relationship with better performance of youth livelihood projects

The coefficient 0.252 shows that a unit increases in project evaluation would lead on average

0.252 increases in the performance of youth livelihood projects. The p-value (0.00) < 0.05 (is statistically significant at 95% confidence level); this implies that; project evaluation has a significant positive relationship with performance of youth livelihood projects.

Effect of project planning on Youths livelihood projects' performance

Table 5 showing the effect of project planning on project performance.

<i>Effect of project planning on Youths livelihood projects' performance</i>	<i>Response</i>											
	<i>Strongly agree</i>		<i>Agree</i>		<i>Not sure</i>		<i>Disagree</i>		<i>Strongly disagree</i>		<i>Total</i>	
	<i>ƒ</i>	<i>%</i>	<i>ƒ</i>	<i>%</i>	<i>ƒ</i>	<i>%</i>	<i>ƒ</i>	<i>%</i>	<i>ƒ</i>	<i>%</i>	<i>ƒ</i>	<i>%</i>
<i>Project planning enables better control and process tracking</i>	32	37	37	43	7	8	3	4	7	8	86	100
<i>Project planning provides oversight control system performance</i>	56	65	30	35	-	-	-	-	-	-	86	100
<i>Project planning is used regularly check and evaluate the processes and the results of a program</i>	49	57	28	33	-	-	9	10	-	-	86	100

Project planning informs donors on the program's effectiveness and efficiency	32	37	44	51	3	4	-	-	7	8	86	100
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Source: Primary data 2022

From table 5 above, it can be observed that 32 (37%) of the respondents strongly agreed to the assertion that project planning enables better control and process tracking 37 (43%) agreed, 7 (8%) were not sure, 3 (4%) disagreed while 77 (8%) strongly disagreed. This implies that indeed when project planning is undertaken, it enables better control and process tracking.

Respondents were also asked whether project planning provides oversight control system performance. 56 (65%) strongly agreed, 30 (35%) agreed, and none neither disagreed nor strongly disagreed nor were not sure. Since all of the respondents strongly agreed and agreed to the assertion, it can therefore be stated that project planning provides oversight control system performance.

Further still, 49 (57%) strongly agreed to the assertion that project planning is used regularly check and evaluate the processes and the results of a program, 28 (33%) agreed and 9 (10%) disagreed. Neither of the respondents were not sure nor strongly disagreed. This vividly implies project planning indeed if used regularly checks and evaluates the processes and the results of a program

Finally, respondents were asked whether project planning help to inform donors on the program's effectiveness and efficiency. 32 (37%) strongly disagreed, 44 (51%) agreed, 3 (4%) were not sure, none disagreed while 7 (8%) strongly disagreed to the assertion. It can therefore be stated that project planning help to inform donors on the program's effectiveness and efficiency.

Impact of project evaluation on performance of youth livelihood programs.

Respondents were asked to describe the impact of project evaluation on the performance of Youths Livelihood projects in Makindye Division. The responses are presented in the table below;

Table 6 showing the impact of project evaluation on project performance of youth livelihood projects

Impact of project evaluation on project performance of youth livelihood projects	Response											
	Strongly agree		Agree		Not sure		Disagree		Strongly disagree		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
Project evaluation identifies and mitigates the obstacles to achieving the intended objectives of the project	56	65	30	35	-	-	-	-	-	-	86	100
Project evaluation ensures that all of the requirements of organizations are met including individual users needs set out within the specifications	49	57	28	33	-	-	9	10	-	-	86	100
Project evaluation helps to streamline the entire procurement system and improve sector efficiency	32	37	35	41	9	10	3	4	9	10	86	100

Project evaluation facilitates the elimination of corruption tendencies from the project implementation	56	65	30	35	-	-	-	-	-	-	86	100
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Source: Primary data 2022

Table 6 above shows that 56 (65%) strongly agreed to the assertion that project evaluation identifies and mitigates the obstacles to achieves the intended objectives of the project, 30 (35%) agreed, and none neither disagreed nor strongly disagreed nor were not sure. Since all of the respondents strongly agreed and agreed to the assertion, it can therefore be stated that the project evaluation identifies and mitigates the obstacles to achieve the intended objectives of the project.

Further still, 49 (57%) strongly agreed to the assertion that project evaluation ensures that all of the requirements of the projects are met including individual user needs set out within the specifications., 30 (33%) agreed and 9 (10%) disagreed. Neither of the respondents were not sure nor strongly disagreed. It can therefore be stated that project evaluation ensures that all of the requirements of the projects are met including individual user needs set out within the specifications. This would help the organization to build and sustain trust with all its partners.

Further still, 32 (37%) strongly disagreed, 35 (41%) agreed, 9 (10%) were not sure, none disagreed while 4 (10%) strongly disagreed to the assertion that Project evaluation helps to streamline the entire procurement system and improve sector efficiency. It can therefore be stated that Project evaluation helps to streamline the entire procurement system and improve sector efficiency.

Finally, respondents were asked to respond as to project evaluation facilitates the elimination of corruption tendencies from the project implementation. 56 (65%) of the respondents strongly agreed; and 30 (35%) agreed to the assertion. None respondents

disagreed nor were unsure. This implies that indeed, Project evaluation facilitates the elimination of corruption tendencies from the project implementation

Conclusions

Findings reveal that there is a positive relationship between project monitoring project performance. The study further concludes that organizations should emphasize project monitoring so as to ensure sustainable project performance. The researcher also concludes that project planning is crucial for project control and implementation

Recommendations

The researcher therefore recommends that Youths Livelihood projects in Makindye Division should implement an effective project monitoring and evaluation management strategy to ensure that it never runs out of business.

The study recommends that organizations should be cautious when accumulating the project expenditures because it may affect its profitability in the long run.

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