# APARADOX OF RESULTS BASED MONITORING AND EVALUATION SYSTEM AT ADVOCACY FOR VULNERABLE CHILDREN'S RIGHTS IN UGANDA:  A GUIDE FOR EDUCATORS AND CHILDREN HOME CARE PRACTIONNORS

Author

Hildeblande Dusabeyezu

dusabeyezuh@gmail.com

Abstract

*Over decades we have experienced success factors for of Result Based Monitoring and Evaluation System in AVCR Uganda. Examine the institutional factors, find the influence of those factors on result based monitoring and evaluation system and lastly to establish the relationship between the Success factors and performance of AVCR- Uganda.  The study adopted a mixed method that enabled collection of qualitative and quantitative data.  A case study design was employed and simplified the work for clear and in-depth understanding of variables under investigation. A sample size of 34 participants were selected. The major findings indicated that AVCR Uganda is an indigenous non-government organization and had a significant contribution on children rights in Uganda. The findings revealed that Success factors were measured based institutional factors, organizational resources and organizational capacity. It concludes that AVCR works with community based efforts in the attempt to contribute and improve basic education, increase access to quality health care and expand economic opportunity for all. It concludes that AVCR Uganda is among the few non-governmental organizations with well-established monitoring and evaluation systems. The study recommends: AVCR Uganda's well established result based monitoring and evaluation system. AVCR should support the establishment of similar systems to promote participatory community based monitoring and evaluation system in Uganda.*

**KEY WORDS, Success factors, results- based, monitoring, evaluation**

## Background of the study

Over decades result- based monitoring and evaluation system has steadily grown to cover institutional operations, program and project performance across the globe.  Monitoring and evaluation system is conceptualized as an accountability tool for the funds used in restoration of structures and systems after World War II in 1945 and as development work continued to grow over the years.  This led to the introduction of Result Based Monitoring and Evaluation system in public sectors. It was however sad that despite this perceived brilliancy , public sectors as well as development organizations continued to concentrate more on the activity implementation processes rather than the results (change) made in people's lives (Pate and Buchner 2014).  The UNDP in their strategic reforms adopted the results based management systems in 1999,

intensifying focus on outcomes as a major shift to better measurement of performance and systematic monitoring and reporting of organizational outcome (Detels et al. 2017) . In the Latin America, the Result based monitoring and evolution system commonly known as the Colombia's National Results-Based Management and Evaluation System (SINERGIA) were established. This system has progressively developed and endured the countries' institutional, political, and fiscal problems to attain one of the highest levels of development. Based on its accomplishments in improvement of the country's performance, it has been held up as an example by multilateral organizations, donor agencies, and other governments (Nguyen, Hamid, and Moni 2016).

In African context for example, South Africa is one of the African countries with mature Monitoring and Evaluation (M&E) systems, established between 1980 and 1994. This followed the increased need for clear cut accountability from the South African public sectors (Nwasike and Maina 2018).  In 2009 the South African government through its African National Congress (ANC) made a strategic shift by introducing the outcome approach whose cardinal focus was to ensure improved performance through measurement of outcomes (Pidd 2012). This initiative is championed by the Department of Performance Monitoring and Evaluation (DPME) in the office of the President.

In Ghana, the RBME System focuses on observing the results directly from program/ project outputs. The system recognizes the entire results chain from inputs-outputs-outcomes and impacts indicators. In this system the results refers to those changes that can be attributed to specific program/ project. Thus, only where a causal link can be made is the observed change attributable to the program/ project.  White, Bank, and Raitzer (2017) contends that, it has been observed that as the program.

The government of Tanzania in a bid to improve its service delivery introduced the performance management systems between 2000 and 2006. These systems were mainstreamed in all public sector institutions and are monitored every six month to measure the effectiveness of the developed tools.

Uganda is no exception it has also undergone comprehensive economic reforms and has achieved macroeconomic stability. Uganda is named among the first countries to benefit from the IFM and world bank support to the HIPC with good M&E systems (Kusek and Rist  2004:pg6) The Monitoring and Evaluation in Uganda got a major boost with the establishment of the department of Monitoring and evaluation at the prime minister's office. This from time to time conducts reviews and evaluations on government implemented programs/ projects and advises the cabinet accordingly. Every public institution develops its own performance measurement yard sticks, which negate the cardinal principles of RBME approach as advanced by Kusek and Rist 2004

**LITERATURE REVIEWED**

The establishment of RBME systems have in recent years been successfully executed using the 10 step model for building a sustainable result based monitoring and evaluation system. This model

which has been accepted as a bench mark for establishment of M&E systems is attributed to Kusek and Rist 2004. According to this model, the process of establishing a RBME must be systematic and comprehensively designed for sustainability purposes. The sequential undertakings for the 10 step RBME model is as per the illustration below;
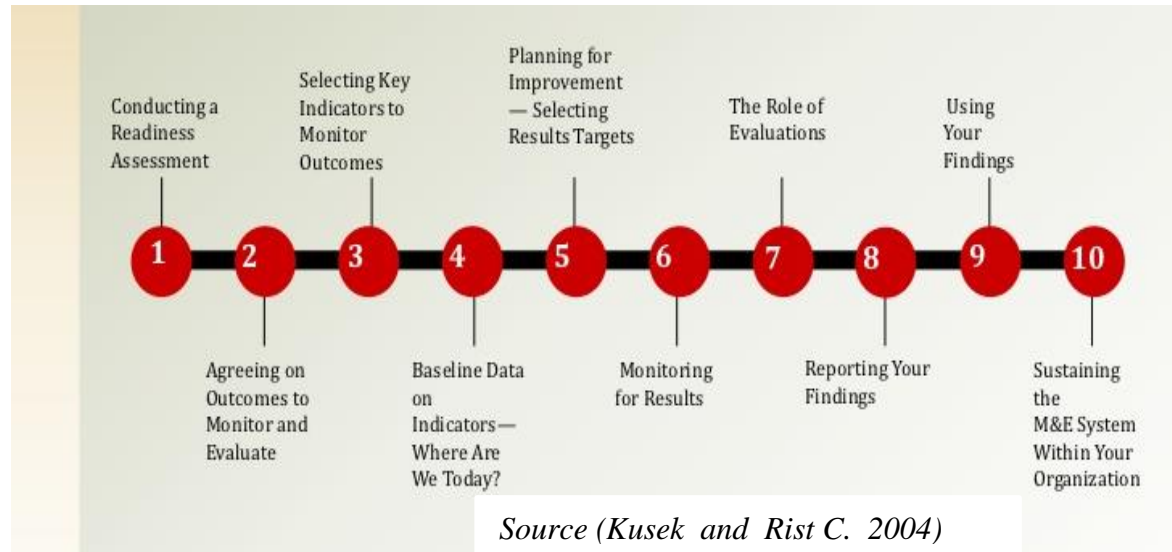


*Source (Kusek and Rist C. 2004)*

**Figure 1** *above shows the ten steps for establishment of a sustainable RBME system.*

## 2.3 Conceptual review

The concept of RBME as part and parcel of Results Based management (RBM) is believed to have begun with Peter Drucker as Management by Objectives (MBO) and Program Performance Budgeting System (PPBS) in the 1960s and evolved into the use of logical framework for the public sector in the 1970s (Jones 2014). It was adopted by different countries in the 1980s and 1990s using different forms and names. It has now developed into a proven and accepted approach for improving public sector accountability, effectiveness and efficiency.

## METHODOLOGY

This study adopted a mixed methodology that enabled collection of quantitative and qualitative data as advanced (Creswell and Clark 2017). A case study design was used to simplify the study and it enabled clear understanding of study varaibles. The employed AVCR Uganda staff as unity of analysis. The choice of this method was informed by the belief and orientation of postivism paradigm. The positism believe that using more than method avoids the weaknes of singular method and enables traingulation of results. This mixed method was seen suitable and adopted to guide the study AVCR Uganda Result Based Monitoring and Evaluation system under study could notchange within a period of one month period of data collection (Missaoui and Sarr 2015). A sample size of 34 participants were scientifically drown from the unity of analysis using statistical tables of (David 2020), (Krejcie& Morgan, 1970) as cited by Amin (2005), and included various categories as specified

Purposive sampling involved identifying and selecting individuals or groups of individuals that were knowledgeable about or experienced with a phenomenon of interest (Wallace and Fleet 2012). This sampling was used to select (6) Administrative and (10) program managers. The researcher chose this technique because the respondents are at the center of AVCR Uganda core activities. In the study Survey, interview, Observation and documentary review was used. The used questionnaire, interview guided and documentary review checklist as a major approaches in data collection. These methods were suitable and provided a competitive advantage for effective understanding of the variable understudy. They enabled triangulation especially in providing much information within a short time as well as providing relevant information at a minimal cost (Northridge et al. 2019) (Sekaran, 2003).

**Data analysis**

Upon successful completion of data collection, the data shall be cleaned to ensure all minor errors are rectified. Data forms shall be organized and entered in to the computer system. A computer program called Statistical Package for Social Sciences (SPSS) shall be used for data analysis (López et al. 2015). Data shall then be analyzed using descriptive statistics, frequency tables shall be presented in pie diagrams and bar graphs. The researcher recognizes the crucial role of ethics and thought permission, confidentiality and seeking for consent of research participants. The research exhibited honesty, integrity and attribution was highly taken in to account during the study.

**RESULTS AND DISCUSSION OF THE FINDINGS**

To examine how institutional factors influence the establishment of result based monitoring and evaluation system in AVCR Uganda. The findings clearly indicated that institutional factors greatly influenced the establishment of result based monitoring and evaluation system and had significant contribution in AVCR Uganda's performance. .The results in table 1 portrays the occurrence of a response and standard deviation portrays the extent to which scores deviate from the mean. The finding from respondents' opinions on how institutional factors influence the establishment of result based monitoring and evaluation system at AVCR Uganda. It further gives the mean of opinion score for each variable indicates the level of agreement while SD (Standard deviation) indicates the deviation from the central value (Mean score). According to the findings above, where the total number 34 research participants that explained is how each institutional factor greatly influenced a result based monitoring and evaluation system.

From respondents (mean=4.47,std=0.615) of the respondents expressed that AVCR Uganda has got M & E guiding principles, norms and standards, where, 52.9% strongly agreed, 41.2% agreed, 5.9% were undecided. This actually insinuated that AVCR possesses the above mentioned principles. This is in line with a respondent who stated that, "*in our department, we follow principles which guide us to achieve desired results and monitoring is focused on results*"

(mean=4.32,std=0.727) of respondents argued that performance measurement is established at AVCR Uganda, of which 47.1% strongly agreed with the statement, 38.2% Agreed and 14.7%

were undecided. Hence this is in line with a respondent, who asserted that, *"measuring of performance is one of the key priorities our organization puts much emphasis on."*

Furthermore (mean=4.32,std=0.589) of respondents still  agreed that success performance is rewarded at AVCR Uganda, (mean=4.44,std=0.705) of the respondents  were in  agreement  of management always allocating sufficient funds for M & E, where 55.9% strongly agreed, 32.4% agreed  and  11.8%  were  undecided. (mean=4.24,std=0.699) of  the  respondents  were  also  in agreement of having clear feedback mechanism on progress. In relation to the above a respondent noted that, *"the senior monitoring and evaluation officer provides feedback as the project is being carried on and at close of projects."*

This finding is in line with the World Bank (2000) seems to agree with this when it notes that lack of champions, fiscal resources and political will act as immediate barriers to the establishment of the  RBME  system.(mean=4.21,std=0.729) expressed  their  interest  in  assuring  that  motivation exists for building an M & E system, while (mean= 4.62,std 0.493) also agreed that management involves other staff in the development project indicators.

The  results  of  the  Mean=4.79std=0.410  of  the  respondents  were  in  agreement  that  M  &  E framework (work plan) exists while mean=4.35,std=0.734 of the respondents were also in agreement that management enforces adherence to M & E frame works of which 79.4% and 50% strongly agreed respectively while 20.6% and 35.3% agreed respectively. Finally, respondents also argued that  M & E findings are used by management in decision making processes and incentives exist  for  staff  who  adhere  to  good  M  &  E  standards  at  (mean=4.59,std=0.500)  and (mean=4.38,std=0.652) of the respondents respectively, where 58.8% and 47.1% strongly agreed while 41.2% and 44.1% agreed respectively. This finding is in line with Bester, 2012 who argued that, there needs to be a framework for incentives and how they should be applied (Angela Bester 2012:pg33)

The above findings are in line with bester 2012, who postulated that, establishment of a RBME system requires an explicit theory of change, adequate resources to facilitate the set up processes and a well-structured change management approach within the organization.

**Organizational resources and the establishment of result based monitoring and evaluation system in AVCR Uganda**

The findings of  second objective was analyzed using the mean and standard deviation of which the results are shown in table 2  The mean portrays the occurrence of a response and standard deviation portrays the extent to which scores deviate from the mean. These results indicated a signification positive direction results based monitering and evaluation orientation.

**Table 1 : Showing Mean Result based monitoring and evaluation**

| RBME | SD | D | N | A | SA | Mean | Std. Deviation |
|---|---|---|---|---|---|---|---|
| The organization has clear indicators for measuring result at outcome and impact level | 0 (0%) | 0 (0%) | 0 (0%) | 18 (52.9%) | 16 (47.1) | 4.47 | .507 |
| The organization reports on outcome and impact | 0 (0%) | 0 (0%) | 0 (0%) | 14 (41.2%) | 20 (58.8%) | 4.59 | .500 |
| M & E reports informs decision making in the organization | 0 (0%) | 0 (0%) | 0 (0%) | 16 (47.1) | 18 (52.9%) | 4.53 | .507 |
| There is utilization of M & E results in the organization | 0 (0%) | 0 (0%) | 0 (0%) | 19 (55.9%) | 15 (44.1%) | 4.44 | .504 |
| Performance has improved as a result of the demand for M & E results at outcome and impact level | 0 (0%) | 0 (0%) | 0 (0%) | 17 (50%) | 17 (50%) | 4.50 | .508 |
| Funding has increased as a result of the organization reporting on outcome and impact | 0 (0%) | 0 (0%) | 2 (5.9%) | 22 (64.7%) | 10 (29.4%) | 4.24 | .554 |
| The demand for results at outcome and impact level has improved on accountability in the organization | 0 (0%) | 0 (0%) | 2 (5.9%) | 20 (58.8%) | 12 (35.3%) | 4.29 | .579 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| AVCR Uganda has M & E plan | 0 (0%) | 0 (0%) | 0 (0%) | 9 (26.5%) | 25 (73.5%) | 4.74 | .448 |

The results in table1 indicated the existence of a result based monitoring and evaluation, reported that the organization has clear indicators for measuring result at outcome and impact level at (mean=4.47,std=0.507), of which 52.9% agreed and 47.1% strongly agreed.

The research participants also argued that the organization reports on outcome and impact at (mean=4.59,std=0.500), where 58.8% strongly agreed and 41.2% agreed. They further emphasised that M & E reports informs decision making in the organization at mean=4.53,std=0.507,with a response of 52.9% of those who strongly agreed and 47.1% who agreed.

The findings further still, noted that utilization of M & E results in the organization is available at mean=4.44,std=0.504 , still in agreement , they still argued that performance has improved as a result of the demand for M & E results at outcome and impact level at mean=4.50,std=0.508, while mean=4.24,std=0.554 of the respondents totally agreed that funding has increased as a result of the organization reporting on outcome and impact with 64.7% agreeing, 29.4% strongly agreed and 5.9% were undecided.

The research participants further responded that the demand for results at outcome and impact level has improved on accountability in the organization at (mean=4.29,std=0.579). Finally, they also responded AVCR Uganda has M & E plan at (mean=4.74,std=0.448). This finding is in line with Vaughan et al (2009) who stated that, M&E plan is a roadmap to the successful implementation an M&E activity, he further noted that it identifies how evaluation questions directly link to programmatic goals and variables needed for measurement so as to provide answers to monitoring and evaluation questions (Marla Vaughan et al 2009).

**Table 2: Correlation matrix for the relationship between institutional factors**

Correlation matrix for the relationship between institutional factors support and result based monitoring and evaluation system.

| | | Institutional factors support | Result based monitoring and Evaluation |
|---|---|---|---|
| Institutional factors Support | Pearson Correlation | 1 | .687** |
| | Sig. (2-tailed) | | .000 |
| | N | 34 | 34 |
| | Pearson Correlation | .687** | 1 |
| | Sig. (2-tailed) | .000 | |

| Result based monitoring and evaluation | N | 34 | 34 |
|---|---|---|---|
| **. Correlation is significant at the 0.01 level (2-tailed). | | | |

From the table 2, above, the two variables show that there is a high positive correlation co-efficient (r) of (r = 0.687) 68.7%. A change in institutional factors affects result based monitoring and evaluation of AVCR Uganda at 68.7 %. This implies that result based monitoring and evaluation is affected by effective institutional factors support.

This brings the calculated correlation coefficient of determination ( r2 ) to be 0.687 x100 = 68.7%. This means that institutional factors support only contributes 68.7 % to result based monitoring and evaluation, the remaining 31.3% is as a result of other strategies that were not considered in this study.

The hypothesis was tested using the p value and level of significance, since the p value (0.00) was less than level of significance of (0.05), the researcher rejected the null hypothesis which stated that there is no significant relation between institutional factors support and result based monitoring and evaluation at AVCR Uganda and accept the alternative which says that there is a significant relation between institutional factors support and result based monitoring and evaluation system at AVCR Uganda .

**Regression Analysis of the variables**

This objective was also obtained using regression analysis. To meet this objective, the researcher used multiple regression analysis of which the results are shown in table number 13 below;

**Table 3: Regression analyzing the relationship between institutional factors and RBME**

**Model summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .687[a] | .472 | .455 | .25265 |
| a. Predictors: (Constant), Institutional factors support | | | | |

The table 3, labeled 'Model Summary'. This is an important one, as it gives us the measures of how well our overall model is able to predict the nature of institutional factors support and result based monitoring and evaluation system at AVCR Uganda.. The first measure in the table is called 'R'. This is a measure of how well our predictors predict the outcome, but we need to take the

square root of R to get a more accurate measure. This is 'R square', which SPSS shows in the next column. This gives us the amount of variance in nature of application of institutional factors support experienced in AVCR Uganda using the predictor of insitutional factors support used in AVCR to determine a result based monitoring and evaluation system. R square varies between 0 and 1. The next column is labeled 'Adjusted R Square'. This is, as the name implies, a correction to R square, which takes into account that we are looking at a sample rather than at the population. As the model is likely to fit the population less well than the sample, R square is adjusted downwards to give a measure of how well our model is likely to fit in the population. Adjusted R square also lies between 0 and 1. In this case it is 0.455, which suggests that our predictors are particularly good at predicting a result based monitoring and evaluation system.

**Table 4: Analysis of coefficients for institutional factors and RBME**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | T | Sig. |
| 1 | (Constant) | 1.535 | .551 | | 2.784 | .009 |
| | Institutional factors | .661 | .124 | .687 | 5.348 | .000 |
| a. Dependent Variable: Result Based Monitoring and Evaluation | | | | | | |

The table 5: gives us some important information, and is where we will be able to look at the b, beta and significance of our predictors. The first column gives us the names of our predictor variables. The variable labeled 'constant' is the intercept, or a. The second column gives us our b coefficients, the value that Y will change by if X changes by 1 unit. If we look at application of institutional factors applied at AVCR Uganda, that value is 0.661 for current institutional factors. It means that if X increases, Y will also increase. The final column in this box gives us the statistical significance of the relationship between the predictor and the dependent variable. In other words, how likely it is that we would have found a relationship this strong in our sample if there wasn't one in the population. As you can see, the predictor is statistically significant at the 0.01 level (0.000<0.01). Therefore the researcher agreed with the research hypothesis that there is a positive significant relationship between institutional factors support and result based monitoring and evaluation at AVCR Uganda.

**Table5: Correlation matrix**

Correlation matrix for the relationship between organizational resources and result based monitoring and evaluation system

| | | Organization resource | Result based monitoring and evaluation |
|---|---|---|---|
| Organization resource | Pearson Correlation | 1 | .437** |
| | Sig. (2-tailed) | | .010 |
| | N | 34 | 34 |
| RBME | Pearson Correlation | .437** | 1 |
| | Sig. (2-tailed) | .010 | |
| | N | 34 | 34 |
| **. Correlation is significant at the 0.01 level (2-tailed). | | | |

From the table above, the two variables show that there is a high positive correlation co-efficient (r) of (r = 0.437) 43.7%. A change in organisation resource affects result based monitoring and evaluation of AVCR Uganda at 43.7 %. This implies that result based monitoring and evaluation is affected by effective organisation resource.

This brings the calculated correlation coefficient of determination ( r2 ) to be 0.437 x100 = 43.7%. This means that organisation resource only contributes 43.7 % to result based monitoring and evaluation, the remaining 56.3% is as a result of other strategies that were not considered in this study.

The hypothesis was tested using the p value and level of significance, since the p value (0.00) was less than level of significance of (0.05), the researcher rejected the null hypothesis which stated that there is no significant relation between organisational resources and result based monitoring and evaluation at AVCR Uganda and accept the alternative which says that there is a significant relation between organisaton resource and result based monitoring and evaluation system at AVCR Uganda.

**Table 6: Regression analyzing the relationship between organization resource and RBME**

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|

| 1 | .437<sup>a</sup> | .191 | .165 | .31280 |
|---|---|---|---|---|
| a. Predictors: (Constant), organization resource | | | | |

In this case it is 0.165, which suggests that our predictors are particularly good at predicting a result based monitoring and evaluation system.

**Table 7: Analysis of coefficients for organization resources and RBME**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 2.165 | .843 | | 2.568 | .015 |
| | organization resources | .553 | .201 | .437 | 2.745 | .010 |
| a. Dependent Variable: Result Based Monitoring and Evaluation | | | | | | |

So, in contrast to my hypothesis, if organisation resources go up by one, the result based monitoring and evaluation system at AVCR Uganda also go up by 2.165 for current strategies. If we look at application of orgnisation resources applied at AVCR Uganda, that value is 0.553 for current organisation resources.

**Table 8: Regression analyzing the relationship between organization capacity and RBME**

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .669<sup>a</sup> | .447 | .430 | .25853 |

a. Predictors: (Constant), Organization capacity

In this case it is 0.430, which suggests that our predictors are particularly good at predicting a result based monitoring and evaluation system.

**CONCLUSIONS**

The study draws a number of conclusions, based on the findings in line with the study objectives. The study concludes that Result Based Monitoring and Evaluation Systems were important and significant in the AVCR Uganda operations. The key conclusions are:

The Conclusion revealed that existence of an M&E framework, was based on conducting of baseline surveys, involvement of staff in project indicators development, active leadership support to the M&E undertakings. The study concludes that utilization of the M&E findings and identification of M&E champions were some of the outstanding factors at the institutional level for the successful establishment of RBME in AVCR Uganda.

The study concludes that: Organization having a department in charge of M & E related activities as cardinal factors in the existence of a successful result based monitoring and evaluation at AVCR Uganda .The study concludes such factors shouldn't be neglected when thinking of establishing a result based monitoring and evaluation system.

The study concludes that the organizational capacity had significant positive influence in the establishment of a RBME system in AVCR Uganda. This was evidenced by factors such as the existence of an M&E department, existence of adequate number of staff with rightful skills and competences, ability to regularly collect the project out come and impact data and the organizational continuous allocation of resources for staff capacity building initiatives. Unlike in the AVCR Uganda's case however, M&E capacity building initiatives should be planned and conducted for the entire organizational staff.

## RECOMMENDATION OF THE STUDY

From the finding and conclusion the study recommends that:  AVCR Uganda institutional factors should be put on account due to their contribution in apparent management system may not have done enough in rewarding those who adhere to the M&E guidelines, as signified by the 38.2% response.

The study recommends there should be clear rewarding mechanisms that some staff were are familiar with.The study recommends for Advocacy for vulnerable children's rights (AVCR) organization should come up with clear rewarding mechanisms and criteria of selection of awardees and disseminate them to all staff with regular reminders.

The study recommends that mechanism should be mainstreamed in to the organizational induction materials to take care of the new entrants.It further recommends that AVCR Management should therefore ensure that M&E work plans are carefully analyzed and adequate funds allocated for comprehensive programs and project coverage.

The study recommends that AVCR Uganda organization should boost its human resource numbers to meet the increasing demand for organizational services, as noted by one member *"we get overwhelmed with work at times because of the high rates of beneficiary community engagements"*.. It also recommends that AVCR Uganda should therefore allocate adequate funds for capacity building trainings of its entire program staff on M&E and regularize these trainings so as to improve on the Organization's performance base utilization of the findings from monitoring and evaluation system

# REFERENCES

Azzi, Georges. 2017. Higher Education Governance in the Arab World: Exploring the Challenges of the Education Sector and Social Realities. Springer.

Creswell, John W., and Vicki L. Plano Clark. 2017. Designing and Conducting Mixed Methods Research. SAGE Publications.

David, Arokiaraj. 2020. Corporate And Individual Environmental Responsibility Towards Automobile. Book Rivers.

Gurusamy, S. 2019. EMPOWERMENT OF MARGINALIZED CHALLENGES AND SOLUTIONS. MJP Publisher.

Jones, Daniel Stedman. 2014. Masters of the Universe: Hayek, Friedman, and the Birth of Neoliberal Politics - Updated Edition. Princeton University Press.

Kusek, Jody Zall, and Ray C. Rist. 2004. Ten Steps to a Results-Based Monitoring and Evaluation System: A Handbook for Development Practitioners. World Bank Publications.

López, Daniel A., Maria J. Rojas, Boris A. López, and Daniel C. López. 2015. "Chilean Universities and Institutional Quality Assurance Processes." Quality Assurance in Education 23(2):166–183.

Missaoui, Rokia, and Idrissa Sarr. 2015. Social Network Analysis - Community Detection and Evolution. Springer.

Nguyen, Huong Thu, M. Obaidul Hamid, and Karen Moni. 2016. "English-Medium Instruction and Self-Governance in Higher Education: The Journey of a Vietnamese University through the Institutional Autonomy Regime." Higher Education 72(5):669–683.

Nwasike, Joan, and Dunstan Maina. 2018. Key Principles of Public Sector Reforms: Commonwealth Case Studies. Commonwealth Secretariat.

Pidd, Michael. 2012. Measuring the Performance of Public Services: Principles and Practice. Cambridge University Press.

Wallace, Danny P., and Connie J. Van Fleet. 2012. Knowledge into Action: Research and Evaluation in Library and Information Science: Research and Evaluation in Library and Information Science. ABC-CLIO.

White, Howard, Asian Development Bank, and David A. Raitzer. 2017. Impact Evaluation of Development Interventions: A Practical Guide. Asian Development Bank.