FACTORS INFLUENCING THE ENACTMENT OF MONITORING AND EVALUATION ON EFFECTIVE PUBLIC SERVICE SYSTEMS IN THE SMALL ISLAND DEVELOPING STATE OF SAINT LUCIA: A CASE OF THE DEPARTMENT OF EXTERNAL AFFAIRS

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A PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENT OF THE AWARD OF THE DEGREE OF MASTERS OF ARTS IN MONITORING AND EVALUATION IN THE SCHOOL OF BUSINESS OF AFRICA NAZARENE UNIVERSITY

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DECLARATION

I declare that this document and the research it describes are my original work and that it has not been presented in any other university for academic work.

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This research was conducted under my supervision and is submitted with my approval as a university supervisor.

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DEDICATION

This research is dedicated to all public servants in Saint Lucia who are dedicated to task and work tirelessly despite the obvious limitations and constraints which they face.

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ABSTRACT

The purpose of this research was to identify factors influencing the enactment of monitoring and evaluation(M&E) required for enacting effective public service systems, Furthermore, this research was carried out in order to determine whether these factors are present within the Public Service of the Small Island Developing State (SIDS) of Saint Lucia, with a focus on the Department of External Affairs. The objectives of the research were in keeping with the independent variables of the research which seek to assess whether there is management buy-in within the Department of External Affairs for monitoring and evaluation, to determine whether adequate resources are allocated for the conduct of M & E and to establish whether M & E tools are utilised in the conduct of the work of the Department. The research was guided by the Theory of Change which assisted in determining how and why a phenomenon is occurring. The research's target population was the staff of the Department of External Affairs based at Capital which totals 34. The total population formed part of the research using the census methodology given that the population is considered small. The study employed descriptive and exploratory design and solicited information from the staff of the Department of External Affairs through questionnaire which was self-administered. The questionnaire was tested for validity and reliability through the use of face validity and the test and retest method respectively. Data was analysed through descriptive analysis through the use of Excel Microsoft software and will be presented in figures and tables. The research findings revealed that staff at the Department of External Affairs overall did not agree that the independent variables of management buy-in, adequate resources and monitoring and evaluation tools were available at the Department to conduct M & E. Furthermore, respondents disagreed that the development of an M & E policy or plan was a priority for the Department. Respondents however agreed that the independent variables were necessary for the implementation of an M & E system and also agreed about the benefits in developing of an effective public service system. The study concluded that the Theory of Change assisted respondents in understanding the connection between the variables. Furthermore, the study concluded that the factors for M & E development needed to be implemented within the Department given its importance. It was recommended that the development of an M & E policy be conducted in collaboration with staff to ensure buy-in, relevance and utility of the policy. Given the exploratory nature of the study, it is imperative to determine in the absence of the factors for M & E at the Department, how does the Department conduct monitoring and evaluation of its processes and systems. Furthermore, the scope of study will need to be expanded to include the staff of the Department in overseas embassies. Ultimately, the study will be used to benefit the Department of External Affairs and by extension the Government of Saint Lucia (GOSL) by contributing to a better understanding of M & E by the management and staff of the Department.

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LIST OF ACRONYMS

CARICOM:	Caribbean Community
GOSL:	Government of Saint Lucia
LFA:	Logical Framework Matrix
MOV:	Means of Verification
MDGs:	Millennium Development Goals
M & E:	Monitoring and Evaluation
MICS	Multiple Indicator Cluster Survey
OECD	Organisation for Economic Cooperation and Development
OECS:	Organisation of Eastern Caribbean States
PSR:	Public Service Reform
RBM:	Results Based Management
SDGs:	Sustainable Development Goals
SIDS:	Small Island Developing States
UN:	United Nations

OPERATIONTIONLISATION OF TERMS

Management Buy-In: This independent variable refers to the administration or top level personnel within the Public Service accepting and agreeing to the idea or concept of M& E. The following indicators for Management Buy-In include:

- Articulation of the need to develop an M & E plan or policy which refers to instructions given to develop and M & E policy/plan, or expressing that its development is a priority;
- Development of an M & E plan or policy which refers to a plan being either in existence or currently being developed with the knowledge and assistance from all staff within an;
- Utility of this M & E plan or policy which refers to an already developed M & E policy/plan being used by every sector in an organisation

Resources for Monitoring and Evaluation: An independent variable in the study which identifies both human and financial resources as essential to the conduct of M & E. The availability of these resources dictates the quality of the information produced by an M& E system. Human capacity for M & E include skills, knowledge and training in M & E. Budgetary allocations are identified as an indicator for financial resources by the study.

Use of M & E Tools: The use of M &E tools is selected as an independent variable as it is necessary to collect relevant information using various M & E tools such as indicators, log frame matrix, Theory of Change. The information collected is then used by the M & E system. Furthermore, knowledge of M & E tools is necessary in order to ensure its proper usage.

Effective Public Service Systems: This is the dependent variable of the study, which can be defined as a set of processes, practices or methods put in place within the public service which contributes to public service delivery. The study identifies the following as indicators of an effective public service system, provision of prompt and quality public service delivery, cost-effective public service delivery, improved transparency and accountability in service operations, Efficiency in national economic affairs, improved diplomatic governance and strategies and empowered citizenry and democracy.

CHAPTER ONE: INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 Introduction

The research focused on the Small Island Developing State of Saint Lucia which is in the Eastern Caribbean. This paper identified whether factors influencing monitoring and evaluation(M&E) required for enacting effective public service systems within the Public Service of Saint Lucia, were present at the Department of External Affairs.

The chapter commences with the research background which briefly highlights the global demand for enacting M & E systems. The section continues by demonstrating that key factors influencing M & E; management buy-in, resources for M & E and M & E tools; are apparent in the enactment of public M & E systems globally. The chapter continues with background information which sets the basis for the research, which includes the statement of the problem, the purpose of the research, research objectives, research questions, significance of the research, scope of the research, delimitations and limitation of the research. The chapter concludes with the theoretical and conceptual frameworks guiding the research.

1.2 Background of the Study

1.2.1 Effective Public Service Systems

Globally, the impetus by governments to enact M & E systems has been growing (MacKay, 2007). Gorgens & Kuzek (2009), recognises that M&E is a "powerful public management tool which has the potential to improve the way governments and organisations could achieve results". Several more developed countries such as those which form part of the Organisation for Economic

Cooperation and Development (OECD) have long realised the value of M & E to the improvement of government performance(MacKay, 2007).Developing countries have taken the cue from several global recommendations for the national enactment of M & E systems (DFID, 2015).A few SIDS within the region have thus crafted policy documents which places M&E at the forefront. The success of these M&E systems is dependent on the availability of specific factors in the development of that system. Inefficiencies within the public service has been acknowledged by the Government of Saint Lucia (GOSL) (Tranquille, 2018) and the introduction of M & E has been identified as a tool by which these inefficiencies can be remedied (GOSL, 2012; GOSL, 2001). Furthermore, if these specific factors which influence the establishment of M & E systems are adhered to, Saint Lucia can also reap the benefits of what these systems have to offer. Given the importance of the Department of External Affairs as the national driver of development cooperation, it is therefore imperative to ensure that the activities conducted by the Department are thoroughly monitored and evaluated.

1.2.2 Enactment of Monitoring and Evaluation

While no two M & E systems are exactly alike, certain factors influencing the enactment of M & E are, however, apparent in systems enacted by governments the world over. There are a few reoccurring factors where M&E is implemented (Kusek & Rist, 2002; MacKay, 2007; Government of Jamaica, 2012).

The enactment and the sustaining of a successful M& E system is dependent on the political and power systems within an organisation (Kusek & Rist 2004). Management Buy-in is key to ensuring the institutionalisation and sustainability of such systems (Kusek & Rist, 2004; UNICEF, 2009).

This salient factor is quite apparent in the long- established systems developed by Chile, Colombia and Australia, where successful comprehensive or “whole- of-government" M&E systems have been enacted (Dussauage, 2012; MacKay, 2007). The development of these systems is driven by those at the helm (MacKay, 2007; MacKay, 2011). Even in SIDS in the Caribbean, a "whole-of-government" approach to M & E has begun to develop. The Governments of Trinidad and Tobago and the Government of Jamaica, have incorporated M&E into their respective government's national development plans with the aim of assessing the operations of all government ministries and agencies, and most importantly with the involvement of these ministries and agencies (Government of Jamaica, 2010; Government of Jamaica, 2012; Government of Trinidad and Tobago, 2016; Government of Trinidad and Tobago, 2019). The situation in the wider Caribbean in mirrored in Saint Lucia, as the government and managers within ministries have also recognised the importance of M & E to achieving their respective goals (GOSL, 2020; OECS, 2012).

Buy-in, identified above, is necessary to drive the allocation of resources to develop the capacity of an M & E system (Kusek & Rist, 2002). Monitoring and evaluation activities in countries with successful M & E systems (MacKay, 2007) are provided the requisite resources to do so. In the three OECD countries identified previously, human as well as financial resources were provided to conduct M & E activities (MacKay, 2007; MacKay, 1987 to 2011: OECD, 2011). On the regional level, under Jamaica's whole-of government M& E plan, capacity is expected to be developed through the establishment of M & E systems within all government ministries and agencies (Government of Jamaica, 2010). However, capacity is still lacking in a number of SIDS, where the recognition that there exists inadequate personnel trained in M & E (Government of

Trinidad and Tobago, 2019). In Saint Lucia, little to no information is provided regarding the resources set aside for conducting M & E activities (GOSL, 2020; PAHO/WHO, 2017).

Monitoring and evaluation takes place through the use of specific tools and methods which provides the system with the relevant information it needs. The M&E systems of many developed countries within the OECD are guided by numerous performance indicators and utilises several types of evaluations and reports depending on the type of information required by the system. The information gathered utilising these tools help to keep track of the performance of the entire government and ultimately feeds into annual budget processes of some of these countries, with a focus on achieving cost-effectiveness in the operations of the public service (MacKay, 2007; MacKay, 2011). Monitoring and evaluation tools are identified in regional development plans (Government of Trinidad and Tobago, 2016; Government of Trinidad and Tobago, 2019; Government of Jamaica, 2012), whether these tools have been used to activate these respective M & E systems remains unknown. Monitoring and evaluation tools such as indicators and logical framework matrices can be found in the national sectoral M & E plans in Saint Lucia (GOSL and (UNDP)-Japan Caribbean Climate Change Programme(JCCP), 2018; GOSL, 2019). However, little to no information is available to determine whether these tools have been utilised to execute these plans.

1.3 Statement of the Problem

The recognition of the importance of M& E to the improvement of the public service and overall national development has been recognised by a number of SIDS and notably SIDS in the Caribbean. However, there still remains a number of issues with how M & E is conducted in SIDS. In general, M & E in SIDS is still donor-driven and is crafted primarily to meet the needs of these agencies which originate from outside of these countries. SIDS ultimately struggle to develop

ownership of the M & E systems developed (UNICEF, n.a.; Uitto, Kohlitz, & Todd, 2017) as in a number of cases M & E systems have been developed either by or with assistance from outside agencies. Uitto, Kohlitz, & Todd (2017) further identify capacity constraints, which is an inherent issue among SIDS, as a challenge to developing home grown M & E systems.

The reality is that Saint Lucia, by its very description as a SIDS, struggles to fulfil many of its development objectives (UN-OHRLLS, 2011; UN-Department of Economic and Social Affairs, 2010). Glaring deficiencies exist within the public service of SIDS (Ismail, 2019; Sutton, 2008; Everest-Phillips & Henry, 2018) and has been a clarion cry for reform of the service (Sutton, 2008; Ismail, 2019; Horscroft, 2014; Everest-Phillips & Henry, 2018 (GOSL, 2001; GOSL, 2012)). These inefficiencies and challenges have therefore motivated the Government of Saint Lucia(GOSL) to realise the necessity of enacting effective public systems, with the introduction of Public Service Reform (PSR) initiatives. with monitoring and evaluation as the tool central to its success. It was anticipated that PSR would contribute to cost effective service delivery, provision of prompt and quality service delivery, improved transparency and accountability and efficient use of scarce resources (GOSL, 2001; GOSL, 2012; Tranquille, 2018). These national gains are in keeping with Saint Lucia's international and regional development commitments such as the SDGs (GOSL, 2019) and respective human rights treaties (Office of the High Commissioner for Human Rights, 2020). The successful implementation of these initiatives has yet to be realised (Tranquille, 2018), as result, it is questionable whether M & E has been implemented across the GOSL, thus making the need for this research relevant.

In countries within the OECD, such as Chile, with a successful, well developed public service systems, (MacKay, 2007) it has been realised that certain factors influence the enactment of the M&E systems that are in existence. The research therefore sought to determine whether the factors

necessary for the effective implementation of M & E, were in use in the public service of Saint Lucia, using the Department of External Affairs as a case study.

1.4 Purpose of the Research

The purpose of the research was to determine whether the factors influencing the enactment of monitoring and evaluation required for effective public service systems, were used within the Public Service of the Small Island Developing State (SIDS) of Saint Lucia, with a focus on the Department of External Affairs.

1.5 Objectives of the Research

1.5.1 Specific Objectives

The study had the following objectives:

i. To assess whether management buy-in is in existence at the Department of External Affairs for M &E to influence the enactment of an effective public service system.

ii. To determine whether resources are available at the Department of External Affairs for M & E to influence the enactment of an effective public service system.

iii. To establish whether M & E tools are in use at the Department of External Affairs to influence the enactment of an effective public service system.

1.6 Research Questions

The study was guided by the following questions:

i. Is management buy-in existence for the development of M & E at the Department of External Affairs for the enactment of an effective public service system?

ii Does the Department of External Affairs possess the requisite resources to conduct M & E for the enactment of an effective public service system?

iii Are M&E tools in use at the Department of External Affairs to conduct M & E for the enactment of effective public service system?

1.7 Significance of the Research

The significance of the research can be defined as the importance of the research, and more specifically what is its importance to the area and people under study (ANU, 2019). The study benefitted the Department of External Affairs and by extension the GOSL as it contributed to a better understanding of M & E by the management and staff of the Department. Furthermore, the research inculcated in the staff the importance of M & E in the development and enactment of an effective public service system for the Department of External Affairs. This will ultimately ensure that as a public institution, the Department of External Affairs is accountable to the public it serves through improved efficiency, effectiveness and transparency of its operations. This is in keeping with PSR which the GOSL has attempted to undertake over the years GOSL, 2001; GOSL, 2012; Tranquille, 2018). This forms the basis of good governance, which is a concept that is hailed as necessary to countries, especially SIDS, in achieving their development objectives (Alberti & Yao, 2015).

1.8 Scope of the Study

The scope of the study refers to what is going to be covered by the study (Eze, 2018). The study focused on the Department of External Affairs in Saint Lucia to determine whether factors influencing the implementation of effective monitoring and evaluation are present within the Department. The study employed quantitative data collection methods to solicit data from staff at the Department of External Affairs based in Saint Lucia. Respondents emanated from the various divisions at the Department based in Saint Lucia.

1.9 Delimitation of the Study

The delimitation of the study refers to areas which the study does not intend to cover (ANU, 2019)The research was delimited to the public service of Saint Lucia, using the Department of External Affairs as a case study. The research was further delimited to staff at Capital and not the foreign missions and embassies as it would prove difficult to survey all staff at the overseas embassies and missions and receive responses in a timely manner given the time limitations of the study. The Department of External Affairs is specifically chosen, as the Department does not seem to be included in the key sectoral or national documentation regarding M& E in Saint Lucia. The focus on the Department of External Affairs is important, especially since the Department is the primary facilitator of international cooperation for Saint Lucia which has implications on its national development. In understanding M & E within the public service of Saint Lucia in general, it is therefore necessary to build documentation on every government ministry if possible.

1.10 Limitations of the Study

The limitations of a study refer to the constraints which a researcher has no control over but will encounter in the process of the study (ANU, 2019). The researcher anticipated and worked around a few limitations which were encountered during the course of the study. The researcher anticipated for late/no responses to the questionnaire. In order to increase the probability of responses, the researcher ensured that the telephone numbers of participants were solicited early on for follow-up. Furthermore, the researcher also communicated to participants that the data solicited will be used to benefit the work of the Department of External Affairs. The researcher was further limited by having to work alone on the study, while being employed full time. This limitation surmounted simply by employing effective time management processes. In general,

SIDS such as Saint Lucia, are challenged in the acquisition, analysis, storage and dissemination of information (Gomes, 2014). The research therefore conducted a triangulation of data, making use of websites from credible local, regional and international organisations, thereby contributing to more accurate results and conclusions (Sagor, 2020; Triangulation of Data Sources and Methods, 2018).

1.11 Assumptions

Assumptions has been defined as things beyond the control of the researcher, but if they disappear will make the research irrelevant (Simon, 2011).

The study anticipated the following assumptions that all participants will voluntarily participate in the study and will answer all questions posed truthfully. Furthermore, the researcher assumed that the population selected was appropriate and therefore assumed that the participants have all experience the same or similar phenomenon of the study.

1.12 Theoretical Framework

The theoretical framework is defined as the theory which supports the study. The theoretical framework supports the study by introducing a particular theory or theories which is aimed at explaining the study (ANU, 2019).

1.12.1 Theory of Change

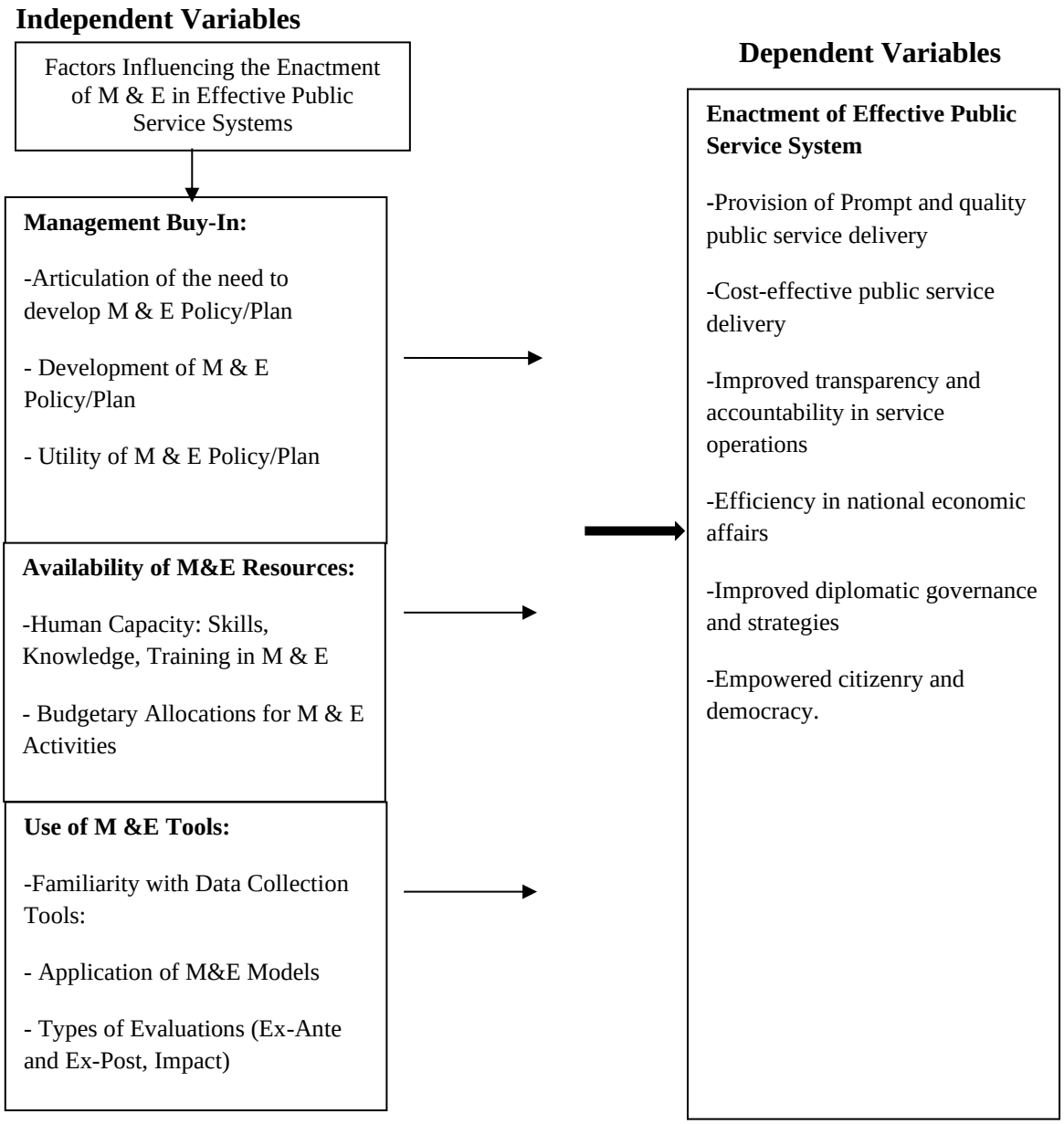
The research was guided by the Theory of Change (ToC) which was developed by Carol Weiss (Msila & Setlhako, 2013). The theory has been and continues to be widely utilised by international and development organisations. ToC is a subset of the broader programme analysis, based on the "results agenda" with the aim of demonstrating impact (Stein & Valters, 2012). The essential tenet of ToC is that evaluation must be guided by a conceptual frame work which is represented by causal links between programme inputs, activities and intended or observed outcomes (Coryn et

al, 2011; (Chen, 2012; Rogers, 2008). More fully articulated, ToC examines the connections between these activities and the series of iterations and how they have contributed to the outcomes of an intervention or programme (Stein & Valters, 2012). This deomonstrates that the ToC not only displays the IF X THEN Y statement, but it also demonstrates the "how "and "why" a particular intervention or programme is going to bring about the expected changes (Stein & Valters, 2012; Clark & Anderson, 2004; Harries, Hodgson, & Noble, 2014). Prinsen & Nijhof (2015) note that one of the most important features of ToC is the fact it leads practitioners to focus on the long-term impact of the intervention. Theory of Change was deemed the most appropriate for use in the study, as the study was aimed at demonstrating that IF factors necessary for the implementation of an effective to M & E system are present at the Department of External Affairs THEN this will result in an effective public service system. Furthermore, the study utilised the ToC to eventually determine how M & E is actually conducted at the Department of External Affairs.

1.13 Conceptual Framework

A conceptual framework is a visual graphical representation depicting the concepts/variables being studied in a research (Maxwell, 2012). The study was guided by the coneptual framework below which depicts that the use of the independent variables, factors influencing monitoring and evaluation; management buy-in, availability of resources and use of M & E tools as contributing to effective public service systems where M & E has been sucessfully implemented.

Conceptual Framework



Source: (Researcher, 2020)

CHAPTER TWO:

LITERATURE REVIEW

2.1 Introduction

A literature review, according to Fink (2014), surveys existing knowledge relevant to an issue, area of research, or theory. It provides a description, summary, and critical evaluation of that knowledge in relation to the research problem being investigated. The chapter commences with an empirical review by examining the relevant information regarding the independent variables of management buy-in, resources for M&E and M&E tools and how they contribute to the development of M&E systems both in developed countries, and developing countries. The literature review concludes with the summary and finally the research gap which prompts the study.

2.2 Empirical Literature Review

2.2.1 Enactment of an Effective Monitoring and Evaluation Public Service System

Monitoring and evaluation have been described as powerful public management tool with the potential to improve the way governments could achieve results (Görgens and Kusek, 2009). This description of M & E was conceptualised after several high-level fora (Bisso, 2013) which called for greater effectiveness of development interventions through a Results-Based Management (RBM) framework which focused on the development and strengthening national M&E systems. These systems are envisioned to develop national capacity in M & E, with aim of ensuring good governance, citizen participation, public sector transformation and improved service quality and delivery at the national level (UNDP: Global Cente for Public Service Excellence , 2016). This

type of governance within the public service has also been motivated by the increased demand by citizens for accountability in government affairs, as the public sector in many countries continues to grow, and national budgets increase (Kusek & Rist, 2004).

Result Based Management, which is defined as "a broad management strategy aimed at achieving improved performance and demonstrable results," (UNDP/World Bank, 2009) has served as the basis for the development of M & E systems the world over. Countries in the OECD for example, with long established M & E systems, have served as an example to developing states in the development of Results-Based systems. Many of these OECD countries have adopted whole-of government systems with the aim of measuring government performance by using M & E information (MacKay, 2007). Though developing countries have commenced to develop and implement M & E systems, no standard for doing so exists. Governments in the Caribbean region have only recently embarked on the development of M & E systems, but are acutely aware of the impact that these systems can have on national governance. The whole-of government systems developed by both the Government of Jamaica and the Government of Trinidad and Tobago are both Results-Based systems. Jamaica's system is aimed at monitoring the utility of resources and the efficiency and effectiveness of government programmes (Government of Jamaica, 2010), while Trinidad and Tobago's system seeks to monitor and evaluate the implementation of programmes across ministries (Government of Trinidad and Tobago, 2016). In Saint Lucia however, a mainly sectoral approach to M & E is apparent especially in the healthcare and education sector (PAHO/WHO, 2017; OECS, 2012). However, the efficacy of these Caribbean systems is unknown.

2.2.2 Factors Influencing the Enactment of Monitoring and Evaluation

Monitoring and evaluation does not exist in a vacuum, as its development is dependent on the existence of a series factors prior to its implementation within an organisation (MacKay(2007); Kusek & Rist (2002). MacKay (2007), writing for the World Bank, identified a series of factors necessary for the implementation of M & E which is based on the experiences of countries which have successfully implemented M & E systems. Governments are instructed how such systems can be developed and identified about fourteen factors or elements as it was termed, as necessary for the implementation of successful M & E systems. These systems MacKay (2007) noted can be used to provide information regarding government performance and consequently improve on government's processes. Also writing for the World Bank, Kusek & Rist (2004) identified what was termed as *critical components* essential to ensuring the longevity of an M & E system. In a separate publication, Kusek & Rist(2002) proposed the use of a diagnostic tool to assess developing countries readiness for establishing a results-based M & E system. This tool was deemed essential and its utility was encouraged prior to the developpment of any M & E system. The tool identified eight areas based on three essential components, which developing countries needed develop before the implementation of M & E.

Despite the varying number of factors identified as requirements for the establishment of sound M & E, many similarities however exist. The research is focused on three of these factors which it deems as the most critical.

2.2.2.1 Management Buy-In and the Enactment of an Effective Public Service System, Department of External Affairs, Saint Lucia Island State

Before any planning for the enactment of an M & E system commences, there must first exist "buy-in" or a commitment to implement the concepts of M& E, and this requires connected

participation at all levels of an organisational structure, thereby creating a sense of ownership to that system (Zukoski & Luluquisen, 2002; Kariuki & Reddy, Operationalising Effective Monitoring and Evalaution Systems for Local Government: Considerations for Best Practice, 2017). Tengan, Aigbavboa, & Thwala (2018) research, supports the notion that management buy-in is integral to successful M & E through the identification of the role which leadership plays in successful M & E. Though the concepts of "management buy-in" and leadership, each possess their own distinctive characteristics, they are however complementary concepts both focusing on the coordination and implementation of activities and processes within an organisation (Schultz, 2014) The research utilised an extensive literature review , coupled with a survey of key project management professionals, which recognised leadership as one of the top five determinants influencing the success of M & E implementation.

This is no different when M & E systems are implemented within government. Kusek & Rist (2002), note that political will is a prerequisite for enacting M & E systems. Buy-in from the top must then filter down into a country's public service ministries and agencies for implementation. Without a voluntary acceptance of the concepts on all levels, implementation of M & E can prove challenging. Dussauage (2012) and Goldman, et al., (2012) respective reviews of Chile and South Africa's M&E systems attribute the success of the implementation of these systems to the involvement and buy-in at all levels of government through the *voluntary* participation of public servants.

It is apparent that buy-in for M&E exists within the governments of the Caribbean. In Jamaica for example, buy-in is accounted for at all levels of the public service. On the macro level, buy-in is realised with its whole-of -government Integrated Managing for Results (MfR) Programme, which was endorsed by Cabinet. Buy-in is also realised on the *"meso and micro"* levels of the

public service as the M & E framework was crafted, via consultations in the form of workshops, meetings, and forums with, and by personnel within the various government ministries and agencies (Government of Jamaica, 2010). In Saint Lucia, a mainly sectoral approach to M & E is realised where ministries and departments buying-in; taking the lead on implementation (GOSL, 2020; PAHO/WHO, 2017; OECS, 2012). Political will for M & E is additionally evident on the macro level as the development of the coordination of M & E activities which form part of the Government's *Medium Term Development Strategy(MTDS) 2020/2023* which was developed by the Ministry of Economic Development, lies under the auspices of the Office of the Prime Minister (GOSL, 2020).

2.2.2.2 Resources for M & E and the Enactment of an Effective Public Service System; Department of External Affairs, Saint Lucia Island State

Resources for M & E include both human capacity and financial allocations. A mutually dependent relationship between financial and human resources exists, as the availability of financial resources for M & E also contributes to the availability and development of human capacity for M&E, (Kusek & Rist, 2002) and vice versa. Local human capacity in M&E has been identified as an essential building block in the development of institutional knowledge, as well as contributing to the quality of work produced(Kusek & Rist 2004).The salience of human capacity development in M & E was realised early in the development of the Government of Australia's M & E system, where a separate branch to help develop human capacity in M & E, was created (MacKay 1987 to 2011; OECD, 2011).Human capacity in M & E can be developed through "professionalisation" or formal methods, such as courses, training and degrees and informal methods such as on-the-job guidance and mentorship (International Federation of Red Cross and Red Cresent Societies 2011; Taylor-Powell & Boyd, 2008). Research conducted separately by

Waithera and Waynoka, (2015) and Kanyangi and Okello, (2018) confirms, through correlation analysis, that there is a direct positive relationship between the availability of human capacity and M & E performance. Kithinji, Kidombo and Gakuu (2016), go on further to state that the professionalism in M & E has a direct influence on the utilisation of the results of the M & E system. Acevedo, Rivera, Lima, and Hwang (2010), however look beyond training of individuals when referencing capacity building, and recommend macro capacity development, to support the growth and use of individual capacity within an organisation. Acevedo, Rivera, Lima and Hwang (2010) further note that changing an institution's culture, and creating an enabling environment for M & E to flourish, as well as the development of the institutional framework, as necessary to the holistic development of capacity in an organisation.

While more developed countries are forging ahead in ensuring that the capacity of their M & E systems are developed, Ospina and Price-Kelly (2017) and Uitto, Kohlitz, and Todd (2017) however note that developing countries face challenges in strengthening resource capacity for M & E. Kariuki and Reddy, (2017) research identifies human capacity deficiencies as a major challenge in institutionalising M & E in the KwaZulu Natal Province in South Africa. This phenomenon can also be found in the Caribbean where the Government of Trinidad and Tobago for example has admitted to the national inadequacies in M&E capacity (Government of Trinidad and Tobago, 2019).In the Government of Saint Lucia's MTDS, the use of certified project managers, development of national standards for project management and budgetary allocations, are all identified as ways by which national capacity can be developed for the implementation of the M & E system for the MTDS (GOSL, 2020). However, given that the Strategy has only recently been developed (Saint Lucia Times, 2020), it is unlikely that these capacity development initiatives have materialised. While no data is available to determine Saint Lucia’s national level of capacity

in M &E, some capacity building events have however taken place, organised by or with the assistance of the Government (United and Strong, 2015; UNICEF, 2009; UNICEF, 2018).

Sound M & E costs money (International Federation of Red Cross and Red Crescent Societies, 2011). A leading agency in M & E, INTRAC (2019), notes that while it is often quoted that around 5 -10% of a project or programme's budget should be spent on M&E, no fix figure or percentage earmarked for M & E can be determined, and budgeting for M & E will therefore differ between organisations. In the seminal stages of Australia, Chile and Colombia's M & E systems; which differed per country; thousands to millions of dollars were expended in conducting M & E activities for these respective systems (MacKay, 2007). The driving factor behind such expenditure is to ensure that the M & E system is able to achieve its aims, as a successful system utilises quality information to make informed decisions (MacKay, 2007). Murei, Kidombo, and Gakuu (2018) research, on the human resource capacity on the performance of horticulture project in Kenya, provides the evidence to conclude that an M&E budget significantly influences and facilitates the achievement of project performance.

2.2.2.3 Monitoring and Evaluation Tools and the Enactment of an Effective Public Service System Department of External Affairs, Saint Lucia Island State

An M & E system is useless without the requisite tools and methods to provide the system with the relevant information it needs. Busjeet (2017), writing for the World Bank, noted the salience of using appropriate methods and specific tools for M&E, and remarked that M & E systems can only yield the results needed to inform government policy when these methods and specific tools are utilised. The Government of Chile utilises the results of its M & E system in its annual budget process and to improve the performance of ministries and agencies (MacKay, 2007). Australia's M&E system used information from evaluations to provide information on the efficiency and

effectiveness of its government programmes. This information had also contributed to significant cost savings for the government (MacKay, 2007).

Small Island Developing States in the Caribbean are quite familiar with M & E tools which can be seen in the M & E policy documents developed for in Trinidad and Tobago and Jamaica and Saint Lucia (Government of Trinidad and Tobago, 2016; Government of Trinidad and Tobago, 2019; Government of Jamaica, 2010; GOSL, 2020). In Saint Lucia, M & E tools have been utilised in national surveys such as the Multi Indicator Cluster Surveys (MICS). The data collected from such surveys allows for the monitoring of progress toward national goals and global commitments (GOSL; UNFPA; UNWOMEN; UNICEF, 2012). Whether these tools have been utilised to gather information to inform policy is unknown.

The selection of M&E tools however, must be well thought out given the needs of the M&E system. Guinea, et al., (2015) research which was focused on monitoring and evaluation of public health projects demonstrate how a system uses different M&E tools to yield different results. Bendix, Rose, Noormahomed, and Bickler (2015) research further revealed that M & E tools need to be customised based on the requirements of the system.

2.3 Summary of Literature Review

The review commenced with a general overview of the results of the enactment of effective monitoring and evaluation public service system and described how it is premised on a results-based approach to development. The review continued with the various factors influencing the enactment of effective monitoring an evaluation public service systems. Management buy-in is recognised by Tengan, Aigbavboa, & Thwala, 2018 as necessary to ensuring the success of M & E. Human and financial resources play a major role in the success of the conduct of M&E

within an organisation. This is supported by the research conducted by Waithera & Wanyoike, 2015 who identify a direct positive relationship between the availability of human resources and M & E capacity. Murei, Kidombo, & Gakuu, 2018 conclude the importance of financial budgetting to the success of project/programme performance. The use of M & E tools is essential to the proper functioning of an M & E system. M & E systems can only yield the results needed to inform government policy when these methods and specific tools are utilised as supported by the work of Guinea, et al., (2015 and Bendix, Anderson, Rose, Noormahomed, & Bickler (2015).

2.4 Research Gap

In countries where M&E implementation has been deemed a success, certain factors are in existence to allow M&E to be conducted unfettered. There is buy-in for M&E at all levels of government, resources are allocated for M&E and M&E tools are utilised to gather information to inform government on ways to holistically improve on its operations. Some SIDS in the Caribbean have to some degree engaged in public service reform initiatives and have identified M&E as central to the success of these reforms. Saint Lucia has followed suit, like its counterparts in the region and has utilised M & E approaches and in some cases implemented M&E systems within various sectors of the government.

Though Saint Lucia does not have a whole-of-government M&E system, it is apparent that, buy-in for M&E does exist as ministries oversee their respective programmes/projects using M&E plans and systems. But because no whole-of-government system exists, the level of buy-in however, is not able to be determined, and whether government buy-in exists for all sectors and at different levels. Furthermore, limited information and literature exists on M&E in Saint Lucia making it difficult to discern the extent to which M&E is conducted within all government ministries and agencies. Even when information is available, it is limited to a few ministries and

agencies such as the Ministry of Health and Education. It is therefore necessary to determine whether the variables identified as being a precondition for having an effective M&E system, are inexistence within all ministries and agencies of the Government of Saint Lucia, and the research will help determine this. Furthermore, much of the research on M & E is conducted based on countries within the OECD and Africa, making the need to conduct research in the Caribbean island of Saint Lucia very compelling.

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter outlines the methodological framework implemented to identify factors influencing the enactment of M & E required for effective public service systems within the Public Service of the Small Island Developing State (SIDS) of Saint Lucia with a focus on the Department of External Affairs. The chapter begins with an explanation of the research design and continues to explain (i) the research site where the research was conducted;(ii) target population (iii) sampling procedure (iv) data collection methods which was in the form of self-administered questionnaires and (v) data processing and analysis.

3.2 Research Design

According to Inaam (2016), a research design is the conceptual blueprint within which research is conducted. The research employed both exploratory and descriptive design. Exploratory design aims to find out "what is the case" (Van Wyk, 2019). Descriptive analysis aims to describe a phenomenon or idea. Descriptive research involves gathering data that describes events and then uses visual aids such as graphs and charts to aid in understanding the data distribution and ultimately helps the study draw conclusions (Association for Educational Communications and Technology, 2001).

The study utilised exploratory research design which posed the question “what is?”, through the research questions, which were designed primarily to determine the current situation at the Department as it relates to the presence of the factors for enacting M & E. The study also employed the use of descriptive design, which assisted in interpreting the current status of a phenomenon

(Mertler, 2018). De Vaus (2001) notes that descriptive research design has the ability to positively impact social policy and can further provoke the "why" question.

The study also employed a case study approach which is, according to Crowe et. al (2011), an approach that "allows in-depth, multi-faceted explorations of complex issues in their real-life settings." A case study design is ideal when research aims to find answers to "why" and "how" types of questions (Teegavarapu, Summers& Mocko, 2008. This type of design was appropriate for the research as it is more cost-effective to study one government ministry, and the results may be tested systematically within the larger Public Service (De Poy & Gitlin, 2016).

3.3 Research Site

The study took place at the Department of External Affairs located at Baywalk, Rodney Bay, and Gros Islet. The Department of External Affairs is the primary government entity responsible for international development cooperation. The Department is not referenced in any literature regarding monitoring and evaluation in Saint Lucia. Given the salience of the Department to national development is therefore imperative to conduct research to ascertain whether M & E systems exist within the Department.

3.4 Target Population

The target population is described by Chaudhury 2010 (as cited in Asiamah, Mensah and Oteng-Abayie, 2017) as an entire group about which some information is required to be ascertained. Asiamah, Mensah and Oteng-Abayie (2017) note that the general population needs refinement as the researcher needs to focus on the group of individuals with the particular set of characteristics and attributes needed to commence the research.

The study solicited information from the staff at the Department of External Affairs in Saint Lucia. The target population was provided in the preliminary inquiry to the Department of External Affairs, which totals 34.

Table 3-1 Population Distribution

Administrative Division	Population	Other Divisions	Population		
Permanent Secretary	1	Political and Economic	8		
Deputy Permanent Secretary	1	Protocol and Consular	5		
Human Resource Manager	1	Accounts	4		
Administrative Assistant	1	Legal	1		
Receptionist	1				
Information	5				
Senior Executive Officer	1				
Director of ICT	1				
Secretaries	4				
Total	16		18	=	**34**

Source: Department of External Affairs (2020)

3.5 Sampling Method

The study employed census methodology to determine the number of participants for the study. A census is a study of every unit of the population (Australian Bureau of Statistics 2013). According to Israel (1992), a census is recommended in determining the population size, when the population is small; two hundred or less.

Given that the study's population was small, the study therefore utilised census methodology.

3.6 Data Collection

3.6.1 Data Collection Instruments

3.6.1.1 Questionnaires

A questionnaire is the primary means of collecting quantitative primary data. A questionnaire enables the standardized collection of quantitative data in such a way that it allows for consistency and coherence in the data collected for use in analysis. Roopa & Satya (2012), note that a researcher should design a questionnaire using the objectives as a guide. Furthermore, the researchers note that it should be made clear from the onset, *how* the elicited information will be used and therefore needs to be explicitly stated. The study utilised questionnaires to collect its data which were self- administered.

3.6.2 Instrument Validity

The instrument's validity is achieved when its content expresses the extent to which it measures what it is intended to measure (Mohajan, 2017). There are many ways in which validity is tested. For the purposes of the research, face validity was utilised. Face validity occurs when an individual who is deemed an expert in the specific subject of the research reviews the instrument, and concludes on a *face value* assessment of the instrument that it indeed measures what it intends

to. The researcher's supervisor, who is an expert in research methodology conducted a face value assessment of the study's instrument. Face validity has been recognised as a very casual method by which the validity of a research instrument is tested. Despite its shortcomings, face validity is known to be the most widely used form of validity in developing countries Bolarinwa (2015).

3.6.3 Instrument Reliability

3.6.3.1 Instrument Reliability

Reliability of an instrument refers to the degree to which the results obtained through that instrument can be replicated (Kubai, 2019). There are several methods by which reliability can be tested, however *"test and retest"* was deemed the most appropriate for the study given its simplicity and time available to conduct the study. This is the most common form for reliability testing of a questionnaire (Bolarinwa, 2015).

Sample questionnaires were administered to 2 staff selected randomly. The test-retest method was employed to respondents within a 2-week interval. The results for the questions were analyzed in Microsoft Excel and the results indicated similarities in responses. Test-Rest was also utilised to identify any unclear and ambiguous terminology, which needed refining in the final questionnaire.

3.6.4 Data Collection Procedures

Prior to conducting research, the researcher requested permission from the "gatekeeper" who are individuals who possess the power to *"grant or restrict access to research settings"* (Broadhead & Rist, 1976) such as managers or Permanent Secretaries. After the gatekeeper was identified, a formal letter was forwarded, which requested permission to conduct

the research, and provided details of the intended work, goals, research methods, benefits, and risks. Furthermore, preliminary information regarding the organisational structure and the full staff complement of the Department was also requested from the gatekeeper as this information is not readily available through other means. The requested information was readily provided to the researcher via email.

The researcher gathered data either from self-administered questionnaires. The questionnaires were handed out in person or via email and was returned in the same manner.

3.7 Data Analysis

3.7.1 Descriptive Analysis

The study employed descriptive analysis, which is, according to (Zikmund, 2003), the transformation of raw data into a form that would make it easier to understand and interpret. Descriptive analysis makes use of tables, charts, graphs to desribe data collected.

3.8 Ethical and Legal Considerations

Research data is susceptible to both ethical and legal constraints. According to (Velasquez, Andre, Shanks, S.J, and Meyers, 2010) ethics is based on the well-established standards of right and wrong that guide what humans ought to do. The term also encompasses the ideas and concepts of rights, obligations, benefits to society, fairness, or specific virtues (Velasquez, Andre, Shanks, S.J, & Meyers, 2010). Legal considerations refer to the constraints, privileges, and protections afforded by law (Bonham, 2018). The study ensured that in the development and administering data collection tools, ethics were adhered to. The researcher first sought the permission of the administration of the Department of External Affairs to conduct the research. The researcher ensured that the respondents' consent was obtained prior to the questionnaires being distributed. The researcher provided a brief description of the research in the introduction of the questionnaire,

and also indicated that the information gathered would be treated with confidentiality and academic professionalism.

CHAPTER FOUR: DATA ANALYSIS AND PRESENTATION OF FINDINGS

4.1 Introduction

This chapter represents the detailed analysis and interpretation of the research data concerning the Factors Influencing the Enactment of Monitoring and Evaluation on Effective Public Service Systems in the Small Island Developing State of Saint Lucia: A Case of the Department of External Affairs. Graphs, tables and figures were utilised to present the data.

4.2 Response Rate

According to Saldivar (2012), the response rate of a survey refers to the percentage of individuals who respond to that survey after it has been administered. The response rate is expressed in the form of percentages. The study targeted a total number of 34 respondents from the Department of External Affairs and 34 respondents were able to participate and were all issued the questionnaires. The rate of response was 100% as respondents filled out and returned the questionnaires as requested. The response rate was attributed to the researcher maintaining contact with respondents via telephone to encourage timely return of the questionnaires. Furthermore, the researcher assured respondents that the information gathered would be for the benefit of the Department and the results of the study would be shared.

4.3 Demographic Characteristics

Demographic information of the Department of External Affairs was gathered in order to ascertain the characteristics of employees of the Department. The demographic information was also requested in order to provide the context in which the study was conducted. Additionally, demographic information was considered important to understand how responses were affected by gender, age group, level of education, the division their worked in and their respective

designations. This therefore can serve as a basis for detailed discussion based on the objectives of the study.

4.3.1 Gender of the Respondents

The study sought to determine the gender makeup of the Department, as a gender perspective must be considered when examining the operations as well as the hierarchy of any organisation. These factors directly impact how an organisation or entity operates. Furthermore, a gender perspective is now a recommended focus in M&E (Rodriguez, Melendez, Velazquez, & Fuentes, 2000;German Ministy for Economic Cooperation and Development/German Agency for International Cooperation , 2020), making the need to know the gender composition of the Department even more necessary.

The staff of the Department of External Affairs at Capital who participated in the study were both male and female. Since the study surveyed the entire population within the Department, there was no bias towards a particular sex. The findings however revealed that 73.5% of staff at Capital are female and 26.5% male.

Table 4-1: Gender of Respondents

	Frequency	**Percent**
Female	25	73.5
Male	9	26.5
Total	**34**	**100**

Source: Research Data (2020)

4.3.2 Age Group

The age distribution of respondents was requested in order to determine the number of years that respondents had in the workforce in order to determine whether age range would have an impact on the responses provided. The researcher assumed that the number of years in the workforce would influence the probability of having greater knowledge and use of M & E concepts. The International Labour Organization, defines the working age group as anyone between the ages of 15 and beyond (International Labour Organization , 2020). In Saint Lucia, the minimum age of employment is sixteen (Invest Saint Lucia , 2011).

The table below displays the age distribution of the respondents. The table also displays the total frequency of the age ranges as well as the total percentage.

Table 4-2: Age Distribution of Respondents

Age Range	Frequency	Percent
Below -20	0	0
21 -25	3	8.8
26 -30	2	5.9
31- 35	8	23.5
36 and above	21	61.8
Total	**34**	**100**

Source: Research Data (2020)

The findings of the data collection reveal that there are no employees who are age 20 and below. A small percentage of respondents however fall within the 20s age range with only 8.8 % of the respondents within the 21- 25 age range and 5.9% between the 26 -30 age range. The

majority of the respondents are within the thirties and above ranges with 23.5% falling within the 31-35 age range and 61.8% within the 36 and above age range.

4.3.3 Educational Level

The study sought to determine the educational level of respondents to determine its influence on respondents having knowledge and use of M & E concepts. Based on the substantive role of the Department, it can reasonably be assumed that a significant number of staff at the Department possess advanced educational degrees. The researcher therefore assumes that the more advanced degrees would increase the probability of having knowledge and experience in M & E given that monitoring and evaluation is taught in institutions of higher learning.

The education level of the respondents which is shown below reveals that the majority (58.8%) of respondents had attained a Bachelor's degree, followed by a Master's (14.7%). CXC/O Levels, A Levels/Associate Degree and Advanced Diploma are tied for the third most attained educational qualifications by respondents at 8.8%. There were no respondents with PhD qualifications. Despite the fact that the majority of respondents had attained advanced qualifications (Bachelor's and Master's) this did not result in overall responses indicating knowledge and use of M & E.

Table 4-3: Educational Level of Respondents

Educational Level	Frequency	Percent
CXC/O Levels	3	8.8
A Levels/ Associate Degree	3	8.8
Advanced Diploma	3	8.8
Bachelor's	20	58.8
Master's	5	14.7
PhD	0	0

Source: Research Data (2020)

4.3.4 Employment Duration

The study sought to determine the employment duration of respondents as it would determine respondents' knowledge of the Department's processes and whether this would include knowledge and use of M & E concepts**.**

As indicated in the table below, the majority (32.4%) of the respondents have been employed at the Department of External Affairs only between 1-5 years. This is followed by those employed for less than a year and more than 10 years, which are both tied for second at 29.4%. Most of the staff at the Department have been employed 10 years or less. The results indicate that the Department of External Affairs has a workforce with a relatively short tenure.

Table 4-4: Employment Duration of Respondents

Employment Duration	Frequency	Percent
Less than 1 Year	10	29.4
1-5 Years	11	32.4
6-10 Years	3	8.8
More than 10 Years	10	29.4

Source: Research Data (2020)

4.3.5 Department Divisions

The study sought to determine the different divisions that respondents worked in at the Department, as this would have a bearing on respondents' knowledge and use of M & E based on the divisions assigned responsibilities. Furthermore, different divisions would have staff with different educational levels, which as described earlier, would also determine knowledge and use of M & E.

According to the organisational chart of the Department of External Affairs which was submitted from the preliminary request by the researcher, the Department is divided into four main divisions (Protocol and Consular, Budgeting and Finance, Administration and Political and Economic). However, the study identifies seven divisions (Administration, Accounts, Political and Economic, Registry and Information, Legal, ICT and Protocol and Consular) which better illustrates the operations of the Department. Instead of the use of the term Budgetary and Finance the term Accounts was used as this is the terminology used within government departments and ministries. Although the Registry and Information division falls under the Administration division,

the researcher thought it best to place it as its own division because of the specialised task performed by this division. Furthermore, the Legal and ICT divisions were not included in the organisational chart and were added as separate divisions due to the specialised tasks performed by these divisions.

The Administrative Division is the division which attends to the general office management and clerical work. The Political and Economic Division is the diplomacy arm of the Department, interfacing with regional and international governments and organisations. The Registry and Information Division is responsible for the receiving, dissemination and storage of information. The Legal Division is responsible for all legal documents including bi-lateral and multi-lateral agreements, treaties etc. The ICT Division is responsible for all the information and technical needs of the Department. The Protocol and Consular Division is responsible for the arrangement of diplomatic visits and attending to the needs of nationals abroad.

Table 4-5: Divisions of the Department

Divisions	Frequency	Percentage
Administration	10	29. 4
Accounts	4	11.8
Political and Economic	8	23.5
Registry and Information	5	14.7
Legal	1	2.9
Protocol and Consular	5	14.7
ICT Projects	1	2.9

Source: Research Data (2020)

According to the data gathered which is displayed in the table above, 10 respondents (29.4%) were from the Administrative Division, making it the largest division within the Department. The second largest division is the Political and Economic Division with eight respondents (23.5%). The Registry and Information Division and Protocol and Consular Division are tied for third with 5 respondents each which each accounts for 14.7% of the workforce at the Department. This is then followed by the Accounts Division with four respondents (11.8%). The Legal Division and ICT are the smallest division staffed by only one person which accounts for 2.9% of the workforce at the Department at Capital.

4.3.6 Designations

The study sought to highlight the main designations within the different divisions, as it provides better clarity regarding the roles and responsibilities across divisions and who the respective officers who would have responsibility for the development, implementation and use of M & E.

Table 4-6: Designations of Respondents

Designation	Count
Accountant	1
Admin Assistant	1
Clerk	5
Deputy Permanent Secretary	1
Foreign Service Officer	10
Info Officer	1
Protocol Officer	2
PS	1
Secretary	4
Supervisor	3
Other	5
	34

4.4 Data Analysis

Statements were posed to respondents based on the study's objectives. The responses were rated in five point Likert scale where 5-Strongly Agree, 4-Agree, 3-Neutral, 2-Disagree and 1-Strongly Disagree. The results are placed in tables with the following key: Strongly Agree(SA), Agree(A), Neutral (N), Disagree(D), Strongly Disagree(SD); Frequency(F), Percentage (%)

4.4.1 Influence of Institutional/Management Buy-In for M & E on the Enactment of an Effective Public Service System

The following table displays the results of responses to statements regarding the first objective of the study, and posed a series of statements, ranging from B1-B7, aimed at determining the existence of management buy-in for M & E at the Department of External Affairs.

Table 4-7: Responses to Questions on Management Buy-In

	SA		**A**		**N**		**D**		**SD**		**Mean**	**Std. Dev.**
Statement	F	%	F	%	F	%	F	%	F	%		
B1	0	0	15	44.1	7	20.6	5	14.7	7	20.6	2.882353	2.612189
B2	1	2.9	6	17.6	10	29.4	11	32.3	6	17.6	2.558824	2.262222
B3	1	2.9	4	11.7	9	26.4	10	29.4	10	29.4	2.294118	2.043642
B4	1	2.9	0	0	14	41.1	8	23.5	11	32.4	2.176471	1.878673
B5	2	5.9	7	20.5	14	41.1	4	11.8	7	20.5	2.794118	2.520504
B6	1	2.9	2	5.9	13	38.2	9	26.4	9	26.4	2.323529	2.029199
B7	3	8.8	5	14.7	9	26.5	5	14.7	12	35.3	2.470588	2.32632
Composite Mean and Std.Dev.											**3.5**	**0.218**

Source: Research Data (2020)

Statement B1 sought to ascertain whether management (supervisors, Permanent Secretary, Deputy Permanent Secretary, Administration) within the Department had instructed, that work be guided by M & E principles or a plan. Zero respondents Strongly Agreed (0%), 15 (44.1%) Agreed, 7(20.6%) were Neutral, 5(14.7%) Disagreed and 7(20.6%) Strongly Disagreed with the statement. The findings therefore reveal that in total 15(44.1%) respondents Agreed, 12(35.3%) Disagreed and 7(20.6%) were Neutral on the statement. The line item had a mean of 2.88 and a standard deviation of 2.61. This indicates that there is a lot of dispersion in the responses further implies that the responses do not positively support the statement.

Statement B2 sought to ascertain whether the Administration of the Department had an M & E policy or plan. 1(2.9%) respondent Strongly Agreed, 6(17.6%) Agreed, 10(29.4%) were Neutral, 11(32.3%) Disagreed and 6(17.6%) Strongly Disagreed with the statement. This revealed that in total 7 respondents Agreed (20. %), 17(49.9%) Disagreed and 10(29.4%) were Neutral. The item had a mean of 2.55 and a standard deviation of 2.26. This indicates that there is a lot of dispersion in the responses and further implies that the responses do not positively support the statement.

Statement B3 sought to ascertain(if) an M & E policy/plan was shared with staff. 1(2.9%) Strongly Agreed, 4(11.7%) Agreed, 9 (26.4%) were Neutral, 10 (29.4%) Disagreed and 10(29.4%) Strongly Disagreed. The findings therefore reveal that in total 5(14.6%) Agreed, 20(58.8%) Disagreed and 9(26.4%) were Neutral. The item had a mean of 2.29 and a standard deviation of 2.04. This indicates that there is dispersion in the responses and further implies that the responses do not positively support the statement.

Statement B4 sought to ascertain whether an M &E policy/plan was in existence for over 5 years.1(2.9%) respondent Strongly Agreed, 0(0%) Agreed, 14(41.1%) were Neutral, 8(23.5%) Disagreed and 11(32.4%) Strongly Disagreed. The findings therefore revreal that 1(2.9%) Agreed

and a total of 18(55.9%) Disagreed and 14(41.1%) were Neutral. The item had a mean of 2.17 and a standard deviation of 1.87. This indicates that there is dispersion in the responses and further implies that the responses do not positively support the statement.

Statement B5 sought to solicit whether respondents believed the development of an M & E policy/plan was a priority for the Administration of the Department. 2(5.9%)Strongly Agreed, 7(20.5%) Agreed)14(41.1%) were Neutral, 4(11.8%) Disagreed and 7(20.5) Strongly Disagreed. The findings therefore revealed that a total of 9(26.4%) respondents Agreed, 11(32.3%) Disagreed and 14 (41.1%) were Neutral. The item had a mean of 2.79 and a standard deviation of 2.52. This indicates that there is dispersion in the responses and further implies that the responses do not positvley support the statement.

Statement B6 sought to ascertain whether there was use of an M & E policy/plan by all Divisions of the Department. 1(2.9%) respondent Strongly Agreed, 2(5.9%) Agreed, 13(38.2%) Neutral, 9 (26.4%) Disagreed and 9 (26.4%) Strongly Disagreed. The findings therefore reveal that a total of 3(8.8&) Agreed, 18 (52.8%) and 13 (38.2%) were Neutral. The item had a mean of 2.32 and a standard deviation of 2.02 which indicates that there was dispersion in the responses and further implies that the responses do not positively support the statement.

Statement B7 sought to sought to ascertain whether training of staff in M & E was a priority for the Administration of the Department. 3(8.8%) respondents Strongly Agreed, 5(14.7%) Agreed, 9(26.5%) Neutral, 5(14.7%) Disagreed and 12(35.3%) Strongly Disagreed. The findings revealed that 8 (23.5%) Agreed, 17(50%) Disagreed and 9(26.5%) Neutral. The item had a mean of 2.47 and a standard deviation on 2.32. This indicates that there was dispersion in the responses and further implies that the responses do not positively support the statement**.**

4.4.2 Availability of Resources and Enactment of an Effective Public Service in the Department of External Affairs

Table 4-8: Responses to Questions on Availability of Resources

	SA		A		N		D		SD		Mean	Std. Dev
Statement	F	%	F	%	F	%	F	%	F	%		
C1	2	5.9	1	2.9	15	44.1	8	23.5	8	23.5	2.441176	2.155704
C2	1	2.9	0	0	17	50	8	23.5	8	23.5	2.352941	2.014652
C3	2	5.9	1	2.9	14	41.1	9	26.4	8	23.5	2.411765	2.128241
C4	1	2.9	1	2.9	5	14.7	15	44.1	12	35.3	1.941176	1.644957
C5	1	2.9	1	2.9	8	23.5	12	35.3	12	35.3	2.029412	1.748949
C6	2	5.9	4	11.8	14	41.1	8	23.5	6	17.6	2.647059	2.35147
C7	2	5.9	13	38.2	3	8.8	6	17.6	10	29.4	2.735294	2.578189
Composite Mean and Std. Dev.											**2.365**	**0.245**

Source: Research Data (2020)

The following table above displays the results of responses to statements regarding the second objective of the study, and posed a series of statements, ranging from C1-C7, aimed at determining the availability of resources for M & E necessary for the enactment of effective public service systems at the Department of External Affairs.

Statement C1 sought to determine whether any budgetary allocations had been made for M & E at the Department. 2 (5.9 %) respondents Strongly Agreed, 1(2.9%) Agreed, 15 (44.1%) Neutral, 8 Disagreed (23.5%) and 8 Strongly Disagreed. The findings revealed that a total of 3(8.8%) Agreed, 16(47%) Disagreed and 15 (44.1%) were Neutral. The item had a mean of 2.44 and a standard deviation of 2.15. This indicates that there was significant dispersion of the responses and further implies that the responses do not positively support the statement.

Statement C2 sought to determine whether management of the Department had sufficiently allocated financial resources for M & E. 1(2.9%) respondents Strongly Agreed, 0 (0%) Agreed, 17

(50%) Neutral, 8 (23.5%) Disagreed and 8 (23.5%) Strongly Disagreed. The findings revealed that 1(2.9%) Agreed, 16(47%) Disagreed and 17 (50%) Neutral. The item had a mean of 2.35 and a standard deviation of 2.01. This indicates that there was significant dispersion of the responses and further implies that the responses do not positively support the statement.

Statement C3 sought to determine whether budgetary allocations have been consistently made over the last five years for M & E. 2(5.9%) of respondents Strongly Agreed, 1(2.9%) Agreed, 14 (41.1%) Neutral, 9(26.4%) Disagreed, 8(23.5%) Strongly Disagreed. The findings revealed that a total of 3 (8.8%) Agreed, 17 (49.9%) Disagreed and 14 (41.1%) were Neutral. The item had a mean of 2.41 and a standard deviation of 2.12. This indicates that there was significant dispersion of the responses and further implies that the responses do not positively support the statement.

Statement C4 sought to determine whether staff at the Department attend regular trainings and workshops in M & E. 1(2.9%) respondents Strongly Agreed, 1 (2.9%) Agreed, 5 (14.7%) Neutral, 15 (44.1%) Disagree and 12 (35.3%) Strongly Disagreed. The findings revealed that a total of 2 (5.8%) Agreed, 27(79.4%) Disagreed and 5 (14.7%) Neutral. The item had a mean of 1.94 and a standard deviation of 1.64. This indicates that there was some dispersion of the responses and further implies that the responses do not positively support the statement.

Statement C5 sought to ascertain whether coaching and mentorship in M & E were available to staff. 1(2.9%) respondents Strongly Agreed, 1 (2.9%) Agreed, 8 (23.5%) Neutral, 12 (35.3%) Disagreed and 12 (35.3%) Strongly Disagreed. The findings revealed that a total of 2(5.8%) Agreed, 24 (70.6%) Disagreed and 8 (23.5%) were Neutral. The item had a mean of 2.02 and a standard deviation of 1.74. This indicates that there was some dispersion of the responses and further implies that the responses do not positively support the statement.

Statement C6 sought to determine whether staff are qualified in M & E. 2(5.9%) respondents Strongly Disagreed, 4 (11.8%) Agreed, 14 (41.1%) Neutral, 8 (23.5%) Disagreed and 6 (17.6%) Strongly Disagreed. The findings revealed that a total of 6 (17.7%) respondents Agreed, 14 (41.1%) Disagreed and 14 (41.1%) were Neutral. The item had a mean of 2.64 and a standard deviation of 2.35. This indicates that there was significant dispersion of the responses and further implies that the responses do not positively support the statement.

Statement C7 sought to determine whether respondents themselves were knowledgeable in M & E concepts and principles. 2 (5.9%) respondents Strongly Agreed, 13 (38.2%) Agreed, 3 (8.8%) Neutral, 6(17.6%) Disagreed and 10 (29.4%) Strongly Disagreed. The findings revealed that a total of 15 (44.1%) Agreed and 16 (47%) Disagreed and 3(8.8%) were Neutral. The item had a mean of 2.73 and a standard deviation of 2.57. This indicates that there was significant dispersion of the responses and further implies that the responses do not positively support the statement.

4.4.3 The Use of M & E Tools and the Enactment of an Effective Public Service in the Department of External Affairs

The following table displays the results of responses to statements regarding the third objective of the study, and posed a series of statements, ranging from D1-D6, aimed at determining whether staff were familiar with M & E tools and whether they were in use to effectively monitor and evaluate its work.

Table 4-9: Responses to Questions on Use of M & E Tools

	SA		A		N		D		SD		Mean	Std. Dev.
Statement	F	%	F	%	F	%	F	%	F	%		
D1	3	8.8	10	29.4	4	11.8	9	26.5	8	23. 5	2.735294	2.555271
D2	2	5.9	13	38.2	3	8.8	9	26. 5	7	20.5	2.823529	2.612189
D3	1	2.9	7	20.5	11	32.4	5	14.7	10	29.4	2.529412	2.300895
D4	3	8.8	11	32.4	7	20.6	8	23.5	5	14.7	2.970588	2.711631
D5	1	2.9	2	5.9	15	44.1	6	17.6	10	29.4	2.352941	2.072225
D6	1	2.9	4	11.8	15	44.1	6	17.6	8	23.5	2.529412	2.236068
Composite Mean and Std. Dev											**2.656**	**0.211**

Source: Research Data (2020)

Statement D1 sought to ascertain whether individual respondents were familiar with M & E tools. 3 (8.8%) of respondents Strongly Agreed, 10 (29.4%) Agreed, 4 (11.8%) Neutral, 9 (26.5%) Disagreed and 8 (23.5%) Strongly Disagreed. The findings revealed that 13 (38.2%), 17(50%) Disagreed and 4(11.8%) were Neutral. The item had a mean of 2.735 and a standard deviation of 2.555. This indicates that there was significant dispersion of the responses and further implies that the responses do not positively support the statement.

Statement D2 sought to ascertain whether individual respondents have used M & E tools to conduct their work. 2(5.9%) respondents Strongly Agreed, 13(38.2%) Agreed, 3(8.8%) Neutral, 9(26.5%) Disagreed and 7(20.5%) Strongly Disagreed. The findings revealed that a total of 15(44.1%) Agreed, 16(47%) Disagreed and 3(8.8%) were Neutral. The item had a mean of 2.823

and a standard deviation of 2.612. This indicates that there was significant dispersion of the responses and further implies that the responses do not positively support the statement.

Statement D3 sought to determine whether the Department uses specific M & E tools to conduct M & E. 1 (2.9%) respondent Strongly Agreed, 7 (20.5%) Agreed, 11(32.4%) Neutral, 5(14.7%) Disagreed and 10 (29.4%) Strongly Disagreed. The findings revealed that a total of 8(23.4%) Agreed, 15(44.1%) Disagreed and 11(32.4%) were Neutral. The item had a mean of 2.529 and a standard deviation of 2.300. This indicates that there was significant dispersion of the responses and further implies that the responses do not positively support the statement.

Statement of D4 sought to ascertain whether indicators and targets have been developed for the Department. 3(8.8%) respondents Strongly Agreed, 11(32.4%) Agreed, 7 (20.6%) Neutral, 8 (23.5%) Disagreed and 5 (14.7%) Strongly Disagreed. The findings revealed that 14(41.2%) Agreed, 13(38.2%) Disagreed and 7 (20.6%) were Neutral. The item had a mean of 2.970 and a standard deviation of 2.711. This indicates that there was significant dispersion of the responses and further implies that the responses do not positively support the statement.

Statement D5 sought to determine whether the logical framework matrix and theory of change are used by the Department. 1(2.9) respondents Strongly Agreed, 2(5.9%) Agreed, 15 (44.1%) Neutral,6(17.6%) Disagreed and 10(29.4%) Strongly Disagreed. The findings reveal that a total of 3 (14.7%) Agreed, 16(47%) Disagreed and 15(44.1%) were Neutral. The item had a mean of 2.352 and a standard deviation of 2.072. This indicates that there was some dispersion of the responses and further implies that the responses do not positively support the statement.

Statement D6 sought to determine if the Department conducts pre and post evaluations of its work. 1(2.9%) respondent Strongly Agreed, 4 (11.8%) Agreed, 15 (44.1%) Neutral, 6 (17.6%) Disagreed and 8 (23.5%) Strongly Disagreed. The finding revealed that a total of 5(14.7%) Agreed,

14(41.1%) Disagreed and 15(44.1%) were Neutral. The item had a mean of 2.529 and a standard deviation of 2.236. This indicates that there was dispersion of the responses and further implies that the responses do not positively support the statement.

4.4.4 Enactment of Effective Public Service Systems: Monitoring and Evaluation Approaches.

The following table displays the results of responses to statements regarding the study's independent and dependent variable, by posing a series of statements, ranging from E1-E8, aimed at ascertaining the perceptions of respondents regarding factors necessary for the establishment of M & E and the contribution of these systems to the functioning of an organisation.

Table 4-10: Responses to Questions on Enactment of Effective Public Service Systems

	SA		**A**		**N**		**D**		**SD**		**Mean**	**Std Dev**
Statement	F	%	F	%	F	%	F	%	F	%		
E1	20	58.8	5	14.7	5	14.7	2	5.9	2	5.9	4.147059	3.811747
E2	21	61.8	7	20.6	2	5.9	2	5.9	2	5.9	4.264706	3.910769
E3	13	38.2	15	44.1	2	5.9	2	5.9	2	5.9	4.029412	3.662208
E4	17	50	8	23.5	5	14.7	1	2.9	3	8.8	4.029412	3.662208
E5	16	47.1	11	32.4	4	11.8	1	2.9	2	5.9	4.117647	3.74951
E6	20	58.8	7	20.6	4	11.8	1	2.9	2	5.9	4.235294	3.872983
E7	18	52.9	8	23.5	5	14.7	1	2.9	2	5.9	4.147059	3.788528
E8	17	50	8	23.5	4	11.8	3	8.8	2	5.9	4.029412	3.702146
Composite and Std.Dev Mean											**4.125**	**0.070**

Source: Researcher (2020)

The first section of the statements (E1-E3) focused on the independent variables regarding the three factors of necessary for the development of an effective M & E system, management buy-in financial resources and M & E tools.

Statement E1 sought respondents' opinions on whether management buy-in was necessary to the development of an effective M & E system. 20(58.8%) respondents Strongly Agreed, 5(14.7%) Agreed,5(14.7%) Neutral, 2(5.9%) Disagreed and 2(5.9%) Strongly Disagreed. The findings therefore revealed that a total 25(73.5%) Agreed, 4(11.8%) Disagreed and 5(124.7%) were Neutral. The item had a mean of 4.147 and a standard deviation of 3.811. This indicates that there was significant dispersion in the responses and further implies that the majority of the responses positively support the statement.

Statement E2 sought respondents' opinions on whether adequate financial and human resources were necessary to the development of an effective M & E system. 21(61.8%) of respondents Strongly Agreed, 7(20.6%) Agreed, 2(5.9%) Neutral, 2(5.9%) Disagreed and 2(5.9%) Strongly Disagreed. The findings therefore revealed that a total of 28(82.4%) Agreed, 4(11.8%) Disagreed and 2(5.9%) were Neutral. The item had a mean of 4.264706 and a standard deviation of 3.910. This indicates that there was significant dispersion in the responses and further implies that the majority of the responses positively support the statement.

Statement E3 sought respondents' opinion on whether effective M & E is dependent on the appropriate use of specific M & E tools. 13 (38.2%) of respondents Strongly Agreed, 15 (44.1%) Agreed, 2(5.9%) Neutral, 2(5.9%) Disagreed and 2(5.9%) Strongly Disagreed. The findings therefore revealed that a total of 28(82.3%) Agreed, 4(11.9%) Disagreed and 2(5.9%) were Neutral. The item had a mean of 4.029 and a standard deviation of 3.662. This indicates that there

was significant dispersion in the responses and further implies that the majority of the responses positively support the statement.

The remaining four statements focused on the dependent variable regarding the effects of enacting effective public service systems.

Statement E4 expressed the contribution that an effective public service system has on the provision of prompt and quality service. 17(50) respondents Strongly Agreed, 8(23.5%) Agreed, 5(14.7%) Neutral, 1(2.9%) Disagreed and 3(8.8%) Strongly Disagreed. The findings therefore revealed that a total of 25(73.5%) respondents Agreed, 4(11.7%) Disagreed and 5(14.7%0 were Neutral. The item had a mean of 4.029 and a standard deviation of 3.710. This indicates that there was significant dispersion in the responses and further implies that the majority of the responses positively support the statement.

Statement E5 sought respondents' opinions on whether effective public service systems contribute to cost effective public service delivery. 16(47.1%) of respondents Strongly Disagreed, 11(32.4%) Agreed, 4(11.8%) Neutral, 1(2.9%) Disagreed and 2 (5.9%) Strongly Disagreed. The finding therefore revealed that a total of 27(79.5%) of respondents Agreed, 3(8.8%) Disagreed and 4(11.8%) were Neutral. The item had a mean of 4.117 and a standard deviation of 3.749. This indicates that there was significant dispersion in the responses and further implies that the majority of the responses positively support the statement.

Statement E6 sought respondents' opinions on whether effective service systems contribute to improved transparency and accountability in public service operations. 20(58.8%) of respondents Strongly Agreed, 7(20.6%) Agreed, 4(11.8%), 1(2.9%) Disagreed and 2(5.9%) Strongly Disagreed. The findings therefore revealed that 27(79.4) Agreed, 3(8.8%) Disagreed and 4(11.8%) were Neutral. The item had a mean of 4.235 and a standard deviation of 3.872. This indicates that

there was significant dispersion in the responses and further implies that the majority of the responses positively support the statement.

Statement E7 sought respondents' opinions on whether effective public service systems contribute to improved diplomatic governance and strategies. 18(52.9%) of respondents Strongly Agreed, 8(23.5%) Agreed, 5(14.7%) Neutral, 1(2.9%) Disagreed and 2(5.9%) Strongly Disagreed. The findings therefore revealed that a total of 26(76.4%) respondents Agreed,3(8.8%) Disagreed and 5 (14.7% were Neutral. The item had a mean of 4.147 and a standard deviation of 3.788. This indicates that there was significant dispersion in the responses and further implies that the majority of the responses positively support the statement.

Statement E8 sought the participants' opinions on whether effective public service systems contribute to an empowered citizenry. 17(50%) of respondents Strongly Agreed, 8(23.5%) Agreed, 4(11.8%) Neutral, 3(8.8%)Disagreed and 2(5.9%) Strongly Disagreed. The findings therefore revealed that a total of 25(73.5%) of respondents Agreed, 5(14.7%) Disagreed and 4 (11.8%) were Neutral. The item had a mean of 4.029 and a standard deviation of 3.702. This indicates that there was significant dispersion in the responses and further implies that the majority of the responses positively support the statement.

CHAPTER FIVE: SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the discussion of the findings, the conclusion and recommendations. The purpose of the study was to determine whether factors influencing the enactment of monitoring and evaluation required for effective public service systems are in use within the Public Service of Saint Lucia. The research was carried out at the Department of External Affairs in the Small Island Developing State, of Saint Lucia as part of a case study. Thirty-four (34) participants from the Department took part in the study and were selected via census methodology due to the small population of the Department of External Affairs.

5.2 Discussions

5.2.1 Influence of Institutional Management Buy-In for M & E on the Enactment of an Effective Public Service System

This section sought to determine whether management buy-in for M & E was in existence at the Department and tried to accomplish this by examining various dimensions of management buy-in, namely instructions issued, existence of an M & E policy/plan, the sharing of the plan, the duration of the existence of a plan/policy, the development of a policy/plan and prioritizing training of staff in M & E.

Overall, there was little agreement, as very few respondents strongly agreed or agreed that management buy-in does exist at the Department of External Affairs for M & E which is necessary for the enactment of effective public service systems. Though the majority of respondents agreed that instructions had been issued by management to have the work of the Department be guided by M & E principles or plan, there however was very little agreement regarding the existence of

an M & E policy/plan or the development of a policy or plan. This reveals that though management has expressed the need for M & E to support the work of the Department, this sentiment has however not materialised into any concrete plans to ensure the development of an M & E plan and eventual use by the Department. Respondents who were neutral on the statements regarding management buy-in, further reveals that if indeed an M & E plan is inexistence, it has not been shared by management, resulting in respondents not being able to definitively agree or disagree on the existence of such a plan. These results are in contrast to what is recommended for the development of a successful M & E system. Kariuki & Reddy (2017) study of the Kwa Zulu-Natal Province in South Africa note the salience of "buy-in" in ensuring the success of the implementation of M & E systems. Furthermore, a participatory environment, with the involvement of all relevant stakeholders, is further encouraged by Dussauage (2012) and Goldman et al., (2012).

5.2.2 Availability of Resources and Enactment of an Effective Public Service System

This section of the study was intended to determine whether financial and human resources for M & E were inexistence at the Department of External Affairs, and tried to accomplish this by examining various dimensions of resources, namely budgetary allocations, trainings and workshops, coaching and mentorship, qualifications in M & E and knowledge in M & E.

According to the results generated from the study, the Department of External Affairs has limited resources to conducted M &E. The study revealed that very few respondents agreed that financial resources were made available at the Department of External Affairs for M & E. The majority of respondents have either disagreed or were neutral on the statements regarding financial resources for M & E. In terms of human resources for M & E, the study revealed that limited human resources are available to conduct M & E at the Department. Respondents had very little

agreement regarding opportunities for staff to attend M & E trainings and workshops, the availability of coaching and mentorships in M & E. Furthermore, the study also revealed that respondents either disagreed or were neutral on the statement that staff possessed formal qualifications in M & E. Despite the latter, a significant number of respondents indicated that they were knowledgeable about M & E concepts. However, a slight majority still disagreed that they possessed knowledge about M & E concepts. The results seem to lend support to the challenges which have been observed by developing countries in strengthening their resource capacity for M & E (Uitto, Kohlitz, & Todd, 2017). Based on these results, it would prove quite difficult for the Department to implement a well-functioning M & E system as both financial and human resources are prerequisites for the implementation of such a system, which is supported by the study conducted by Kariuki & Reddy (2017). Kariuki & Reddy (2017) noted the absence of both of these resources as hindrances to the implementation of an M & E system in the KwaZulu-Natal Province.

5.2.3 The Use of Tools and the Enactment of an Effective Service System in the Department of External Affairs

This section of the study was intended to determine whether M & E tools were being used at the Department of External Affairs. The study accomplished this objective through a series of statements which aimed at discerning the respondents' familiarity and knowledge of various M & E tools, namely indicators, targets, logical framework, theory of change, pre and post evaluations.

According to the results generated from the study, the Department of External Affairs possesses moderate familiarity and use of M & E tools. Furthermore, there was little agreement of the use of M & E tools identified in the conduct of individuals' and Department's work. Monitoring and evaluation feeds on information provided by specific tools, to yield the results required by the

system (Busjeet, 2013). With the lack, and to some degree limited use of tools used by and within the Department, it therefore stands to reason that little to no M & E is currently being conducted.

5.2.4 Monitoring and Evaluation Enactment of Effective Public Service Systems

This section was divided into two parts. The first part contained three statements, sought to ascertain the perceptions from respondents firstly regarding the impact of the independent variables, management buy-in, resources and tools, in the development of effective M & E systems. The second part continued, with four statements, which were aimed at determining the perceptions of respondents on the consequences of the development of effective public service systems.

Regarding perceptions of the impact of the independent variables in the development of effective M & E systems, overall, respondents agreed that management buy-in, resources (financial and human) and appropriate tools were all necessary for the development of effective M & E systems. Similarly, as it relates to the positive impact that the development of effective public service systems have, the majority of the respondents were in agreement. Respondents agreed that effective public service systems contribute to the provision of prompt and quality service, cost effective public service delivery, improved transparency and accountability in public service operations, improved diplomatic governance and strategies and empowered citizenry. The perceptions of the respondents are in keeping with Gorgens & Kuzek, 2009) who note that monitoirng and evaluation are powerful public management tools by which has the potential to improve on the way governments can achieve results.

5.3 Summary of Findings

The study was aimed at examining whether factors influencing the enactment of monitoring and evaluation contribute to an effective public service system in the Department of External Affairs. The study revealed that factors necessary for M & E to flourish were not present at the Department External Affairs based on the responses derived from respondents. Despite not agreeing to the presence of factors necessary for the enactment of M & E in the Department, respondents however were in agreement that management buy-in, human and financial resources and M & E tools are necessary for the enactment of M & E. Furthermore, respondents overwhelmingly agreed about the benefits of incorporating M & E in an effective public service system.

5.4 Conclusion

The study was guided by Theory of Change which assisted the researcher and respondents in understanding how the independent variables of management buy-in, availability of resources, use of M & E tools, if implemented, all work together to impact the systems and processes at the Department of External Affairs.

The study concludes that given the importance of the Department as the national driver of development cooperation, it is imperative that the Department monitors and assesses its processes. It therefore recommended that the Department implements the factors identified by the study as necessary for the development of an M & E system.

5.5 Recommendations

The following recommendation is derived from the findings of the study:

Management of the Department should ensure that an M & E policy be developed through broad consultation with staff. Broad consultation and involvement of staff is necessary in order to ensure staff buy-in, relevance and utility of the policy developed.

5.6 Areas for Further Research

The study provided an exploratory inquiry into the knowledge, attitudes and perceptions of staff at the Department of External Affairs concerning the development and use of M & E. Additional, more in-depth research is therefore needed to further ascertain the knowledge, attitudes and perceptions of these respondents. Research is therefore needed to determine how the Department monitors its processes given disagreement with the availability of key factors needed to conduct M & E. Finally, the scope of the study needs to be expanded to include staff at the various Missions and Embassies.

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APPENDICES

APPENDIX I: INTRODUCTION LETTER TO RESPONDENTS

Department of External Affairs
Rodney Bay
Saint Lucia

RE: Request to Participate in Academic Research

Dear Respondent,

My name is Bynta Ernest and I am a candidate for a Masters in Monitoring and Evaluation at Africa Nazarene University in Nairobi Kenya, 2020 which is a distance learning programme. I am currently in my final semester and I have prepared the following questionnaire for the purpose of collecting data for my research for my Master's thesis entitled ***"Monitoring and Evaluation Approaches and Enactment of Effective Public Service Systems in the Small Island Developing State of Saint Lucia: A Case of the Department of External Affairs."*** My research aims to determine whether the use of Monitoring and Evaluating approaches are in use within the Public Service of Saint Lucia, using the Department of External Affairs as a case study.

I kindly request that you complete the questionnaire below to the best of your ability, as your contribution in this regard will be of great assistance towards the accomplishment of this research. Please give your answers honestly. The information you give will be confidential and will be used for academic purpose only.

Yours faithfully,

APPENDIX II: QUESTIONNAIRE

Introduction

This questionnaire is a research instrument designed to collect information on ***Monitoring and Evaluation Approaches and Enactment of Public Service Systems in the Small Island Developing State of Saint Lucia: A Case of the Department of External Affairs***. The information collected will be used for academic purposes only and it is expected that the findings from this study will make a significant contribution towards enhancing the implementation and enactment of effective public service systems within the Department of External Affairs and by extension the wider Public Service. The information collected will be handled with confidentiality and with academic professionalism. Kindly fill in the information as directed in the various sections provided.

Section A: Personal Details (insert your demographic info in tables as shown)

1**).** Kindly Select your gender and age group (Tick or mark the appropriate box)

Gender	Female ☐		Male ☐		
Age Group	Below-20	21-25	26-30	31-35	35 and above

2. Indicate your highest level of education? (Kindly tick or mark the appropriate box)

Level of Education	CXC/O Levels	A Levels/Associate Degree	Advanced Diploma	Bachelor's	Master's	PhD

3. How long have you been employed at the Department of External Affairs?

Years Employed	
Less than 1 Year	
1 -5 Years	
6-10 Years	
More than 10 years	

4. Select the Division that you work in

Division	Administration	Accounts	Political and Economic	Registry and Information	Legal	Protocol and Consular

5. Indicate your designation at the Department

Designation	
Clerk	
Foreign Service Officer	
Supervisor	
Deputy Permanent Secretary	
Permanent Secretary	
Administrative Assistant	
Secretary	
Accountant	
Information Officer	
Protocol Officer	
Consular Officer	
Other	

Section B

First Objective: To assess whether institutional buy-in for M &E Influence the Enactment of an Effective Public Service System in the Department of External Affairs

Kindly state your level of agreement or disagreement with the following statements by ticking or marking on your preferred choice below using the scale 1-5: 5-Strongly Agree; 4-Agree; 3-Neutral, 2-Disagree and 1-Strongly Disagree.

	Statement	1	2	3	4	5
B1	The Administration of the Department has instructed that the work of the Department/Division/Section be guided by M&E principles/plan?					
B2	The Administration of the Department has an M & E policy/plan					
B3	The M & E policy/plan has been shared with staff					
B4	The M&E policy/plan has been in existence for over 5 years					
B5	The development of an M & E policy/plan is a priority for the Administration of the Department					
B6	The Department's M & E plan/policy is used by all Divisions of the Department					
B7	The training of staff in M & E is a priority for the Administration of the Department					

Section C

Second Objective: To determine the availability of resources for M & E and the enactment of an effective Public Service System in the Department of External Affairs

Kindly state your level of agreement or disagreement with the following statements by ticking or marking on your preferred choice below using the scale 1-5 5-Strongly Agree; 4-Agree; 3-Neutral, 2-Disagree and 1-Strongly Disagree.

	Statement	1	2	3	4	5
C1	The Department has made budgetary allocations for M & E					
C2	The management of the Department has sufficiently allocated financial resources for M & E					
C3	Budgetary allocations have been consistently made over the last 5 years for M & E					
C4	Staff of the Department attend regular trainings and workshops in M & E					
C5	Coaching and mentorship in M & E are made available to staff					
C6	Staff are qualified(certificates, associate degree, diploma, bachelor's, master's) in M & E					

C7	As a member of staff, I am knowledgeable in M & E concepts and principles					

Section D

Third Objective: To determine the use of M & E tools and the enactment of an effective Public Service System in the Department of External Affairs

Kindly state your level of agreement or disagreement with the following statements by ticking or marking on your preferred choice below using the scale 1-5 5-Strongly Agree; 4-Agree; 3-Neutral, 2-Disagree and 1-Strongly Disagree.

	Statement	**1**	**2**	**3**	**4**	**5**
D1	As a member of staff, I am very familiar with M & E tools					
D2	As a member of staff I have used M & E tools to conduct my work					
D3	The Department uses specific M& E tools to conduct M & E					
D4	Indicators and targets have been developed for the Department					
D5	The Logical Frame Matrix and/or Theory of Change are used by the Department					
D6	The Department conducts pre and post evaluations of its work					

SECTION E

Enactment of Effective Public Service Systems

Kindly state your level of agreement or disagreement with (i) The Monitoring and Evaluation Approaches which contribute to the enactment of effective of Public Service M & E systems (ii)The characteristics of effective Public Service Systems. Please tick or mark your preferred choice below using the scale 1-5 5-Strongly Agree; 4-Agree; 3-Neutral, 2-Disagree and 1-Strongly Disagree.

	Monitoring and Evaluation Approaches	**1**	**2**		**4**	**5**
EI	Management Buy-In for M & E is necessary to the development of an effective M & E system					
E2	Adequate Financial and Human Resources are necessary to the development of an effective M & E system					
E3	Effective M & E is dependent on the appropriate use of specific M & E Tools					
	Effective Public Service Systems	**1**	**2**	**3**	**4**	**5**
E4	Effective Public Service Systems contribute to the Provision of Prompt and Quality Service					

E5	Effective Public Service Systems contribute to Cost effective Public Service Delivery					
E6	Effective Public Service Systems contribute to Improved Transparency and Accountability in Public Service Operations					
E7	Effective Public Service Systems contribute to Improved Diplomatic Governance and Strategies					
E8	Effective Public Service Systems contribute to an Empowered Citizenry					

THANK YOU, for taking your time to answer the preceding questions