

**FACTORS INFLUENCING ADOPTION OF MONITORING AND
EVALUATION SYSTEM FOR PROJECT MANAGEMENT
AMONG NGOS IN RARIEDA DISTRICT, SIAYA COUNTY,
KENYA.**

BY

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**A research Project Report submitted in fulfillment of the requirements for the
award of Master of Arts Degree in Project Planning and Management of the
University of Nairobi.**

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DECLARATION

The Research Project Report is my original work and has not been presented for a degree in any other university.

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DEDICATION

I dedicate this research project report to my husband, James Odhiambo Munda who has been my greatest inspiration throughout my academic life. To my children Rhoda, Kevin, Victor, Philip and Helen for being patient, understanding and emotionally supportive.

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LIST OF ABBREVIATIONS AND ACRONYMS

AIDS	ó	Acquired Immune Deficiency Syndrome
APM	ó	Association of Project Management
BCC	ó	Behavioral Change Communications
CBO	ó	Community based Organizations
FBO	ó	Faith Based Organizations
GFATM	ó	Global Fund to fight AIDS, Tuberculosis and Malaria
HRA	ó	Advocacy for Human Rights
M & E	ó	Monitoring and Evaluation
NGO	–	Non Governmental Organizations
PMI	ó	Project Management Institution
PEPFAR	ó	PresidentsøEmergency Plan for AIDS Relief
UK	ó	United Kingdom
UNDP	ó	United Nations Development Plan
SD	ó	Standard Deviation

ABSTRACT

Effective Monitoring and Evaluation of projects is usually one of the ingredients of good project performance. It provides means of accountability, demonstrating transparency to the Stakeholders and facilitates, organizational learning through documenting lessons learned in implementation of the projects and incorporating the same in the subsequent project planning and implementation or through sharing experience with other implementers. In Rarieda District Project Managers today are concerned with the development of their projects as evidence by their enthusiasm in the adoption of M&E system. This is so because a lot of donor and government resources are provided to local NGOs for the implementation various projects. However, the productivity of these projects has been lagging behind because of lack of Monitoring and Evaluation system. To alleviate this problem, some projects have adopted M&E system as a way of managing the projects. However, most projects have not adopted M&E system and although outcomes and effectiveness of M&E system are known. The information of these formed a bulk of the study concern. Objectives of the study were to examine the extent to which financial status of NGOs influence adoption of M&E system, to determine the level to which staff knowledge and skills influence adoption of M&E system, to assess how donors influence adoption of M&E system and to examine the extent to which the need for stakeholder involvement influence adoption of M&E system for Project Management among NGOs in Rarieda District. A conceptual frame work showing the interplay among the various variables was developed to guide the study. The study was carried out using descriptive survey design. The study population was 161, it consisted of 32 Project Managers, 32 Project M&E Officers, 96 Project Implementer Staff and 1 District M&E Officer. Purposive sampling and census sampling were used to select 32 Project Managers, 32 Project M&E Officers, 96 Project Implementer Staff and 1 District M&E Officer. The instruments for data collection were questionnaires, interview schedules and document analysis guide. A pilot study was conducted to determine the reliability of the instruments. To ensure the validity of the research instruments experts from the department were consulted and their input included in the final draft of the instruments. The data collected was analyzed using descriptive statistics in form of percentages, means and frequency counts. Inferential statistics was also used to analyze data. The study found that demographic characteristics of the respondents such as gender, age and level of education influenced the adoption of M&E system. The study also found that extent of donor contribution to NGOs annual budget, M&E budget also influenced the adoption of M&E system. Findings of the study such training of implementer staff, proper funding of NGOs projects and effective involvement of stakeholder may provide individual local NGOs to improve the monitoring and evaluation of their projects. The recommendations should be implemented hopefully with the benefit of improving the performance and their accountability to the stakeholder in terms of resources use and impact of the project they implement.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Non-governmental Organizations are non-profit organizations that are neither governmental nor inter-governmental. NGOs are generally established to bring like-minded individuals committed to achieving particular objectives. NGOs vary considerably in the size of their constituencies, in their organizational structures and in their effectiveness. They range from organizations of small procedures and rural people to development and environment NGOs, traditional trade unions and to professional, academic and industry associations (Humanitarian Policy Groups, 2003).

Both Monitoring and Evaluation are management tools. In this case of monitoring, information is routinely gathered for tracking progress according to previously agreed plans and schedules. Monitoring is an ongoing process of data capture and analysis for primarily project control with an internally driven emphasis on efficiency of project (Crawford and Brye, 2003). Evaluations are systematic and independent. They are an assessment of an ongoing or completed project including its implementation and results (Uitto, 2004).

Globally, by the 1990s many development actors, including both larger NGOs and donors, were beginning to accept that development assistance spread out over a large number of projects was making little difference to a country's development. Talk focused on the need to be more strategic in thinking and planning, the need to finance groups of projects which together might create synergy and achieve results which would prove to

be greater than the sum of the individual projects, and the need for adoption of monitoring and evaluation system which would help measure the progress of the projects.

In Armenia, the core purpose of adoption of M&E system for the SWA Rural Development are to provide the information needed for impact oriented project management and to involve key stakeholders in learning how to improve project implementation. The M&E System will provide regular reports on project progress to the different stakeholder groups in a format appropriate or their needs.

In Yemeni, M&E functions of a project were carried out by the M&E department of a government agency responsible for M&E in several projects using national guidelines. This agency had much experience and was able to commence project M&E activities at an early stage. However, the agency did not have direct access to the project's M&E resources and had limited funds. Obtaining authorization for activities and resources was a lengthy procedure. This affected M&E budgeting and adoption of M&E system recommended by the project. The government agency did not prioritize M&E for this project and so the organizational structure was hindering effective adoption of M&E system (Furman, 2001).

Considering the M&E as a system helps in understanding the range of M&E tasks that different people will need to undertake during the project cycle. Well-constructed monitoring and evaluation system by NGO projects can contribute towards the achievement of objectives. Equally a badly constructed monitoring and evaluation system could negatively affect the achievement of objectives. In very complex social development programmes there is often no concept of the role and purpose of taking a

participatory and empowering approach to monitoring that includes the people who are classified as "beneficiaries" (Jerry Adams and Ann Garbutt, 2008)

According to INTRAC (2008), the task of developing monitoring and evaluation system would be delegated to a specialist M&E team. The rationale for this would usually be that M&E is seen as an activity that only M&E experts, not programme planners or implementers, are able to provide. Monitoring and Evaluation is not seen as an integral part of the project management or the project process. This is especially relevant where the M&E team in a head office sets up the M&E system for country programmes and projects, and local managers are expected to deliver on pre-selected targets and output.

In Central Asia, participation in development is generally accepted as a process that is fundamental to addressing issues of ownership and sustainability. Everyone acknowledges the value of participation. Yet when it comes to developing monitoring and evaluation (M&E) systems many Civil Society Organizations (CSOs) continue to employ experts to develop their objectives, indicators and data collection methodologies with very little participation from the very people they are attempting to engage with (INTRAC 2008).

In Kyrgyzstan, the new project would involve work at multiple levels – communities, local government, NGOs, NGO support and coalition organizations, donors and to a lesser extent central government. It was now becoming more apparent when working at so many levels how important it was going to be to monitor the progress of the interventions. The sector as a whole still had not adopted monitoring and evaluation system and INTRAC, like many International NGOs, was concerned about how it was

going to report progress against the interventions in order to satisfy three different donors (Eade, 1997)

In Ghana, the government recognizes that Monitoring and Evaluation (M&E) are essential ingredients in the planning and management of development and good governance. Part attempts at improving on the M&E management functions in public and project management functions in public and project agencies in Ghana were not carried out within a comprehensive framework and thus did not benefit from the desired synergies. The civil service law, which aims at establishing a policy focused on civil service, prescribes policy planning, monitoring and evaluation structures across all sectors of the economy. At present, monitoring is limited in scope and coverage (Koranteng, 2000).

In local NGOs in Botswana play a huge role by bringing the much needed services to the communities in which they operate (Hams, 2003). A lot of funds and other resources have been committed in the fight against HIV/AIDS. The donors and other stakeholders expect transparency, proper accountability and project performance from them. For example up to USD18million was approved and provided by the global fund to fight AIDS, Tuberculosis and Malaria (GFATM). There is need to determine whether the resources by the donors are being used efficiently and effectively and whether the projects are within schedule and to determine any problems that may be hampering the implementation. Determining of efficient management of resources is a factor projection monitoring and evaluation (Hawkins, 2004).

The president of United States of America in 2003, announced the President's Emergency Plan for Aid relief (PEPFAR) in which he committed up to the USD15

Billion for 5 years (Myra, 2005). The 15 focus countries for PEPFAR Initiative includes Kenya among other 12 sub-Saharan Countries and other hard hit countries (Myra, 2005). A lot of funds have been spent and more are being committed in various projects e.g. behavioral change communication, HIV/AIDS, Tuberculosis and Malaria projects. It is evident that a significant amount of resources have been provided to the NGOs in Kenya so there is need to demonstrate that the funds actually did achieve what they were disbursed for. So there is need for adoption of monitoring and evaluation systems because stakeholders require accountability in terms of resource use and impact of the project, transparency good project performance (Myra, 2005).

In Kenya there is a rapid growth of NGOs. According to Korach (2003), there are about two million operating NGOs. This has spawned demand for greater transparency among government, funders, and the public. Also the increased amounts of funds NGOs attract is estimated to worth one trillion globally (Crawford, 2004). Given the hundreds, if not thousands of millions of pounds that have been spent by NGOs over the last decades, why has it been so difficult to come to persuasive conclusion about the result of their work? Several different reasons have been examined including the adoption of monitoring and evaluation systems for project management.

In Kenya, just like any other developing countries, evaluation has yet to reach acceptable levels of operation, evaluation when carried out, deal more with inputs and outputs than with impacts, Major Evaluations are driven by activities and donor demands (Odhiambo, 2000). There is lack of professionalism on the part of qualified practitioners and there are few academically trained evaluators. Those who carry out evaluations are influenced by social science research approaches and because of their research background, carry out evaluations that in some cases do not have any

characteristics of expert evaluation. For a long time in the government there has been no central monitoring and evaluation (M&E) of programs and projects, except for financial auditing and monitoring that are done to audit. The support that monitoring and evaluation system can offer when adopted in institutional development is often not fully understood (Odhiambo, 2000)

In Rarieda, there has been a dramatic growth in the number of NGOs involved in development aid. Associated with this growth has been a growing concern about identifying the achievements of NGOs. In Rarieda District there are 32 local NGOs carrying out activities including, Behavioral Change Communication (BCC), care and support of the sick and the elderly, socio-economic impact mitigation (SEM) through care of the widows, orphans and other vulnerable children and other advocacy for Human Rights (HRA) of people living with HIV/AIDS and those affected by the pandemic. A lot of funds and other resources have been committed in these local NGOs but it is not clear whether monitoring and evaluation is done in these projects. Stakeholders blame their poor monitoring and evaluation by the guarantees for their failure to timely compile a report of expenditure and impact (Serite, 2006). This study investigated factors influencing adoption of monitoring and evaluation system for project management among NGOs in Rarieda District.

1.2 Statement of the problem

Over the last decade there has been a dramatic growth in the number of NGOs involved in development aid, in both developed and developing countries. The total amount of the public funds being spent through NGOs has grown dramatically and the proportion of development aid going through NGOs relative to bilateral or multilateral

agencies has also increased. Associated with this group has been a growing concern about identifying the achievements of NGOs. This has been evident in the burgeoning literature on the monitoring and evaluation of NGO activities.

Monitoring and evaluation of projects in Kenya is very critical because a lot of donor and government resources are provided to local NGOs to implement various projects. Not only does best practices require that projects are monitored for control but also project stake holders require transparency, accountability for resource use and impact, good project performance and organizational learning to benefit future projects.

There have been reports in the media decrying the inadequate monitoring and evaluation of projects implemented by NGOs in Kenya. The report highlights the lack of accountability for the disbursed funds and absence of any evident of the attainment of the objectives of which the funds were disbursed to the NGOs. Many NGOs do not submit reports detailing expenditure and impact of the funds that had been disbursed. The donor disbursed funds to implement projects in local areas and blame the poor monitoring and evaluation by the local NGOs for their failure to timely compile a nationwide report of expenditure and impact (Serite, 2006).

There is an increasing pressure on governmental and non-governmental organizations in developmental co-operation to improve monitoring and evaluation of activities, with an emphasis on measuring the effect they have on the beneficiaries.

Most evaluations of NGO projects in the last years have indicated that monitoring and evaluation are still very weak. In many NGOs, the attention for monitoring and evaluation is not consistent throughout the project cycle. In the planning phase, in general a good number of indicators are formulated. In the project implementation some

information is collected, though often concentrating on production, while the initially formulated indicators are often not followed. Finally, monitoring concentrates on financial and organizational aspects and the formulated indicators are no longer used at all. The weakness of monitoring and evaluation is mentioned from time to time and though donor organizations have given instructions on improvement of monitoring and evaluation system, little has improved. This is not only a matter of limited capacity of the programme implementers, but also a matter of lack of methodological clarity on adoption of M&E system for project management.

In Rarieda District, despite the huge amount of resources provided to the local NGOs to implement projects and despite the fact that these projects plays big role in improving the lives of the people in the community. It is not clear whether monitoring and evaluation system has been adopted in the projects implemented by NGOs in Rarieda District. This study investigated factors influencing adoption of monitoring evaluation system for project management among NGO projects in Rarieda District.

1.3 Purpose of the Study

The purpose of the study was to investigate factors influencing adoption of monitoring and evaluation system for project management among Non-Governmental Organizations in Rarieda District.

1.4 Objectives of the study

This study sought to achieve the following objectives:

1. To examine the extent to which financial status of Non-Governmental Organizations influence adoption of Monitoring and Evaluation system for project management among Non-Governmental Organizations in Rarieda District.

2. To determine the level at which staff knowledge and skills influence adoption of Monitoring and Evaluation systems for project management among Non-Governmental Organizations in Rarieda District.
3. To assess how donors influence adoption of Monitoring and Evaluation system for project management among Non-Governmental Organizations in Rarieda District.
4. To examine the extent to which the need for stakeholder involvement influence adoption of Monitoring and Evaluation system for project management among Non-Governmental Organizations in Rarieda District.

1.5 Research Questions

The study was guided by the following questions:

1. To what extent do the financial status of Non-Governmental Organizations influence adoption of Monitoring and Evaluation system for project management among Non-Governmental Organizations in Rarieda District?
2. What is the level at which staff knowledge and skills influence adoption of Monitoring and Evaluation system for project management among Non-Governmental Organizations in Rarieda District?
3. How do donors influence adoption of Monitoring and Evaluation system for project management among Non-Governmental Organizations in Rarieda District?
4. To what extent do need for stakeholder involvement influence adoption of Monitoring and Evaluation system for project management among Non-Governmental Organizations in Rarieda District.

1.6 Significance of the study

It is hoped that the study findings help stakeholders and community understand what the projects are doing, how well they are meeting their objectives and whether there are ways that progress can be improved; help in ensuring social, financial and political support and help the projects establish or strengthen the network of the individuals and organizations with similar goals of working with young people; findings of the research be provided to the individual local NGOs to improve the monitoring and evaluation of their projects they implement hopefully with the benefit of improving the performance of the projects and their accountability to the stakeholders in terms of resources use and impact of the projects they implement and findings of the research be provided to donors and to assist them in understanding the monitoring and evaluation aspect of project management implemented by their member organizations.

1.7 Basic assumptions of the study

For the purpose of this study, the following assumptions were made: That resources provided by the donors are being used effectively for the adoption of M&E systems for project management; the project managers and stakeholders are aware that adoption of monitoring and evaluation provides accountability and transparency to the stakeholders; the resources provided with set objectives are adequately responding to the factors influencing adoption of monitoring and evaluation system for project management and the stakeholders are fully involved in the adoption of monitoring and evaluation systems.

1.8 Limitation of the study

The study only focused on the factors influencing adoption of monitoring and evaluation system for project management among NGOs in Rarieda District. The study was conducted in all NGOs projects and census sampling was used. The data was collected using questionnaires, interview schedules and documents analysis guide to meet objectives. The Questionnaires included both open and closed questions. The Questionnaires were administered to all project managers, project monitoring and evaluation officers and project implementer staff. The answered questionnaires were scored and tallied to give correct data. The question of generalization as data obtained may be not representative, refusal by some of the respondents to offer information on the questionnaires for fear of reprisal even though no respondent was expected to write their names in the questionnaires.

1.9 Delimitation of the study

The study was exclusively delimited to NGO projects in Rarieda District, Siaya County. The study targeted 32 Project Managers, 32 Project Monitoring and Evaluation officers, 1 District M&E officer 96 Project Implementer staff in 32 projects in Rarieda District. The area was chosen because there had been dramatic growth in the number of NGOs involved in development aid associated with this growth, there had been a growing concern about identifying the achievement of the NGOs. A lot of funds and other resources had been committed in this local NGOs but it is not clear whether monitoring and evaluation has been adopted for proper project management. No clear objectives, no

accountability for the disbursed fund and no proper report detailing expenditure and impact of the funds disbursed by donors.

1.10 Definition of significant terms as used in the study

Financial status: Refers to funds allocated to monitoring and evaluation and the annual budget for monitoring and evaluation

Skills and acknowledge: Refers to number of training in monitoring and evaluation, academic level and experience in monitoring and evaluation

Donor Influence: Refers to criteria for funding Technical Assistance to monitoring and evaluation and policy guideline as on monitoring and evaluation

Need for Stakeholders: Refers to number of training in monitoring and evaluation, academic level, experience and accessibility of the project

Adoption: Have or have no Monitoring and evaluation system.

1.11 Organization of the study

This study was organized in five chapters. Chapter One Comprises of background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, significance of the study, limitation of the study , delimitations of the study, basic assumptions of the study and definitions of significant terms. Chapter two contains literature review which is composed of the introduction and areas under which literature be revealed. These are allocation of financial resources for monitoring and evaluation of projects, capacity of projects managers, and data utilization in decision making, stakeholder's involvement and review of related studies. Chapter three is composed of research methodology; it has the introduction, research design, target population sample and sampling techniques, research instruments, validity and reliability

of the instruments, data collection procedures and data analysis techniques. Chapter four presents data analysis in the following themes: response return rate, demographic characteristics of the respondents and factors influencing adoption of M&E system. Chapter five presents summary of findings, conclusion, recommendations and recommendations for future studies.

CHAPTER TWO

LITRATURE REVIEW

2.1 Introduction:

This chapter presents the related literature on the study .This chapter is presented under the following sections: financial status of NGOs and adoption of M&E system; staff knowledge and skills and adoption of M&E system, donor influence and adoption of M&E system, the need for stakeholders involvement and adoption of M&E system for project management among NGOs. Each of the sections is presented next:

2.2 Financial Status of NGOs and Adoption of Monitoring and Evaluation System

Local NGOs implementing projects in influence communities have various factors that influence adoption of monitoring and evaluation system .A lot of scholars have highlighted the fact that NGOs have a number of challenges in this aspect of adoption of monitoring and evaluation system (Hughes, 2002, Ramesh, 2002).The challenges unless mitigated mean that adoption of monitoring and evaluation system is not effectively done, translating into inability of projects optimally benefit from this monitoring and evaluation aspect.

In Central Asia there is some recognition amongst governments that they are not in a position to provide for all the needs of their citizens and that NGOs attract much needed foreign funding none of the republics have a clear allocation of the funds for adoption of monitoring and evaluation ;system for (Adams ,2008).

In China the cost and resources of the adoption of the M&E system is USD, 13,173. The annual budget includes specific training for staff in the M&E techniques, extra meeting with stakeholders for designing M&E system; additional meetings for local level analysis, short training .workshop on keys steps in designing M&E and specific elements such as indicators and methods (including using the log frame matrix) (Lamy 2001).

In Vietnam, 2000, the total cost of introducing M&E system per project is USD 15000. This includes consultant's fee, training workshop material and follow up assistance (Lamy 2001).

Lack of adequate financial resources to carry out monitoring and evaluation is one of the factors that influence the adoption of monitoring and evaluation systems for project management among NGOs .A good number of NGOs lack adequate funding for their activities; this means that the little resources available are channeled to actual implementation of project activities: monitoring and evaluation are looked at as an expense that they cannot afford. If any is done then it is done superficially, just recording a few activities and irregularly (Gibbs et al, 2002 and Gilliam et al, 2003). Lack of funds means that NGOs may not be in a position to bring external evaluators: they may not be able to adequately collect all the necessary data. It also means that they may not be able to afford computers and any other technology to aid the adoption of monitoring and evaluation system.

Level of allocation of the funds for monitoring and evaluation ranges from 2% to 15% of all Costs .for example, In Venezuela funds allocated for the adoption of M&E system is 370,700 out of the total project funds which is 26, 742 and 700 (1.4%). Chile,

M&E funds is 582,676 out of the total project funds which is 34,491,969(1.7%) (Lamy and Lessard, 2001)

To be effective, the adoptions of M&E system need to be supported with a realistic and a clear budget. Knowing what to include in the M&E budget is not always as clear as in other areas of the project as may M&E functions and activities overlap with implementation and management activities. It is critical to include M&E cost in the management cost, M&E cost should be stated clearly. Managers should avoid putting M&E under the heading "project management" as this makes it very unclear what is available for the adoption of M&E system (Lamy and Lessard, 2001).

Project budget should be made and should provide a clear and adequate provision for monitoring and evaluation activities. A monitoring and evaluation budget can be clearly delimited within the overall project budget to give the adoption for the M&E system due to the recognition it plays in the project management (Gyorkos, 2003 and McCoy et al, 2005). Some authors argue for a monitoring and evaluation budget to be about 5% to 10% of the total budget (Kelly and Magongo, 2004 and AIDS Alliance, 2006). The intention with this practice is not to be prescriptive of the percentage that is adequate, but to come up with sufficient funds to facilitate monitoring and evaluation when they are due. It also ensures that monitoring and evaluation are not treated as peripheral function.

Regardless of how the M&E budget is calculated, it will always overlap to some degree with other project activities. For example, about 78% of total annual funds for the MARENASS Project in Peru goes directly to the farmer's management of their own community development plans, with the remainder going to two components, project

management and M&E. Yet even with these two components, many costs were related to community development such as festivals, communication bulletins, raising this figure to 82.85%. So the funds left for the adoption of the M&E system is too minimal that has resulted to poor or no adoption of M&E system for the project management among NGOs (Forman, 2001).

PASSIA (2004), further argues that poorly designed projects are hard to monitor and evaluate. The project plan defines the project budget and schedule of activities and outputs which acts as baselines against which implementation performance is assessed periodically during the project monitoring process. Monitoring and evaluation can be as good as the project plan, if Project plans is flawed and unrealistic then adoption of monitoring and evaluation system will not be of any significant value to the project stakeholders.

Financial resources should be tracked with project budget with the project activities having cost attached to them, with comparison of what has been spent on project activities with what should have been spent has per planned expenditure in the budget (Crawford and Bryce, 2003). Developing countries are increasing finding it worthwhile to establish cross-border projects. These countries are still faced with enormous financial constrains which inhibits efficient international project delivery and achievement of development targets. To date the project has granted more than 1,000,000 US &to local in almost 20 countries. Many of these grants did not exceed 10,000 USD. With focused technical inputs and adoption of M&E system, local organizations can provide high quality. (Crawford, 2003)

2.3 Staff Knowledge and Skills and adoption of Monitoring and Evaluation system

When asked why a project M&E system is not working, a common response is poor or insufficient knowledge and skills. A most common answer to inadequate skills and knowledge is let's send the M&E Officer on a training course where new knowledge can be heard and new skills can be practiced. Although training course can provide valuable input, every course has limitations. In practice skills and knowledge is built on the job through concrete experience. (UNDP, 1998).

For an effective adoption of M&E system, you need skilled people who can, between them, fulfill the M&E functions and tasks. Key tasks include; designing the general outline of the M&E system, setting up and operating supportive computerized system; facilitating learning in reflective events and managing of communication of M&E findings. Meeting skills and knowledge needs will require training the staff (internally or via external course), hiring already trained people. Even the most trained M&E professional will need to upgrade skills and understanding. Field officers will require continual skills building as information needs in a project shift and new methods of data collection and analysis are required (UNDP, 1998)

In India, the feedback on M&E from one project reported, "the report has gone into intensive and continuous training of Project Implementer staff for the adoption of M&E system and the managers were quite satisfied with the quality and timeliness of reports" (Lamy and Lessard, 2001).

In Bangladesh, when ADIP Project started discussing the adoption of M&E system the project did not know how to undertake it. The implementing partners also were unclear on how to proceed with M&E System. While some partners were implementing elements of participatory monitoring they had not been selected for their experience with

M&E. the project was unable to provide necessary guidance as it had no or strategy on the adoption of M&E system and did not possess the necessary experience, capacity or financial resources. Project Manager has always relied on external consultants and so had no internal skills. To rectify the situation the project managers needed training (Guijt, and Gaventa, 1998).

In a project in Nepal and Zimbabwe, Project Implementer staffs were trained on developing an M&E plan. The M&E plan was merged with project management training needs. Three levels of staff were to be trained, senior management, middle level staff and field staff below district level and community workers (Lamy and Lessard, 2001).

In Tanzania, one project recognized the adoption of good quality M&E system among the projects and implementation staff, and attempted this by changing its staff selection procedure to advertise positions outside the government, rather than only within. This offered more chance of finding someone with the right qualifications. (Lamy and Lessard, 2001).

According to Ramesh, et al (2002), Human resources on the project should be given clear job allocation and designation by fitting their expertise, if they are inadequate then training for the requisite skills should be arranged. For projects with staff that they are sent out in the field to carryout project activities on their own there is need for constant and intensive on site support to the outfield staff.

Hughes and Gibbs et al, (2002), argue that lack of adequate monitoring and evaluation expertise or capacity among the local NGOs is one area that has been highlighted by several scholars. The adoption of monitoring and evaluation requires a specific skills expertise such as monitoring and evaluation design skills particularly log

frame design, indicator setting; both qualitative and quantitative, design of data collection instruments including questionnaires, focus discussion guidance, other necessary skills include data collection skills such conducting interviews, conducting focus group discussions, data analysis and report writing skills.

Kelly and Magongo (2004) noted that some of the highlighted skills may be available in the NGOs but not all of it and in their research they noted that skills such as advanced data analysis, conducting of focus group discussion, qualitative indicator setting are very scarce among the Local NGOs in Swaziland. The local NGOs may not be in a position to procure them implying that these areas that require these skills are not done and hence the adoption of monitoring and evaluation system is not effectively done. Gilliam et al, (2003), also argues that this translates into shortage of quality data which makes decision making on the project to be based on intuition not solid data.

According to Kelly and Magongo (2004), there should be an individual who is directly in charge of the monitoring and evaluation as a main function. Having staff clearly designed with monitoring and evaluation system due somebody is available to do it, and staff appreciate that the project managers value monitoring and evaluation not as a compliance to the funding agency but as a tool for project management, learning and improving on the performance of the project.

In Kenya, NGOs projects may not be as effective as claimed, the professional skills of NGO staff, the accountability of NGOs to the grassroots, strategic planning, adoption of monitoring and evaluation poorly developed. Project managers should have asset of knowledge and skills and monitoring and evaluation systems beyond traditional project financing and management. (ISNAR, 2001).

The level of capacity of project managers can foster the development of organizational confidence, creativity, independence and effectiveness, improving NGOs performance and bringing benefits to the communities they serve (Ferri, 2004).

The limited exposure of NGO staff to development-related information and skills and adoption of M&E system coupled with constraints of donor funding has inhibited the development of an independent NGO. M&E training tied up with donor funding has put NGOs in no position to challenge policies and approaches. The predominance of low quality donor funding, i.e. low-level, short-term and Project-specific, means a hand-to-mouth existence for most NGOs and severely limited opportunities for organizational growth. On the other hand, higher levels of funding tend to come with high conditionality. With practically no alternatives for self-sustainability, NGOs are prone to fit the bill of what they perceive donors' expectations to be (Adams and Garbutt, 2008).

Odhiambo (2000), did a study on challenges facing monitoring and evaluation practices in Kenya. He observed that evaluation has yet to reach acceptable level of operation, evaluation when carried out, deal more with inputs and outputs than with impacts. He also noted that there is lack of professionalism on the part of qualified practitioners as there are few academically trained evaluators.

Matanga (2002), did a study on Non-Governmental Organizations and the politics or rural development in Kenya with particular reference to Western Province, Matanga (2000), stated that further training of project managers is very critical because they are overall administrators at the grassroots where NGOs projects are actually implemented. He used self administered questionnaires. He also used the following respondents;

Governmental officials, NGO project managers, NGO beneficiaries and the local people. This study was different because it used questionnaires, interview schedules and document analysis guide. This study investigated the knowledge and skills of project managers and staff on adoption of monitoring and evaluation system for project management among NGOs in Rarieda District.

2.4 Donor influence and Adoption of monitoring and Evaluation System

NGOs also face a challenge of multiple monitoring and evaluation requirements in the case of those NGOs with more than one donor or with one that has very stringent requirements (Gilliam et al, 2003). This translates into excessive burden to the NGOs to conform to those requirements; this acerbates the problem of stretched capacity on the project in terms of manpower. These stringent donor funding requirements also perpetuate the practice of emphasis on upward accountability to the donor with minimum or no accountability to other stakeholders including the beneficiaries. Disregard to the beneficiaries and other stakeholders are counterproductive because it results in lack of ownership of the project and hence the adoption of monitoring and evaluation system becomes difficult and hence lack of sustainability of project when the donors withdraw the funding (Gilliam et al, 2003).

In China, the opportunities for NGO lie in their adjustment to international criteria against the background of globalization. Chinese NGOs are able to receive international funding and to work according to international donor regulations. In China there are still nonsufficient Monitoring and Evaluation system to measure the accountability. NGOs lack strong network of support. The legal framework lacks policy regulations and a functional legal environment. The existing administrative system also limits the adoption

of M&E system in NGO projects. The awareness of civil society is still weak and donation is government driven (Ming, 2001).

In Kenya, the donors provide a preset monitoring and evaluation reporting of format that the implementing agency has to adhere to. All that the implementing staff has to do is collect data that goes into filling this report to passing over to donor. The most emphasis is on the monitoring and evaluation needs of the donor as opposed to other stakeholders (World Bank, 2004).

Programme Managers are often asked to develop monitoring and evaluation systems that measure the aims and objectives of their projects. This apparent straight forward request immediately leads to a number of problems; first, not enough time is given to clarify the extremely complex social development objectives stakeholders are hoping to address within any project, or to establish the logical links between the problem and purpose statements, the objectives and activities. With little time available objectives would be developed by the managers themselves, sometimes with limited assistance from other stakeholders; second, the managers are appointed to manage a project once the funds have been secured and after the project outline has been developed and the objectives set-again with no opportunity for their participation or input and little consideration to integrating a participatory approach to Monitoring and Evaluation. These problems have resulted to poor or no adoption of monitoring and evaluation system for project management among NGO projects (Adams, 2001).

The use of pooled funds is preferred by some donors in some context. This can be seen as a compromise modality. Which enables some form of expenditure in preference to direct budget support. Local funds are a particular form of pooled funds,

created to disburse funds locally and are both financing instruments and funding agencies. These funds are controlled by donors and adoption of M&E system is given the last priority (Giffen, 2009).

2.5 The need for stakeholder's involvement and adoption of Monitoring and Evaluation system

Definition and concept of stakeholder's participation in development have evolved over time. Their roots can be traced back to community and popular participation promoted mainly by non-governmental organizations (NGOs) in the 1950s and 1960s. In the late 1970s and 1980s multilateral agencies such as FAO, ILO also began to promote stakeholder participation in development projects and programmes. The limited success of many development initiatives was attributed to failure to involve people in the adoption of monitoring and evaluation system for project management (FAO, 1990, World Bank, 1998).

The APM body of Knowledge (2006, page 128) defines a project brief as: "A high level outline of stakeholders needs and requirements for a project," it also defines projects success as the satisfaction of the stakeholders needs and is measured by success criteria set at the beginning of the project. This implies that at the end of the project there is need to evaluate how successful the project has been in relationship with the earlier set criterion by the stakeholders.

Monitoring and Evaluation should be Integral components of the project management cycle including project planning and design. Thinking in terms of monitoring and evaluation at the design stage facilitates the project stakeholders to think in terms of performance measurement even before implementation starts with a clear picture of expectations of what a successful project would look like (PASSIA, 2004).

The World Bank (2004), states that stakeholders should be involved in identifying the project, the objectives and goals and identification of indicators that will be used in monitoring and evaluation. The stakeholders are also involved in collection and analysis of the data and capturing the lessons. The role of the managers of the projects is to facilitate the monitoring and evaluation process.

The ideal way is the involvement of all stakeholders including the donors, community, beneficiaries and people involved in the planning and implementation of the project in all stages of monitoring and evaluation throughout the duration of the project. In consultation and collaboration with all these, they determine what is to be monitored and evaluated, how monitoring and evaluation is to take place including identification of indicators, they do the analysis of the data and assess the performance of the project and be able to generate guidance on how to proceed with the project (CORE, 2006; and Bradle et al, 2002).

In Kenya, stakeholders should be involved in the development of projects. This was tried in 1984 through the District Focus for the Rural Development (DFRD) which emphasized community participation. However, formal institutions at local levels, chiefs and councilors were used to the exclusion of other stakeholders thereby leading to resentment of their programme undertaking (Gulleth, 1991).

Existing literature suggest that lack of stakeholder's participation in the adoption of monitoring and evaluation system is the barrier to proper monitoring and evaluation. Stakeholders participation in the entire project is very critical because it is evident that as soon as the donors pull out from the project site and technicians leave the project collapse.

Stakeholders involvement increases the legitimacy of the decision-making process and reinforcement of democratic practices (NEA, 2004). The project team must also pay proper attention to the identification and impact assessment of projects decisions made by stakeholders outside their influence authority (Ireland, 2002). Project monitoring consist of the collection and interpretation of data and reporting information in relation to the project plans, planning and requirements, close interaction with the stakeholders is needed.

Lock (2007), observed that early involvement of stakeholders in the adoption of monitoring and evaluation system may also pose some disadvantages. The slowing down of the decision making progress is often mentioned which may turn out costly and very undesired for in the current economic situation. As the range and nature of stakeholders in the project monitoring and evaluation will vary, the appropriate means and depth of dealing with the parties should be properly assessed; spending valuable time on insignificant stakeholders is money down the drain. An increased number of stakeholders will mean more influence, so substantial alignment is needed.

Orna and Koning (2003), states that more parties will be disappointed, as not all wishes may become reality and stakeholders may create excessive expectations. This will also be the case monitoring the project under time-pressure or without stakeholders; as a result parties may feel passed-on and demotivated. Stakeholder involvement may also become entangled when the view and opinion of stakeholder changes over time when complexity increases and insight may decrease.

Lack of space for key project stakeholders to be involved in the adoption of the monitoring and evaluation system leaves outcomes and impacts to be measured by

experts who have no vested interest in the success of the project other than for reporting to senior managers or even donors (INTRAC, 2008).

Allando (2005), did a study on partnership in the design of monitoring and evaluation for community water projects. He observed that participatory project monitoring and evaluation is one way through which various stakeholders and especially the primary stakeholder can be involved in managing the local projects. He used random sampling technique, information interview, household interviews and direct observation. This study used questionnaires; interview schedules and document analysis guide. It investigated the need for stakeholder involvement in the adoption of monitoring and evaluation system for project management among NGOs in Rarieda District.

Awiti (2001), carried out a study on limits on operation of community action plan: the challenges of Kusa Development Projects. His objective was to look at the reasons why action plans formulated together with community members are not fully implemented or do not adequately meet the expectations of the intended beneficiaries in the long run. This study was different from the above study because it investigated the need for stakeholder involvement in the adoption of M&E System for project management among NGO Project in Rarieda District.

2.6 Theoretical framework

According to Davidson (2008), a theory is a set of properly argued ideas intended to explain a phenomenal by specifying variables of the laws that relate the variables to each other. This study was modeled on theory based evaluations. It allowed an in-depth understanding of a programme or project. It applies a system approach where the success of an intervention is affected by other factors in the environment which should be

identified and how they might interact, it can then be decided which steps should be monitored as the program develops to see how well they are in fact borne out

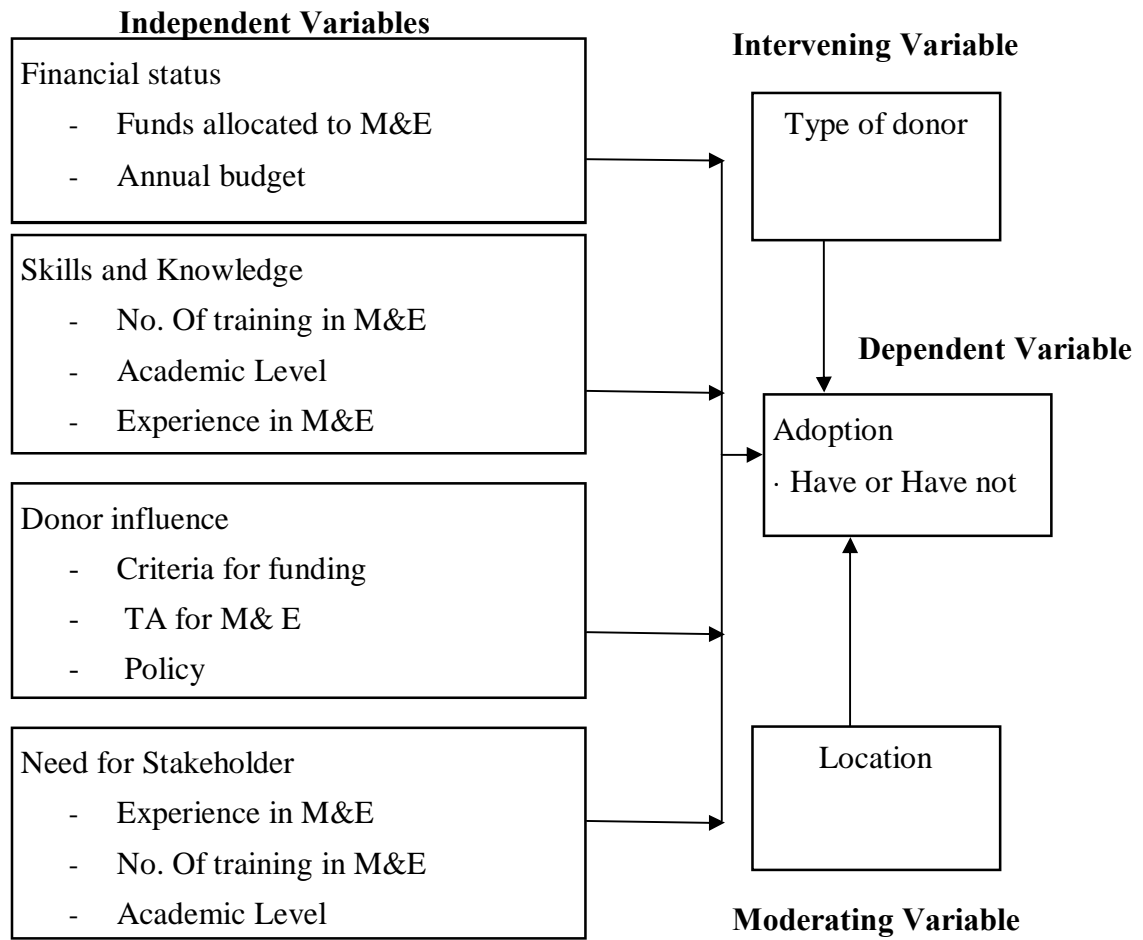
Vamopen (1994) as quoted by Aune (2000) argues that planners of the project from the onset think in terms of measuring performance by identifying the measures and criteria for success during the planning stage.

2.7 Conceptual framework

This section describes the conceptual framework that guided the study.

Figure 2.1 Conceptual Framework

The conceptual framework presented in figure 2.1 below gives the idea of the study.



Source: Self conceptualized

According to Orodho (2004), a conceptual framework is a model of presentation where a researcher represents the relationship between variables in the study and show relationship graphically or diagrammatically. This gave over view of the relationship between the variables to be tested and their relevance to monitoring and evaluation of projects.

Conceptual framework for this study was based on the idea that adoption of monitoring and evaluation system which is of high quality in terms of producing good results that the project needs, such M&E systems need effective stakeholder involvement, enough funds allocated to M&E, adequate skills and knowledge on M&E, and limited donor influence. On the other hand if funds allocated to M&E, is not adequate, no adequate skills and knowledge on M&E, high donor influence and no stakeholder involvement then there will be poor or no adoption of M&E system for project management among NGOs in Rarieda District.

2.8 Summary of Literature Review

The literature captured in this section has been on the concept of factors influencing adoption of M&E system for project management among NGOs. Good Project Management depends on the effective monitoring and evaluation system. The financial status of NGOs and how it influences adoption of M&E system has also been captured. The literature reviewed has revealed that the financial status greatly influence the way project performs. Lack of adequate financial resources to carry out monitoring and evaluation is one of the factors that influence adoption of monitoring and evaluation system for project management among NGOs. A good number of NGOs lack adequate funding for their activities, this means that the little resources available

are channeled to actual implementation of projects activities; monitoring and evaluation are looked as an expense that they cannot afford. Lack of funds means that NGOs not be in a position to bring external evaluators and it also means that they may not be able to afford computers and any other technology to aid the adoption of monitoring and evaluation system. The literature has also revealed that what to include in the M & E budget is not always as clear as in other areas of the project as many functions and activities overlap with implementation and management activities. So project budget should be made and should provide a clear adequate provision for monitoring and evaluation activities.

Staff knowledge and skills has also been considered. Literature reviewed has revealed that Project Implementer staff should acquire knowledge and skills in M&E to enhance project performance. The literature reviewed has also revealed that for an effective adoption of M&E system you need skilled people who can fulfill the M&E functions and tasks. Key tasks includes designing the outline of the M&E system. It has also revealed that human resources on the project should be given a clear job allocation and designation by fitting their expertise, if they are inadequate then training for the requisite skills should be arranged. It has also revealed that lack of adequate M&E expertise or capacity among the local NGOs is one area that has been highlighted by several scholars . The adoption of M&E system requires specific skills such as advance data analysis. Qualitative indicator setting that are very scarce among the local NGOs. The local NGOs may not be in a position to procure them implying that these areas that require these skill are not done and hence adoption of M&E is not effectively done. It was also noted that M&E has yet to reach acceptable level of operation, so

further training of the implementer staff is very critical so as to foster the development of NGOs and bring benefits to the communities they serve.

Donor influence and adoption of M&E system has also been considered. The literature has also captured details on how donors influence adoption of M & E system. It has been realized that NGOs also face a challenge of multiple monitoring and evaluation requirement, in the case of those NGOs with every stringent requirements. This translates into excessive burden to the NGOs to conform those requirements. This stringent donor funding requirement also perpetuate the practice of emphasis on upward accountability to the donor with minimum or no accountability to other stakeholder. The literature has also revealed that program managers are often asked to develop M& E system that measures the aims and objectives of their projects. This apparent straight forward request leads to a number of problems. First, no enough time is given to clarify some statement, objectives and activities that are supposed to be carried out in projects. Second, the managers are appointed once the funds have been secured and after the project outline has been developed and the objectives set again with no opportunity for their participation. These problems have resulted to poor or no adoption of M& E system for project management among NGOs projects.

The need for stakeholders involvement and adoption of M&E system. The literature has also captured the need for stakeholder involvement in adoption of M&E system.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Methodology describes the overall approach design .It is a strategy or a plan of action that links methods to outcome. It governs choice and use of methods (Creswell, 2003). This section outlined research design, target population, sample selection and sample size, research instruments, validity of the instruments, reliability of instruments, data collection procedures data analysis techniques and ethical consideration.

3.2 Research design

Descriptive survey design was adopted for this study. This design was suitable for the study since questionnaires, interview schedule and document analysis guide was used to collect data. This design was guided by contingency theory of Fiedler (1967), who points out that effective project performance could only be achieved by matching the manager to the situation or by changing the situation. The main advantage of this type of design is that it enabled the researcher to assess the situation within the study area at that time (Kothari, 2003). In the context of this research, researcher sought to investigate factors influencing adoption of monitoring and evaluation system among NGO projects.

3.3 Target population

The study was carried out in Rarieda District, Siaya County. Rarieda district is one of the districts in Siaya County. The district has a geographical area of 644 km² of which 399.6 km² is land while 244.4 km² is covered with water. It borders Bondo district to the North ó West, Kisumu to the East, Rachuonyo, Homabay and Suba Districts across Lake Victoria. The district has two administrative divisions namely: Madiany and Rarieda (Republic of Kenya, 2002). Rarieda District had a population of 122,000 people

in 2010. By 2011, Rarieda District had a total of 32 NGOs projects with at least 161 employees (District Gender, Children and Social Development Office 2011). These projects are distributed over the two divisions. The inhabitants of this district are mainly Luos whose economic activities are farming and fishing. The target population consisted of 32 NGO projects.

3.4 Sample size and sample selection

The study used the following sample size and sample selection.

3.4.1 Sample size

A total number of 161 of all the employees of NGOs were used for the study. Census survey was adopted. This means that there was no sample size for project managers, project monitoring and evaluation officers and Project Implementer staff used in this study because these respondents were drawn from all the 32 NGO projects. A sample of District M&E Officer was involved.

3.4.2 Sample selection

Purposive sampling was used to select 32 project managers, 32 monitoring and evaluation officials, 96 Project Implementer staff and 1 district M&E officer. The researcher used purposive sampling technique based on clear judgment that would yield considerable data needed information-rich cases.

A summary of the study population and sample size in Rarieda District as shown in table 3.1

Table 3.1 Study Population and Sample Size

Categories of respondents	study population	sample size
Project Managers	32	32
Project M&E Officers	32	32
Project Implementer Staff	96	96
District M&E Officer	1	1
Total	161	161

Source: District Gender, Children and Social Development Office

3.5 Research Instruments

The investigation was done using questionnaires, interview schedule and document analysis guide to meet the objectives. The questionnaires included both closed and open ended questions. The questionnaires were administered to all project managers, project monitoring and evaluation officers and project implementer staff. Shao (1999), a questionnaire is a formal set of questions or statements designed to gather information from the respondents that accomplish research objectives.

In this respect, the questionnaires were answered by the project managers, project M&E officers, project implementer staff that enabled us to know more about practices of the particular projects and the way they monitor and evaluate their projects. There were four types of questionnaires in this study namely; questionnaire for project managers, M&E officers and Project implementer staff.

The project managers for questionnaires had four sections. Section A dealt with demographic characteristics of the respondents, such as age, sex, level of Education. Section B included information related to sources of information about financial status of NGOs. Section C included information related to sources of information about donor influence and section D included information related to the need for stakeholder involvement in the adoption of M&E system. This approach was followed in project M&E officers, project implementer staff questionnaires as well as the interview schedule for District M&E Officer. The instruments were adopted from Odhiambo (2000) but modified to suit the present study. The questionnaires are attached to appendix B, C, D, E, F

Interview schedule was used as supplementary instrument to the questionnaires. It provided additional information which could not otherwise be obtained from the questionnaire. This varied with particular persons in specific circumstances and helped to ascertain opinion and attitude of the respondents. An interview schedule assisted the researcher in recording appropriate information. The guide had leading simple statements or questions to direct the interview in a way that maximum information was obtained at minimum time.

The researcher requested project managers to avail relevant documents on monitoring and evaluation for verification. The researcher studied monitoring and evaluation plan, circulars on M&E from the donors, the budget, inventory on purchases of equipment used for implementing projects and monitoring and evaluation findings.

3.5.1 Pilot Testing of Research Instruments

The purpose of pre ó testing was to asses clarity of the instruments, validity and reliability of each of the items in the questionnaire and sustainability of the language used in the instruments (Mugenda and Mugenda, 2003). Drafted questionnaire items were piloted in order to avoid threats of reliability revealing vague questions and unclear instruments. Mugenda theory of 10% of the total target population was used to arrive at four projects. To determine the reliability of the instruments, the test ó retest method was used to estimate the degree to which the same results could be obtained with repeated measures of the same concepts. To do these, questionnaires were given to the respondents from the two projects in Madiany Division and two from Rarieda Division. The field officers took the respondents through all the questions in the questionnaires to make them understand how to respond to the questions. They assured the respondents of confidentiality and anonymity of the information imparted.

The researcher asked the respondents to mark out the unclear questions and make suggestions for improvement. The answered questionnaires were scored and the improved questionnaires were given after two weeks and the answers were again scored. A comparison between the answers was done. Reliability co ó efficient was calculated and it was 0.5 that indicated that the instrument was valid.

3.5.2 Validity of the instruments

According to Borg and Gall (1996), validity is the degree to which a test measures what it purports to measure. Face validity of the research instruments was used because it is the only type validity that is relevant as far as the nature and the purpose of the questionnaires and interview schedules are concerned. To ensure face validity of the

research instruments, members of the department who are experts in the area of study scrutinized the research instruments. Their input was used in the final draft.

3.5.3 Reliability of the research instruments

Reliability is the measure of the degree to which a research instrument yields consistent results on data after repeated trials (Mugenda and Mugenda, 1999). A reliable instrument is one that produces consistent result when used more than once to collect data from samples drawn from same population. To ensure reliability of the research instruments, a pilot study was carried out in four projects prior to going out for the actual research. Test ó retest was used to estimate the degree to which the same results could be obtained with repeated measures of the same concepts. To do these, questionnaires were given to the respondents from the two projects in Madiany Division and two from Rarieda Division. The field officers took the respondents through all the questions in the questionnaires to make them understand how to respond to the questions. They assured the respondents of confidentiality and anonymity of the information imparted.

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3.6 Data collection procedures

The researcher obtained an introductory letter from the University and this was used to get a permit from National Council for Science and Technology (NCST). The researcher booked appointments with project managers of the selected projects within the

district and arranged for the date for data collection. The researcher personally administered the questionnaires for both the (pre ó test) and the main research. The researcher administered the instruments and collected them later. This gave respondents reasonable time to answer the instruments well by giving the appropriate information required for the study.

3.7: Data Analysis Techniques

Data was analyzed using descriptive survey design (Grinnel 1993). The descriptive analysis was appropriate for this study because it involved the description analysis and interpretation of circumstances prevailing at the time of study. Descriptive statistics that is frequencies, percentages and means were used to describe and summarize data. Information from the questionnaire and interviews were coded, variables transformed and relevant data put into computer for statistical analysis, frequencies and percentages of responses were calculated for each item category on the selected factors.

Frequency tables and means were used to summarize the data. Information from in depth interviews was organized in themes, categories and analyzed qualitatively using direct questions from District M&E Officer, information from project records on monitoring and evaluation activities was used to complement and cross check data collected using the main instruments.

The item on attitude and scale was coded using score value of the likert type of scales. The data was tallied and changed into percentages which were analyzed according to the degree of their response. Likert scales are a source of big debate in the academic that has ranged on for almost half a century (Villeman and Wilkinson, 1993). Some authors find the data means and standard deviations while some of the questions were

analyzed using frequencies developed by the Harvard Psychologist of ordinal, interval nominal and ration data with the "appropriate and permissible" statistical procedures to be misleading, not appropriate for all the different data (Villeman and Wilkinson, 1993). Scholars have argued that likert scale data like the one that was used in this survey for some of the question can be assumed and analyzed like internal data with means and standard deviations (Hand and Keynes, 1993).

3.8 Ethical Consideration

The researcher first obtained data collection authorization from the National Council of Science and Technology. Permission was then sorted from the Ministry of Education Science and Technology to carry research in Rarieda District. A copy of MOEST permission letter was forwarded to the D.E.O Rarieda District. Potential interviewees were presented with consent forms. The consent form described the type of study being done, its purpose, rights of all participants with special emphasis on participant's confidentiality and the right to withdraw from the study as deemed necessary. An assurance was given to the participants on confidentiality of their information by asking them not to include their names or any form of identification on the questionnaires. The researcher organized for preliminary visits to the sampled projects to verbally explain the purpose and importance of the study and to predict some challenges that would come with data collection.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSIONS

4.1 Introduction

This chapter presents data analysis in the following themes: response return data, demographic characteristics of the respondents, influence of financial status of NGOs on adoption of M&E system, influence of staff knowledge and skills on adoption of M&E system, donor influence on adoption of M&E system and the need for stakeholder involvement in adoption of M&E system.

4.2 Questionnaire return rate

Questionnaires were given to 32 Projects, whose names were obtained from District Gender Children and Social Development Office (2012). A total of 160 respondents were given questionnaires. After giving out the questionnaires, visits were made to the projects in order to persuade them to participate in the study. This was necessary in order to increase the response rate to an acceptable level. Different authors define the prescribe acceptable response rate for the survey. Baruch (2004) analyzed 175 surveys as reported in academic journals and found an average response rate at 36.1% with a standard deviation of 13.1%. In this study the 32 organizations that were targeted, 31 completed and returned the questionnaires. This shows that a total of 155 respondents returned the questionnaires. Table 4.1 shows the response rate of the study.

Table 4.1: The response rate of the study

Rate	Respondents	Percentage
Response	155	96.9
Non response	5	3.1
Total	160	100

Table 4.1 shows that the response rate was approximately 96.9%. This response rate is higher than the average rate of academic survey done among organizations (Baruch, 2004).

4.3: Demographic characteristics of the respondents

This section described the demographic characteristics of the respondents. The demographic information was collected on gender, age, level of education, occupation of the respondents, the duration for which they have been carrying out their projects and the nature of project implemented by the NGOs. These results were presented as follows in six themes mainly: the respondents' gender, respondents' age, respondents' level of education, respondents' occupation and respondents' participation.

4.3.1: Distribution of the respondents by gender

The study found it important to analyze gender distribution of the respondent. This was important because the study wanted to compare the level of participation in adoption of M&E system. Due to this, the respondents were asked to state the gender and the result were given in table 4.2

Table 4.2 Distribution of the respondents by gender

Gender	Frequency	Percentage
Male	115	74.2
Female	40	25.8
Total	155	100

Table 4.2 shows that majority of respondents 115 (74.2%) were of the male sex while 40 (25.8%) were females. This indicated that there are more males than females in monitoring and evaluation section.

This can be explained that projects have recognized the adoption of good quality M&E system among the projects and implementation staff, and have attempted this by changing its staff selection and procedure to advertise positions outside the government, rather than only within. This offered more chances of employing more male than female because of the right qualification and experience they have. (Lamy. and Lessard, 2001).

4.3.2: Distribution of respondents by age

The researcher found it very necessary to understand the age distribution of the respondents. This was because it could provide background for analysis of the factors influencing adoption of M&E system. For this purpose, the respondents were asked to state their ages and results were presented in table 4.3

Table 4.3 Distribution of respondents by age

Age of respondents	Frequency	Percentage
18 ó 28	22	14.2
29 ó 39	58	37.4
40 ó 49	50	32.3
50 and above	25	16.1
Total	155	100

Table 4.3 shows that majority of the respondents, 37.4% were between the age of 29 to 39 while 32.3% were between the age of 40 to 49 and 14.2% were between the age of 18 to 28 and 16.1% were 50 years and above.

It is evident that in terms of the human resources the NGOs did not have experienced personnel at their disposal for the projects they implemented. Most of the local NGO projects relied on inexperienced personnel (employing staff aged 18 ó 39) as opposed to experienced personnel (employing staff aged 40 ó 50). This is explained by the fact that most of the projects could not attract a lot of experienced personnel since they could not be able to adequately pay them because M&E budget is not always clear as many M&E functions and activities overlap with implementation and management activities. It is critical to include M&E cost in the management cost and so M&E cost should be stated clearly. Managers should avoid putting M&E under the heading 'Project Management' as this made it very unclear what is available for the adoption of M&E system (Lamy and Lessard , 2001).

4.3.3: Distribution of the respondents by level of education

The study found it necessary to analyze the level of education of the respondents who have participated in monitoring and evaluation of the project. This was considered as very important because the level of education also determines the level of understanding of M&E system. Respondents were asked their level of education and the results of the analysis were summarized in table 4.4

Table 4.4: Distribution of the respondents by level of education

Level of Education	Project Manager		PM&E Officers		Project Implementer Staff		Total	
	Freq	per	Freq	per	Freq	per	Freq	per
Certificate	5	16.1	8	25.8	82	88.2	95	61.3
Diploma	18	58.1	20	64.5	11	11.8	49	31.6
Degree	8	25.8	3	9.7	0	0	11	7.1
Master and above	0	0	0	0	0	0	0	0

Table 4.4 shows that majority of the respondents who had participated in adoption of M&E system 61.3% had certificate level of education followed by 31.6% who had diploma level of education and 7.1% had degree education. Therefore the study established that 25.8% of project managers had bachelor of degrees certificates while 58.1% had attained diploma education while 61.1% had attained certificate education and none had attained master degree. The study further established that 9.7% of PM&E Officers had a bachelor of degree certificate while 64.5% had attained diploma level of education while 25.8% had attained certificate level of education and none had attained master degree. 11.8% of Project Implementer Staff had diploma education while 88.2% had certificate education and none had attained degree and master degree.

According to the findings of this study, there is lack of professionalism on the part of qualified practitioners and there are few academically trained evaluators. Those who carry out evaluations do not have any characteristics of expert's evaluators. For a long time in the government there has been no central monitoring and evaluation (M&E) of programs and projects, except for financial auditing. The support that monitoring and evaluation system can offer when adopted in institutional development is often not fully understood (Odhiambo, 2000). This explains why most of the monitoring and evaluation

staff are certificate and diploma holders. This also indicate that human resources on the project should be given a clear job allocation and designation by fitting their expertise, if most of them are certificate and diploma holders the training for the requisite skills should be arranged (Ramesh, et, al, 2002).

Lack of adequate financial resources to carry out monitoring and evaluation was one of the factors that influenced the adoption of monitoring and evaluation system. A good number of NGOs lack adequate funding for their activities; monitoring and evaluation are looked at as an expense that they cannot afford and so employing most of the certificate and diploma holders enabled them to pay low wages than employing the degree and master holders who will require high wages (Gibbs et al, 2002 and Gilliam et al, 2003).

4.3.4: Distribution of the respondents by occupation

One hundred and sixty staff who works in projects was interviewed to find out their current positions. The study sort to establish the current position of the staff. To answer this, a question of their current position was asked and the responses are in table 4.5

Table 4.5 distribution of the respondents by occupation

Responses	Frequency	Percentage
Project Managers	31	20
PM&E Officers	31	20
Project Implementer Staff	93	60
Total	155	100

Table 4.5 shows that 20% of the respondents were project managers, 20% were PM&E Officers and 60% of the respondents were project implementers.

This is explained by the fact that there should be an individual who is directly in charge of monitoring and evaluation as a main function. Having staff clearly designed with monitoring and evaluation system, somebody is available to do the management and implementer staff appreciates that project M&E officers and project managers value monitoring and evaluation not as a compliance to the funding agency but as a tool for project management (Kelly and Magongo, 2004). So project managers and PM&E officers should have a set of knowledge and skills of monitoring and evaluation system beyond project financing and management (ISNAR, 2001). Project managers are often asked to develop monitoring and evaluation systems that measure the aims and objectives of their project. This would enable implementer staff to go out and evaluate the project activities effectively (Adams, 2001).

4.3.5: Distribution of the respondents' in terms of the duration of their projects

The study found it important to analyze the duration for which the projects have been carried out. This was considered as important because the duration also determines the extent to which monitoring and evaluation has been carried out on the projects. Respondents were asked the duration of their projects and the result of their analysis was summarized in table 4.6.

Table 4.6: The distribution of the respondents' in terms of the duration of their projects

Duration	Frequency	Percentage
0 ó 3	0	0
4 ó 5	80	51
7 ó 9	40	26
10 and above	35	23
Total	155	100

Table 4.6 Shows that majority of the respondents, 77% (51% + 26%) have been implementing socio ó economic mitigation (care of orphans, widows, elderly) and HIV/AIDS projects for five years and above. There was significant increase in the number of organizations carrying out these activities over time. This can be attributed to the increasing community needs as the HIV/AIDS pandemic grew over time. There is also an increased number of NGOs at the time when the global fund provided funds to the NGOs; the increase can be attributed to desire by the civil society to tap into this money and use it in projects that were not within the schedule.

Findings of the study, corroborate this argument, activities of some NGOs were suspended or scaled back when the global cut off its funding for other project activities

According to Korach (2003), there are about two million operating NGOs. This has spawned demand for greater transparency among government, funders and the public. So there has been a growing concern about identifying the achievements of NGOs. This has been evident in the literature on the monitoring and evaluation of NGO activities. There have been reports in the media decrying the inadequate monitoring and evaluation of projects implemented by NGOs (Crawford, 2004). For example the USD 18 million was approved and provided by the global funds to fight AIDS, tuberculosis and malaria.

There was an outcry on how the resources were being used because it became very difficult to come to persuasive conclusion about the result of their work (Crawford, 2004). The findings of this study corroborate this argument and activities of some NGOs were suspended or scaled back when the global reduced its funding.

4.3.6: Distribution of the respondents by nature of projects implemented by NGOs

Data for this was analyzed using frequencies. The respondents were asked which type of project activities they were implementing. The result of the analysis was summarized in table 4.7

Table 4.7: Distribution of the respondents by nature of projects implemented by NGOs

Type of projects implemented	Frequency	Percentage
Care and support of sick (CCS)	10	7
Human Rights and Advocacy (HRA)	15	10
Socio ó economic Mitigation (SEC) (Care of Orphans, Widows and Elderly)	50	32
Behavioral Change Com (BCC)	25	16
Adolescent Reproductive Health Project (ARH)	20	13
HIV/AIDS Project	35	23
Total	155	100

Table 4.7 Shows that most NGOs were implementing more than one type of project. The table illustrates that socio ó economic mitigation projects are the most frequent. These projects were identified by 32% of the respondents as the projects they

were involved in. This can be explained as the donors are putting a lot of funds on taking care of the orphans, widows and elderly. The prevention of new infections as the most way of defeating HIV/AIDS (NACA, 2003) was identified by 23% of the respondents. Behavioral change communication activities were identified by 16%. BCC activities do not need a lot of resources in terms of man power and finances and they can cover a large area. The least implemented projects were: Care and support of the sick with only 7%. CSS require a lot of resources to have a big reach in terms of coverage. This explained lack of funds to increase their catchment area; Human Rights and Advocacy Projects with only 10% of the projects implemented by them. This can be attributed to the fact that the human rights based approach to HIV/AIDS is a relatively new concept (Ilako et al, 2004) and that it requires expertise that is lacking within the NGOs.

After examining the distribution of the respondents the subsequent sections highlight and discuss the findings of the research under the various themes: Financial status of NGOs, Staff knowledge and skills, Donor influence and the need for Stakeholder involvement on adoption of M&E system.

4.4: Financial status of NGOS and adoption of monitoring and evaluation system

One of the objectives was to examine the extent to which financial status of NGOs influence adoption M&E system in the projects. To achieve this objective, respondents were asked to respond to various questions under the following sub-themes: annual budget and funds allocated to M&E.

According to this study, there is lack of professionalism on the part of qualified practitioners and there are few academically trained evaluators. Thos who carry out evaluations do not have any characteristics of expert evaluations for a long time in the

government there has been no central monitoring and evaluation (M&E) of programs and projects, except financial auditing. The support that monitoring and evaluation system can offer when adopted in institutional development is often not fully understood. (Odhiambo, 2000).

4.4.1: Annual Budget and adoption of monitoring and evaluation system

The findings related to NGO budget are discussed under the following sub ó headings, size of budget, source of donor funds and extent of donor contribution to the NGO budget.

Size of budget

Table 4.8 illustrates the response to the question that sought to determine the size of the budget in different projects in Rarieda District that was spent in the previous year by the NGOs.

Table 4.8: Size of the NGO budget spent in the previous year.

NGO Budget	Frequency	Percentage
Less than 50,000	00	00
50,000 ó 99,999	15	10
100,000 ó 149,000	15	10
150,000 ó 199,999	75	48
200,000 ó 250,000	25	16
250,000 and above	25	16
Total	155	100

Table 4.8 Shows that 84% (64% + 10% + 10%) of the respondents had an annual budget of less than 250,000. Only 16% of the respondents had a budget of 250,000 and above. It is evident that majority of the NGOs had small budgets to spend on different

project activities e.g. HIV/AIDS activities. This can be attributed to lack of funds from donors or recent suspension of funding from the global funds (BOPA 2006, and Motlaloso, 2006).

Extent of donor contribution

The contribution in percentage of donors to the total budget spent on project activities. The response are shown in table 4.9

Table 4.9: Extent of donor contribution to NGO budget

Donor contribution to NGO budget	Frequency	Percentage
0 ó 25%	10	7
26 ó 50%	30	19
51 ó 75%	0	0
76 ó 100%	115	74
Total	155	100

Table 4.9 shows that 74% of the respondents received between 76 ó 100 percent of their budget from donors. Only 26% (19% + 7%) had a donor contribution of less than 50% of their budgets. It is evident that most of the NGOs are heavily reliant on donors to fund their projects. This is highly disadvantageous in that in case the donors withdraw their funding as was the case with the global fund, the activities of the NGO would stall (BODA, 2006; and Matlaloso, 2006).

Donor source of funding

Table 4.10: Donor source of funding to the NGO projects.

Source of Funding	Frequency	Percentage
International Donor	21	64.5
Agencies	18	58.1
Government Bodies	10	32.3
Corporate Companies	13	42.0
Private Donors	3	9.7
No Funding	00	00

Table 4.10 shows that projects had more than one source of donor funding for their project activities. Of which 9.7% indicated that they did not have any donor funding for their activities. The most frequent source was from donors with a percentage of 64.5%. The least frequent source was from corporate companies with a percentage of 32.3%.

4.4.2: Funds allocated to adoption of monitoring and evaluation system.

The findings related to funds allocated to M&E system are discussed under the following sub headings: M&E budget, contribution in percentage of donor to the total budget spent on adoption of M&E system and availability of adequate funds for monitoring and evaluation.

Monitoring and Evaluation Budget

The respondents were probed for whether monitoring and evaluation system had a separate budget with a special vote within the project budget. Table 4.11 shows the findings to the question.

Table 4.11: Monitoring and Evaluation Budgets.

M&E Budget	Respondents	Percentage
Separate budget	10	6.5
Budget not separate	145	93.5
Total	155	100

Table 4.11 show that 93.4% of the respondents did not have a separate budget with a special vote arrangement for monitoring and evaluation system. This means that the majority of the NGOs did not have a clear and separate financial provision for monitoring and evaluation system. The implication of this is that monitoring and evaluation system was not given the due recognition they deserve (Gyorko, 2003; and McCoy et al, 2005) and monitoring and evaluation system were only done at the whims of the project managers, this would result to some activities not being done at all. This would result in effective and inadequate adoption of monitoring and evaluation system in projects.

4.4.3 Contribution in percentage of donor to the total budget spent on adoption of monitoring and evaluation system.

The respondents were probed for the contribution in percentage of donors to the total budget spent on adoption of monitoring and evaluation system last year. The findings to these questions are shown in table 4.12.

Table 4.12: Monitoring and Evaluation budget constitution to total budget

Donors contribution to the total budget	Frequency	Percentage
0 ó 25%	40	26
26 ó 55%	10	6
56 ó 75%	20	13
76 ó 100%	0	0
No specific percentage	85	55
Total	155	100

Table 4.12 shows that 55% of the respondents did not have specific percentage of budgetary allocation to monitoring and evaluation system. This was the majority of the respondents. 26% of the respondents had budgetary allocation of less than 25% assigned to monitoring and evaluation system. Only 19% (13% + 6%) had the recommended budgetary allocation range of 26% to 75% (Kelly and Magongo, 2004: IFRC, 2001: and AIDS alliance, 2006). It is evident that majority of the respondents did not allocate the optimum budget for adoption of monitoring and evaluation system. This had the effect that monitoring and evaluation of activities suffered a risk of being missed since majority of the respondents did not have any specific budgetary allocation to them.

Availability of adequate funds

The study sought to establish the availability of finances amongst the respondents to adoption of monitoring and evaluation system. The findings were summarized in table 4.13

Table 4.13: Findings to the monitoring and evaluation issues

Items	Mean	SD	Interpretation
Item 2.5: Adequate funds	3.00	1.95	Finances not adequate
Item 3.4: Impact of training	2.25	0.76	No impact of training
Item 3.5: Types of evaluation			
Mid term	3.01	0.82	Strong agreement on
Summative	1.45	1.21	summative evaluation
Item 4.3: Funding requirements	1.29	0.49	Strong agreement on
			funding requirement
Item 4.4: Reporting requirements	1.30	0.46	Very strict donor
			requirement
Item 4.5: Release of donor funds	2.20	0.73	Mixed opinion

Table 4.13 Shows that the mean score was 3.00 interpreted to mean that the NGOs faced a challenge of inadequate finances to adopt monitoring and evaluation system in projects they implement. These findings were consistent with the findings of Gibbs et al, 2002: and Gilliam et al, 2003). However a standard deviation of 1.95 implied a wide variation in response with some reporting that they had adequate finances and others to the contrary.

Without adequate finances the NGOs are forced to scale back on some of the monitoring and evaluation activities they were supposed to carry out. This would have an implication of inadequate and in effective monitoring and evaluation system in most of the projects the respondents implemented.

4.5: Staff knowledge and skills and adoption of monitoring and evaluation system

The second objective of the study was to determine the level at which staff knowledge and skills influence adoption of M&E system for project management among

NGOs in Rarieda District. To achieve this objective, respondents were asked to respond to various items under the following themes: number of training in M&E, academic level and experience in M&E.

4.5.1: Number of training in M&E

The researcher found it very necessary to analyze the number of training in M&E. this was considered important because the number of trained staff on M&E will influence the adoption of M&E system. Respondents were asked if they have attended any training on management of projects, monitoring and evaluation and the duration of training. The respondents were categorized into trained staff and non trained staff. The findings to the items are shown in table 4.14.

Table 4.14: Monitoring and Evaluation Staff

Number of M&E Staff	Trained staff		Non trained staff	
	Frequency	Percentage	Frequency	Percentage
0 ó 3	30	19.4	10	6.5
4 ó 7	108	69.7	16	10.3
8 ó 11	12	7.7	23	14.8
Over 11	5	3.2	106	68.4
Total	155	100	155	100

Table 4.14 shows that 89.1% (69.7% + 19.4%) of the respondents had less than seven trained M&E staff. Only 10.9% (7.7% + 3.2%) of the respondents had more than

eight trained M&E staff. The table further shows that 83.2% (68.4% + 14.8) of the respondents had more than eight untrained staff and only 16.8% (6.5% + 10.3%) had less than seven untrained M&E staff. It is clear that in terms of trained M&E staff the NGOs did not have adequate trained personnel at their disposal for the adoption of M&E System. They relied on untrained M&E staff as opposed to trained personnel. This explained by the fact that M&E was a new concept amongst the NGOs. This can be explained that most projects started discussing the adoption of M&E system as the projects did not know how to undertake it. The implementation partners were also unclear on how to proceed with adoption of M&E system. While some projects were implementing elements of participatory monitoring. The projects were unable to provide necessary guidance as it had no or strategy on the adoption of M&E system and did not possess the necessary experience, capacity or financial resources. Project managers always relied on external consultations and so had no internal skills. To rectify the situation the project managers needed training to be well conversant with the concept of M&E (Guijt and Gaventa, 1998).

The findings of the study shows that some of the highlighted skills may be available in the NGOs projects but not all of it. In their research they noted that skills such as advanced data analysis were not available in most of the projects and so local NGOs may not adopt M&E system effectively (Kelly and Magongo, 2004).

The study also shows that lack of adequate monitoring and evaluation expertise among the local NGOs, is one area that has been highlighted by several scholars. The adoption of M&E requires a specific skills and expertise such as monitoring and evaluation design skills particularly log frame design and indicator setting (Hughes and Gibbs et al, 2002).

According to lamy and Lessar, (2001), it is very unclear, the percentage allocated for the adoption of M&E system and so it seems to be a new concept in most of the NGO projects.

Adams, (2008) stated that none of the projects have a clear allocation of the funds for adoption monitoring and evaluation system so it seems to be a new concept in most of the projects. Some respondents observed that donors do not support this area of training. This can also be viewed as NGOs could not attract a lot of trained M&E staff since they could not be able to adequately remunerate them as illustrated by the findings of the research which showed that big percentage of NGOs had a budget of 250,000 and below. Despite the fact that trained M&E staff the NGOs had were limited, it is imperative that their deployment on monitoring and evaluation of project activities is managed and controlled effectively if the projects were to achieve their objectives.

4.5.2: Staff Experience in Monitoring and Evaluation

The study found it necessary to analyze the experience of the respondents who have participated in monitoring and evaluation of the projects. This was considered important because the experience of M&E staff influence adoption of M&E system. The result were summarized in table 4.15.

Table 4.15 Staff Experience in M&E

Years	Frequency	Percentage
Below 1 year	45	29.0
2 ó 6	60	38.7
7 ó 10	30	19.4
11 and above	20	12.9
Total	155	100

Table 4.15 shows that 67.7% (29.0% + 38.7%) of the respondents had less than six years of experience. Only 32.3% (19.4% + 12.9%) had more than seven years of experience in M&E. It is evident that experienced M&E staff the NGOs have is not adequate. This is explained by the fact that there is loss of experienced personnel due to high staff turnover. This could be associated with lack of financial resources to adequately train them and remunerate them so the staff opt for greener pastures.

Lamy (2001), stated that the cost and resources of the adoption of the M&E system is USD 13,173. The annual budget includes specific training for staff in the M&E techniques, extra meetings with stakeholders for designing M&E system; addition meetings for local level analysis, short training workshop on key steps in designing M&E and specific elements such as indicators and methods. This indicates that there is lack of financial resources allocated for training M&E staff and most of them do not have enough experience to adopt M&E system.

Lamy and Lessard, (2001) observed that funds allocated for the adoption of M&E system is 370,700 out of the total project funds which is 26,742 and 700 (1.4%) and in some projects funds allocated for M&E is 582,676 out of the total budget which is 34,491,969 (1.7%). This indicates clearly that many projects lack financial resources to adequately train the M&E and remunerate them well.

A monitoring and evaluation budget should be clearly delimited within the overall project budget to give the adoption of M&E system due recognition in the project management (Gyorkos, 2003 and Mc Coy et al, 2005). This will enable M&E staff to have adequate training and be remunerated well and this will lead to effective management of the projects.

4.5.3: The impact of training on the project management

The study sought to determine from a few respondents who have undergone training ease of demonstrating the impact of their training on the projects they implemented. Table 4.13 shows that the mean score for this issue was 2.25 and standard deviation 1.15 interpreted to mean a mixed opinion amongst the respondents. There is no clear opinion on whether they considered it very high or moderate impact. The findings are inconsistent with those of Riddel et al, (1997) as cited by Rick, (2001). He found that NGOs had a big challenge of demonstrating impact of trained personnel on the adoption of monitoring and evaluation system for which they sought funding. Failure to demonstrate impact of M&E system project management has implications that the NGOs find it hard to source more funding from the donors who may be of the view that the projects were not effective.

4.5.4: Type of evaluations carried on projects

The study sought to determine how often the respondents carried out midterm evaluations of the projects they implemented. Table 4.13 shows that this item had a mean of 3.01 implying that this practice was not done by the respondents. The standard deviation of 0.82 implies that there was a minimum variation amongst the respondents with majority of them not carrying out these evaluations.

Midterm evaluations enable the project manager to assess the performance of the project before its completion. It may seek to determine whether the project will achieve its objectives, the continued relevance. Failure to carry out midterm evaluations means that the projects were not assessed midway before completion to enable the project managers to determine issues such as continued relevance, probability of achieving

project objectives, performance with a view of rectifying any problems that could have arisen. The study also sought to determine how often the respondents carry out summative evaluation (end of project evaluation). Table 4.13 shows that the mean score for this item was 1.45, implying that this type of evaluation was done on the projects implemented by the respondents. Summative evaluations are carried out at the end of the project with the objective of determining how the project progressed, what went right and what went wrong, capture any lessons learned and also determine the impact and success in achieving the objectives of the project. The respondents consistently carried out these evaluations on their projects giving them an opportunity to capture any lessons learned to benefit future projects. A standard deviation of 1.21 implies a wide variation amongst respondents.

4.6: Donor influence and adoption of monitoring and evaluation

The third objective of the study was to assess how donors influence adoption of M&E system for project management. To achieve this objective respondents were requested to respond to various items under the following sub-themes: technical assistance for M&E, criteria for funding and policy formulation.

4.6.1: Technical assistance

The study sought to determine opinion of respondents on the level of availability of monitoring and evaluation technical assistance among NGOs. The respondents were asked about the availability of technical assistance in project. The result of the analysis was summarized in table 4.16.

Table 4.16: Findings to the availability of technical assistance

Technical Assistance	Mean	SD	Interpretation
Availability of technical assistance	3.05	1.12	Expertise not available
How often they are involved	2.49	1.08	Inconsistently done

The table 4.16 shows that the mean score for this question was 3.05 to mean that the technical assistance was not available amongst the NGOs. However, a standard deviation of 1.12 implies a wide variation amongst the respondents. Lack of adequate monitoring and evaluation technical assistance among the local NGOs in one area that has been highlighted by several scholars (Hughes, 2002: Gibbs et al, 2002: and Kelly and Magongo 2004). Monitoring and evaluation requires specific skills particularly log frame design, indicator setting: both qualitative and quantitative, design of data collecting instrument including questionnaires, focus discussion guides (Hughes, 2002: Gibbs et al, 2002).

Kelly and Magongo (2004), noted that skills such as advanced data analysis, conducting of focus groups, qualitative indicator. Settings are very scarce amongst local NGOs in Swaziland. The local NGOs may not be in a position to procure them implying that these areas that require these skills are not done and hence adoption of monitoring and evaluation systems is not effectively done. Gilliam et al, (2003) argues that this translates into shortage of quality data which makes decision making on the projects to be based on intuition not solid data.

The study also sought to determine how often they involved technical assistance during monitoring and evaluation of the projects they implemented. With a mean of 2.49 and SD of 1.08, this implied a practice that was inconsistently done by the respondents.

This involvement of a technical assistance would benefit the project in that it will introduce an objective perspective to the evaluation and hence identify issues that may not be captured by the other stakeholders. Inconsistence of this practice means that some of the project monitoring and evaluation lacked the technical assistance.

The findings also showed that 39.2% of the respondents involved technical assistance during evaluation of their projects. They were further probed for the reasons why they did so. The responses were analyzed and categorized around the key recurring themes. Table 4.17 shows the findings to the probing.

Table 4.17: Reasons for the involvement of technical assistance.

Reasons	Frequency	Percentage
Donor requirement	120	77.4
Objectivity	30	19.3
Tapping into expertise	5	3.3
Total	155	100

Table 4.17 shows that objectivity was identified by 19.3% of the respondents that answered this question: tapping into the expertise of the facilitator was another reason which was identified by 3.3% respondents. Donor requirement was the most frequent identified by the respondents with 77.4% of them. It is evident that reasons why most the respondents involved a technical assistance was because they sought to have an objective, tapping expertise but donor requirements are too high that make the managers to have difficulties in involving technical assistance.

4.6.2: Monitoring and evaluation funding requirements

The study sought to determine the opinion of the respondents on the monitoring and evaluation funding requirements of different donors. Table 4.13 shows that the mean score was 1.29 interpreted to mean that there was strong funding requirements. The standard deviation of 0.49 implies a small variation amongst the respondents with majority of them strongly agreeing.

Multiple donor funding requirements would translate into excessive burden to the NGOs to conform to the different requirements, this exacerbates the problem of stretched capacity on the project in terms of manpower. This would result in adoption of M&E system being looked at as burden, not as an opportunity to learn.

4.6.3: Monitoring and Evaluation reporting requirements

The study sought to determine how strict the donor reporting requirements were. Table 4.13 shows that the mean score for this question was 1.30 interpreted to mean that the respondents agreed that monitoring and evaluation reporting requirements were very strict. A standard deviation of 0.46 denotes a small variation amongst the respondents with majority of them agreeing that the requirements were very strict. The issue is related to the previous one of multiple donor reporting requirements. Very strict donor reporting requirements exacerbates the problem of stretched capacity on the project in terms of manpower. This is a result of the NGOs having to invest a lot of resources and time in order to meet the donor funding requirements. This would be at the detriment of other project activities (Gilliam et al, 2003). These stringent donors reporting with minimum or no accountability to other stakeholder including the beneficiaries. This would result in lack of ownership of the project which is a very critical factor in project sustainability

(Ramesh, 2002). Stringent reporting requirements also make adoption of M&E system to be looked at as a burden not an opportunity for learning by the stakeholders.

4.6.4: Release of funds from donors

The respondents were probed for whether the release of funds from donor is subject to clarity of our M&E system. The findings to this question are shown in table 4.13. Table 4.13 shows that the mean for the issue was 2.20 interpreted to mean a mixed opinion amongst the respondents. There is no clear opinion on whether they consider release of funds from donors as a subject to clarity of M&E system. A standard deviation of 0.73 implies a minimum variation amongst the respondents. The findings are inconsistent with those of Rick, (2001). He found that NGOs had a big challenge of how donors release funds that had made M&E system not to be effective for project management. Failure to release funds, more especially for M&E system has implications that the NGOs find it hard to source more funding from donors who may be of the view that the projects were not effective.

4.7: The need for Stakeholder Involvement

This is the fourth objective that was to determine the need for stakeholder involvement in adoption of M&E system. To achieve this objective, respondents were asked various questions under the following sub themes: stakeholder involvement in design and adoption of M&E system, dissemination, mode for monitoring and evaluation findings and factors that influence M&E system. The respondents were asked which stakeholders were involved in the design and adoption of M&E system for the projects they were involved. Table 4.18 shows mean scores and SD for the involvement of stakeholders.

Table 4.18: Involvement of stakeholders in adoption of M&E system

Stakeholder	Mean scores	Standard deviation	Interpretation
Donors	1.45	0.70	Consistently involved
Community	3.03	0.87	Inconsistently involved
Beneficiaries	2.45	1.28	Inconsistently involved

Table 4.18 shows that involvement of the donors in the design and adoption of M&E system had a mean score of 1.45. This means that donors were consistently involved on all projects and with standards deviation of 0.70 implies a small variation within the respondents. This can be explained by the facts that since donors finance the project activities of these NGOs to a large extent then they always dictate how the projects should be monitored and evaluated. This is as a way of tracking the use of their resources.

The involvement of the community in the design of monitoring and evaluation system had a mean score of 3.03 implying and this was never done and with a standard deviation of 0.87 means that there was a minimum variation between the respondents that majority of the NGOs did not involve the community in the design of their project. The involvement of the beneficiaries in design and adoption of M&E system had a mean of 2.45 implying that it was inconsistently done on the projects done by the respondents. The standard deviation of 1.28 implies a wide variation between the respondents. The implication of this is that the beneficiaries were mostly only a source of monitoring and evaluation data, without any meaningful input. Their inconsistent involvement in the design and adoption of monitoring and evaluation meant that the project did not fully demonstrate downward accountability to the beneficiaries (Aune, 2001).

It is evident that most of the stakeholders were not consistently involved in the design and adoption of monitoring and evaluation system with the exception of the donors. Non involvement of the other stakeholders meant that the project implementers lost an opportunity of fully demonstrating downward accountability to all the other stakeholders most especially the community and the beneficiaries (CORE 2006: and Bradley et al, 2002).

4.7.1: Dissemination mode for monitoring and evaluation findings

The study sought to establish the modes the respondents used to disseminate monitoring and evaluation findings of the projects. The respondents were probed and the analysis of the findings was shown in table 4.19

Table 4.19: Dissemination mode for monitoring and evaluation findings

Dissemination mode	Frequencies	Percentage
Report to donors	80	51.6
Community meetings	50	32.3
Report to beneficiaries	25	16.1
New letter	00	00
Notice boards	00	00
Total	155	100

Table 4.19 shows that respondents had made more than one mode of disseminating their findings. The table shows that majority of the respondents disseminated the findings by way of a report donor. The findings of the study further show that 51.6% of the respondents used this mode. The least frequently used mode of dissemination was report to the beneficiaries with only 16.1% of the respondents using this mode of dissemination. None of the respondents mentioned newsletters and notice boards.

It is evident from the modes that the majority and evaluation to other stakeholders. It is however evident that a lot of emphasis was to the donors at the expense of other beneficiaries. The emphasis with the donor requirement as a condition of funding to the NGOs. Disseminating the findings to all stakeholders facilitate ownership for the projects, and is a learning opportunity for the stakeholder's strategies (Gyorkos, 2003: and Mc Coy et al, 2005). Since not all the evaluation findings, the project missed the full benefits of such a practice. All in all adoption of M&E system was not effectively done by the respondents. There was no consistent adoption of M&E system in all the projects they implemented.

4.7.2: Factors that influence adoption of Monitoring and Evaluation system

The respondents were probed for the major factors that influence adoption of M&E system. Table 4.20 shows the following findings to the question.

Table 4.20 Factors that influence adoption of Monitoring and Evaluation system

Factors	Frequency	Percentage
Staff knowledge and skills	25	16.1
Financial status	40	25.8
Availability of facilities	15	3.2
Donor influence	75	48.4
Need for stakeholder involvement	10	6.5
Total	155	100

Table 4.20 shows that the respondents had more than one factor that influence adoption of M&E system. The table shows that majority 25.8% of respondents identified that financial status of NGOs in a major factor that influences adoption of M&E system. 48.4% of the respondents also identified donor influence as a major factor that influence

adoption of M&E system. The least factors were need for stakeholder involvement that had 6.5% of the respondents.

It is evident that the local NGOs had some factors that influence adoption of M&E system. The factors identified by the respondents affected the way the monitor and evaluate the projects they implemented. The adequacy and effectiveness of M&E system of projects implemented was severally hampered by the factors identified by the respondents.

4.8: Document analysis guide

This instrument of data collection was used. The findings show that 41.9% of the respondents did not have any monitoring and evaluation assets registers only 25.8% of the respondents updated the asset registers within six months. The other 32.3% (9.7% + 22%) updated their registers either every year or at the end of the project. This was bad in that in absence of a regular up date of M&E assets register.

4.8.1: Data collection methods

The respondents were probed for the data collection methods they used to collect M&E data and how often they used them. Table 4.21 shows the findings to this question.

Table 4.21 Data collecting methods

Method	Mean	SD	Interpretation
Distribution registers	2.42	1.43	Inconsistency
Attendance forms	1.65	1.12	Consistently used
Questionnaires	3.05	1.16	Not used

Material distribution registers

The mean scores for the use of material distribution registers was 2.42 implying that method was not consistently used as data collection method by the respondents. This method is very vital in collecting data of materials distributed during the implementation of project activities such as IEC materials. Inconsistent use of this method means that the respondents did not adequately keep a record of materials they deployed on the projects.

Attendance forms

Table 4.21 shows that the mean score for the use of attendance forms on projects to collect monitoring and evaluation data was 1.65, implying consistent use of this method by the respondents. Use of attendance forms consistently enables the project M&E system to be active and also enables the project managers to determine the reach of the project activities in terms of the numbers of people accessing the project services (FHI, 2004) this information is very vital in evaluating the project at end to determine the total number of people reached by the project services. Since this method was used consistently on projects the project managers were in a position to monitor and evaluate the coverage of their services in terms of numbers of people reached. The SD of 1.10 was a wide variation in practice by the respondents.

Questionnaires

Table 4.21 shows that the questionnaire method of collecting monitoring and evaluation data had a mean score of 3.05 implying that this method was not used on projects implemented by the respondents. A SD of 1.16 denotes a wide variation among the respondents with some not using it on any project and others using it on some projects. The questionnaire method can be very important in determining the view,

perception and knowledge of beneficiaries, donors and wider community about the project M&E system (Shao, 1997). The respondents did not use this method, statistically generalizable knowledge, views and perceptions of the wider community about project activities and project M&E system were not readily available to the project managers. This meant that this information could not be made use of by the project managers in order to improve M&E system and performance of the project.

Use of computers

The respondents were probed for whenever they need computers to aid M&E of the projects they implemented and what they used the computers for. The findings of the study showed that 87% of the respondents used computers for M&E table 4.22 shows the response to what monitoring and evaluation function they used computers for.

Table 4.22: Use of computers for monitoring and evaluation

Use of computers	Frequency	Percentage
Emailing of findings	21	67.7
Report writing	37	100
Data storage	24	77.4
Collection of data	7	22.6
Analysis of data	19	61.3

Table 4.22 shows that 100% of the respondents that used computer for M&E used them for report writing. Only 22.6% of the respondents used computers for other functions. It is evident that majority of the respondents used computers for monitoring and evaluation of their projects. Computers make task of managing M&E data and information move effective and efficient (Kelly and Magongo, 2004).

4.8.2: Documents of lessons learnt on Monitoring and Evaluation

This document was to determine how often the projects were keeping documents of lessons learnt on M&E. it had a mean score of 2.32 implying that it was not consistently done by the respondents. The standard deviation of 1.19 implies a wide variation amongst the respondents.

Capturing and documenting the lessons learnt on M&E enables the project manager and project M&E officers and project implementer staff to learn from the project and in cooperate the same into other projects.

CHAPTER FIVE

SUMMARY OF FINDINGS, RECOMMENDATIONS AND CONCLUSIONS

5.1: Introduction

This chapter focuses on the summary of the findings on factors affecting adoption of M&E system, recommendations and conclusion.

5.2: Summary of the findings

The first objective of the study was to establish to what extent financial status of NGOs influence adoption of M&E system. On annual budget the study found that 84% of the respondents had an annual budget of less than 250,000 and only 16% had an annual budget of 250,000 and above. The study also found that funds allocated to M&E system was not enough. 93.5% of the respondents did not have a separate budget for M&E system while 6.5% had a separate M&E budget. The study also established that 55% of the respondents did not have specific percentage of budgetary allocation to M&E system while 26% of the respondents had budgetary allocation of less than 25% assigned to monitoring and evaluation system and only 19% had the recommended budgetary allocation range of 26% - 75%. The study established that finances to adopt monitoring and evaluation system were not adequate. It had a mean of 3.00 and SD of 1.95. This would have an implication of inadequate and in effective monitoring and evaluation system in most of the projects.

The second objective looked at the level of staff knowledge and skills and the study established that there was lack of enough trained M&E staff. The study established that 89.1% of the respondents had less than seven trained M&E staff while 10.9% had

more than eight trained M&E staff. The study further shows that 83.2 % of the respondents had more than 8 untrained staff and only 16.8% had less than 7 untrained staff. On staff experience in M & E, 67.7% of the respondents are less than 6 years of experience. Only 32.3 % had more than 7 years of experience in M & E. The study also found that there was no impact of training on the project management. It had a mean of 2.25 and standard deviation of 0.76. On the types of Evaluation carried on projects there was a mean of 3.01 and standard deviation of 0.82.

The third objective also looked at donors influence on adoption of M & E system. The study established the technical assistance which had a mean of 3.02 and standard deviation of 1.12. The study also sort to determine how often they involve technical assistance during monitoring evaluation of projects they implemented and the findings showed the mean was 2.49 and standard deviation of 1.08. The findings also showed that 39.2% of the respondents involved technical assistance during the evaluation of their projects. The respondents were later probe for the reasons why they involve technical assistance and objectivity was identified by 19.3% of the respondents, for tapping into expertise was identified by 3.3% of the respondents and donors requirement was identified by 77.4%. Monitoring and Evaluation funding and requirements were also very strict. It had a mean of 1.29 and a SD of 0.49. M &E reporting requirements were also very strict. It had a mean of 1.30 and a standard deviation of 0.46. The respondents were also probe for whether the release funds from donor is a subject to clarity of our M& E system. The findings showed that the mean for the issue was 2.20 and a SD was 0.73

The fourth objective looked at the need for stakeholder involvement and adoption of M&E system. The study established that the involvement of donors in adoption of and

system had a mean of 1.45 and a SD of 8.70. Involvement of the community in the design of monitoring and evaluation system had a mean of 3.03 and a SD of 0.87.

The involvement of beneficiaries in adoption of M &E system had a mean of 2.45 and a SD of 1.28. On dissemination mode of monitoring and evaluation, the findings showed that 51.6% of respondents disseminated their findings by way of a report to donor. The least frequent used mode of dissemination was report to the beneficiaries with only 16.1% of the respondents. None of the respondents mentioned newsletters and notice boards.

5.3 Conclusion

The study investigated factors influencing adoption of monitoring and evaluation system for projects management among NGOs in Rarieda District. The findings of the first objective showed that financial status of NGOs influenced adoption of M&E system in the projects. To achieve this objective, respondents were asked to respond to various questions under the following themes; Annual Budget and adoption of monitoring and evaluation system. When we looked at the size the budget, the findings showed that majority of the NGOs had small budget to spend on different projects like HIV/ AIDS. This can be attributed to lack of adequate funds from donors. The study also looked at extent of donor contribution to annual budget. The findings showed that most of the NGOs are heavily reliant on donors to fund their projects and this is highly disadvantageous in that incase the donor withdraws their funds the activities of NGOs would stall. On donor source of funding to the NGOs projects, the findings showed that projects had more than one source of funding and the most frequent source was from donors. The second theme was funds allocate to adoption of M&E system. The study

looked at M & E budget and the findings showed that the majority of the NGOs did not have a clear and separate financial provision for M&E system. The implication of this is that M&E system was not given the due recognition they deserve and M&E were only done at the whims of the project managers and this would result to some activities not being done well. The third theme was contribution in percentage of donor to the total budget on adoption of M&E system. The study showed that majority of the NGOs did not allocate the optimum budget for M&E system. This had the effect that M & E of activities suffered a risk of being missed since the majority of the NGOs did not have any specific allocation to them. The study found out that the NGOs faced a challenge of inadequate finances to adopt M&E system in projects they implement. So without adequate finances, NGOs are forced to scale back on some of M&E activities they were supposed to carry out. This would have an implication of inadequate and effective M&E system in most of the projects they implement.

The second objective looked at staff knowledge and skills and adoption of M&E system. This objective determine the level of which staff knowledge and skills influenced adoption of M& E system. The first theme was the number of training in M&E. The study showed that most NGOs did have adequate trained personnel at the conclusion for the adoption M and E system. They relied on a trained M&E staff as opposed to untrained personnel. The study found out that none of the project have a clear allocation of the funds of M&E system as it seems to be a new concept in most of the projects. The study found that experienced M&E staff the NGOs had was not adequate. This could be explained by the fact that there is loss of experienced personnel due to high staff turnover. This could be associated with lack of financial resources to adequately train them remunerate so the staff opt for greener pastures. The study also looked at the

impacts of M&E training on the project management. The study found out that NGOs had a big challenge of demonstrating impacts of trained personnel on adoption of M & E system because the NGOs find it hard to source more funding from the donors to effectively implement the M&E system. On the type of evaluation carried on projects, the study found out that the majority of NGOs did not carry out midterm and summative evaluations. This shows that evaluation is not carried out in many projects that NGOs implement because of lack of staff knowledge and skills on M&E system.

The third objective determined the donor influence on adoption of M&E. The study showed that lack of adequate M&E technical assistance among local NGOs is one area has been highlighted by the scholar. In M&E there are specific skills which should be applied and so this involvement of a technical assistance would benefit the project. In consistence of M&E in most projects means that some projects lacked the technical assistance. This was because donor requirement was too high to make the managers to have difficulties in involving technical assistance, strict donor funding and reporting requirement have made the adoption of M&E system to be looked at burden not an opportunity for learning by the stakeholders. On the release of funds from donors, the study found out that NGOs had a big challenge on how donors release funds that had made M&E system not to be effective for project management. Failure to release funds, more especially for M& E system has implications NGO find it hard to adopt M&E system.

The forth objective also looked at the need stakeholder involvement and adoption of M&E system. The study showed that donors were not consistently involved in all projects. This can be explained by the fact that since donors finance the project activities of these NGOs to a large extent then they always dictate how the project should be

monitored and evaluated. On the involvement of the community in M&E, the study found that the community was mostly only a source of monitoring and evaluation data without any meaningful input. This showed that the project did not fully demonstrate downward accountability to the beneficiaries. It is evident that most of the stake holders were not consistently involved in M&E system with exception of donors. None involvement of other stakeholders meant that the project implementers lost an opportunity of fully adopting M&E system. Recommendations were made to improve monitoring and evaluation system of projects implementing by the NGOs.

5.4: Recommendations

The study made the following recommendations and also made recommendations for further study. The NGOs were heavily relation donors in terms of financing the project they implemented. The mostly frequent implemented projects were care and support for the sick, HIV/AIDS. The adoption of monitoring and evaluation system in projects was found wanting. M&E was inconsistently done on the projects. Some practices like design of M&E system and the use of qualitative indicators were generally not used by majority of the NGOs. This can be explained by the fact that they lacked expertise in monitoring and evaluation as highlighted by the findings. Other factors that influence adoption of M&E system incident among other, stringent requirements from donors, lack of skill project implementer staff, lack of stakeholder involvement and inadequate finance. The adequacy and effectiveness of monitoring and evaluation system of the projects implemented was severally hampered by the factors identified by the respondents. The researcher makes the following recommendations to address some of the key findings of the study.

Much as there are a lot of funds being interested in different projects, for instance, HIV/AIDS projects, very little is trickling down to the grass root NGOs. There is need for the donors to provide resources to the NGOs, so that their activities can have impact. With insufficient funds, monitoring and evaluation is looked at as a luxury and hence the projects do not benefit from it. With more funds the NGOs can train and retain the critical skills that they are lacking especially monitoring and evaluation.

The findings found a critical lack of expertise in monitoring and evaluation of projects implemented by NGOs. There is need for training in this particular aspect of monitoring and evaluation. Donors together with government should put in place programmes to impart M&E skills among the local NGOs.

Donor need to relax the reporting requirements, adjust their budgets to accommodate M&E systems, relax the system of employing technical assistance. There is need for donors to identify simpler and friendlier reporting formats for the recipients of their funds without compromising their interest but at the same time not overburdening the NGOs.

There is need for the NGOs to involve all the stakeholders in the design and adoption of M&E system for project management. The stakeholder should not be passive recipients of the service the project is offering. An active involvement of the stakeholders will mitigate the challenges of collecting M&E data from them. It has got an added advantage of demonstrating accountability to them and also project ensuring sustainability of the project when the donors withdraw funding.

It is imperative that NGOs start or involve themselves more in income generating activities in order to reduce their over reliance on the donors for funding their activities as

a means of ensuring sustainability of their activities in the event that donors cease funding. The findings of their research also highlight the fact that there are not enough funds allocated for M&E system. For the project to be effective, M&E should be done effectively and efficiency so NGOs should have income generating activities.

5.4.1: Recommendation of future studies

The research study was limited to factors influencing adoption of M&E system for project management. Further research would be required to determine the actual impact of M&E on the performance of projects. Since monitoring and evaluation of projects should be an integrated with project planning and design. Further research should try investigating the project design and planning and implementation of M&E local NGOs.

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APPENDICES

APPENDIX A: LETTER OF TRANSMITTAL

BEATRICE ADHIAMBO DOBI,
NAYA SEC. SCHOOL,
P.O. BOX 54,
MADIANY.
March 2012

Dear Sir/ Madam,

**RE: FACTORS INFLUENCING ADOPTION OF MONITORING AND
EVALUATION SYSTEM FOR PROJECT MANAGEMENT AMONG NGO
PROJECTS**

I am currently a student pursuing a Masters of Arts Degree in Project Planning and Management at the University of Nairobi.

I am carrying out the above study in your District as part of the requirements for the fulfillment of Masters of Arts Degree. The purpose of this letter is to humbly request you to participate in the study by completing the attached questionnaires.

All the information collected will be treated as strictly confidential.

Your assistance and corporation will be highly appreciated.

Thank you in advance.

Beatrice Adhiambo Dobi.

Student Researcher

The University of Nairobi.

APPENDIX B

PROJECT MANAGERS' QUESTIONNAIRE (PMQ)

This questionnaire is intended to collect information on the factors influencing adoption of monitoring and evaluation system for project management among NGOs in Rarieda District. Please read the instruction for each question carefully before giving responses required. The data collected will be treated with at most confidentially and use for the purpose of the study only. Kindly give the information on the spaces provided. Indicate with a tick or fill as required. Feel free and give the correct information about your project.

SECTION A: DEMOGRAPHIC INFORMATION

Tick where necessary

1. Sex 1. Male () 2. Female ()
2. Age: 18 ó 28 () 29 ó 39 () 40 ó 49 () 50 and above ()
3. For how long have you worked as a manager in this project?
Below 1 year () 2 ó 6 years () 7 ó 10years () 11 and above ()
4. Have you ever served as a senior manager before? Yes () No ()
5. If yes, in question 3, how long?
Below 1 year () 2 ó 6 years () 7 ó 10years () 11 and above ()
6. Give the level of qualification.
Certificate () Diploma () Degree () Masters and above ()
7. Highest professional qualification _____
8. What type of projects does your organization implement? (Please tick more than one option if you implement more than one project).
HIV / AIDS Project

Behavioral Communication change projects

Care and support of the sick.

Social economic mitigation(care of orphans, widows , elderly)

Human rights and advocacy

Adolescent reproductive health project.

9. For how long (in years) has your organization been carrying out these projects?

0-3 4- 6 7 ó 9 over 9

10. Have you adopted monitoring and evaluation system in your project?

Yes () No ()

SECTION B: FINANCIAL STATUS

1. What was the total budget that you spent on adoption of monitoring and evaluation system last year?

Less than 50,000 50,000-99,999 100,000 ó 149,000

150,000 ó 199,999 200,000- 249,000 250,000 and above

2. What was the contribution in percentage of donors to the total budget you spent on project activities last year?

0% - 25% 26%- 50% 51% - 75% 76% - 100%

3. Monitoring and evaluation system have:

A separate budget with special vote

No special vote arrangement

4. What was the contribution in percentage of donors to the total budget you spent on adoption of monitoring and evaluation system?

0 ó 25% () 26 ó 50% () 51 ó 75 () 76 ó 100% ()

No specific percentage ()

5. Considering the supply of monitoring and evaluation funds to projects. What would you say about its adequacy? Very adequate () Adequate ()
Not Adequate ()

SECTION C: PROJECT MANAGERS KNOWLEDGE AND SKILLS

- 1) Have you ever attended any training on management of projects? Yes () or No ()
2) If yes, give us the information on the training by filling the table below.

Institution of training _____

Area of training _____

Duration of training: 3 months () 6 months () 9 months ()

1 year and above ()

Year of Training _____

- 3) Was the training useful to your work? Yes () No ()
4) If yes, what impact has the training brought towards your services delivery to the project? Very high () Moderate () No impact ()
5) Do you normally carry out midterm evaluation of projects you implement?
Yes () No. ()

SECTION D: DONOR INFLUENCE

1. There is lack of monitoring and evaluation Technical Assistance within NGOs projects

Strongly agree Agree Disagree Strongly disagree

2. If you carry out monitoring and evaluation of your projects, how often do you involve a Technical Assistance?

For all projects For a few projects For some projects

Never

3. Monitoring and evaluation funding requirements from donors are

Very strict Strict Lenient Very lenient

4. Monitoring and evaluation reporting requirements from donors are:

Very strict Strict Lenient Very lenient

5. Release of funds from donors is subject to clarity of our M&E system

Strongly agree () Agree () Not sure () Disagree () Strongly Disagree ()

SECTION E. THE NEED FOR STAKEHOLDERS INVOLVEMENT.

1. Normally the following stakeholders are involved in designing and adoption of monitoring and evaluation system.

	<i>For all projects</i>	<i>Some projects</i>	<i>Few projects</i>	<i>never</i>
Donors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Project beneficiaries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We do not involve any Stakeholder.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Do you involve stakeholders in disseminating monitoring and evaluation findings?

Yes () No. ()

3. How do you disseminate monitoring and evaluation findings?

No dissemination

On the notice board

Report to donor.

Report to Community meetings

Report to beneficiaries

News letters

4. What factors do you think influence adoption of M&E system?

1. Strong 2. Very strong 3. Moderate 4. Weak 5. Very weak

	1	2	3	4	5
Staff knowledge and skills	()	()	()	()	()
Financial status	()	()	()	()	()
Availability of facilities	()	()	()	()	()
Donor influence	()	()	()	()	()
Stakeholder involvement	()	()	()	()	()

**APPENDIX C. PROJECT MONITORING AND EVALUATION OFFICIALS :
QUESTIONNAIRES**

This questionnaire is intended to collect information on the factors influencing adoption of monitoring and evaluation system for project management among NGOs in Rarieda District. Please read the instruction for each question carefully before giving responses required. The data collected will be treated with at most confidentially and use for the purpose of the study only. Kindly give the information on the spaces provided. Indicate with a tick or fill as required. Feel free and give the correct information about your project.

SECTION A: DEMOGRAPHIC INFORMATION.

1. Gender male () Female ()
2. Age: 18 ó 28 () 29 ó 39 () 40 ó 49 () 50 and above ()
3. For how long have you been a monitoring and evaluation officer in this project?
Below 1 year () 2 ó 6 years () 7 ó 10years () 11 and above ()
4. Have you ever served as M&E Officer before? Yes () No ()

5. If yes, in question 4, how long?

Below 1 year () 2 ó 6 years () 7 ó 10years () 11 and above ()

6. Give the level of qualification.

Certificate () Diploma () Degree () Masters and above ()

SECTION B. FINANCIAL STATUS.

1. The organization that fund your project include the following.

International Donor Agencies e.g. UNDP, Global Fund, USAID

Government bodies e.g. NACA, AIDS Committee

Cooperate companies

We do not receive any donor funding

2. Monitoring and evaluation system have:

A separate budget with special vote ()

No special vote arrangement ()

6. What was the total budget that you spent on adoption of monitoring and evaluation system last year?

Less than 50,000 50,000-99,999 100,000 ó 149,000

150,000 ó 199,999 200,000- 249,000 250,000 and above

7. What was the contribution in percentage of donors to the total budget you spent on project activities last year?

0% - 25% 26%- 50% 51% - 75% 76% - 100%

8. What was the contribution in percentage of donors to the total budget you spent on adoption of monitoring and evaluation system?

0 ó 25% () 26 ó 50% () 51 ó 75 () 76 ó 100% ()

No specific percentage ()

9. Considering the supply of monitoring and evaluation funds to projects. What would you say about its adequacy? Very adequate () Adequate ()
Not Adequate ()

SECTION C: M& E OFFICERS KNOWLEDGE AND SKILLS.

- 1) Have you ever attended any training on management of projects? Yes () No ()
2) If yes, give us the information on the training by filling the table below.

Institution of training _____

Area of training _____

Duration of training: 3 months () 6 months () 9 months ()

1 year and above ()

Year of Training _____

- 3) Was the training useful to your work? Yes () No ()
4) If yes, what impact has the training brought towards your services delivery to the project? Very high () Moderate () No impact ()
5) Do you normally carry out midterm evaluation of projects you implement?
Yes () No. ()

SECTION D: DONOR INFLUENCE

1. There is lack of monitoring and evaluation expertise within NGOø .

Strongly agree Agree Disagree strongly disagree

2. If you carry out evaluation of your projects, how often. Do you involve an external facilitator?

For all projects For a few projects For some projects Never

If you involve an external facilitator briefly explain why _____

3. Monitoring and evaluation funding requirements from donors are
 Very strict Strict Lenient Very lenient
4. Monitoring and evaluation reporting requirements from donors are
 Very strict Strict Lenient Very lenient
5. Release of funds from donors is subject to clarity of our M&E system
 Strongly agree () Agree () Not sure () Disagree () Strongly Disagree ()

SECTION E. STAKEHOLDERS INVOLVEMENT.

1. Normally the following stakeholders are involved in designing and adoption of monitoring and evaluation system.

	<i>For all projects</i>	<i>Some projects</i>	<i>Few projects</i>	<i>never</i>
Donors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Project beneficiaries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We do not involve any Stakeholder.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Do you involve stakeholders in disseminating monitoring and evaluation findings? Yes () No. ()

3. How do you disseminate monitoring and evaluation findings?

- No dissemination
- On the notice board
- Report to donor.
- Report to Community meetings
- Report to beneficiaries
-

News letters

4. What factors do you think influence adoption of M&E system?

1. Strong 2. Very strong 3. Moderate 4. Weak 5. Very weak

	1	2	3	4	5
Staff knowledge and skills	()	()	()	()	()
Financial status	()	()	()	()	()
Availability of facilities	()	()	()	()	()
Donor influence	()	()	()	()	()
Stakeholder involvement	()	()	()	()	()

APPENDIX D: PROJECT IMPLEMENTER STAFF

This questionnaire is intended to collect information on the factors influencing adoption of monitoring and evaluation system for project management among NGOs in Rarieda District. Please read the instruction for each question carefully before giving responses required. The data collected will be treated with at most confidentially and use for the purpose of the study only. Kindly give the information on the spaces provided. Indicate with a tick or fill as required. Feel free and give the correct information about your project.

SECTION A: DEMOGRAPHIC INFORMATION

Tick where necessary

1. Sex 1. Male () 2. Female ()
2. Age: 18 ó 28 () 29 ó 39 () 40 ó 49 () 50 and above ()
3. For how long have you worked as a manager in this project?
Below 1 year () 2 ó 6 years () 7 ó 10years () 11 and above ()

4. Have you ever served as a senior manager before? Yes () No ()
5. If yes, in question 3, how long?
 Below 1 year () 2 ó 6 years () 7 ó 10years () 11 and above ()
6. Give the level of qualification.
 Certificate () Diploma () Degree () Masters and above ()
7. Highest professional qualification _____
8. What type of projects does your organization implement? (Please tick more than one option if you implement more than one project).
 HIV / AIDS Project
 Behavioral Communication change projects
 Care and support of the sick.
 Social economic mitigation (care of orphans, widows, elderly)
 Human rights and advocacy
 Adolescent reproductive health project.
9. For how long (in years) has your organization been carrying out these projects?
 0-3 4- 6 7 ó 9 over 9
10. Have you adopted monitoring and evaluation system in your project?
 Yes () No ()

SECTION B. FINANCIAL STATUS.

3. The organization that fund your project include the following.
 International Donor Agencies e.g. UNDP, Global Fund, USAID
 Government bodies e.g. NACA, AIDS Committee
 Cooperate companies
 We do not receive any donor funding

4. Monitoring and evaluation system have:

A separate budget with special vote ()

No special vote arrangement ()

10. What was the total budget that you spent on adoption of monitoring and evaluation system last year?

Less than 50,000 50,000-99,999 100,000 ó 149,000

150,000 ó 199,999 200,000- 249,000 250,000 and above

11. What was the contribution in percentage of donors to the total budget you spent on project activities last year?

0% - 25% 26%- 50% 51% - 75% 76% - 100%

12. What was the contribution in percentage of donors to the total budget you spent on adoption of monitoring and evaluation system?

0 ó 25% () 26 ó 50% () 51 ó 75 () 76 ó 100% ()

No specific percentage ()

13. Considering the supply of monitoring and evaluation funds to projects. What would you say about its adequacy? Very adequate () Adequate ()

Not Adequate ()

SECTION C: STAFF KNOWLEDGE AND SKILLS

1) Have you ever attended any training on management of projects? Yes () No ()

2) If yes, give us the information on the training by filling the table below.

Institution of training _____

Area of training _____

Duration of training: 3 months () 6 months () 9 months ()

1 year and above ()

Year of Training _____

- 3) Was the training useful to your work? Yes () No ()
- 4) If yes, what impact has the training brought towards your services delivery to the project? Very high () Moderate () No impact ()
- 5) Do you normally carry out midterm evaluation of projects you implement?
Yes () No. ()

SECTION D: DONOR INFLUENCE

1. There is lack of monitoring and evaluation expertise within NGOø .
Strongly agree Agree Disagree strongly disagree
2. If you carry out evaluation of your projects, how often. Do you involve an external facilitator?
For all projects for a few projects For some projects Never
If you involve an external facilitator briefly explain why _____

3. Monitoring and evaluation funding requirements from donors are
Very strict Strict Lenient Very lenient
4. Monitoring and evaluation reporting requirements from donors are
Very strict Strict Lenient Very lenient
5. Release of funds from donors is subject to clarity of our M&E system
Strongly agree () Agree () Not sure () Disagree () Strongly Disagree ()

SECTION E: STAKEHOLDER INVOLVEMENT

1. Normally the following stakeholders are involved in designing and adoption of monitoring and evaluation system.

	<i>For all projects</i>	<i>Some projects</i>	<i>Few projects</i>	<i>never</i>
Donors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Project beneficiaries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We do not involve any Stakeholder.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Do you involve stakeholders in disseminating monitoring and evaluation findings? Yes () No. ()

3. How do you disseminate monitoring and evaluation findings?

No dissemination	<input type="checkbox"/>
On the notice board	<input type="checkbox"/>
Report to donor.	<input type="checkbox"/>
Report to Community meetings	<input type="checkbox"/>
Report to beneficiaries	<input type="checkbox"/>
News letters	<input type="checkbox"/>

4. What factors do you think influence adoption of M&E system?

	1. Strong	2. Very strong	3. Moderate	4. Weak	5. Very weak
	1	2	3	4	5
Staff knowledge and skills	()	()	()	()	()
Financial status	()	()	()	()	()
Availability of facilities	()	()	()	()	()
Donor influence	()	()	()	()	()
Stakeholder involvement	()	()	()	()	()

APPENDIX E: INTERVIEW SCHEDULES FOR DISTRICT M&E OFFICER

This interview schedule is intended to collect information on the factors influencing adoption of monitoring and evaluation system for project management among NGOs in Rarieda District. Please read the instruction for each question carefully before giving responses required. The data collected will be treated with at most confidentially and use for the purpose of the study only. Kindly give the information on the spaces provided. Feel free and give the correct information about your project.

1. For how long have you served as a district M&E officer? _____

2. What percentage of stakeholders and M&E officials in the project has been trained in the M&E? _____

3. Do you think that stake holders and M&E officials have the necessary skills and knowledge in monitoring and evaluation of the project?(briefly explain)

4. What are the importance of training in the monitoring and evaluation of projects?

5. According to you what would be the minimum academic qualification for one to be M&E officer? _____

6. Considering the officers of M&E what would you say on their adequacy?

7. How many M&E officers do you have in the projects? _____

8. What would you say about M&E resources in the projects?

9. Do you have full time officers in your project? _____

10. What are the factors influencing adoption of monitoring and evaluation systems in your Organization. _____

11. What would you recommend to be done to improve factors influencing monitoring and evaluation system in the local NGOs projects in Rarieda District

- a. By the projects _____
- b. By the government _____
- c. By stakeholders _____

RESEARCH TIME PLAN

YEAR	MONTH	ACTIVITY
2011	DEC	Consider the best approach to the chosen study.
2012	JANUARY	<ul style="list-style-type: none">- Starting study problem and determining research design.- Review of related literature.- First proposal draft- Review of 2nd proposal draft- Review of 3rd proposal draft.
	FEBRUARY	<ul style="list-style-type: none">- Presentation of the proposal to the department.
2012	MARCH	<ul style="list-style-type: none">- Making corrections on the draft.
	APR-MAY	<ul style="list-style-type: none">- Fieldwork and data analysis
	JUNE	<ul style="list-style-type: none">- Writing and typing the report.
	JULY	<ul style="list-style-type: none">- Defense of the report
	.	<ul style="list-style-type: none">- Submission of final project report

BUDGET

ITEM	QTY	UNIT COST	TOTAL (KSHS)
A. STATIONARY			
1. Ball Point Pens	20	10.00	200.00
2. Document holder	10	50.00	500.00
3. Foolscaps	5 Reams	200.00	1,000.00
SUB TOTAL			1,700.00
B. PRODUCTION			
1. Questionnaire Production			5,000.00
2. Typing of the project report	250pgs	50.00	12,500.00
3. Photocopy of the proposal report	2000pgs	2.00	4,000.00
4. Typing proposal	40pgs	50.00	2,000.00
5. Photocopying proposal	120pgs	2.00	240.00
6. Binding	4 copies	400.00	1,600.00
SUB TOTAL			25,340.00
C. RESEARCH			
1. Traveling Allowance	60 days	400.00	24,000.00
2. Subsistence	60 days	500.00	30,000.00
SUB TOTAL			54,000.00
CONTINGENCIES			10,000.00
GRAND TOTAL			91,000.00