THE RELATIONSHIP BETWEEN MONITORING AND EVALUATION AND THE SUCCESS OF PROJECTS: A CASE OF NGO-FUNDED PROJECTS IN KENYA

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DECLARATION

STUDENT'S DECLARATION

This research project is my original work and has not been presented for an examination in any other university.

Signed .... Date ...13/11/2010..........

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SUPERVISOR'S DECLARATION

This research project has been submitted for examination with my approval as the candidate's University Supervisor.

Signed .... Date..13/11 /2010................

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DEDICATION

This research work is dedicated to my loving family for their support and patience during the entire period of my study. For their encouragement and continued prayers towards the successful completion of this course.

Thank you and God bless you.

ACKNOWLEDGEMENT

ABSTRACT

This study sought to establish the relationship between Monitoring and Evaluation and success of NGO donor funded projects in Kenya and to establish Monitoring and Evaluation practice among NGO donor funded projects in Kenya. The population of interest in this study comprised all Non Governmental Organisations (NGO'S) based in Nairobi. The researcher used stratified random sampling and structured questionnaires as the main data collection instrument. Descriptive statistics such as percentages, frequencies, means, standard deviations tables, pie charts and other graphs were used as appropriate in addition, inferential statistics was also used. The study found out that there is a positive relationship between Monitoring and Evaluation and the success of NGO projects. The study explored the various facets of M&E and their extent of influence to the success of NGO donor funded projects in Kenya. The study found out that M &E practices to a great extent were motivated primarily by a desire to comply with regulations and avoid donors freezing aid. In conclusion the study recommends the need for NGO's in Kenya to put in place more robust M&E systems so as make them an integral component of programming, strategic planning, budget and performance management.

ABBREVIATIONS

M&E - Monitoring and Evaluation

USAID - United States Agency for International Development

UNDP- United Nations Development Programme

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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

The compelling question was "how can we do aid better" (Paul, 2004).Monitoring can be defined as the routine tracking of key elements of programme/project performance usually inputs and output through regular reporting and surveillance systems. Monitoring is a key dimension of quality and accountability (George, 2007). On the other hand evaluation is defined as the episodic assessment of the change in targeted results that can be attributed to the programme/project intervention (Cracknell,2005).Evaluation and monitoring go hand in hand. Monitoring provides the raw data to answer questions whereas Evaluation is puts the data to use and thus giving them value.

Common terms associated with Evaluation include self evaluation, participatory evaluation, rapid participatory evaluation and external evaluation. Self evaluation involves an organization or project holding up a mirror to itself and assessing how it is doing, as a way of learning and improving practice. It takes a very self-reflective and honest organization to do this effectively, but it can be an important learning experience. Participatory evaluation is a form of internal evaluation. The intention is to involve as many people with a direct stake in the work as possible. This may mean project staff and beneficiaries working together on the evaluation. Rapid Participatory Appraisal is a qualitative way of doing evaluations. It is semi-structured and carried out by an interdisciplinary team over a short time. It is used as a starting point for understanding a local situation and is a quick, cheap, useful way to gather information. It is flexible and interactive. External evaluation: This is an evaluation done by a carefully chosen outsider or outsider team.

1.1.1 Monitoring and Evaluation Practice

The use of M&E techniques is one area of improvement that helps address the issue of measuring performance and success of NGO projects. Increasing demand for resources, greater public involvement in management, all have contributed to a need for better understanding for M&E and how it changes over time. In order to assure that the public that management has acceptable effects, M&E is necessary. This helps to ensure that the actual results are within the

expected range of benefits if not then adaptive management decision can be made to improve on the situation (Monitoring and Evaluation Draft 1996).

Simple, state-of-the-art monitoring and evaluation plans enable programs to make data based decisions regarding interventions and they provide funding agencies with evidence-based program outcomes. Monitoring and evaluation plans that adhere to a set of accepted best practices are easy to implement and yield data that can be used to continually improve program performance. USAID in their paper "Lessons Learned from USAID programs" October 2001, outlines best practices for M&E to include linking it to strategic plans and work plans, focusing on efficiency and cost effectiveness, employing a participatory approach to monitoring progress, utilizing both international and local expertise, disseminating results widely, using data from multiple sources, and facilitating the use of data for program improvement.

The paper emerges three conclusions that monitoring and evaluation is a program asset not a burden, local ownership is fundamental to increased utilization and sustainability and leadership continuation and commitment is a requisite. Generally there has been an increased demand to measure the effectiveness and success of international development projects. This has led to a demand for more effective and innovative ways to monitor and evaluate the nature and extent of impacts stemming from development initiatives (Rao, 2006).

1.1.2 Non Governmental Organization (NGO) Sector in Kenya

The NGO Coordination Act No 19 of 1990 section 2 (received presidential assent on 14th Jan 1991) defines an NGO as "a private voluntary grouping of individuals or associations, not operated for profit or for other commercial purposes but which have organised themselves nationally or internationally for the benefit of the public at large and for the promotion of social welfare, development, charity or research in the areas inclusive of, but not restricted to, health, relief, agriculture, education, industry and the supply of amenities and services". Non Governmental Organisations in Kenya are guided by the NGO co-ordination Act No 19 of 1990 which establishes a governmental agency and a self regulatory agency to govern NGOs and their operations in Kenya. They are also governed by the NGO Council Code of Conduct 1995

Among the biggest challenge the NGO sector faces in Kenya is the question of identity. As the sector grows in size there is a need to clearly define the role of NGOs and value of NGOs to society. Secondly, the sector cannot continue on the path of total dependence on external donor funds, as this contradicts their role as facilitators of sustainable development and self-reliance (Elkana, 2007).

It has become necessary from the onset to make optimal use of the reduced resources available and to critically focus on improving the successful implementation rate of projects. Awareness is growing is creating robust monitoring and evaluation system that assesses the intermediate outcomes and ultimate impact so as to better target foreign aid. Another challenge lies on their failure to undertake an analysis of community needs, and pressures to spend money quickly. Though monitoring and evaluation are now more common for projects run by larger NGOs, these tend to focus more on monitoring than on evaluation. Evaluation often still takes place only because donors require it, or when particular problems arise (Keith, 2003).

1.1.3 Project Success

The essential measure of a successful project is that it has delivered a successful outcome to the business. Closely related to this is project management success which entails delivering a project to the agreed scope, time, cost and quality while maintaining a customer relationship and not burning out the project team (Houston, 2008).

Therefore measures of project delivery success entail: that project management needs to be successful and it is also critical that successful outcomes are delivered with respect to increase revenue or decreased costs and the expected time period when these benefits would be realized.

1.2 Statement of the problem

Santos (2008) compares measures of success by looking comparatively on evaluations and analyzes the commonalities and differences that exist, among Japan funded projects in Asia. There had been no studies to establish the relationship between Monitoring and Evaluation and the success of NGO funded projects in Kenya.

In Kenya, various NGO projects supported by donor countries have been accomplished through the years and quite a number are still being implemented and planned. However, there are claims that they are not achieving their intended results such that countries tend to suffer from donor fatigue in finding no link between aid and growth (Elkana, 2007). The use of monitoring and evaluation (M&E) techniques is one area of improvement that helps address the issue of measuring performance and achievement of projects. Nowadays, M&E application has become imperative in all donor related programs and projects, no donor countries pursuing development initiatives would proceed at all without M&E framework in place. In addressing concerns of under-performance, evaluation seeks to determine whether goals and objectives of projects are being achieved to a certain level of efficiency and success (Rao, 2008).A number of questions therefore emerge, is monitoring and evaluation undertaken only as a prerequisite for donor funding? Do the varying contexts and circumstances of projects influence how monitoring and evaluation are done and their impact?

Several studies have been conducted related to Monitoring and Evaluation. Many of these studies deal more often on the research methodologies and approaches that can be applied in conducting evaluations. White (2006) and Ravallion (2008) for example, wrote about the use of impact evaluation in aid and outcomes and the roles of evaluation in the practice of development. They provided examples of evaluations done in different countries showing how rigorous research methodologies can provide the effective approach to determining the impacts of aid. They conclude that an effort is needed to develop approaches to evaluation so as to create a deeper understanding of what determines impact to projects. The UNDP evaluation Office in their Regional workshop on Result oriented M&E in Cape Town, 28-29 November 2008, echo the need for robustness and better alignment in M&E tools and methods saying that it needs to be taken more seriously particularly among governments and national development agencies so as to reinforce links between M&E and development results.

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From the foregoing it was evident that many studies in M&E had not established the relationship between M&E and success of NGO donor funded project in Kenya. It was this gap that this study sought to fill.

1.3 Research Questions

i.   What is the relationship between Monitoring and Evaluation and the success of NGO donor funded projects in Kenya?

ii.   What is the Monitoring and Evaluation Practice among NGO donor funded projects in Kenya?

1.4 Research Objectives

The objectives of this study were:

i.   To establish the relationship between monitoring and evaluation and success of NGO donor funded projects in Kenya

ii.   To establish monitoring and evaluation practice among NGO donor funded projects in Kenya.

1.5 Significance of the Study

To Project Managers

Project Managers will benefit from this study since they will be in a position to determine the importance and benefits of Monitoring and Evaluation while undertaking their projects. At the same time, these project managers will be able to understand how M&E works in different contexts and circumstances and provide insights on how to assess the effectiveness of M&E.

To Policy Makers

The policy maker will get an insight on the relevance, benefits and challenges associated with Monitoring and Evaluation. This will enable them formulate policies and make informed decisions.

To Scholars

Through this study, the scholar has contributed to the body of knowledge in M&E and thus assisting in performing further studies.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter summarizes the information from other researchers who have carried out their research in the same field of study. The specific areas covered here are concepts of monitoring and evaluation, self-monitoring, self-evaluation, monitoring and evaluation process, performance evaluation, effectiveness of monitoring and evaluation, monitoring and evaluation design, making the bottom-up approach operational and monitoring and evaluation and success of projects by NGOs.

2.2 Concepts of Monitoring and Evaluation

According to World Bank (2004), monitoring is the continuous assessment of project implementation in relation to agreed schedules, and of the use of inputs, infrastructure, and services by project beneficiaries. Monitoring provides managers and other stakeholders with continuous feedback on implementation. Monitoring identifies actual or potential successes and problems as early as possible to facilitate timely adjustments to project operation. Monitoring is the systematic collection and analysis of information as a project progresses. It is aimed at improving the efficiency and effectiveness of a project or organisation (Shapiro, 2000). It is based on targets set and activities planned during the planning phases of work. It helps to keep the work on track, and can let management know when things are going wrong. If done properly, it is an invaluable tool for good management, and it provides a useful base for evaluation. It enables one to determine whether the resources the organization has available are sufficient and are being well used, whether the capacity is sufficient and appropriate, and whether one is doing what one planned to do (World Bank, 2004).

Evaluation is defined by Davies (1995) as the periodic assessment of a project's relevance, performance, efficiency, and impact (both expected and unexpected) in relation to stated objectives: Project managers undertake interim evaluations during implementation as a first review of progress, a prognosis of a project's likely effects, and as a way to identify necessary adjustments in project design. Evaluation is the comparison of actual project impacts against the agreed strategic plans. It looks at what was set out to do, at what one have accomplished, and how one accomplished it. It can be formative (taking place during the life of a project or

organisation, with the intention of improving the strategy or way of functioning of the project or organisation). It can also be summative (drawing leanings from a completed project or an organisation that is no longer functioning). The use of mid-term reviews of ongoing projects has spread quickly in the last decade. Terminal evaluations, conducted at the end of a project, are required for project completion reports. They include an assessment of a project's effects and their potential sustainability (Olive, 2002).

2.2.1 Monitoring

Stakeholders and policy makers are increasingly asking for hard data on the success of projects. Future budget allocations or aid money are often dependent on evidence of project impact. This therefore calls for the need to regularly collect data. Monitoring regularly observes and records activities taking place in a project or programme. It is a process of routinely gathering information on all aspects of the project. To monitor is to check on how project activities are progressing. It is systematic and purposeful observation. Monitoring also gives about the progress of the project to the donors, implementers and beneficiaries of the project. Reporting enables the gathered information to be used in making decisions for improving project performance (Phil, 2003).

Monitoring is focused on daily management issues. The typical questions are: "How many?" "When?" "How?" "For how much?" By Monitoring we try to assess whether activities are implemented effectively and efficiently. Evaluation addresses strategic questions: "So what?"(Impact and sustainability) and "Why?" (Relevancy). Here the analysis is getting deeper and seeks for actual cause-results relationships and eventual implications of the observed situations. It perceives program not as a series of peace-meal activities but seeks for "big picture" conclusions. Monitoring is one of the components of the modern project management. First of all, it is expected to generate useful information for project manager: Where are bottlenecks? How are we doing towards our objectives? Are expenses under control? We can say that utility is the primary feature of properly organized monitoring system (Thomas, 2000)

2.2.2 Evaluation

Evaluation involves an organisation or project holding up a mirror to itself and assessing how it is doing, as a way of learning and improving practice. It takes a very self-reflective and honest

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organisation to do this effectively, but it can be an important learning experience (Shapiro, 2000).

Participatory evaluation is a form of internal evaluation. Participatory evaluation provides for active involvement in the evaluation process of those with a stake in the program: providers, partners, customers (beneficiaries), and any other interested parties. Participation typically takes place throughout all phases of the evaluation: planning and design; gathering and analyzing the data; identifying the evaluation findings, conclusions, and recommendations; disseminating results; and preparing an action plan to improve program performance. The intention is to involve as many people with a direct stake in the work as possible. This may mean project staff and beneficiaries working together on the evaluation. If an outsider is called in, it is to act as a facilitator of the process, not an evaluator (Elliott, 1997).

Rapid participatory appraisal was originally used in rural areas the same methodology can be applied in most communities. This is a qualitative way of doing evaluations. It is semi-structured and carried out by an interdisciplinary team over a short time. It is used as a starting point for understanding a local situation and is a quick, cheap, useful way to gather information. It involves the use of secondary data review, direct observation, semi-structured interviews, key informants, group interviews, games, diagrams, maps and calendars. In an evaluation context, it allows one to get valuable input from those who are supposed to be benefiting from the development work. It is flexible and interactive (Davies, 1995).

External evaluation is an evaluation done by a carefully chosen outsider or outsider team, while interactive evaluation involves a very active interaction between an outside evaluator or evaluation team and the organisation or project being evaluated. Sometimes an insider may be included in the evaluation team (Wolfe et al, 2000).

2.2.3 Benefits of Monitoring and Evaluation

Monitoring forms an integral part of all successful economic activity. Monitoring is about information and its aggregation to a level appropriate to all levels of management. Without access to accurate and timely information, it is difficult if not impossible to manage an activity, project or program effectively. According to UNDP (1997a) "monitoring enables management to identify and assess potential problems and success of a program or project. It provides the basis

of corrective actions, both substantive and operation to improve the program or project design, manner of implementation and quality of results. In addition it enables the reinforcement of initial positive results."

The primary purpose of evaluation is to provide lessons which assist in the design of new projects and programs. Without evaluation, any lessons that are learned from project or program experience may remain hidden or at best only known to those directly concerned with project implementation. Evaluation, necessarily supported by effective feedback mechanisms to disseminate results, can be useful to a wide range of people and institutions involved in project/program design, implementation and management as well as those in the policy and planning areas. Evaluation is also useful in promoting accountability, on the basis that the possibility that a project will be evaluated may have some influence on management (though admittedly this effect may be minimal).

2.2.4 Monitoring and Evaluation Process

The plan for M&E must indicate the human resources required, including training in equipment operation, software use, and instructional integration. It would not make sense to evaluate the outcomes of the intervention without first assessing the extent to which these intervention components were implemented (Davies, 1995; Wolfe et al, 2000).

The first step of the monitoring and evaluation (M&E) process should specify a plan to measure the implementation fidelity of the intervention. The M&E plan should then design measures of the intended outcomes, with a notion of how they might feed into the more "downstream," and less easily measurable, but desirable long-term development goals. Also, the design of the M&E plan should specify the analyses that would account for—either experimentally or statistically the other moderating factors that would influence the success of the intervention, such as the level of community support, the availability of digital content in the appropriate language, and the extent to which ICTs are also available in the home or community.

There is also a need to expand current definitions of basic skills to account for what is termed the notion of a 'broader literacy, that would include, where appropriate, information literacy and numeracy skills (for instance, information analytical and search skills, statistical reasoning, and so forth), as well as desired social and economic outcomes (Rudkins, 2002).

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2.3 Monitoring and Performance Evaluation and Project Success

Performance evaluation is perhaps the most powerful management tool for strategic deployment in both private and public settings. In projects where operating performance standards are quoted as an objective, or where decentralized processes call for localized capacity to plan and manage work programs and budgets, designers will need to describe how and when M&E findings will be used to shape work plans and contribute to program or policy development (Shapiro, 2000).

A project has no specific monitoring and evaluation unit. Instead, each management sub-unit is responsible for technical oversight of a component, ensuring the quality and timeliness of data collection, and for producing and analyzing reports. The reports are presented by project component and can be used to help diagnose technical and institutional implementation issues, propose and conduct studies, and plan institutional development and training. The World Bank's experience shows that even with a good design for M&E, success during implementation depends heavily on a sense of ownership by the borrower, adequate capacity in borrower institutions, and sustained interest from the task and project managers throughout the life of the project (World Bank, 2004).

2.3.1 Effectiveness Monitoring and Evaluation

Monitoring and evaluation are usually viewed to be one term. What monitoring and evaluation have in common is that they are geared towards learning from what one doing and how one is doing it, by focusing on: efficiency, effectiveness and impact. Efficiency tells one that the input into the work is appropriate in terms of the output. This could be input in terms of money, time, staff, equipment and so on. When one runs a project and are concerned about its replicability or about going to scale, then it is very important to get the efficiency element right (Snyder, 1998).Effectiveness is a measure of the extent to which a development program or project achieves the specific objectives it set. Impact tells whether or not what one did made a difference to the problem situation one trying to address.

Monitoring and evaluation is increasingly recognized as an indispensable tool of both project and portfolio management. The acknowledged need to improve the performance of development assistance calls for close attention to the provision of management information, both to support the implementation of projects and programs and to feed back into the design of new initiatives. M&E also provides a basis for accountability in the use of development resources (Davies,

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1995).According (Estrella and John, 1999) given the greater transparency now expected of the development community, non-government organizations and agencies carrying out projects need to respond to calls for more "success on the ground" with examples of development impact and with evidence that they have systems in place that support learning from experience. Used carefully at all stages of the project cycle, monitoring and evaluation can help to strengthen project design and implementation and stimulate partnership with project stakeholders. It can: Influence sector assistance strategy. Relevant analysis from project and policy evaluation can highlight the outcomes of previous interventions, and the strengths and weaknesses of their implementation.

Use of project design tools such as the logical framework (log frame) results in systematic selection of indicators for monitoring project performance (Tania, 2002).The process of selecting indicators for monitoring is a test of the soundness of project objectives and can lead to improvements in project design. Incorporate views of stakeholders. Awareness is growing that participation by project beneficiaries in design and implementation brings greater "ownership" of project objectives and encourages the sustainability of project benefits. Ownership brings accountability. Objectives should be set and indicators selected in consultation with stakeholders, so that objectives and targets are jointly "owned". The emergence of recorded benefits early on helps reinforce ownership, and early warning of emerging problems allows action to be taken before costs rise. Show need for mid-course corrections. A reliable flow of information during implementation enables managers to keep track of progress and adjust operations to take account of experience (Estrella, 1999).

2.3.2 Monitoring and Evaluation Design
Five components good M&E design during project preparation is a much broader exercise than just the development of indicators. Good design has five components, discussed in turn in what follows: Clear statements of measurable objectives for the project and its components, for which indicators can be defined. A structured set of indicators, covering outputs of goods and services are generated by the project and their impact on beneficiaries (Paul, 2004).

The control of activities and their direct results or outputs is within the management of the project, and can largely be dealt with by internal record-keeping and analysis. Indicators of inputs, process, and outputs are mostly generated from within project management. By contrast,

the achievement of project objectives normally depends on how project beneficiaries respond to the goods or services delivered by the project. Evidence of their response and the benefits they derive requires consultation and data collection that may be outside the scope of management. It is important to identify how beneficiaries are expected to respond to project services, because managers will need evidence of that response if they are to modify their activities and strategy. Indications that beneficiaries have access to, are using, and are satisfied with project services give early indication that the project is offering relevant services and that direct objectives are likely to be met. Such evidence--market research--may be available sooner and more easily than statistics of impact such as changes in health status or improvements in income. Market research information is an example of a leading indicator of beneficiary perceptions that can act as a proxy for later, substantive impact (Olive, 2002).

Other leading indicators can be identified to give early warning about key assumptions that affect impact. Examples would include price levels used for economic analysis, passenger load factors in transport projects, and adoption of healthcare practices. When planning the information needs of a project there is a difference between the detail needed for day-to-day management by the implementing agency or, later, for impact evaluation and the limited number of key indicators needed to summarize overall progress in reports to higher management levels. For example, during construction of village tube wells, project managers will need to keep records about the materials purchased and consumed, the labor force employed and their contracting details, the specific screen and pump fitted, the depth at which water was found, and the flow rate. The key indicators however, might be just the number of wells successfully completed and their average costs and flow rates (Shapiro, 2000).

The relative importance of indicators is likely to change during the implementation of a project, with more emphasis on input and process indicators at first, shifting to outputs and impact later on. This is a distinction between indicators of implementation progress and indicators of development results. Indicators of inputs and processes will come from project management records originating from field sites. The quality of record keeping in the field sets the standard for all further use of the data and merits careful attention.

Olive (2002) argues that M&E designers should examine existing record-keeping and the reporting procedures used by the project authorities to assess the capacity to generate the data

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that will be needed. At the same time, they should explain how and why the indicators will be useful to field, intermediate, and senior levels of project management. The design of field records about, say, farmers in extension groups, people attending a clinic, or villagers using a new water supply, will affect the scope for analysis later. The inclusion of simple socioeconomic characteristics such as age and sex may significantly improve the scope for analysis. A good approach is to structure reporting from the field so that aggregates or summaries are made at intermediate stages. In this way, field staff can see how averages or totals for specific villages or districts enable comparisons to be drawn and fieldwork improved.

To measure output and impact may require the collection of data from sample surveys or special studies (including, where appropriate, participatory methods). Studies to investigate specific topics may call for staff skills and training beyond those needed for regular collection of data to create a time series. Where there is a choice, it is usually better to piggyback project-specific regular surveys on to existing national or internationally supported surveys than to create a new data collection facility. Special studies may be more manageable by a project unit directly, or subcontracted to a university or consultants. If the special studies are to make comparisons with data from other surveys it is vital that the same methods be used for data collection (Davies, 1995).In the project plan, proposals to collect data for studies should include a discussion of: the objectives of the study or survey, the source of data, choices, proposed method of collection, and likely reliability of the data.

2.3.3 Making the Bottom-Up Approach Operational

Once the fine-tuned information on the different indicators has been sampled and discussed at grass-root level, the challenge consists once again of 'moving' the information towards higher levels of the project cycle and environment (Davies, 1995). Therefore one advises discussing this information from the grass-root level, in a workshop similar to the planning workshop. The modeling and schemes of the previous workshop are usually revised and adapted, based on the information on results and impact. Preferably the NGOs work with the same participants as in the planning workshop. Activities and indicators are then changed or added, based on the discussion and consensus reached in the workshop. The process must be discussed. A consensus must be reached about information flows, responsibilities and reporting the information. From that workshop information can go two ways again: first upwards to higher levels, for example to

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donors to report on the progress; and second down again, to start activities (and monitoring) with the target group (Olive, 2002).

Aspects considered by NGOs when developing an M&E system include the clear delineation of program objectives and interventions, the careful selection of indicators, the appropriate sequencing of the data collection and compilation process, attention to the quality of the data collected, and sound data analysis and reporting. An important part of this is to understand in which category (input, process, output, outcome, impact) each indicator fits; and to interpret the information generated by the system carefully and meticulously. Ensuring those steps should go a long way towards providing project managers with an M&E system that serves their administrative reporting needs as well as helps them follow implementation progress, detect bottlenecks, provide a diagnosis of the constraints and resolve those constraints before it is too late. An M&E system that fulfills those expectations constitutes a strong asset towards securing the achievement of the project's final objectives (Shapiro, 2000).

2.3.4 Success of Projects by NGOs

Most organizations' are inherently inward looking and self pre-occupied, and this tendency increases with size (Davies, 1995). Where attention is directed externally it tends to go towards those people and events that can have major consequences for Non-governmental organization's survival and growth. Beneficiaries generally have little consequence for NGOs existence, except if they disappear or threaten the NGOs own financial viability or perceived competence. If this is the case then donor information demands need to be made in such a way that they encourage organizational attention to be directed externally, especially in the direction of beneficiaries. This suggests that information donors request from NGOs should be primarily about the people (beneficiaries) the NGO is working with, and secondarily about the NGO and its activities. At present the bias tends to be very much in the opposite direction; activities first, then people.

Evidence of the ability to differentiate the needs of different beneficiaries could be shown by the extent to which NGOs can progressively disaggregate people into smaller and smaller groups according to differences in their needs and views. NGO reports (annual, and others to donors) suggests that very little disaggregation is normally provided. The extent of disaggregation can be represented quite simply in the form of tree diagrams showing categories of people, sub-categories and sub-sub-categories etc. If organizations of beneficiaries exist, their peak bodies

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can provide the same form of summary of their own membership, by differentiating their sub-sections, and by those sub-sections differentiating their sub-sections. Such a proposal was made to Proshika (Davies, 1995), an NGO which works with more than 70 multi- level peoples organizations representing more than 650,000 people in total (Van Leeuwen,1996).

The second attribute of responsiveness is the ability to quickly respond to expressed needs. Establishing evidence of this is more difficult and it may be necessary to use a more proximate indicator. A prior requirement for this capacity to respond quickly would be for the NGO to actually be aware of changes that have recently taken place in the lives of people, and for this knowledge to be rapidly available. If this is the case then donors should try to establish in which areas the NGO is most frequently updating it's information, and which areas least frequently. The proposed frequency of monitoring was radically different. The system would gather data on the lives of beneficiaries every 18 months at the most (Davies, 1995).

The third attribute of responsiveness could be evidenced by the demographic scale on which the NGO is able to do both of the above. The minimum expected standard of performance would be to suffer no loss of ability to differentiate or update as scale was increased. Both forms of donor information demand, because they are focused on people as the primary units of analysis, would bring back a more holistic perspective on the aid process, overcoming the focus on activities mentioned above.

There are other related strategies whereby donor information demands could encourage greater responsiveness by NGOs. These would draw attention to the process whereby an NGO is seeing its world. Firstly, rather than focusing on the expert perspectives generated from specialized research and evaluation units, donors could request information about beneficiaries from front line/field staff who are in direct relationships with them. Their views are of consequence because they directly mediate the NGOs assistance to beneficiaries and also the views of beneficiaries back to the NGO and because of the numbers of staff involved there will be some diversity in those views. Rather than aggregating these views into averages the alternative is for the NGO to make some expression of preference and choice amongst these. This would be both practically relevant for an NGO as it allocates its resources but also provide the basis for structuring a report on these views to donors (Davies, 1995).

Secondly, because formal M&E systems are one means by which many organisations do interpret what is going on directing some attention to that process may also be of value. Rather than seeking information about the existence and nature of M&E systems donors could seek information about the impact of the existing monitoring and evaluation systems, i.e. the observable differences that they have made. Furthermore, an expectation of continuing improvement in these more formal processes of learning could be encouraged by donors if they were to ask for information about changes in the NGOs own monitoring systems, especially in the means by the NGO understands it's relationship with it's beneficiaries.

2.4 Conceptual Framework

This section discussed the conceptual framework for analyzing the relationship between Monitoring and Evaluation and success of NGO donor funded projects in Kenya. The possible relationship between Monitoring and Evaluation and success of NGO donor funded projects may be as a result of effectiveness of M&E, M&E design, M&E Approach and type of M&E. These form the independent variables of the study. The model treats success of NGO projects as a function of effectiveness of M&E, M&E design, M&E Approach and type of M&E. This can be summarized in the expression overleaf.

2.4.1 Conceptual Framework

Within Specifications

Within Time

Quality of Project Management Success

Within Budget

Beneficiary Involvement

M & E

Effectiveness

Design

Approach

Type

Net benefits

Intention of Use

Value Addition

Sustainability

Beneficiary Satisfaction
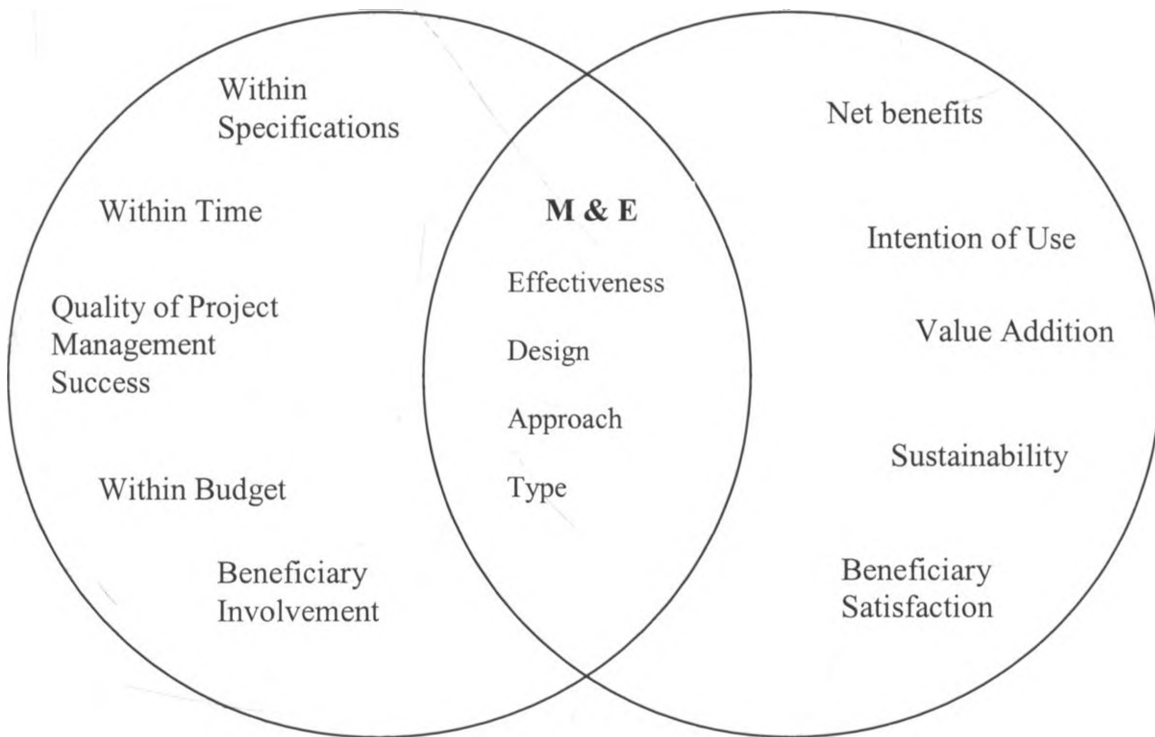
Project Management Success
(efficiency of project execution)

Project Product success

Source: Project Management Institute (2003) Journal of project Management 1(4)

Where, Project Success=Dimensions of Project Management Success+ monitoring and Evaluation of Projects

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the methods that were used to obtain and analyze data that enabled the researcher to achieve the research objective. The chapter includes the research design, target population and sample, data collection and analysis that the study adopted.

3.2 Research Design

This study adopted a sample survey research design. According to Kathuri and Pals (1993), the purpose of a survey research is to describe and explore a phenomenon. This design was appropriate for the study since the intention was to find out the relationship between monitoring and evaluation and the success of NGO projects in Kenya

3.3 Target Population

The population of interest in this study comprised all Non Governmental Organisations (NGO'S) based in Nairobi. These included the International Non Governmental Organisations with offices in Nairobi, but with project across Kenya.

3.4 Sampling Design

The researcher used stratified random sampling technique to select the sample that represented the population. Stratification was based on the level of the NGOs and the number of projects that they are undertaking. There were two categories of levels, namely local indigenous NGO's and foreign NGO's.Local indigenous NGO's were those founded locally and employ local staff whereas Foreign NGO's are usually branches of NGO's founded outside the country but with legal registration in Kenya (Karuti 2007). The sample of study was 60 NGOs as per sample size rule of thumb for correlation analysis which is no less than 50 participants (Val leman 1999). The respondents were the Project Managers.

3.5 Data Collection

The study relied on primary data. The researcher used structured questionnaires as the main data collection instrument. The questionnaire had both open and close-ended questions. The close-ended questions provided for more structured responses to facilitate analysis. The open-ended questions provide additional information that would not have been captured in the close-ended questions. The questionnaire consisted of part A and B. Part A solicited general information on the profile of respondents and firms. Part B was directed at the objective of the study.

3.6 Data Analysis

Descriptive statistics was used to summarize the data. In addition inferential statistics was used in this qualitative study due to its richness and depth in explorations and descriptions (Myers, 2002). Data was analysed using the Statistical Package for Social Science (SPSS).Correlation analysis was done to determine the extent of the relationship between monitoring and evaluation and the success of NGO donor funded projects. To establish the Monitoring and Evaluation practice, percentages, frequencies, means, standard deviations tables, pie charts and other graphs were also used as appropriate.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter presents analysis and findings of the study as set out in the research methodology. The results are presented on the relationship between monitoring and evaluation and the success of NGO donor funded projects in Kenya. The data was gathered exclusively from questionnaire as the research instrument. The questionnaire was designed in line with the objectives of the study. To enhance quality of data obtained, Likert type questions were included whereby respondents indicated the extent to which the variables were practiced in a five point Likerts scale. The research had a response rate of 86.66%

4.1.1 Response Rate

The study targeted 60 respondents in collecting data with regard to the relationship between Monitoring and Evaluation and the success of NGO donor funded projects in Kenya.

Table 4.1: Response Rate

Responses	Frequency	Percentage
Responded	52	86.66
Not responded	8	13.33
Total	**60**	**100.0**

Source: Research Data

From the table 4.1 above, 52 out of 60 target respondents filled in and returned the questionnaire contributing to 86.66%. This commendable response rate was made a reality due to the researcher's social networks in the NGO field that helped her considerably in contacting the respondents.

4.2 General Findings

4.2.1 Number of Employees in the NGOs

The researcher sought to establish the staffing capacity in the NGOs. The study found out that 46.15% of NGO's had a staff capacity ranging from 10-49 employees as shown on the table 4.2 overleaf.

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Table 4.2: Number of Employees

Number of Employees	Frequency	Percent
1-9	5	9.61
10-49	24	46.15
50-99	14	26.92
over 100	9	17.30
Total	**52**	**100.0**

Source: Research Data

Findings on table 4.2 above table infer that the NGO's sector is significant in terms of employment creation and thus needs to thrive in its project implementation. According to a study by (Kathuri 2007) this sector accounts for about 2.5% and employees a significant number of people.

4.2.2 Locality of the NGO

The researcher sought to find out whether NGO were locally owned or internationally owned. The study found out that that 67.30% of the NGOs are internationally owned, while 32.69% of them are locally owned as shown on table 4.3 below.

Table 4.3: Nationality of the NGO

Nationality	Frequency	Percent
Local	17	32.69
International	35	67.30
Total	**52**	**100.0**

Source: Research Data

From these results it is indicative that the majority of the NGOs are internationally owned as compared to the proportion that is locally owned.

4.2.3 Period the Organisation has been in Existence

The researcher sought to establish the length of time that the NGO's had been in operation in the country. The researcher found out that a higher percentage of NGO's has been in existence for over 20yrs as shown on table 4.4 .

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Table 4.4: Length of Service

Length	Frequency	Percent
5-10 yrs	7	13.46
10-15 yrs	11	21.16
15-20 yrs	16	30.77
over 20 yrs	18	34.61
Total	**52**	**100.0**

Source: Research Data

From the findings on table 4.4 above, this pattern can be attributed to the increasing demand for service provision, coupled with the governments inability to provide the same thus serving as an inducement for the formation of NGO's.

4.2.4 Area of Specialization

The researcher sought to establish the area of specialization of the NGOs that took part in the study. The study found out that NGO's participated in health, environment, education and relief services in different percentages as indicated on table 4.5 below.

Table 4.5: Area of Specialization

Area	Frequency	Percent
Health	12	23.07
Environment	6	11.54
Education	13	25.00
Relief services	21	40.38
Total	**52**	**100.0**

Source: Research Data

The findings on table 4.5 above show that the NGO's provide a compelling structure for human service and diversity remains a noticeable characteristic of NGO's.Therefore this table represent a diversification of non-profit work which could also be linked to the various sectors that government has left gaps in for thus having the NGO's to fill.

4.3 Monitoring and Evaluation Practices Adopted

The researcher sought to establish the type of monitoring and evaluations adopted by the organizations. Its findings were as indicated on table 4.6.

Table 4.6: Conventional and Participatory M&E Practices Adopted

M&E Practices	Frequency	Percent
Conventional M&E	29	55.76
Participatory M&E	23	44.23
Total	**52**	**100.0**

Source: Research Data

Further still 70% of those who indicated conventional method said that this was their preferred choice as it was less time consuming. Lack of resources and difficulty with participatory approaches are seen to hamper the participatory involvement of stakeholders at all stages.

4.3.2 Projects being undertaken

The researcher sought to establish the number of projects that were currently being undertaken by their organizations and the findings were as indicated on table 4.7 below.

Table 4.7: Projects Currently Undertaken

Number	Frequency	Percent
1	30	57.70
2-5	22	42.30
Total	**52**	**100.0**

Source: Research Data

The results from table 4.7 above indicate that 57.70% of the NGO's were undertaking one project at a time while a few of them were taking between 2 and 5 projects. This can be a good point of observing the validity of a given type and effect of monitoring and evaluation approach used in ensuring success of projects. On the other hand these results could suggest that the high percentage of undertaking one project at a time could be as a result of dependancy on donor funding and the impact on the recent global economic resession,where rich ecomicies drastically cut their aid to poor economies.As a result NGO's could only receive minimum funding .

4.3.3 Funding of the Organizations

The researcher sought to establish how their organizations were being funded. The findings of the study were as indicated on table 4.8.

Table 4.8: Funding of the NGOs

Funding	Frequency	Percent
Donors	26	50.0
Income generating projects	3	5.76
Both	23	44.23
Total	**52**	**100.0**

Source: Research Data

The findings on table 4.8 above may infer donors' preference to channel funds through alternative avenues such as NGO's owing to the government on accountability. It is therefore important that NGO's enhance their M&E process if they are to continue being seen by donors as alternate sources of funding.

4.3.4 Monitoring and Evaluation Practice

The researcher sought to establish the extent to which various statements describe Monitoring and Evaluation practices in the organizations. The findings are summarized on table 5.0 below.

Table 4.9: Monitoring and Evaluation Practices

STATEMENT	Mean	Std Dev.
M & E reports are documented and communicated to all stakeholders	2.74	1.13
Project reports focusing on implementation of activities, major achievements, problems and solutions found are submitted semiannually.	3.16	1.14
Monitoring and Evaluation process in my organization is carried out as an adhoc process.	3.28	0.85
Monitoring and evaluation process is major in enhancing the success of projects in my organization	3.28	0.85
Meeting with project partners and stakeholders are carried on a regular basis.	3.31	1.01
Adjustment and recommendations are made in the project cycle to better meet objectives	3.36	0.89
My organization conducts monitoring visits to project sites at least 1-2 times a year.	3.50	0.82
The leadership in my organization recognizes both the learning opportunities and the challenges that the Monitoring and evaluation unit experiences	3.52	0.73
Project completion reports as submitted.	3.55	0.86
My organization includes a conventional approach in its monitoring and evaluation.	3.71	0.86
Monitoring and Evaluation Practices are motivated primarily by a desire to comply with regulations and avoid donors freezing aid	3.72	1.01

Source: Research Data

The researcher sought to find out whether M&E process was major in enhancing the success of projects in their organizations the study found out that this was achieved to a moderate extent. This is a positive pointer and although they may have made important contributions to the projects their potential contribution to broader development strategies may not be fully achieved hence the need to enhance the M&E process. The researcher also sought to find out whether M&E process was carried out as an ad hoc process and if adjustments and recommendations are made in the project cycle to better meet objectives. The study found out that these were achieved to a moderate extent as shown by their mean scores. Carrying out M&E as an adhoc process could be seen as an opportunistic way of doing things which many at times would depend on the availability of funds and interest of donors. As a result NGO's do not own the system and thus may not achieve its full benefits.

In reference to table 4.9 the researcher sought to find out whether found NGO's submit of project reports focusing on implementation of activities, major achievements, problems and solutions semiannually and M&E reports are documentation and communication. The study found out that these were achieved to a moderate extent as shown by their mean scores. This shows that more needs to be done in sensitizing NGO's to present reports as this information is useful is assessing how the project progress and would enable corrective action to be carried out at the right time. However caution must be taken so that M&E is not seen to produce voluminous reports recording all the things that the project has done to achieve impact but rather to identify and analyze the changes taking place in the project, what worked and what did not and how the project has continually improved. The respondents also indicated that meeting with project partners and stakeholders are carried on a regular basis to a moderate extent. This is a valuable tool in the M&E process for collecting information. It is important to involve all stakeholders so that they can own the process and feel empowered.

The researcher sought to find out whether NGO's included a conventional approach in its monitoring and evaluation. The study found out that this was achieved to a great as shown by their mean scores of 3.71 This findings shows that NGO's have not fully grasped the importance of using participatory approaches. Therefore it is critical to emphasize on the importance of participation.M&E should be viewed as a collaborative process of learning and thus demands

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responsibility on the part of all members. The researcher sought to find out whether project completion reports as submitted and if leadership in the organization recognized both the learning opportunities and the challenges that the monitoring and evaluation unit experienced. The study found out that this was achieved a great extent as shown by a mean score of 3.52 and 3.55 respectively. This shows that M&E has challenges that need to be looked into for it to achieve maximum impact. It also shows that NGO's require sound processes for specyifying, tracking and measuring project results so as to ensure a sufficient level of accountability and to ensure lessons are shared.

The researcher sought to find out whether monitoring and evaluation practices were motivated primarily by a desire to comply with regulations and avoid donors freezing aid. The study found out that this statement was true to a great extent as shown by a mean score of 3.72.This statement was agreed to a large extent and it is therefore important for NGO's to understand that the future financial viability will depend on being able to demonstrate results, initially in terms of coverage of activities and subsequently in terms of outcomes. Thus NGO's need to be accountable to all its stakeholders and not only to donors. The researcher sought to find out if NGO's conducted monitoring visits to project sites at least 1-2 times a year. The study found out that this was achieved to a great extent as shown by a mean score of 3.50.It is critical to examine whether this visits are more of output rather than measure of outcomes, what do they achieve and how interactive they are. The visits need to be focused more towards the benefit of primary stakeholders of NGO's beneficiaries. The above statements provide a picture on the current state of the M&E process in NGO's in Kenya thus giving a base on how to move forward.

4.3.5 Project Management Practice

The researcher sought to find out the extent to which various statements describe project management practices in the organizations. The findings are summarized on table 5.0. The researcher sought to establish the competency of project staff. The study found out that project management staffs are competent to a little extent as shown by the mean score of 1.67. This shows that training and capacity building of NGO staff is required so as to enable them carry out the M&E process effectively so as to achieve maximum results.

Table 5.0: Project Management Practice

STATEMENT	Mean	Std Dev.
Project management staffs are competent	1.67	0.77
Projects serve the intention they were intended to	1.78	0.73
Projects are completed within the set budgets	2.11	0.83
Projects are completed within the set time-frames	2.39	1.38
Beneficiaries are satisfied with project output	2.72	0.83
Projects are implemented as set out in the proposals	3.89	1.68
Projects are sustainable	2.89	0.83
Beneficiaries are involved throughout the phases of the project	3.61	7.38

Source: Research Data

The researcher sought to find out whether projects were completed based on the set time-frames and whether they served the intention that they were intended for. The study found out that projects completion within the set time-frames to a and projects serving the intention they were intended to was done to a little extent as represented by a mean score of 1.78. These results could be attributed to the challenges involved in project implementation such as government policy, delay in releasing funds etc. which may come in the way of the proposed time frames. Beneficiaries may have expectations which are different form those of the NGO's and unless these two stakeholders discuss and agree on the expectations from the inception of the projects it is highly likely to see that their expectations have not been fulfilled. This calls for participation, negotiation and flexibility given the variety of stakeholders involved the changing environment and the need to make performance improvements along the way.

The researcher sought to establish whether projects were implemented as set out in the proposals and that beneficiaries are involved throughout the phases. The study found out that this was achieved to a great extent as shown by mean score of 3.61as indicated on table 5.0. While the study shows that beneficiaries are involved to a great extent it is important to examine whether the beneficiaries involved are the actual end users and who determines and selects the inclusion criteria of the beneficiaries.

The researcher sought to find out whether NGO projects were sustainable, and if beneficiaries are satisfied with project outputs. The study found out that these was achieved to a moderate

extent as shown by a mean score of 2.89 and 2.72 respectively on table 5.0.Project sustainability is a key factor in measuring project success while the response from the study shows that this is moderately achieved a lot more need to be done so as to increase the rate of projects sustainability. It is evident that beneficiaries appreciate the role of NGO's to a certain level however there is need to carry out a beneficiary assessment so as to compare their standpoint and that of the implementers.

4.4 Correlation Analysis

Table5.1: Correlation Analysis

	Success of projects	Effectiveness of monitoring and evaluation	Monitoring and evaluation design	Bottom-Up Approach in M&E	Type of M&E
Success of projects	1	.958	.089	.122	.023
		.958	.949	.361	.864
Effectiveness of monitoring and evaluation	.047	1	.166	.245	.235
	.958		.214	.064	.076
Monitoring and evaluation design	.089	.166	1	.016	.146
	.949	.214		.905	.273
Bottom-up approach in M&E	.122	.245	.016	1	.246
	.361	.064	.905		.063
Type of M&E	.023	.235	.146	.246	1
	.864	.076	.273	.063	

Source: Research Data

To quantify the strength of the relationship between the variables, the researcher used Karl Pearson's coefficient of correlation. The researcher used the Karl Pearson's coefficient of correlation (r) to study the correlation between the study variables and the findings. From the findings, it was clear that there was a positive correlation between the effectiveness of monitoring and evaluation and success of NGO projects as shown by a correlation figure of 0.958, it was also clear that there was a positive correlation between the monitoring and evaluation design and success of projects with a correlation figure of 0.089, it was also clear that there was also a positive correlation between success of projects and the M&E bottom-up approach with a correlation value of 0.122 and a positive correlation between type of M&E and

success of projects with a value of 0.0.023. This shows that there was positive correlation between success of projects and effectiveness of M&E, M&E design, M&E Approach and type of M&E.

CHAPTER FIVE: SUMMARY OF FINDINGS CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides the summary of the findings from chapter four, and also it gives the conclusions and recommendations of the study based on the objectives of the study. The objectives of this study were to establish the relationship between Monitoring and Evaluation and success of NGO funded projects in Kenya and to establish Monitoring and Evaluation practice among NGO funded projects in Kenya.

5.2 Summary of the Findings

The study found out that there is a positive correlation figure of 0.96 in establishing the relationship between Monitoring and evaluation and sucsess of NGO projects in Kenya.The study found that the NGOs had specific monitoring and evaluation plans and majority (50%) of the NGOs were funded from donor funds, others (43.1%) were funded from both income generating projects and donor funding, while 6.9% of the organizations obtained funding from income generating projects only.

The study found that that monitoring and evaluation process is major in enhancing the success of projects in the organizations to a moderate extent as shown by a mean score of 3.28, monitoring and evaluation process in the organizations is carried out as an ad hoc process to a moderate extent as shown by a mean score of 3.28and M & E reports are documented and communicated to all to a moderate extent as shown by a mean score of 2.74.

The study found that the organizations include a conventional approach in its monitoring and evaluation as shown by a mean score of 3.71, they were also in agreement that project completion reports as submitted to a great extent as shown by a mean score of 3.56, leadership in the organization recognizes both the learning opportunities and the challenges that the monitoring and evaluation unit experiences to a great extent as shown by a mean score of 3.52, while they indicated that adjustment and recommendations are made in the project cycle to better meet objectives to a moderate extent as shown by a mean of 3.36.

It was also clear that monitoring and evaluation practices are motivated primarily by a desire to comply with regulations and avoid donors freezing aid to a great extent as shown by a mean score of 3.72, the organizations conduct monitoring visits to project sites at least 1-2 times a year to a great extent as shown by a mean score of 3.50. The respondents indicated that meeting with project partners and stakeholders are carried on a regular basis to a moderate extent as shown by a mean score of 3.31, while project reports focusing on implementation of activities, major achievements, problems and solutions found are submitted semiannually to a moderate extent as shown by a mean score of 3.16.However it is important to note that simply having the M&E information available does not guarantee use by programme managers for accountability oversight.

On the project management practice, the study found that projects are implemented as set out in the proposals to a great extent as shown by a mean score of 3.89, that beneficiaries are involved throughout the phases of the project to a great extent as shown by a mean score of 3.61, where they indicated that projects are sustainable to a moderate extent as shown by a mean score of 2.89and beneficiaries are satisfied with project outcomes to a moderate extent as shown by a mean of 2.72. The respondents also said that projects are completed within the set time-frames to a little extent as shown by a mean of 2.39, projects serve the intention they were intended to a little extent as shown by a mean of 1.78 and project management staffs are competent to a little extent as shown by a mean of 1.67.

5.3 Conclusions

The study concludes that there is a positive relationship between monitoring and evaluation and the success of project, this shows that M&E is an important tool in enhancing the success of NGO project in Kenya. It is also clear from the study that M&E is undertaken mainly as a prerequisite for donor funding to a great extent, an attitude that needs a shift so as to take M&E more seriously and make its ownership a pre-requisite of project success. While this is a positive step in creating a demand from the donors' side, demand must be created from the NGO's by making it a valuable input and owning the system as this will support their evidence based policy making, development and accountability. The M&E system must produce information and findings which are judged useful all stakeholders: NGO's, beneficiaries and donors.

The study concludes that majority of the NGOs are funded from donor funds, others from both income generating projects and donor funding, while some of them obtain funding from income generating projects only. The dependency on donor funding could be linked on projects sustainability being moderate which the study also concludes. This confirms the study by Elkana 2007 which indicates project sustainability as a major challenge facing NGO's in Kenya.

The study concludes that all projects have a formal monitoring and evaluation framework, monitoring and evaluation process is major in enhancing the success of projects in the organization and M & E reports are documented and communicated to all which enhances success of the NGO donor funded projects. This show that it is important for different projects to have distinct M&E framework as their context would vary and thus influence their successes.

The study further concludes that adjustments and recommendations made in the project cycle so as to better meet the objectives is moderately done, this conclusion shows that NGO's in Kenya view M&E as an approach to account for results achieved by projects rather than a reflection on lessons learned and an adjustment tool. It is therefore important that NGO's identify the extent of actual utilization of M&E as well as the particular way that it is being used.NGO's need to start with a diagnosis of how the M&E function currently exist in their organizations its strengths and weakness both on the demand and supply side. This diagnosis will be useful in providing information and insights and also serve as a vehicle for raising the awareness of its importance and need to strengthen it.

5.4 Recommendations

The study recommends that all NGOs in Kenya should put in place more robust M&E system for their projects as they play a role in enhancing their sucsess.There is need for better integration of M&E within projects so as to make it an integral component of programming, strategic planning, budgeting and performance management. Monitoring and evaluation should be seen as a pre-requisite for project sucsess rather than for donor funding.

The study also recommends the need for NGO's to instill a learning and accountability culture where M&E is treated as a constructive tool for performance management and learning, This will enable NGO's to focus more on sustainability through self-reliance by beneficiaries involved. The focus on sustainability should be on impact rather than the sustainability of activities and

process initiated to achieve the impact.

5.5 Limitations of the Study

This study focused on an area that is very extensive and major. Clearly this represented a challenging task for the researcher and the choice of methodology to use given that time was a limiting factor. Elaboration of the elements of M&E in relation to project success was challenging as it could have led to generalizations in the study. Even when reliable and valid questions were asked there could be problems due to missing data due to differ respondent's refusal to participate fully, some questions being left unanswered and biasness in responding to some of the questions. The conclusion as well the limitations of this study brings forth avenues for future research.

5.5 Suggestions for Further Studies

This study has investigated the relationship between monitoring and evaluation and the success of NGO donor funded projects in Kenya. The study established that the NGOs in Kenya use various mentoring and evaluation practices in different ways. Another similar research need to be carried out to investigate the possible solutions to the challenges of monitoring and evaluation of NGO projects in Kenya.

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Questionnaire

Section One: Profile of NGOs

1) How many employees are in your Organization?

1-9   [ ]   10- 49   [ ]

50-99 [ ]   Over 100 [ ]

2) Is your Organization a Local or an International NGO?

Local [ ]   International   [ ]

3) How long has your Organization been in existence?

5 -10   years   [ ]
                                              10-15 years   [ ]
15-20 years   [ ]
                                              Over 20 years   [ ]

4) Which area of activity is your NGO specialized in?

 Health   [ ]

Environment   [ ]

Education   [ ]

Relief Services   [ ]

Any other (kindly indicate) ……………………………………………………………..

5. Which monitoring and evaluations practices does your organization adopt?

Convectional M&E [ ]   Participatory M&E   [ ]

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Please give reason for your answer……………………………………………..

Others (please specify)…………………………………………..

6. How many projects are currently being undertaken by your organization?

   1   [ ]   2-5   [ ]

Others (specify)……………

7. Does each project have its specific M&E plan; YES [ ]   NO [ ]

If No please explain:………………………………………………..

…………………………………………………………………………

8. How is your organization funded?

From Donors [ ]   Both [ ]

Income generating projects [ ]

Section Two: Monitoring and evaluation Practice

To what extent do the following statements describe monitoring and evaluation practices in your organization? (Tick in the box that applies for each statement)

STATEMENT	(1) Not at all	(2) To a small extent	(3) To a moderate extent	(4) To a great extent	(5) To a very great extent
Monitoring and Evaluation process in my organization is carried out as an adhoc process.					
M & E reports are documented and communicated to all					
Monitoring and evaluation process is major in enhancing the success of projects in my organization					
My organization includes a participatory approach in its monitoring and evaluation.					
The leadership in my organization recognizes both the learning opportunities and the challenges that the Monitoring and evaluation unit experiences					
Adjustment and recommendations are made in the project cycle to better meet objectives.					

STATEMENT	(1) Not at all	(2) To a small extent	(3) To a moderate extent	(4) To a great extent	(5) To a very great extent
Project completion reports as submitted.					
Monitoring and Evaluation Practices are motivated primarily by a desire to comply with regulations and avoid donors freezing aid					
My organization conducts monitoring visits to project sites at least 1-2 times a year.					
Project reports focusing on implementation of activities, major achievements, problems and solutions found are submitted semiannually.					
Meeting with project partners and stakeholders are carried on a regular basis.					

Section Three: Project Management Practice

STATEMENT	(1) Not at All	(2) To a small extent	(3) To a moderate extent	(4) To a great Extent	(5) To a very great extent
Projects are implemented as set out in the proposals					
Projects are completed within the set time-frames					
Project management staffs are competent					
Projects are completed within the set budgets					
Beneficiaries are involved throughout the phases of the project					
Beneficiaries are satisfied with project outcomes					
Projects serve the intention they were intended to					

Projects are sustainable					

Kindly give any other comments

....
....
....
....

APPENDIX 1: LETTER TO RESPONDENTS

Dear Respondents, my name is Angela Kimonyi I am a second year student at Nairobi University. I am working toward my Masters degree in Business Administration.

The project I am currently working on is a study on "The relationship between monitoring and Evaluation and Project Success: A case of NGO projects in Kenya."

The attached questionnaire is the data collection instrument that I have chosen to use for my Masters Project.

All the participants, sites, and data involved in this survey are completely confidential. The names of the respondents in the NGO's are not requested in the survey and will not be used in the research at any time. Thank you very much for your time and participation.

Sincerely,

Angela Kimonyi

APPENDIX 2: NGO's LISTING

1. ACORD Kenya
2. Abantu for development
3. Action Against Hunger (UK)
4. Action Aid (Kenya)
5. Action Contre La Faim
6. Adventist Development and Relief Agency (ADRA)
7. Africa Community development Organization
8. Africa Peace forum
9. Africa Population and Health Research Centre
10. The Agakhan Foundation
11. Agency for Technical Cooperation and development
12. CARE International Kenya
13. Catholic Relief Services
14. Centre For Child development
15. Centre for Governance and Development
16. Centre for Law and Research international
17. Child Rights Advisory Documentation and Legal Centre
18. Child Fund
19. Child Line Kenya
20. Christian Aid
21. Christian Reformed World Relief Committee
22. Climate Network Africa
23. Coalition on Violence against Women (COVAW)
24. Concern Kenya International
25. Concern Worldwide
26. Cordiad Foundation
27. Cradle The children Foundation
28. Danish Association for International Co-operation
29. Danish Refugee Council
30. Help Age Kenya