UNIVERSITY OF NAIROBI

ASSESSMENT OF M&E IT SYSTEMS IN COMMUNITY-BASED

ORGANISATIONS

By

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ABBREVIATIONS AND ACRONYMS

CBO: Community Based Organisation

CGS: County Government Staff

GOK: Government of Kenya

IPA: Integrated Program Area

LFA: Logical Framework Approach

M&E: Monitoring and Evaluation

MOE: Ministry of Environment

NGO: Non-Governmental Organisation

RDD: Rural Development Department

SPSS: Statistical Package for the Social Sciences

TOT: Training Of Trainers

USAID: US Agency for International Development

RBM: Results-Based Management

MDG: Millennium Development Goals.

KPI: Key Performance Indicators

ABSTRACT

The study was to evaluate the design of M&E IT systems used in Community-Based Organizations (CBOs) and to contribute to data management and program improvement. This assessment was to determine how M&E IT systems comply with established guidelines, identify gaps and developments in the CBO M&E IT system, and understand how to improve program delivery using the CBO M&E IT system module. The thesis used descriptive research design to gather data about various subjects. "Descriptive analysis was employed to get proofreading the current status of a phenomenon and to describe what exists concerning conditions in a very situation" (Nath, 2007; Shamoo and Resnik, 2005). The evaluation used the FHI 360 Participatory Assessment Tool, which integrates the twelve components of the IT M&E technology into eight domain, program-level applications" (FHI,360). The target population was 1706, and 3-5 Community-based institutions that are operating in remote areas. One hundred and seventy respondents were sampled to participate in the evaluation. Data were collected through open and closed interviews, deliberations and document review both online and offline documents. The data were quantitatively and qualitatively analyzed to give results. The study identified low data quality, achieve donor satisfaction, ensure data security and control, achieve operational efficiency as the drivers for robust M&E IT systems at community-based organisations.

Similarly, they are confronted with a lack of plans, guidelines & operational documents, inadequate data verification checks, poorly developed data quality systems and training of meal staff and volunteers. Besides, the study proposed that for the community-based institutions should invest in professional training of employees, allocated adequate funds for developing or build effective M&E IT systems and use of standard tools for data collection and reporting. Moreover, they need to be made aware increase management ownership and support and allocation funds and resources to organizations is very crucial in all M&E aspects.

CHAPTER ONE

INTRODUCTION

1.0 Background to study

Monitoring is a constant process through which shareholders gain a general view of the progress towards their goals. At the same time, "an assessment is the practice that allows organisations to identify current system gaps and recommend actions to maintain their strengths and improve their weaknesses" (UNAIDS 2008a). Information technology systems in M&E offer establishments/ institutions with an approach to reinforce an efficient way to manage data and evidence-based strategy in evaluating the success of projects.

"The (IMF) International Monetary Fund and the World Bank (2011) emphasise the need for robust M&E IT systems to increase the efficiency of development programs, achieve accountability and Millennium Development Goals" (MDGs),(World Bank, 2011). With increasing globalisation, the pressure is mounting on corporations, community institutions and governments globally to engage all stakeholders for the rule of law, transparency, accountability and more significant development. "A functional M&E IT system is an important program management approach that can be used for governance and program management practices" (IMF, 2005).

The need for improved programming and results-based management (RBM) and the involvement of stakeholders has led to the development of supervision and evaluation. However, the history of M&E IT systems dates back to the 1970s, when M&E was essentially project-oriented. Principally, M&E focused on inputs and outputs which were primarily extracted from administrative records. As M&E developed from the 1970s to the 1980s, sector-wide policies (SWAPs) changed as RBM's popularity grew. The M&E process transformed in the early 1990s when M&E engrossed on conducting large-scale national housing surveys to determine living standards as an outcome macro-economic policy. "M&E programs or initiatives continues to thrive as it is under pressure from NGOs to develop systems to demonstrate the performance of projects/programs." (Liket et al., 2014). Most community-based organisation are now trying as much to develop M&E IT systems to ensure they

are accountable to the donor are also seen to be transparent and responsible for running their programs funded by the donors.

1.1   COMMUNITY-BASED ORGANISATION

Community-based organisations is a private or public institution or a section of a community that works to meet the communal wishes. Its motivation is on promoting equality in society across all area of environment, health care, technology, quality of education, nutrition, FSL(food and Livelihood) and human rights.

"In Kenya, CBOs began as self-help groups in the years of 1960 where the first president of Kenya, Mzee Jomo Kenyatta began to encourage grassroots growth through coming together in the spirit of what was referred as Harambee" (Nation, 1996).

The 40,000 CBOs in Kenya are donor-based organizations that serve the majority of these communities. The primary source of funding for these organizations is donations from organization members, the community and donors.

CBOs face many challenges in implementing their programs. According to a study of sustainable community-based projects in Kenya, key challenges facing these organizations include inadequate skills, poor data management, capitalization and poor leadership, which affect sponsors and providers reporting.

1.3 Statement of the problem

Donors, NGOs and national governments are increasingly turning to community-based organizations and community workers to maximize outcomes in development projects and programs, as well as to provide protection, primary care and community assistance services. Many efforts have been made in Kenya to strengthen Monitoring and evaluation systems in community-based organizations.

"However, as in many developing countries, monitoring and evaluation in community-based organisations have not yet reached an acceptable level of operation." (Odhiambo, 2000). "It should be noted that many community-based organizations have made efforts to institutionalize the

preparation of M&E" Liket et al. (2014) notes, the institutionalisation of M&E activities by community-based organisations is because of significant projects/programs are pressured by lack of funds or donors. The practice of M&E evaluations and assessment in Africa is donor-driven, as recognized by Phillips and Porter (2014) and OECD (2005). M&E reviews are critical in all MEAL projects initiatives.

CBOs face several challenges, including their inability to respond to changing needs and poor reporting of M&E activities since most of the assessments are paper-based. In Kenya, M&E assessments of projects are weak. There is a lack of systematized systems, and in cases were M&E IT systems are available, they are not well developed and used, evidence and data are not being made available to donors and community.

At CBOs, much money has been allocated for intervention programs and projects with aid to improve community status and hygiene. The fact that these initiatives and projects play a significant role in enhancing community status; conducting field monitoring assessments has been a challenge, and use of better systems to monitor ongoing projects. "Creating a result-oriented M&E IT system is essential for all donor-funded projects and initiatives. There is increased pressure on NGOs and local community programs to improve data management, reporting and meeting the agreed key performance indicators, and use of well built M&E IT systems that will integrate all aspects of project tracking. Must be accessed to ensure they comply with the recommended standards (FHI, 360). As mentioned above, CBOs M&E IT systems lack baseline and data relevant to report on M&E projects process where data quality is verified as most use paper-based evaluations or poorly designed M&E IT system. The study evaluates how M&E methods are used, adapted, managed and what are the gaps in current M&E IT system and how to make the systems work better at the CBOs. It also explains the difference between effectively monitoring and evaluating projects and using M&E tools. Therefore, the CBO conducts a comprehensive evaluation of the M&E IT system as recommended various baselines drafted and approved by FHI,360 (2013).

1.4 Research Objectives

i. To investigate whether the methods and tools used by CBOs, meet established M&E IT system standards?

ii. To determine the impact of staff training in using M&E IT systems?

iii. To investigate stakeholder impact on development and use of M&E IT systems?

iv. To investigate data flow, data management, data quality and how data is aggregated at all levels?

1.5 Research Questions

i. How are methods and tools used in CBO built into M&E IT systems? What tools or processes are missing from the core M&E software in use at CBOs?

ii. In what way do employees, community workers, and volunteers training impact the use of M&E IT systems at CBOs?

iii. How does stakeholder engagement impact the use and development of M&E IT systems in CBOs? At what stage in the system design process are stakeholders more involved?

iv. Are there data flow or data management baselines in place to ensure data quality and analytics?

1.6 Research Assumptions

The study assures that community members, volunteers, and monitoring teams are available to answer questions honestly and accurately. At the same time, organisations and respondents agree to the research request to analyse their current M&E IT system. The institutions should at least have an M&E IT system or any M&E software running at their CBOs. The researchers believe that the data collection tools and method are appropriate and measure the desired contracts.

1.7 Significance of the study.

This study will be a guide to many donor organisations, community-based-organisations, regulating bodies in running and conducting M&E IT systems audits. It is, therefore, adds to the existing short literature on the subject. Developing M&E software or tool, and manuals are a necessary foundation for building an effective M&E IT system mechanism and process or a management tool. The M&E IT system includes objectives, indicators, data sources, data collection strategies, analysis, reporting, implementation and budget. In other words, it clearly states how data should be collected, analyze and aggregated with other platforms.

Besides, NGOs and donor organisations will use the study as it contributes to the other factors that should be considered for universal M&E IT systems design and evaluation. This study helps explicitly many CBOs, donor institutions and MEAL teams to use better M&E IT to meet shareholder/donor expectations and serve as a roadmap where new interventions can be identified.

It will also be beneficial to CBOs, NGOs, MEAL teams and volunteers, developers, MEAL specialists tasked to ensure comparable and reliable information moreover to meeting donor KPIs.

1.8 Scope of Study

The research was conducted at various CBOs in Kenya in multiple counties. Volunteers, MEAL staff, ICTs and project managers who are actively involved in implementing numerous projects in the CBO and making use of M&E IT systems. Furthermore, the study investigated the current policies in place, how the systems are developed and maintained to ensure there are reliable and up to the required standards.

1.9 Study Limitations

Below are the limitations that may impact the study:-

1) Identification of all stakeholders and bringing them on round table discussions will take time. Multiple meetings will be required to cater for 80% of the stakeholders.
2) The road network to the field sites is lacking, making transportation difficult, especially during the rainy season. Vehicles able to handle such terrains are needed to mitigate this.
3) High illiteracy levels, especially the female gender, community mistrust and inability to answer questions effectively due to language barrier, are also unforeseen challenges.
4) There is an element of insecurity where we might experience intra-clan conflicts over land or other related issues. The interview questions will be translated into the local language so that the community members/volunteers answer the questions effectively.

CHAPTER TWO

LITERATURE REVIEW

Introduction

The section reviews previous work on M&E IT systems. The section also explains the M&E IT systems design and development, components of M&E IT systems, data management and the FHI 360 evaluation framework. Furthermore, the chapter describes the functional structure and conceptual framework.

2.1 The M&E IT system

"An M&E IT system is crucial to ending a project/ programme effectively and expeditiously and boosting responsibility to beneficiaries, donors and different stakeholders" (FHI, 2012). World Bank (2009); AfrEA (2007); OECD (2004) and Liket et al. (2014) notes that the consistent and growing concerns of governments and organizations around the world for consistent governance, accountability and transparency from internal and external partners and more importantly for the impact of development and the distribution of precise results. UNAIDS (2009) and the United Nations agency (2009) agree that parliaments, citizens, governments, the non-public sector, non-governmental organisations, non-governmental organisations, stakeholders and donors curious about the tracking of projects implementation.

"As demands for more significant responsibility and results have fully grown, there are recommendations for better monitoring besides analysis of systems" (World Bank, 2009; UNAIDS, 2009). "Development initiatives that yield the most positive modification on the lives of the individuals are known and promoted by M&E IT systems" (Thomas, 2011). Moreever Thomas (2011) notes that study M&E IT systems and contrariwise promote optimistic development conclusions. Odhiambo (2000) explains that an effective M&E IT system must perform at intervals establishments has been exaggerated by the speedily by the civil society with queries of exceptional governance and higher administration.

2.2 The Design of M&E IT Systems

There is no blueprint for the design of M&E IT systems suitable for all conditions. When designing an M&E system, the crucial first task is to specify its scope and purpose - to determine what the plan is and its purpose. The process is an uphill task for most organisations. There is a general difference between optimisation implementation (referred to as "process orientation") and focusing on optimisation results (referred to as "result orientation"). Monitoring implementation (such as training components and procedures implemented) is much easier than estimating actual results, e.g. vulnerability is reduced. Many of M&E IT systems of adaptation at a national and local/community level are still limited to the donor requirements and process; thus, the actual impact of transformation cannot be assessed (Literature, 2014). In addition to design and implementation, M&E IT systems plans evaluate the framework in which interference may occur, e.g. By monitoring relevant environmental, social and political changes (Ayers et al., 2012). A reliable and robust system should have all the needed modules for project tracking.

2.3 M&E Available Resources

Budgets can be reduced if the shareholder supports the process and make use of available data resources as much as possible (Litter, 2013). The M&E IT system must be powered once. For example, Kenya has introduced "data supply and reporting liability agreements between organisations that require data resources for the national M&E IT system." (Hamil et al., 2014a). Four basic ideas should update the development of M&E IT system valuation in most cases. They help to guarantee that the M&E IT system is beneficial and provides its intended specifications and requirements. Additional guidance on implementing these ideas can be found through the guidebook and auxiliary materials.

TABLE 1 - ADAPTATION M&E GUIDEBOOKS.

M&E System Frameworks.

Organisation/ author and year	Title and description
CARE & IIED (Ayers et al., 2012)	**Supervision, Evaluation, Reflection and Learning for Community Oversight: A Manual for Local Learners.** The manual provides background on key points related to CBO's M&E and explains how to formulate an M&E strategy for CBO projects. This partnership also describes 14 tools for M&E.
GIZ (Olivier & Leiter, 2012/2013)	**Optimisation to measure. A guidebook for the design and outcome-based monitoring of climate change adaptation projects** This guidebook "What is the uniqueness of the optimisation project? Provides practical tool and how to measure optimisation results" It suggests five steps to design optimization projects and monitoring systems based on their results. Excel supports M&E functionality using the Excel tool (GIZ, 2014) and can also be used as an existing monitoring tool. Data can be entered directly, and a progress chart is created (GIZ, 2016).
IIED (Brooks et al., 2014)	**Tracking Evaluation and Measurement Development (TAMD): a Step by step guide.** The TAMD Framework has two tracks: Climate risk management (organizations, policies, capabilities) and adaptation and development outcomes. TAMD has been implemented in many countries at the national and community levels.

In collaboration with GIZ and IISD UNFCCC (Haley and Letter et al., 2015)	**Develop national assessment, monitoring and evaluation System: A Guidebook.** Leads readers through four critical questions to develop a custom M&E IT system tailored to the national context: (1) understand the context, (2) identify what needs to be observed, (3) develop a communication framework for action, and (4) make practical recommendations for each concept and Develop examples. And display.

2.4 Designing M&E IT systems For Community-Based Organisations (CBO)

In his Community-Based Past and Future Challenges (CBO) review, Forsyth (2013, p. 439) asked: "What can be done to inform providers and development organizations to provide monitoring and evaluation of successful CBOs? "Documentary evidence of the CBO's impact, which Gogoi et al. (2014) identified as an essential factor for up-scaling. In line with the principles, CBO's M&E downplayed accountability for successful CBO attitudes and responsibility to participants (Ayres et al., 2012). Furthermore, others, 2015) should actively follow to provide support. In development work, a Monitoring and Evaluation (M&E) system represents all the things that need be undertaken before, during and after programme implementation, to track, measure progress (and success) in achieving the goal. In other words, the M&E system would include things like who is responsible for M&E tasks in the organisation. The intervals data should be collected, how the data is collected, who manages the data, the type of database that is used for storing the data. The standard forms and data collection tools to be used, how the data is analysed, the evaluation questions, the frequency with which evaluation takes place, the budget allocated for assessment.

2.5 Functional M&E IT system

M&E IT systems is an essential tool for strategic planning, resources management (human and financial), and stakeholder engagement. On a small scale, monitoring and evaluation are based on reliable, timely, high-quality inputs and robust information systems with useful and available

information and output. National governments and subsidiaries need this information to determine policy, plan resources, design and implement well-targeted programs. Worldwide, US providers and partners are using data from low-resource countries to make progress on specific initiative goals in the Presidential Emergency Plan (PEPFAR), the Presidents Malaria Initiative, Family Planning 2020, and the Prevention of Child and Maternal Mortality. The system environment that predicts the success of most donors, investors and recipients when operating research and recommendations must have a specific sensitivity to strengthen the account.

The M&E IT system assesses the progress of complex environments that enhance the reports required to manage multiple donors, investors, and beneficiaries. The World Bank acknowledged eleven crucial components of the working M&E IT system. The twelfth part will be added to the international peer after the review.
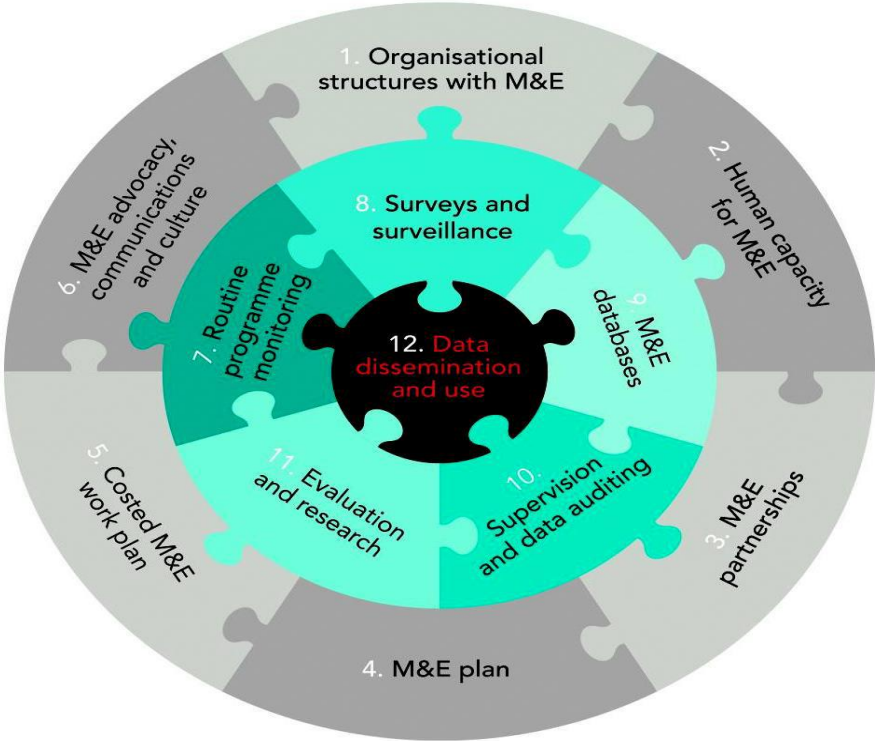
Figure 1: Monitoring and Evaluation Assessment System Tool (UNAIDS, 2008)

The framework explains various components that formulate different sub-sets. The 12 stages are divided into three sections which are partnerships, planning and people, data and information related part and finally, the twelfth part related to the data usage. For the research to meet its objective and help the researchers evaluate the M&E IT systems, the twelve components have further been subdivided into eight domains.

2.5.1 Components related to Use of Information

The inner-circle is the core of the system, and that captures the fundamental purpose of analysing data and reporting, besides for stakeholders and donors to use the system for decision making. It is a key module of the M&E IT classification, represented in the internal functioning of the circle and data management in M&E.

2.6.2 FHI 360 Assessement - Data and Information

The second layer of the FHI 360 assessment plan forms the data management process from the design of data input metric to collecting the data and storing. The metric involves M&E database, monotonous program monitoring, supervision and data auditing, surveys and surveillance, and the last one evaluation and research. Sections from the critical part of the study elaborate on how data is collected and needed features are built in the current M&E IT systems and what are the gaps identified.

2.6.3 FHI 360 Assessment - People, Partnerships and Planning

The components of the outer circle characterize the first group of elements that supports, partnerships and people and data generation and data usage, creating an environment that allows M&E plan and process.

2.6 Assessment of M&E IT systems.

The World Bank (FHI 360 (2013)) has repeatedly stated and improved the need for periodic evaluation of M&E IT systems in M&E project management to identify gaps and strengths of the current system. This ensures that the M&E IT software is designed well considering all aspects and tools needed for the proper evaluation and monitoring of projects. The UNAIDS, FHI 360 and the World Bank, and The Global Fun have participated in M&E IT system evaluation improvement by providing and recommending various guidelines. The FHI 360 M&E Assessment tool was used to measure institutional and national M&E IT systems.

FHI 360 evaluated the technical quality and technical support of programs and participatory evaluation and monitoring system through the Program and Procedural Quality Assessment (PTQA) with contribution from multiple entities. The FHI 360 M&E team is based on projects and programs from Kenya, Malawi, Sudan, South Sudan and FHI 360 Mozambique which is a tool that allows the company to evaluate and improve its M&E IT systems continuously. The FHI 360 proposes a baseline based on the Unifying framework and operational guideline that contains twelve assessment principles. "Programs and projects have a standard benchmark established as clinical practice for critically examining their M&E IT systems, identifying areas that exhibit excellent and critical gaps, and developing an improvement strategy to eliminate vulnerabilities in their M&E IT systems" (FHI 360, 2013). In June 2011, the Health Metrics Network (HMN) assessed Kenya's health information system. The evaluation is built on the Health Metrics Network baseline tool, which evaluates health information systems (HIS) manufacturers and health information users. The assessment looked at six different components of HIS in Kenya: including resources, key indicators, data resources, data verification and validations, records management and information access and use. The steering committee identified eight groups from different organisations that collect and use health information. Health Records and Information management Officers, Information Technology (IT), a team of at least three officials, physicians/statisticians from the Central Bureau of Statistics of the Ministry of Health and Population, evaluated 7 out of 8 selected groups.

2.7 A critical review of relevant theories

2.7.1 Program Theory.

In the 1950s, in the field of analysis, a Dutch sociologist, Jacques van Doorn, coined the word "program theory." (Leeuw from 2003). "Program theory includes a series of statements that define a specific program, why, where, and under what circumstances program are managed, evaluate program results, and identify the criteria needed to achieve the desired results" (Sedani & Sechrest, 1999). The theories of the software can be established during program activity (Rogers, 2000) or before program evaluation (Bickman, 1987). "Developing program theory is essential to determining why a program is a successful, staff, individuals responsible for receiving funding, and evaluators in performing their duties while explaining how funding is used" (Prosovac & Carey, 1997; Weiss, 1997). The study will explain how various tools have been used to bring project completion. The approach is relevant to this study because the tools can be used in the development phase of the project and running an effective M&E system to determine projects implementations.

2.7.2 Theory of Change.

The theory of change describes how a program affects its beneficiaries. It explains everything a program does to its beneficiaries, the ultimate impact it has on them, and all the different outcomes that lead to or contribute to that impact (Nesta, 2016). The theory of change is especially helpful if you are planning or anticipating a complex initiative, also used for more direct projects (Rob, Debbie & Harriet, 2016). This theory is essential to this study as it helps project teams and stakeholders to concentrate attention on specific future challenges that are crucial to the project aspects' success. The theory of change helps develop comprehensible monitoring and evaluation frameworks, and supports use it mainly to communicate long-term impacts on projects (James, 2011). A theoretical approach to change in planning and evaluation is considered training required for many organizations, programs and projects. Theories of change can be developed in many ways, but often involve general elements. "How change occurs in a particular context, clarity of the organization, the role of its partners in contributing to change and definition, testing of the complexity of the system" (O'Flynn, 2016).

2.8 Review of Empirical studies.

2.8.1 Monitoring and Evaluation in Africa.

In Africa, the oldest appraisal association was established in Ghana in 1997, with the African Appraisal Association being established between 1999 and 2004 with the pronouncement of Intensive Professional Associations. (Ariacombe, 2013) . "M&E supply in Africa is largely impacted by donor baselines, which, in the absence of national government demand, promote the development of M&E practice" (Porter, S., Goldman, I., from 2013). Most NGOs in Africa monitor and evaluate because this is a donor requirement. Many M&E activities are therefore related to donor support and programs rather than organisations (Nasambu,2016). Monitoring is still dominant in African countries, but the evidence is available from African governments of emerging endogenous demand for evidence. Country-led monitoring systems sometimes fill this demand, and in African countries, e.g. Kenya, SouthAfrica, and Burkinafaso an assessment is being developed that offers more in-depth analysis. Although donor impact is high in most countries, South Africa somewhat less, there is an indication of the cumulative endogenous mandate for results-based of M&E reporting. Nonetheless, problems of efficient incorporation of in-country programs, donors and fundamental ways of ensuring that they are integrated into community practices. (CLEAR & DPME, 2012b).

African countries have problems, and some other regions are that data quality is often low when local ministries collect data about results. This is for the reason that the issue of data collection rests with high-ranking officials in the business of providing data to other authorities and district offices and in the capital.

2.8.2 Monitoring and Evaluation in Kenya

After gaining independence from Britain in December 1963, Kenya has pursued infrastructure planning. However, the lack of comprehensive M&E IT systems has slowed down the enactment of development projects in the first four decades of independence. Complaints of non-implementation, or not completed of highly ambitious projects is a huge problem in Kenya. In the absence of a comprehensive M&E IT system, decision-making and feedback at the local level are very poor. A chapter on M&E was included in most development plans prepared during this time.

Nevertheless, most of these M&E proposals were formulated in response to requests from sponsors, resulting in very detailed assessments of projects and services. Due to the dominance of donor requirements, the M&E reports produced were rarely shared with the beneficiaries of the project/program. "However, over the last ten years, Kenya has made significant progress in strengthening M&E capacity high learning institutions or colleges, research institutions, and development partners have established several training programs" (Nelson, 2017).

For example, in managing evidence-based M&E, learners need expertise on how to view evidence that requires meta-analysis (SRMA) and systematic review and how to produce and use evidence in the absence of low evaluation. M&E tools work effectively.

2.8.3 M&E IT systems in Kenya

Projects have different evaluation methods and tools, depending on the provider's KPIs and the availability of beneficiaries. MEAL teams use a variety of techniques and tools to plan and manage project activities, select, conduct risk assessment and conduct field monitoring activities. However, the choice of these tools depends on the information required, the shareholders and the costs" (FHI,360).

It also gives details on how to analyse the data and the evaluation required to complete the monitoring data. There must be adequate finance to implement M&E solutions and ensure that training staff is done to provide sufficient know-how to make use of the tool. "However, very little is being done towards the implementation of Impact Drive Monitoring and evaluation IT systems in most projects" (DAC, 2005).

2.8.4 Management Impact on M&E IT systems

Every project has a proposal on how it should be run and monitored. "The project manager ensures that project employees perform their work efficiently" (Guizt, 2002). The MEAL managers are the pillar of donor-funded projects. They are tasked by the management to oversee its implementation to the letter, including drafting a project plan and performance indicators. Management directly contributes to the success of program or project objectives in formulating key indicators, performance metrics, data collection and visualisation. "It allows for direct involvement

in the evaluation, implementation and success of a program or project and recommends increasing the value of participation in current and future interventions" (UNDP, 1997). This is a fundamental process, and therefore, the management should have the skills to elaborate actions to be taken and how the project will be implemented. "Also project management that decides when to evaluate a project" (Welsh, 2005). If management fails to focus on M&E's activities, it will reduce its importance to the MEAL teams.

Management plays an essential role in budget allocation. As key decision-makers on a project, they can significantly help in deciding what to prioritize in the budget. Through this, they can see that adequate funding has been allocated for this endeavour. A MEAL system is needed to communicate with employees, processes and critical partners to certify feasibility. (Chaplo, 2008). According to the World Health Organization (2012), participation in management is essential despite various challenge like equal importance of stakeholders in monitoring, lack of consensus on essential vocabulary, gaps in monitoring and evaluation approaches, differences in the presentation of each monitoring and evaluation project and allocation of appropriate funds and resources (Bell, 2012). If these challenges are not addressed properly, it will affect the development and utilization of effective M&E IT systems.

2.8.5 Staff Training on M&E IT systems

Skills training often neglect to monitor critical steps in the implementation, such as recruitment, attendance during the training, hiring, training completion, training content, and post-training activities. Training is the causal argument that connects research activities with desired changes in actors who aim to change a project. So this is a sample of how a project should work. The task of change theory is to deliver a roadmap in which the programme progresses during monitoring and evaluation assessments and to improve that roadmap (CPWF, 2012; Perrin, 2012). Institutions and organisations that do not run training activities face many challenges. According to Schwale (2006), work-knowledge needs to be planned in a way that works. Technical efficiency is vital in project management as the project cannot be completed without it. Projects need technical personnel with excellent qualifications to manage and run it. There is a professional and technical oversight error, due to which the quality of the project is not good. Besides, there is less community involvement in monitoring and evaluation owing to the abundance of general information, data

collection and storage about the operation process in an organisation. According to Cole (2002), training is essential as a way to improve skills and knowledge.

The opportunity to increase recognition, better accountability and promotion; Provide a sense of personal satisfaction and practice and expand career development opportunities; And helps improve staff availability and quality. No organisation that does not have a human resource component. Human resource capabilities determine a company's ability to achieve its goals. If human resources are inadequate, they should be trained for the skills they need and given precise employment and status based on their abilities and skills. Employee needs vary. As explained in Mass in hierarchical theory, the employee has to go through different levels. The company focus on increased expectations following opportunity leads to employee self-satisfaction assessment of increased productivity (Pierce & Robinson, 2004).

Kenny (1992) stated that training officers, line managers, and, if necessary, trainers should complete the training programs themselves during and after the review. Besides, Forley (2007) said that training means not only training but also comprehensive learning approaches: occasions to work on KPIs assessment from other study foundations and organisations or other areas, while employees spend time on programs. Equivalent to the evaluation section, the time spent by meal teams in this field. It helps the meal teams become more adaptable in today's world.

2.8.6 Stakeholder Involvement in M&E IT systems

The stakeholder and donors are now more involved in the development and running of community projects. It traces to society and public contribution encouraged primarily by non-governmental organisations (NGOs) in the early days. Closed shareholder contribution in monitoring cannot be underestimated - it is required. "M & E's UNDP Handbook for Outcomes supports specific activities that need to be developed into the project and programme management processes to ensure participatory participation on a practical and rolling basis. "(UNDP, 2002). In a comprehensive review of shareholder policy, Cockbudsey (2005) noted that corporate social responsibility (CSR) and shareholder interest are complementary. Accordingly, Hillman (2001) found that parts of an organisation have relationships with a group of shareholders and that the results and process related to these associations depend on interest. "The interests of all shareholders are valuable, and the focus of shareholder theory is on the managerial decisions made" (Bakabadi et al. 2005) and, therefore,

managers conclude that the emphasis ought to be on shareholders. "Monitoring and evaluation IT systems have existed since ancient times; However, today M&E IT systems are needed as an administration tool to manage shareholders responsibly and practically for accountability and transparency" (Cusec & Wrist, 2004)

The gating process in project management should be comprehensive, including project detailed management steps. Orna and Conning (2003) stated that more parties would be disappointed because not all desires turn into reality, and shareholders can create high expectations. It becomes a case of project oversight with or without time-pressure; The parties may feel pass-on and de-motivated as a result. Shareholder involvement can also be confusing as complexity increases and insights decrease as shareholders' attitudes and opinions change over time. Besides, the UNAIDS (2004) stated that Project Bank should use shareholders in the identification, monitoring and evaluation of identities, targets and objectives and indicators.

Shareholders participate in collecting data and analysis and documentation. The current literature suggests that if stakeholders are not involved in the embracing of M&E IT systems, is an obstacle, and this leads to inadequate monitoring assessments. The participation of stakeholders throughout the project is essential, as professionals, they will be managing the project schedule even after the donor exists the project or no more funding is provided. The role of MEAL managers is to help and guide in the monitoring phases, how the exercise should be conducted and if there are any donor guidelines to be considered. The ideal approach is to involve donors, beneficiaries, the community and all stakeholders in project implementation throughout the entire project cycle. With support from the donor members, they decide how to monitor and evaluate, including how to control and assess indicators, analyse data and assess project performance and move further with the project. Monitoring and evaluation current literature suggest that the lack of stakeholders and donor participants in adopting IT systems is an obstacle to proper M&E evaluations. Partner involvement throughout the project is essential, as technicians leave the project as soon as donors exit the project site (CORE, 2006; and Bradley et al., 2001).

Author & Year	Study Focus	METHODOLOGY	Findings	Limitations	Gaps	Contribution
Juliet Nasambu, 2016	Factors Affecting the Performance of IT Systems in NGOs in the Lira District of Northern Uganda	The study addressed 79 participants, including managers M&E officers and other staff working closely. The data collection tool used was a questionnaire, 79 of which were sent to 72 respondents by the researcher	The findings were that M&E structure, data quality, human resource ability and use of M&E methods influenced the efficiency of M&E process in Lira District NGOs as M&E officers, workers with M&E experience and training, properly used M&E information and regularly collected data from different sources.	The researcher focused only on human data resource as a tool for project implementation.	The researcher asked for more research on the role of ICT in project management, the impact of monitoring and the evaluation of IT systems of the effects of project implementation.	My research evaluated the impact of management in developing and use of M&E IT tools.
Anthony Njama, 2015	Factors affecting the use of M&E systems in AMREF Kenya.	A guide is used to interview key informant individuals in the organisation that included heads of departments, senior managers, M&E meal professionals and consultants. A pilot test was conducted in which questionnaires were given to 10 respondents from other programs to assess the data instruments' reliability and validity.	Participation of stakeholders is mainly in lower-level activities, but not sufficient in higher-level activities. Eventually, it has been identified that the management of the company dramatically influences the M&E IT system's effectiveness.	Some respondents could not log in, while others did not have enough time to provide the required information due to their busy schedule, which hampered successful data collection and discovery	Stakeholders were involved in lower-level activities and did not make critical decisions in health projects in Amref.	My research will look at how stakeholders are involved in making essential decisions to influence project implementation.

mos Nyakundi, 2014	Factors affecting the implementation of monitoring and evaluation processes in donor-funded projects; Get a plan in Nairobi, Kenya)	Used for detailed research design study. The target population includes project staff and GRT partners. One hundred ten respondents were targeted for the study. Questionnaires were used as a data collection tool.	Assessment of technical expertise in the M&E process. Regarding the impact of shareholder participation in the implementation of monitoring and evaluation. Furthermore, the analysis revealed that the wrong choice of indicators could lead to an unnecessarily negative assessment.	Limited resources were an obstacle in this study to conduct the research; this is because the researcher needed to employ research assistants to assist in data collection. Literacy was also a barrier because all the beneficiaries could not read the questionnaires.	The study did not address to what extent were stakeholders involved in the project.	My research will look at how stakeholders involvement and their impact on M&E IT systems.
Ramadhan Baraza, 2014.	Impact of M&E tools on the accomplishment of projects in Kenya: The case of constituency development fund projects in Kakamega County, Kenya.	Questionnaires were used for the collection of data, document analysis, checklists and scheduled interviews. A total of 120 respondents were targeted out of which 106 respondents availed the data.	The study concluded that these tools need to be included in project management. The study recommended that all the concern should be empowered with skills and knowledge. To have a grasp of how monitoring and evaluation tools can be utilised.	There are no standard M&E tools formulated for project implementation and evaluation across the country.	Further research is undertaken to put in place a framework that would ensure that there are mandatory components of the strategic project plan.	My study evaluated M&E IT systems and how effectively they have been employed in CBOs, using the recommended FHI 360 operational framework.

Table 2 Summary of Empirical research reviews.

2.9 Use of Logical Framework.

The logical framework is one of widespread monitoring and evaluation system tools used in projects this is according to (IFAD, 2003). "Although some projects know what they want to do, they are not always clear about what they can achieve through this work. For this reason, planning methods such as logical frameworks and result-based management have been developed" (Kari,2016). These routes prioritize first clarifying your desired location (goal and purpose) before you know how to deliver it (via activities and output). In their study, Beckwell and Garbat (2005) focus on the expected successes often described in the media when used to examine and evaluate logical framework analysis (LFA). Backwell and Garbet argued in theory that the analytical framework could be reduced to at least the output level through program cycles and modifications. The logical design approach follows a plan structure and strategy based on a hierarchical outcome that focuses on all aspects of the project plan to achieve a project goal. The type of information and data to be collected depends on the exact level of measurement of the project impact the research question on the outcome size and the size and complexity of the project.

(Rug, 2008) the stated logical framework represents the conceptual foundation on which a project's M&E system focuses. The Log framework as a baseline is a widely used tool to describe the main points of a managed plan. It answers the questions why, what and how, where and when of the project. The description is displayed as a 4x4-matrix. According to DFID, a log framework is a tool that helps project teams to think about whether a project needs to think logically to achieve these results'. What the project should do and what should be done to build them; Keep output (activities); From a DFID perspective, the project aims to reach our highest level of goals (objectives). This is Leon J. Based on worldwide research by Rosenberg, Fry Consultants Inc. from 1970 to 1971. Under the guidance of Practical Concept Inclusive, founded by Rosenberg, 30 countries have adopted this approach. According to (Uwejo Fund, 2014), the use of logical framework helps to document empirical data during project execution." (Nandemo, 2010).

2.10   Stakeholders Participation

A stakeholder is an organization, group or a person that is either affected by the problem, its solution or can influence it. Stakeholder involvement means general decision making and participation in the project decision-making process. Partner participation leads to project empowerment and joint ownership. The project should start with a consultative approach to increase engagement and move towards negotiations and end with collective decisions.

"Over the past twenty years, the term 'stakeholder' has become increasingly visible in the literature on eco-friendliness and environmental politics" (Coppola, 1997). "Today, the term "stakeholder engagement" has emerged as a broader, more inclusive and tool to describe the ongoing process between firms and those affected" (IFC, 2007). Although there are different meanings, it refers to many other things. (Steelman & Asher, 1997). However, shareholder consultation processes mean that shareholders are expected to participate effectively and pay due attention to their views. However, the question is "Who are these stakeholders and can they adequately participate in the programs and schemes they have edited under MEAL? What are their interests, and how can they meaningfully play their important role? What capabilities and implications can they conclude in the policy formulation process? Are organizational barriers hindering their effective engagement?" Are there policies and methods that create interest, potential and relationships in all areas? To answer these questions, one needs to have a good understanding of the policy-based MEAL political economy and institutional setting (World Bank, 2005).

In May 2000, the IFAD Impact Achievement Workshop reported that participation requires more than just a recipient contribution to project execution; instead, it should include all participants and be integrated into all phases of the program process. This is achieved by giving key partners the information they need to drive the project plan to achieve the goal and objectives. Early warning of inappropriate actions and processes required for corrective action; help encourage critical partners by creating opportunities to reflect help in making improvements critically.

2.10.1   Human Capacity involvement

Strengthening M&E is not included in any skill through technical training. M&E will eventually appeal to a wide range of professional fields, financial and accounting. Technical skills

and training are not required as a precondition for capacity development. Lack of technical expertise does not appear to be a significant obstacle to policy implementation impact. Instead, it is the structure and decision-making dynamics and culture of incentives. M&E thrives where there is a policy level and management demand for production by M&E. It follows its approach as a consequence of the benefits included in public service systems; results and achievements guide achievements and restrictions; managers collectively understand a selfish interest in adopting the tools of continuous evaluation and learning. Besides, developing appraisers should recognize the need for technically based M&E training or workshops. Developing appraisers with a variety of options for training and development opportunities requires formal training and work experience.

Therefore, the lack of skills and opportunities to train employees in this technical area is something to consider. Management information systems for participant information and evaluation require skills for numerical, literacy, interview and monitoring inquiry and quantitative methods. The other company, Buttel, soon used what it called "values", something about its quality, value, or importance in determining whether to draw definite evaluation conclusions from information and data (Davidson, 2004).

2.10.2 Budget Allocation

Smith and Chirkap (1993) argue that safe and structured training costs money. By the time people spend it, financial resources are needed to sustain the information management process, education and transportation, consultants / external Services (Fees, Travel Expenses), Non-Contract Investment Expenses. According to (EU, 2014), donors are required to ensure that monitoring and evaluation are within the budget before approving funding proposals.

2.11 Conceptual Framework.

| INDEPENDENT | MODERATING | DEPENDENT |
| VARIABLE | VARIABLES | VARIABLE |

Methods and Tools

log Framers

Practical and theory -based

Measure Evaluation Framework/Organizing Framwework

donors and organisational policy

M&E System Traning

Resources and Capacity Building, On job training , Personal Initiative, Professional Skills

Stakeholder /Management Impact

From panning phase to evaluation phase, M&E modification,Planining & resources allocation

Alignment & leadership

Data Collection & Management

Documentation of the systems & Tools Used, Assessment Frequency

Data Verification, Analysis and quality systems

Improved M&E System

Figure 1.2: Conceptual Framework

The independent variables used were methods and tools, M&E systems training which is this case the researched looked at M&E system process and M&E IT systems, stakeholder involvement, internal strategy and operations at the CBOs. The framework for the M&E system Assessment Tool is based on UNAIDS 12 phases of a functional and an efficient national M&E system that describes public participation and planning, data collection, verification and analysis. Although this baseline was, to begin with, developed and used to evaluate M&E IT systems and M&E organisational process, many essential fundamentals can be functional to M&E systems in overall.

For program-level use, FHI 360 (2013) consists of 12 of the eight domains applicable at the organizational and project/program level: resource and capacity enhancement, documentation (planning, guidelines and activity documents), data management, data quality system, data verification, data utilization and analysis. FHI 360 (2013), a comprehensive tool developed for programs and projects, critically examines its MEAL systems, identifies areas where gaps are best expressed, and creates a quality improvement plan to maintain and overcome strength any weaknesses in their MEAL systems.

1.10 Operational Definition of Terms

Assessment – is a process for defining and addressing requirements or gaps between current settings and desired settings.

Monitoring – Indicates continuous assessment of the project by analyzing data as the plan develops. It is an organized process of gathering and analyzing information to tailor their skills to achieve an organization's goals.

An **Indicator Matrix -** is a planning tool which is a summarized, harmonic and straightforward way, clearly establishes a program's objectives, incorporates the **indicators** that measure said objectives and its expected results

Causal analysis should be based on careful study of local conditions and available data, as well as consultation with potential beneficiaries, program implementers, other stakeholders and technicians.

Data Collection describes in detail how data and information will be defined, collected, organised, and analysed.

Evaluation is an examination concerning the relevance, effectiveness, efficiency and impact in the light of specified objectives.

Monitoring the collection of continuous data on activity schedules and perceived indicators to assess the implementation of development programs (project, program or policy) about their expenditure and their progress and success.

Log frame This is a matrix that defines what the project is to achieve (objectives) and how the achievement will be measured (indicators).

CHAPTER THREE
METHODOLOGY

This chapter outlines the process through which the researcher conducted the study. It describes various scientific procedures used to achieve the research objectives. This chapter also gives the methods used to assess the M&E IT system of CBOs. In particular, it includes research design, data sources, target populations, sampling methods, data analysis and collection methods and tools, variable handling and ethical considerations.

3.1 Research Design

The research design is the framework of research methods and techniques chosen by the researcher. It is also a set of processes and practices used to collect and analyze variables specified in the objectives of the research.

The researcher used a descriptive design. A descriptive research study is a model that allows an in-depth interpretation and analysis of a specific event as it occurred in its current state (Cooper and Schindler, 2008). "The objectives are predetermined in the design of detailed research related to data collection and reference to the study problem" (Kothari, 2004). The comprehensive research design was used because it allows the description of the CBO M&E IT system as it helps to establish the details of the study besides the researcher also used qualitative and quantitative design.

The FHI 360 framework contains 12 components. This details how an effective M&E IT system should be measured, assessed and maintained. FHI 360 is also a comprehensive framework for projects developed for MEAL project training to critically examine their M&E systems and identify essential gaps that need to be addressed. As Ogung Bemi et al., CBO systems are evaluated in a participatory manner similar to the M&E IT system, which allowed for design, reproduction and evaluation. Estimates the same approach used by the World Bank's IEG to evaluate IFC and Miga's M&E IT systems. From the review of CBOs' M&E IT system, it is clear that the eight domains submitted by FHI 360 (2013) apply to all M&E systems assessments. For this reason, the analytics used in FHI 360 allows eight significant parts that apply to CBO program-level M&E IT systems.

3.2 Sources of Data

The primary data was obtained from M&E stakeholders, program managers and coordinators, data entry officers, service providers, MEAL teams in the field and government coordinators. Secondary data were collected from user reports, e.g. excel sheets, internal reports, project reports and evaluations, service statistics reports and previous literature.

3.3 Site description, Study and Target Population

The population is a well-defined collection of individuals or objects related to a particular problem with characteristics similar to researcher objectives.

The study population constituted 1706, where a certain number of CBOs, including only staff from M&E projects, stakeholders, donors, MEAL teams and community volunteers, where many of the programs were concentrated. A representative sample was used for this study. The main reason why the researcher could not cover the entire country was that there was a significant financial need related to the research that this researcher could not afford. This is very costly for a researcher's ability as a student. Second, logistics responsibilities are equally constrained due to the climate and infrastructure of remote sub-regions and the COVID-19 pandemic.

The study only evaluated M&E IT systems at CBOs in specific locations, and that met the following criteria

1. CBOs were supporting marginalized communities, households and, refugees etc.

2. CBOs were working in remote locations and using any M&E IT systems to evaluate their projects.

3. CBOs working with multiple donors and are running projects in schools, clinics, refugee camps, etc.

The target field and operation locations were divided into static clinics, beneficiary camps, affiliated schools, and community-based food and cash programming distribution. It should be noted that most projects and programs are implemented on multiple field/location delivery places, with some projects being implemented in one place. Most projects/programs are deployed on more than one service delivery site, with some projects being implemented one location. Therefore, there is an overlapping status in implementation and service allocations.

Table 3 Target population from CBOs

Sector		Target Population
1.	Data entry Volunteer	600
2.	M&E Officers	200
3.	Project Managers	156
4.	Field site government clerks	100
5.	CBOs Employees	500
6.	Support Donor Staff(AMS)	150
		1706

3.3 Sampling and Sampling Techniques

Kumar & Phrommathed (2005) defines sampling as the procedure of choosing a few elements from more significant regulatory authorities. Because of the high homogeneity of the respondents, the researcher selected 10% of the target population in 1706 using the stratified sample, which is equal to the sample size of 170 respondents. This was done to confirm the ratio in the model. Besides, nine-county executive administrators and volunteers were selected to indicate their objective approach.

The sampling process is further explained in the table below.

Table 4 Sampling Matrix of the Target population

Sector	Target Population	10% of 1706
1.Data entry Volunteer	600	60
2.M & E Officers	200	20
3.Project Managers	156	15
4.Field site government clerks	100	10
5.CBOs Employees	500	50
6. Supporting Donors Staff	150	15
Total	**1706**	**170**

(Caritas Torit, 2010)

3.4 Description of Instruments and Methods

The researcher used focus group discussions, interview guides, and questionnaires to gather data. Questionnaires were used for ease of design, administration and customization to data collection tablets, which made it easier to deploy and maintain. At the same time, the questionnaires are easy to administer and for collecting large data sets where required.

Interview guides were used for group discussion along with information from senior management working in various CBOs. The researcher also reviewed various records, e.g. the data from offline tools. Other information was collected from documented data sources available in CBOs files as well as data collected from computer records(e.g. KOBO forms) and community projects. Document review has its benefits because it helps gather the information that could not be asked or obtained from interviews and discussions groups.

3.5 Reliability and Validity

Reliability is characterised as a measure of how consistent results a research tool produces after repeated tests. Piloting of the questionnaire was done before the actual data collection (Golafshani, 2003). Questionnaires were sent to all respondents in the target group.

In supplementary arguments, the conclusion drawn from the data analysis is the validity of the phenomenon being analyzed (Golafancy, 2003). It seeks to assess what is valid for the degree to be tested (Riege, 2003). This questionnaire determines any inherent errors in the measurement.

3.6 Data Analysis & Hypothesis Testing

Data analysis is the process of systematically applying statistical and logical techniques to describe and illustrate, condense and recap and evaluate data. The collected data were grouped and analyzed using SPSS. Quantitative from closed-ended questions was the first to be coded and organised for each research question and response. It was then scrutinised, calculated, grouped and presented. To integrate the qualitative data gathered using the open-ended questions into inferences, we coded and classified similar responses. Frequency count was made of all the replies. The data was also tabulated in the FHI 360 assessment tool to obtain the final output of the assessment.

3.7 Ethical Consideration of the Study

The term ethical means that a person can make his own decisions about what to do and what to accept. Researchers need to make sure that individuals make their own decisions about whether or not to participate in research. This means solving problems of logical, ethical, and human relationships for the successful completion of the study (Ordo, 2009). The research applied three ethical principles: respect, understanding, and patience. Participants were asked for data in responding to interview questions. Research ethics was identified to prevent any damage, suffering or breach when developing and maintaining data methods and tools. This was done by obtaining consent before the investigation.

CHAPTER FOUR
RESEARCH FINDINGS

This chapter analyzes the data and research results in three sections. First, the researcher calculated and submitted the response data obtained from the survey, next respondents population data then finally results of the main areas of the study are described as follows:-

4.0 Response Rate

The target population was 170 people from different CBOs. However, 127 respondents and twelve CBOs submitted there feedback, giving a response rate of 74%. According to Mugenda OM (1999), a 50% response rate is sufficient for investigation and reporting while a 70% response rate and more impressive, 82.1% rate is reasonable; Therefore, this response rate is acceptable for reporting and analysis.

4.1 Reliability Analysis

Before the actual evaluation, the researcher conducted an experimental study to inform the authenticity and consistency of the data obtained from the questionnaire. It is usually used for multiple keyword queries that make up the scale in a survey/questionnaire and to make sure the scale is reliable.

Table 5: **Cronbach's Alpha Reliability Analysis**

Variable	Cronbach's Alpha	No of Items
M&E methods and tools	0.712	6
Data Collection and Management	0.735	3
Personnel Training	0.743	4
Stakeholder Impact	**0.780**	**7**

$$\alpha = \left(\frac{k}{k-1}\right)\left(1 - \frac{\sum_{i=1}^{k} \sigma_{y_k}^2}{\sigma_x^2}\right)$$

Where:

k refers to the number of scale items

$\sigma 2yt$ refers to the variance associated with the item i

$\sigma 2x$ refers to the variance associated with the observed total scores

The results of the experimental study are reliable because their consistency values exceed the suggested limit of 0.7, as explained by (O M, Mugenda, AG (2003).

4.2 Respondents Demographic Data

Table 6: Age of CBO Staff & Volunteers

YEARS	PERCENTAGE	FREQUENCY
"BELOW 20 YEARS"	7	9
21-30 YEARS	23	29
31-40 YEARS	31	41
41-50 YEARS	24	30
51 AND ABOVE	14	18
"TOTAL"	100	127

Age population results show that quite a number of the interviewed MEAL teams are adults and have extensive experience in MEAL process and strategies. 31% of the interviewed people are between 31-40 years old, followed by those in the age bracket of 41-50 years at 24% of the total population. Most meal officers operating at the field offices and campsites were between 21-30 years, which was a tally of 23% of the total sample of those respondents interview. The most experienced MEAL team and project managers were at the age of 51 years, and above, and held very high positions on the organisational structure. A few volunteers made 7% of the respondents below 20 years of age.

The above summary concludes that volunteers, staff and community people working in community-based organizations were of productive age. The respondents who are 31 years and above most were senior staff managing various projects. This explains why most employees and volunteers were confident in running projects while those below 30 years, were more involved in data collection and conducting field monitoring assessments.

4.3 Education Classification

Table 7: **Certification of the Respondents**

Level Grading	Frequency	Percentage
O' levels	19	15
Diploma	60	47
Undergraduate Degree	36	28
Postgraduate	12	9

Most of the respondents interviewed had completed various schooling levels. Those who completed the Kenya primary and secondary school (O'level) were 19%, diploma and tertiary colleges were 60% which was the highest of the respondents interviewed. In comparison, 36 % were undergraduate from various disciplines, and 12% had completed post-graduate studies. The finding concludes that the majority of community volunteers and staff at the CBOs are college-trained; thus, it indicates that they have the skills and familiarity with managing and running M&E operations well.

4.5 Management and Planning of M&E Projects

The researcher also investigated and checked the distribution of respondents in project management. This was to answer the question of how many respondents were managing/running any M&E projects at the CBOs.

Table 8: **Involvement in CBOs M&E Projects**

PLANNING MEAL PROJECTS

	FREQUENCY	PERCENTAGE
INVOLVED	85	66
NOT INVOLVED	42	33
TOTAL	**127**	**100**

Project management is a crucial phase required to run donor initiatives and programmes at local and international organisations. From the above summary, 85% of the respondents were involved and tasked in running projects at the community-based organisation, while 42% not engaged in any way. For those involved, they were commissioned in ensuring the KPIs are met, and all project log frames are updated, project budget and speeding is maintained at 10% of the total burn rate. These activities were not limited to M&E IT systems cope but also included data collection and management, data analysis, information reporting and utilization. Those involved also conducted MEAL monitoring activities.

4.6 Monitoring, Evaluations, Accountability and Learning (MEAL) tools

This study evaluated various tools that are essential for M&E IT systems. The results are itemized below:-

Table 9: Key Modules & Tools used in M&E IT systems in CBOs

Methods and tools	Percentage	Module Rank
Performance Indicators	8	4
Case Management	5	5
Data Analytics	10	3
Beneficiary Registration	22	2
Monitoring	8	4
LogFrame Management	47	1

From the findings, 47% identified Logical Framework as a must-have component that all M&E IT systems should have as a module. Log frame describes a way of structuring the main elements of a project. The beneficiary registration module was also considered vital as rated by 16% of the respondents. 10% of the respondents that manage data considered data collection and essential analytics module for all M&E IT software. Performance indicators and monitoring modules tied at 8%, while 5% of the respondents viewed case management as the most important.

4.7 M&E Ease of Use vs Value

Likewise, the researcher, checked with the M&E team to rate the ease of use of the current M&E IT systems in operation at the field and country offices. The response was graded from 1-5, ranging from "very easy" to "very difficult".
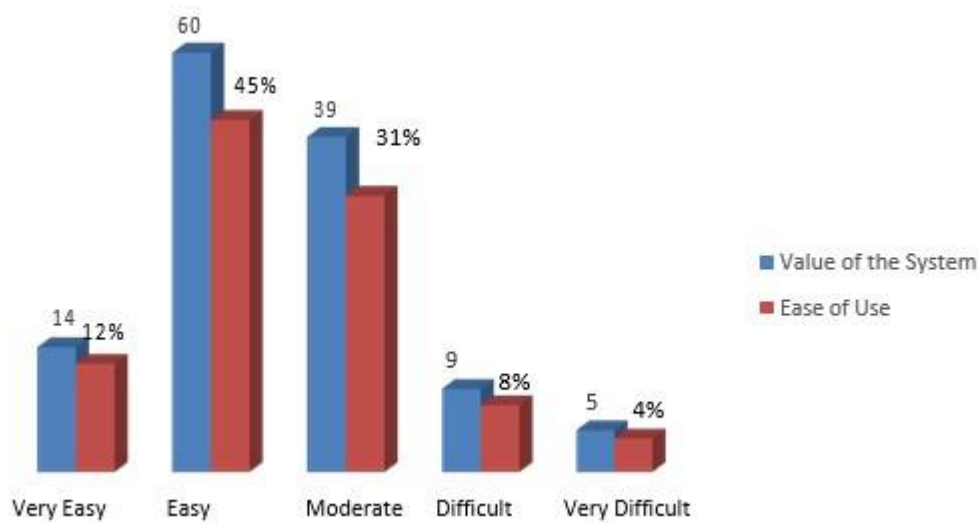
Figure 3: **Ease of Use**

From the results above, 45% of respondents rated the current M&E IT tools in used as quite good but required further improvement to help the front line workers to meet their needs. 60% of the respondents who valued the system also reported that they had no difficulties using the current M&E IT software. 39% rated the M&E IT systems as moderate to use and less problematic, which was recorded as 31%. 8% and 4% of respondents suggested they experienced challenges using the M&E methods, and they preferred using paper to conduct M&E assessments.

Involving M&E staff and volunteers in M&E IT system design or in evaluating already existing off-shell software is recommended to ensure the system captures all required features to aid their work. All M&E activities, including M&E evaluation, require coordination and cooperation in all organization structures and donors to be in-sync with the needed goals.

4.8 Impact Strategy on M&E IT systems by the Management

The researcher evaluated how the management strategy influenced the planning and design of MEAL systems. The summary is as follows -:

Table 10: Management impact on IT Systems

Management Influence	Percentage
M&E planning design	8
M&E change process	4
Planning of M&E activities/indicators	11
Implementation of M&E IT systems	20
Resource Allocation	57
Total	**100**

The results suggest that management supports the M&E process by providing the necessary resources which obtained 57% rating. 20% agreed that management was eager to understand the M&E IT systems in the sense that they followed the system design process closely and if the same could be tracked using the available M&E IT systems at the community-based organisations. M&E planning was rated 11% by the respondents who agreed that the management was more involved at this stage. Most of the plans were tasked to MEAL and project managers. 8% and 4% responded to design and modification processes that had low management impact. Management was less concern on what method or procedure the M&E IT system should be guild from.

Management also preferred reviewing reports online for approval and also as a guide to identifying gaps in the project where they could also factor in funding for next project phases. This answers the question in FHI 360 guideline that the Program M&E IT system must be aligned and used demonstrated technical Leadership in M&E processes.

4.9　　Training of MEAL Staff

The researcher investigated if the employees were trained on how to use the M&E IT system. The Pie chart below explains the results

Figure4: M&E Training

45% was the highest number of staff training in most interviewed CBOs where most the respondents confirmed to have done training using on-job learning platforms, attending workshops, donor-funded training and seminars. In comparison, 20%　had completed professional training that is courses related to M&E process and project management. 15% of respondents confirm that they made use of online or self-paced courses available from various inhouse supported systems combining it with years of experience using M&E IT systems.

Through training and guidance, the assessment and research capabilities of the M&E team can be improved so that their skills can be fully utilized. Besides, the researcher also evaluated to check if the community-based organisation considered any guidelines when conducting field

monitoring, and this was a feature in current M&E system solutions available. The following number analyzes the results:
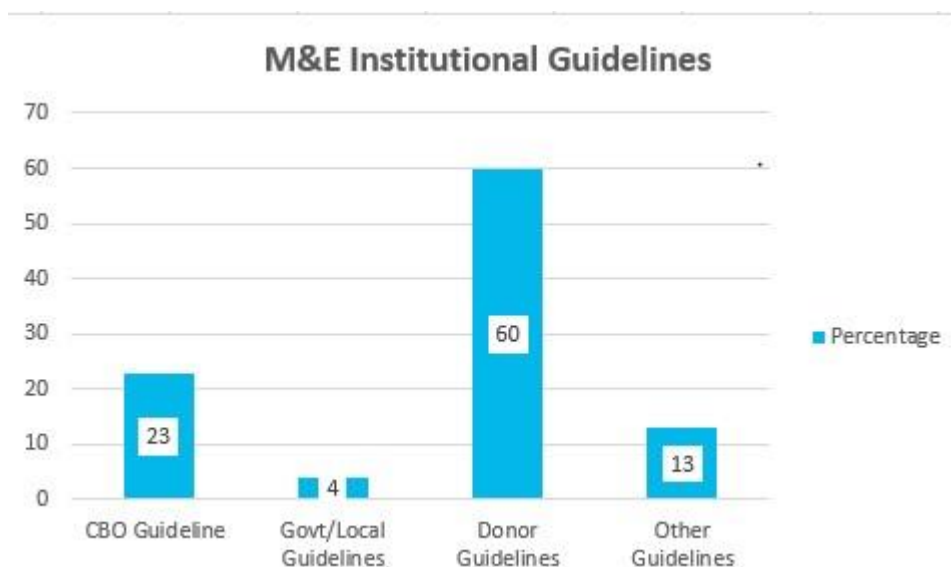
Figure 5: A guiding principle in Training and Planning.

The above table summarises that most CBOs assessed their systems and the project plans following donor regulations. 60% of the respondents used donor guidelines and plans obtained from the proposals submitted, which explained every aspect of the project. In comparison, 23% used the organisational policies in their respective CBOs. Other CBO institutions considered using other guidelines, and frameworks, e.g. ISO standards and additional M&E standards. 4% of the CBOs used government guidelines, and this is primarily where they are supporting schools, hospitals etc. Therefore only 60% of CBOs use the framework appraisal tool, requiring the role of the CBO in maintaining frontline data collection using standard tools assessed using the FHI 360 Framework.

4.10 How are Stakeholders Involved

The below table presents results on shareholder participation, level of shareholder involvement and impact of shareholder participation.

4.10.1 Stakeholder Participation in M&E Planning

The study also evaluated stakeholders participation in the monitoring and evaluation systems at the community-based organisation.

Table 11: **Stakeholder Participation**

Degree of stakeholder Participation	Percentage
Minor	15
Reasonable	33
Great	52
Total	**100**

Most of the stakeholders, in this case, donors and international NGOs were involved in M&E IT system assessments as documented by a 52% response rate. Other respondents agreed that 33% of the stakeholders were reasonably involved, while 15% were less-involved. The results showed that the stakeholders participated in M&E planning and design of the activities but less involved in evaluating M&E IT systems.

4.10.2 Stakeholder participation specific M&E Stages

The table below summaries the level of shareholder participation in various stages of M&E system planning and process. A scale rating of 1 to 5 was used where "5" being strongly agreed and "1" strongly disagreeing. The SPSS software was used to run the computation as captured below:-

Table 12: Stakeholder Participation in Various Stages of M&E Planning

Stakeholder Participation	Mean	Standard Deviation(Σ)
Are stakeholders involved in M&E IT system design	4.50	0.389
Are shareholders involved in M&E IT System workgroups	2.112	0.465
Are stakeholders involved in M&E system plans and activities	4.06	1.008
Do the stakeholders use the M&E IT systems in their daily work	3.53	1.269
Are shareholders are involved in the data management and reporting	3.25	1.073
Are stakeholder decisions involved in M&E IT system audits	3.56	1.464
Are stakeholders involved in design M&E system indicators	2.08	1.111
Are stakeholders involved in M&E IT system training	4.96	1.342
Shareholders receive feedback on M&E results and the resolutions they reach	3.41	1.139

The above table details the stakeholder involved in various activities within the M&E IT and M&E process. From the analysis, the respondents agree that stakeholders were engaged in M&E IT system design which scored 4.50, there are also involved in system plans and activities (4.06): this is because of the kick-off grant meeting that is conducted at every project kickoff. Most of the stakeholders do participate in the MEAL system training run at field & country offices in addition to the beneficiary sites. Some of the stakeholders go an extra mile in sponsoring the activity. With a rating of 3.53, agree that they used the M&E IT system in their daily work and that it was for project status monitoring and budget tracking. The stakeholders were also involved in data management and reporting, which is 3.25. M & E IT System Rating 3.56, which includes participation in the system audits the project closure. The respondents commented that stakeholders in the decision-making process used sprints, scrum plans, and generated M&E system indicators. Program managers created and implemented the indicators.

4.2 M&E IT SYSTEM DATA COLLECTION AND ANALYSIS PROCESSES

During the evaluation, various tools for data collection were developed, community-level indicators were defined, data management and reporting systems were strengthened, and more extensive work was done to strengthen national community-based information systems. The researcher investigated how data is collected, validated and verified according to an outline in the FHI 360 assessment tool.

DATA COLLECTION AND ANALYSIS PROCESSES	Data Collection & Management	Data Quality Systems	Data Verification	Data Analysis & Use
Current Score	14	23	15	17
Max Score	26	42	50	28
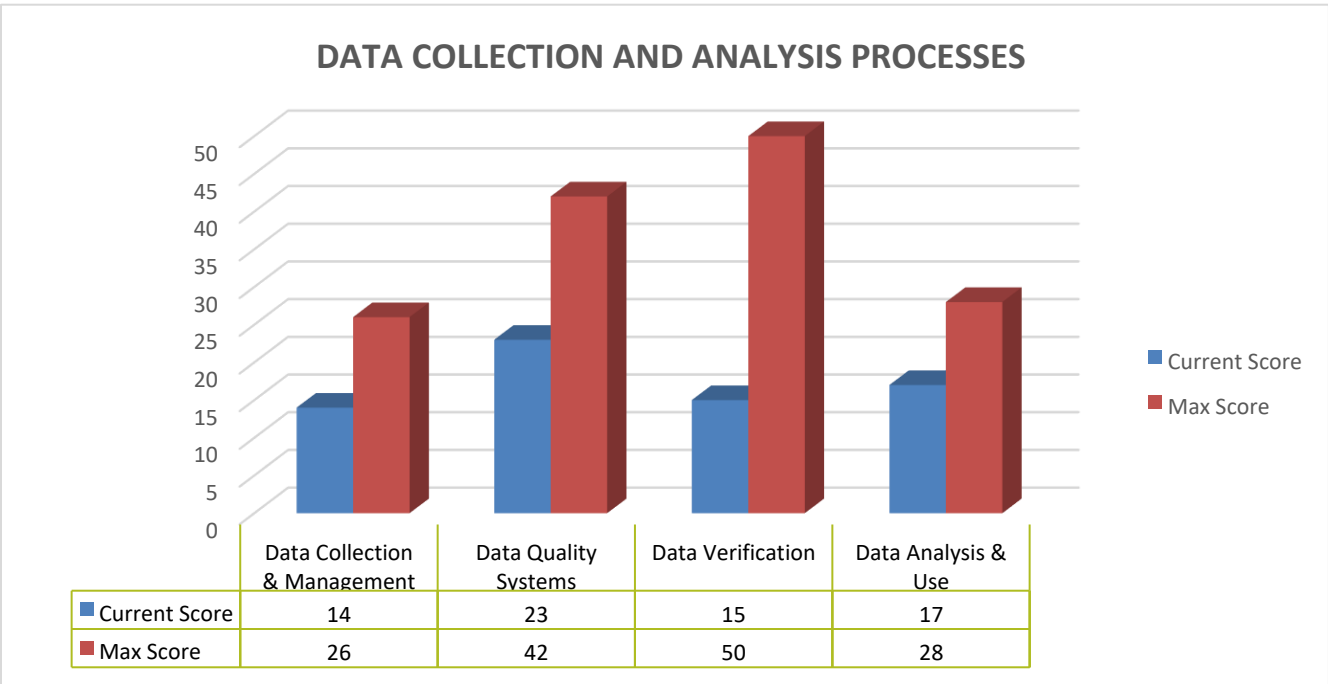
Figure 6 FHI 360 Data Management Results

From the above summary table on data management, the M&E IT systems in use at the CBOs had gaps that need to be addressed. Data collection and management scored (14 out of 26), data quality systems (23 out of 42), and data analysis and usage (17 out of 28) were rated above 50%. Negative results for data testing recorded poorly at 30%. This meant the collection of data and management was handled well at 54%, data quality process implemented at 55%, data analysis and making use of data collected 61% as captured in figure 7 below. The M&E design and implementation lacked a proper mechanism to verify data collected from various data sources. This meant there is a room for improvement in the data verification process to ensure data analytics is not done offline as observed with many CBOs.

4.3 M&E IT system Assessment

The table below shows an average summary of the scores from the FHI 360 assessment tool. From the evaluation, the average rating of M&E IT systems in CBOs (126 to 240). At 53%, the current system needs to be upgraded and developed to be more robust to meet the needs of the advanced M&E programming. The low rating was observed in how operation documents are managed, and data verification checks is a worry due to the use of many non-standard tools(personal KOBO forms) and data collection and management. Some systems were not build

to sync data from the handed held devices to the core database. Most of the data had to be downloaded and keyed in manually.

FHI 360 (2013) provides a tool for M&E systems assessment and continuous improvement for the gaps identified.

Category	Score		
	#	Max	%
A. Resources & Capacity Building	11	16	69%
B. Plans, Guidelines & Operational Documents	13	30	43%
C. Data Collection & Management	14	26	54%
D. Data Quality Systems	23	42	55%
E. Data Verification	15	50	30%
F. Data Analysis & Use	17	28	61%
G. Evaluation	19	24	79%
H. Alignment & Leadership	14	24	58%
TOTAL	126	240	53%

Figure7: Summary Assessment Scores

4.3.1 Data Collection and Management

The FHI 360 evaluation explains that the data collection tool must contain all the program indicators so that the data can be collected correctly. This drastically reduces the workload from the data collection team. However, data management and backup procedures have not been documented to specify these essential aspects. The program team needs to have useful data collection tools and well-tailored to prevent data manipulation. The data collection tools used in CBOs are related to donor needs. CBO tools are used where needed, especially in various educational and clinical projects.

4.3.2 Data Verification

Most CBOs lacked proper tools for data verifications. Data is either synced from tablets or keyed in manually to the database. Some on the data collection tools lacked appropriate text validation processes and mechanism. Therefore they is a need to develop and use reliable M&E IT system tools to improve data verification at the collection point.

4.3.3 Data Analysis and Use

The data use and analysis component achieved the highest score of 61%. That means most of the standards have been met. Most of the data collected have been reported. In both the M&E IT system and the manual register, if beneficiary information is entered in a database, then it makes it easy to manage beneficiary tracking and what products the beneficiary has received from the project. Program / MEAL Managers, M&E staff and other technical staff, are expected to document procedures for reviewing M&E data on a regular (at least quarterly) basis. However, this review is provisional because there is no written policy to guide the process. A data review and project meeting has not been held and only happens when the is a severe system glitch or in need of a system upgrade. Most data analysis and reporting are done by the specific MEAL teams managing a particular project.

4.4 Moderating Effect of Donor Policies, M&E IT systems and Community Based Organisations

The moderating effect of organisation and donor policies on the relationship between organizational structure capability and CBO M&E IT systems in use of effective strategies is that the change in R-square due to introduction of stakeholder involvement was .030. Thus the percentage increase in variation explained by the introduction of supportive Shakeholder was 3.0%. This change was highly significant, as shown in the Sig. F Change of 0.000 ($p<0.005$). The results are as revealed on the table below

Model Summary_

Model_	R_	R_Square	Adjusted R Square	Std_. An error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.921[a]	.847	.845	.17179	.847	422.328	1	76	.000
2	.937[b]	.878	.875	.15443	.031	19.052	1	75	.000

a. Predictors: (Constant), Methods and tools

b. Predictors: (Constant), Training of Employees, Stakeholder involvement and Data collection

and management

Hypotheses testing and summary table

No.	Hypothesis	Accept/Not Accepted
H1	Staff technical skills have a significant favourable influence on the management and usage of M&E IT systems.	**Accept**
H2	Stakeholder involvement and management has a substantial influence on M&E IT systems use and evaluation.	**Accept**
H3	Data collection and management processes have a substantial influence on M&E IT systems data management.	**Accept**
H4	The structures of the CBOs have a significant impact on M&E IT systems	**Accept**
H5	The evaluation framework (FHI360) moderates the relationship between an effective M&E IT system and M&E Process.	**Accept**

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

This chapter presents a summary of the findings analyzed in chapter four, according to the study objectives. Suggestion for the further areas of the study also captured as a way of filling the gaps identified in the study.

5.0 Summary of the Findings

Community-Based Organisations used six methods and tools while evaluating M&E activities. These tools are very critical to any M&E system process and managing M&E projects. M&E IT systems require at least 12 components to function effectively and efficiently. These components are performance indicators, case management, logical frameworks, data analytics and visualisations, beneficiary registration, just to name a few.

The study found that the logical framework was the most valued module, followed by beneficiary registration, data analytics and visualisations, key performance indicators and lastly the case management module.

Stakeholders were more involved in the organization structures in the M&E functions. This is the unit whose primary purpose is to coordinate all aspects of M&E tasks at this level. Planning and resource allocation was another area that stakeholders were keenly involved and ensured at least the needed resources where possible were provided.

In comparing the ease of use and the value of M&E IT systems, the researcher observed that the respondents who answered positively agreed that M&E IT systems made their work easier and for those that responded negatively or found M&E IT systems complex had a difficulty using the system. This ties to inadequate or lack of training for some of the staff and volunteers at CBOs. Donor policies and guidelines were the main drivers why most CBOs had M&E IT systems or why they had to outsource the services to various organisations. Donors rely more on systems that they can audit and track project implementation in addition to checking beneficiary reach vs the target.

Regarding the management impact on the M&E IT system, the researcher found that allocating funds for M&E assessment was the most important aspect considered by the management. This indicates that the leadership is mindful of giving adequate resources to projects

at the implementation, planning and evaluation stages, but this is limited when an IT system is required, and mostly it is under-budgeted.

The researcher also observed that management had an impact on how the M&E process was conducted, and this impacted the M&E IT systems design and use. The researcher also observed that stakeholders participated in almost all M&E phases of planning and implementation.

Somewhat discouraging is that the IT methods and tools used in the M&E assessments and evaluation had a low impact. Most staff and volunteers used different tools for data collection and management. 45% were trained M&E specialists, while the rest learnt on the job. Besides, the reacher noted that a good number of 45% and 31% of respondents valued having an M&E IT system. In contrast, those who found it complicated using systems 8% and 4% did not find any value to use an M&E IT system and relied on manual data verification and evaluation methods for project monitoring and assessment. To ensure better system design, we need an understanding of how frontline workers make use of M&E tools and what gaps are hindering their work. From this experience, some clear recommendations regarding system development and data management at the community level have emerged. Use of simple better tools limits the amount of data collected, allows adequate time for input, reviews and quality pilot tests, and evaluates device usage several times after system execution.

From the overall average summary, low scoring was obtained in data verification and how plans and guidelines are documented. We need to involve community-level actors in the development of the MEAL systems to ensure that the devices are appropriate for their programme implementation and data management capacity. This will ensure proper validation check is done at the data collection level. This will improve data collection and reduce data verification errors at the entry point. Another unpromising finding is that M&E IT systems were mostly evaluated on request from the donor or assessed by audit firms after project closure and at a time of donor reporting. The FHI360 guidelines recommend that FHI 360 assessment tool should be used in all project lifecycles and M&E IT systems assessments should be conducted semi-annually.

5.1 Conclusion

In conclusion, a few of Community-based employees, volunteers were well versed with the M&E IT system and M&E program implementation process and use. Stakeholders are involved in all M&E stages but not so much engaged in M&E IT systems design and planning. Most of the staff and volunteer who had on job training valued and made use of the existing M&E IT systems. They found the system fit for purpose and made it easier to manage projects. The management was more involved in monitoring and evaluations general M&E program implementation but not in the use of IT systems. The management was also less consulted in system design and developed. From the documents review and emails from the project managers, it seems most of the senior management were not responding to meeting invites for M&E IT systems requirements gathering or discussions. Organizational policies and donor requirements also underwrite on what elements should be included in an effective M&E IT system.

5.2 Recommendations

i. Community-based organisations should invest in training of their staff and volunteers in M&E processes.

ii. The M&E software should have project management tools, e.g. project information, human resource management, M&E plans and action trackers, partner management and monitoring tools, e.g. case management, distribution management, data validation management and indicator management.

iii. Adequate participation and consultations of shareholders in M&E IT system evaluations and assessments are recommended. The stakeholder should define utilization, how reporting will be done and presentation of results and monitoring project indicators and budget usage. This ensures M&E IT system ownership.

iv. Management should be consulted on data aggregation and data storage. This will prevent creating data silos which were observed in interviewed CBOs. They should also provide timely support and coordinate M&E design functions.

v. Use of standard data collections tools is recommended and ensuring data collection tools are integrated with core M&E IT systems/databases. This will prevent data manipulation, as observed in the research conducted.

vi.   FHI360 assessment tool should also be revised to include missing evaluation baselines for M&E IT systems.

5.3 Research Requirements Suggestions

Empirical studies have suggested several related research areas that have not been researched, and this may require further research. More research should be done on a financial appraisal of project inputs and outputs and a need for enhanced guidance framework.

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ANNEX 1: STUDY QUESTIONNAIRE

This questionnaire is designed to aid in evaluating M&E IT systems at COBs in Kenya. The information collected is confidential and used for only this study. Answer all the questions correctly.

SECTION I: Monitoring and Evaluation

a) On behalf of which organisation do you fill in this questionnaire?

Organisation*------------------------------------

Contact Person*---------------------------------

Position*--

b) For what types of development initiatives do you use M&E?

() Municipal institution capacity building initiatives

()Association capacity building initiatives

() Country Programs

() Global programs

() Your organisation development/work planning

c) Do you observe changes in donors requirements towards M&E?

() No

() Yes

() if yes, please elaborate?

d) Do you conduct external independent evaluations of your capacity development interventions?

() No

() Yes

() if yes, do you have an example you can share?

SECTION II: General Information

a) To which gender identity do you most identify?

1. Male ( ) 2.Female ( ) 3. Prefer not to Answer ()

b) What is your highest grade or school level?

() O'levles {Primary & Secondary educattion} ( ) 2.Diploma certificate ( ) 3.Undergraduate degree

( ) 4. Postgraduate degree

c) Select or describe your current position?

1. Senior Manager () 2. Project Manager () 3. Field Officer () 4. MEAL Officer ( ) 5. Project Officer () 6. Other ( ) ……………

d) Do you manage any projects in M&E?

No ( ) Yes ( ) Not sure ()

SECTION III: Methods and tools

a) What type of tools do you use for M&E monitoring and reporting? List the tools

a)………………

b)………………

c)...……………

b) Do you find it challenging to use M&E methods and tools when evaluating projects?

No ( ) Yes ( ) Not sure ()

c) If yes, where are_the_challenges?

Data Collection () Data verification () Slow system () Missing Modules () other ()----------------

d) Which of the following to do consider to have a high impact in the M&E process?

i) Stakeholders Involvement ( )

ii) M&E IT systems training ( )

ii) Management strategy ( )

iii) The organisational methods and Tools in use ()

iv) Other ( ) if yes, please elaborate?

e) How would you rate the availability of these methods and tools?

i). Very Easy ( )

ii). Easy ( )

iii). Difficult ( )

iv). Very difficult ( )

f)Based on your above answer, please advice why you think so?
………………………………………………………………………………………………………
g) Do you recommend any other methods and tools for M&E evaluation?

i)…………………………………………….

ii)……………………………………………

iii)…………………………………………..

SECTION IV: Management Process

a) Using the five-point scale, select the appropriate

No	Management Impact	Very Great	Great	Some Degree	No support
i.	M&E design planning				

ii.	M&E change process				
iii.	M&E IT systems Indicators				
iv.	Implementing M&E IT system				
v.	Resource allocations				

C) What rate would consider in management impact on M&E IT systems in your organisation?

i).Very effective ( )

ii). Effective ( )

iii). Ineffective ( )

iv). Very ineffective ( )

v). No comment ( )

e) Who conducts filed and projects monitoring and evaluation?

i) MEAL Staff ( )

ii) Project Managers ( )

iii) Volunteers ( )

iv) Donors ( )

V) Outsourced Services ()

SECTION V: Training

a) Are you trained in using M&E IT systems?

No ( ) Yes ( ) No sure ()

c) If yes, what is your level of training?

i) Professional Course ( )

ii) On Job Training ( )

iii) Self-sponsored training ( )

iv) Organisation online courses ()

d) Do you have any guidelines for M&E IT systems evaluations? Yes ( ) No ( )

e) If yes, please choose one

i).Donor / Sponsor ( )

ii). Government guidelines ()

iii). Organisation best practices ()

iv). Other ()

Please Specify……………………………………………………………………

f) Do you have adequate skills to conduct M&E evaluations?

Yes ( ) No ( ) State your reason based on your choice?
……………………………………………………………………………………………………

SECTION VI: Stakeholders Involvement

a).To what extent are stakeholders involved in monitoring and evaluations?

1. Great ( )
2. Reasonable ( )
3. Minor ( )

b) Statements on shareholder participation are as follows: SA-Agree (5), A-Agree (4), N-Neutral (3), D-Disagree (2), SD-Agree (1). Tick the most appropriate

Stakeholder participation	SA	A	N	D	SD
Are stakeholders involved in M&E IT system design					
Are shareholders involved in M&E IT System workgroups					
Are stakeholders involved in M&E system plans and activities					
Do the stakeholders use the M&E IT systems in their daily work					
Are shareholders are involved in the data management and reporting					
Are stakeholder decisions involved in M&E IT system audits					
Are stakeholders involved in design M&E system indicators					

"The below questions are obtained from the FHI 360 Framework

A. Resources & Capacity Building

	Detailed Checklist	Means of Verification	Rating	Observations, the rationale for rating and recommendations
1.	The M&E budget is between 5%-10% of the overall program budget	Discussion	**5**	
2.	There is/are dedicated staff for M&E	Organogram	**8**	
3.	The number of M&E team staff is sufficient concerning the program size (about one person per $1M/yr)	Organogram	**5**	
4.	The M&E team (if >3 persons) has an appropriate skills mix	Discussion	**9**	

	Detailed Checklist	Means of Verification	Rating	Observations, rationale for rating and recommendations
	(e.g. data analysis, evaluation/ research, HMIS)			
5.	Members of the M&E team have received initial orientation on the project M&E IT system	Records review; discussion	**4**	
6.	Members of the M&E team have been trained at least once in the last two years	Records review; discussion	**6**	
7.	Members of the M&E team have received a mentoring/supervision from their supervisor in the last six months	Records review; discussion	**9**	
8.	The program has had an M&E TA visit from H.Q./region at least once in the last year	Records review; discussion	**1**	
9.	Partner M&E staff (including those at site level) have all received initial training on the project M&E IT system	Records review; discussion w/ team+partners	**Partially meets**	
10.	A procedure exists for orienting new partner staff on the M&E IT system in case of team turnover	Discussion	**Partially meets**	
11.	Partner program management staff have received training or orientation on project M&E requirements	Records review; discussion	**Partially meets**	
12.	Members of the M&E team have visited partners for capacity building/mentoring at least once in the past six months	Records review; discussion w/ team+partners	**Partially meets**	
13.	Members of partner M&E teams have visited all sites at least once in the past year for capacity building/mentoring	Records review; discussion w/ team+partners	**Partially meets**	
Priority Recommendations				

B. Plans, Guidelines & Operational Documents

	Detailed Checklist	Means of Verification	Rating	Observations, the rationale for rating and recommendations
1.	There is an M&E plan (or PMP) which is up to date	Records review	**Fully meets**	
2.	Implementing partner(s) have a copy of standard guidelines describing reporting	Records review w/ partners	**Fully meets**	

	requirements (what to report on, due dates, data sources, report recipients, etc.)		
3.	Supervision procedures are documented in writing (how often, what to look at, what happens next)	Records review	**Fully meets**	
4.	Targets have been set for key performance indicators	Records review	**Fully meets**	
5.	PMP has a graphic results framework linking project/ program goal, intermediate results and outcomes or outputs	Records review	**Partiall y meets**	
6.	PMP/M&E plan or other project design document has an organogram describing the organization of the M&E unit concerning the overall project team	Records review	**Fully meets**	
7.	A PMP matrix exists that lists indicators, annualized and cumulative LOP targets, data sources, baselines, methods, reporting frequency, and responsible entities	Records review	**Fully meets**	
8.	PMP includes indicators for measuring input, outputs, outcomes and where relevant, impact indicators, and the indicators are linked to the project objectives	Records review	**Partiall y meets**	
9.	All PMP indicators have operational definitions, e.g. performance indicator reference sheets	Records review	**N/A**	
10.	An up-to-date implementation timeline for M&E activities is available	Records review	**Partially meets**	
11.	M&E work plan includes regular internal DQA activities	Records review	**Meet**	
12.	The up-to-date M&E work plan indicates persons responsible for each activity, including any M&E-related roles for the program/technical staff and implementing partners	Records review	**Partiall y meets**	
13.	Implementing partner(s) use a standard reporting template	Records review	**Partially meets**	
14.	M&E plan/PMP has a dataflow chart that demonstrates how data reaches program managers and donors/government	Records review	**Partially meets**	

15.	Documented confidentiality protocol is available (If personal records maintained)	Records review	**Partially meets**	

Priority Recommendations	

C. Data Collection & Management

	Detailed Checklist	**Means of Verification**	**Rating**	**Observations, the rationale for rating and recommendations**
1.	Training registers/documentation are available and meet donor standards	Records review	**Partially meets**	
2.	Data collection tools include all required program/project indicators	Records review	**Partially meets**	
3.	There is no (or minimal) duplication in data collection requirements for staff/partners, i.e. they are not required to report the same activity on more than one tool	Discussion/ records review	**Partially meets**	
4.	Data management guidelines exist (e.g. filing systems for paper forms or back up procedures for electronic data)	Records review	**Partially meets**	
5.	Historical data is properly stored, up to date and readily available	Records review	**Does not meet**	
6.	The project has one or more electronic M&E databases which are up to date	Observation	**Partially meets**	
7.	Data from services are disaggregated by gender and age and training by gender	Observation	**Partially meets**	
8.	If client-level personal information is collected then, IDs are used to protect the confidentiality of clients, and access is restricted to this information	Discussion/ records review	**Partially meets**	
9.	Field level data entry (filling in forms) occurs immediately or shortly after service provision to limit recall bias	Discussion incl. partners	**Partially meets**	
10.	The number of data collection tools is sufficient for program needs and not excessive	Records review	**Partially meets**	
11.	There is adequate documentation/in-house capacity for the program database so that it can be modified by one or more staff	Discussion/ records review	**Fully meets**	
12.	Safeguards are in place to prevent unauthorized changes to data	Observation	**Fully meets**	

| 13. | There is management support for following up any persistent data gaps with partners | Discussion/ records review | **Partially meets** | |

Priority Recommendations	

D. Data Quality Systems

	Detailed Checklist	Means of Verification	Rating	Observations, rationale for rati
1.	Operational indicator definitions for national/global indicators are consistent w/existing standard guidelines (e.g. PEPFAR, PMI, UNGASS, etc.)	Records review	**Partially meets**	
2.	Definitions and interpretations of indicators are followed consistently when transferring data from front-line instruments to summary formats and reports	Records review	**Partially meets**	
3.	Quality controls are implemented to minimize errors when data are entered into computer/PDA (e.g. double entry, post-entry verification, etc.)	Observation	**Partially meets**	
4.	Written guidance on filling in data collection tools is evident at the partner or service delivery level	Records review	**Fully meets**	
5.	Steps are taken to limit calculation errors, including automation where possible	Discussion/ Observation	**Partially meets**	
6.	There is a clear link between fields on data entry forms and summary or compilation formats to reduce transcription error	Records review	**Fully meets**	
7.	The number of transcription stages (manual transfer of data from one form to another) is minimized to limit transcription error)	Records review	**Partially meets**	
8.	Systems are in place to adjust for double-counting	Records review	**Does not meet**	
9.	Systems are in place for detecting missing data	Observation	**Partially meets**	
10.	Standard forms/tools are used consistently within and between partners	Records review	**Partially meets**	
11.	At least once a year program and technical staff (with or without M&E specialists) review completed tools at site or partner-level for completion, accuracy or service quality issues	Discussion/ records review	**Partially meets**	
12.	Data collection tools/partner reports are filled in completely (take a sample)	Records review	**Fully meets**	
13.	Data collection tools/partner reports are filled in correctly (take a sample)	Records review	**Partially meets**	

14.	All expected partner reports have been received	Discussion	**Does not meet**	
15.	Donor reports are submitted on time	Discussion	**Partially meets**	
16.	Data reported corresponds with donor-specified report periods	Discussion	**Partially meets**	
17.	Feedback is provided to all service points on the quality of their reporting	Records review	**Partially meets**	
18.	There is evidence that corrections have been made to historical data following data quality assessments	Records review	**Partially meets**	
19.	All sites are reporting on all required indicators	Records review	**Partially meets**	
20.	There is evidence that supervisory site visits have been made in the last 12 months where data quality has been reviewed	Discussion/ records review	**Fully meets**	
21.	There is evidence that field-level supervisors review data from field workers before it is finalized and passed on	Discussion/ records review	**Partially meets**	
Priority Recommendations				

E. Data Verification

	Detailed Checklist	**Means of Verification**	**Rating**	**Observations, the rationale for rating and recommendations**
1.	Supporting documents are on-hand & accurate for indicator 1:	Records review	**Between 5-10% of reported data**	
2.	Supporting documents are on-hand & accurate for indicator 2:	Records review	**Between 5-10% of reported data**	
3.	Supporting documents are on-hand & accurate for indicator 3:	Records review	**>10% above or below reported data**	

	Detailed Checklist	Means of Verification	Rating	Observations, the rationale for rating and recommendations
4.	Supporting documents are on-hand & accurate for indicator 4:	Records review	**>10% above or below reported data**	
5.	Supporting documents are on-hand & accurate for indicator 5:	Records review	**Between 5-10% of reported data**	
Priority Recommendations				

F. Data Analysis & Use

	Detailed Checklist	**Means of Verification**	**Rating**	**Observations, the rationale for rating and recommendations**
1.	The majority of data collected is reported	Discussion/ records review	**Partially meets**	
2.	If client-level information is entered into a database, then it is possible to analyze what services each person has received	Discussion/ records review	**Partially meets**	
3.	Reasons for under- or over-performance (e.g. not achieving important targets) are documented	Records review	**Partially meets**	
4.	Performance issues (e.g. not meeting targets) are followed up with partners/others	Records review	**Partially meets**	
5.	Written procedures are in place to ensure regular (at least quarterly) review of M&E data by program/project managers or COP, M&E staff, other technical staff and partners	Records review	**Partially meets**	
6.	At least one data review & interpretation meeting has taken place in the last quarter at the national/program level involving managers and program/technical staff	Discussion/ records review	**Partially meets**	
7.	At least one data review & interpretation meeting has taken place in the last quarter at the local/site level involving partner managers and program/technical staff	Discussion/ records review	**Partially meets**	
8.	The regular analysis includes trends in performance indicators over time (e.g. monthly or quarterly)	Records review	**Partially meets**	

No.	Description	Method	Rating	
9.	There is evidence that data analysis has led to improvements in program design or implementation	Discussion/ records review	**Fully meets**	
10.	Donors and government have received an analysis report or attended a meeting with results presented - over and above minimum reporting requirements - within the last 12 months	Discussion/ records review	**Fully meets**	
11.	Gender analysis has been conducted to help programs understand and integrate gender issues	Discussion/ records review	**Fully meets**	
12.	Program/technical staff are familiar with critical indicators and results about their program/specialised area	Discussion	**Partially meets**	
13.	A senior staff member (e.g. Program Manager) is responsible for reviewing aggregated data before the release of reports from M&E unit	Discussion	**Partially meets**	
14.	Monitoring data is accessible to relevant technical staff and manager(s)	Observation	**Partially meets**	
Priority Recommendations				