AN ASSESSMENT OF THE INTERNATIONAL COMMISSION OF JURISTS (ICJ) KENYA MONITORING AND EVALUATION SYSTEM

BY

GRAPHIC ODIENY-Q51/74449/2016

A research project submitted in fulfillment for the award of Masters of Arts Degree in Monitoring and Evaluation of Population and Development Projects, Institute of Population Studies and Research of the University of Nairobi.

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DECLARATION

I present this work as my own work that has never been presented in any other institution for academic purposes

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This research project is dedicated to my dad and mum:

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ABSTRACT

In the recent past there has been commitment by development agencies to focus on results, impact and mutual accountability to provide evidence towards aid effectiveness. In light of this, the study was conducted to assess the International Commission of Jurists (ICJ) Kenya chapter's M&E system; an NGO founded in 1959 with the aims of serving its beneficiaries through improving protection of the rights of humans, access to justice elevation, empowerment of citizens and justice systems and institutional improvements across Africa. ICJ has four Programs in Kenya, namely; Justice access assurance, Democratization, Protection of Human Rights and International Cooperation. The study was to determine if the International Commission of Jurists (ICJ) M&E system meets the conventional M&E system standards using qualitative research approach.

Purposive sampling was used to select Key informants for the assessment, attaining a sample size that included 13 employees; Executive Officer, M&E manager, four program managers, four program officers and three research officers from ICJ. With a score of 48 out of 80 ICJ attained 60 percent. Scores varied within components with data use and advocacy and communication scoring the highest at 88 and 86 percent respectively, whereas National and subnational data bases and M&E work Plan scored the lowest at 17 percent and 33 percent in that order.

Based on above findings, ICJ needs to increase the number of its M&E personnel to meet the prescribed threshold as it develops its organizational structure with M&E posts, job descriptions, and terms of references for reporting units. ICJ should adequately maintain its databases for M&E purposes by developing and conceptualizing electronic data collection, through availing a data quality control mechanism that ensures data is accurately captured.

ICJ should make an effort to involve programme beneficiaries more in evaluations so as to build their capacity. In light of this the evaluations should also focus on involving the beneficiaries in analysis, reporting and data use. In addition, ICJ needs to provide standard management process for its data as a way of routine management system and ensure quality in every step of its data use and M&E. ICJ M&E system should therefore see to it that stakeholder information requirements are evaluated beforehand and the information dispersed to apprise decisions being made.

CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

Monitoring and evaluation are tools for management, mostly used to track progress and aid in decision making. Monitoring is used internally by projects for which it is contrived to furnish the periodic progress of a project, the challenges it is facing, and the efficiency with which implementation is carried out. Evaluation is an arduous and autonomous appraisal of completed or ongoing activities to decide to which the extent projects are attaining stated objectives and contributing to conclusions (UNAIDS, 2009a).

Monitoring and Evaluation differ in that, evaluation is an independent activity conducted to offer managers and staff the prime opportunity to say whether projects/programs are aligned to their set objectives; often executed at the end of projects where as monitoring is continuous and often periodically carried out throughout the project cycle (Gorgens and Kusek, 2009). A system of monitoring and evaluation or M&E refers to that system that offers guidance in the aggregation, analysis and usage of data with the goal of measurement and documentation of achievements plus continuity in creation of awareness, planning and arriving at decisions in projects (FHI 360, 2013).

The system of M&E may also refer to the analysis of people's attributes, procedures, data and technology, (which are part of the interaction) in order to facilitate the information delivered in good time thus the suitability for decision making by an organization. Likewise, an M&E system may also mean a system's outcome that comprises various systems; bearing various names for example: a system for the management of performance, a system for accountability and an outcomes management framework. (Duignan, 2003)

Consequently it is imperative that organisations provide for a well-designed M&E system as a means to assess the vital bond amongst implementers, recipients and makers of critical decisions. Further it offers an integrated information source, signifying project advancement supplementary providing pathways for learning and illuminating mistakes. As a result, a well premeditated M&E system should define comprehensively the methodology to be used (UNAIDS, 2008).

The International Commission of Jurists (ICJ) Kenya is an NGO established in 1959. Its objectives are to serve its beneficiaries by enhancing human rights protection, upgrading access to justice, growing citizen empowerment and ameliorating justice systems and institutions across Africa. International Commission of Jurists (ICJ) has four programs in Kenya, namely; democratization, human rights protection, access to justice and international cooperation. Access to justice (A2J) program serves to promote the access of citizens to justice within the law courts of Kenya and Africa a like.

The democratization programme focuses on promoting and protecting Kenya's democratic processes. The program of human rights protection tracks the execution of the endorsements by Kenya during the worldwide intermittent review. Finally the international Cooperation Program which supports, conserves and reinforces human rights and legal protection in sub-Saharan Africa; protected the rule of law. ICJ M&E system was conceived in 2010 as part of its effort to track performance, though since then it has never been assessed.

This necessitated an assessment to be conducted on the M&E system's conformity to the conventional M&E system requirements. ICJ has a performance management plan (PMP) and work plan that lays out the planned activities, the resources required for implementation and the targets intended. ICJ data collection is guided by indicators that are developed during project design in consultation with stakeholders. The program has in place a performance measurement strategy that takes stock of the program progress through baseline, mid-term and end term evaluations.

1.2 Problem Statement

Most programs' M&E components are outlined in project plans but are not operationalized as a useful tool in development practice (Karani et al., 2014). Measurement of M&E system's reinforcement efforts has over time proven difficult from the political and technical perspectives, thus most organization steer clear of initiatives to assess their systems (Porter et al., 2012). Agencies in the aid provision arena have increasingly acknowledged the importance of M&E development and assessment in receipt countries, though up till now they have exhibit somewhat little deliberate effort in this area (OECD/DAC, 2010).

While there is acknowledgement for supplementary assistance in this arena; which has been laid emphasis on especially by M&E units of measurement of aid effectiveness, so far the topic has remained inadequately tackled in documented literature (OECD/DAC, 2010). Assessing an existing M&E system is deemed vital as it ensures the systems are improved time after time. (World Bank, 2009; UNAIDS, 2009a and Global Fund et al., 2006)

ICJ has had its M&E system in place for as long as six years but never assessed. This therefore provided a pedestal on which to conduct a review of its M&E system to establish whether the practices that were being carried out met the conventional M&E System requirements. The study therefore sought to establish how ICJ manages its core M&E components: human resources, data management and utilization for evidence based decision making.

1.3 Research Question

The assessment was steered by the query:

Does the ICJ M&E system conform to the conventional M&E system standards?

1.4 General Objective of the Study

To determine if the ICJ M&E system meets the conventional standards.

1.4.1 Specific Objectives of the Study

Based on the distinctive 'third one' segregation of the M&E system by (UNAIDS, 2008) the study was conducted to achieve the following specific objectives:

1. To assess structures put in place for the people, partnerships and planning by ICJ's M&E system.
2. Establish if ICJ's M&E system has a framework for data collection, capturing and verification.
3. To determine if the ICJ M&E system has a provision for enhanced data use for decision making; M&E system output.

1.5 Justification of the Study

ICJ put in place an M&E system that has been in operation since 2010 as a strategy for performance tracking. An operational M&E system can contribute to positive development outcomes as part of a system of good governance whereas a weak M&E systems can lead to poor development outcomes (Thomas, 2010).

M&E are deemed necessary for the realization of a policy based on evidence, making budget decisions, accountability and projects' management (Keith, 2007). Findings of the assessment will be useful to ICJ, especially in addressing its areas of weaknesses and upholding the areas of strength. In addition, findings of the assessment will be used by other researchers/orgaisations in establishing the relevant approaches for assessing the various M&E system components.

1.6 Scope and Limitations of the Study

The study was conducted at ICJ Kenya Programs office and targeted, the executive officer, program managers, M&E manager and research officers. The attendant limitations of the study were the restricted availability of data; delimiting data to ICJ staff. This limitation was mitigated through duplicating the case through pattern-matching, which is a procedure of connecting several given parts of the same case information to a given theoretical proposal (Campbell, 1975).

The second limitation associated with the assessment being a case study is that it is difficult to attain external validity or generalizability due to limited observation. It is imperative that in all kinds of social science research and predictions, the researcher is as unequivocal as possible about the level of uncertainty that go along with his prediction (Flyvbjerg, 2006). This limitation was mitigated by using several approaches after which assimilating the information through a procedure of triangulation or converging operations.

This means approaching a problem from different directions using independent research methods (Stake, 1995); for instance the surveillance and analysis of private and public records. Systematic observation was used to verify information suggested by the case study whereas case records analysis involved a review of the archives. The third limitation was that a lot of literature on M&E system assessments engrossed on HIV/AIDS leaving the other sectors with scanty information from which to make deductions.

CHAPTER TWO
LITERATURE REVIEW

2.0 Introduction

This chapter presents an in-depth analogy of the key aspects of the assessment. The chapter is divided into two broad parts; where the leading part examines existing body of knowledge, challenges for enacting M&E systems and the process of setting up M&E systems. The second part puts into perspective components of M&E systems; taking into account ICJ M&E system's people, partnerships, how it documents its plan and how it gathers and analyses information for evidence based decision making. A theoretical background of the study is provided followed by the matching operational framework.

2.1 The rationale for a Functional M&E System

Donors are starting to acknowledge that an operational M&E systems plays a bigger part in reducing resource misappropriations, for instance when spending is not revealed in the physical infrastructure or service quality (Keith, 2007). In instance where an M&E system is under-utilized, not only does it constitute to misuse of resources, but also probable weakening of the information quality the system generates, thus bringing into question the sustainability of the M&E system.

M&E systems benefits an organization in settling on whether a project/programme is on track, on time and on target; ensuring that the availed funds were put on planned use and that the project/programme activities were executed as was intended further establishing whether a difference was made by the project/programme (Global Fund et al., 2006). Development initiatives that yield most change on the lives of the people is identified and promoted by M&E systems and that positive development outcomes can be stimulated by strong M&E systems (Thomas, 2010).

2.2 Setting up an M&E System

To have a well-designed M&E System, the following should be put in place as demonstrated by (Kusek and Rist, 2004):

- Piloting a readiness assessment to institute the disposition of development partners to have an M&E system.
- Conducting a readiness test to identify willingness of an organization vis- a- vis available resources.
- Monitoring indicators that are crucial to monitoring outcomes; to help assess the degree to which the results are reached.
- Gathering indicators' data to help in establishing the initial conditions that influence the outcomes.
- Planning for improvements which encompasses setting up realistic targets (At this level, you establish whether your targets are long term or short term).
- Monitoring for results; how data collection, analysis and reporting will be conducted and assigning who is responsible for which activity, establishment of timelines and information dissemination.
- Acquiring Evaluative information to back up conclusion; focusing on contributions of evaluation studies and analysis.
- Analyse capacity for information analysis; focus on the methodologies for assessing information and gathering, as a result prepare for analysis and reporting.
- Making decisions with efficiency and effectiveness in mind.
- Putting in place measures for satisfying the M&E system by ensuring usefulness and longevity of the system. This involves ensuring that there is demand, structures, accountability incentives and capacity credible information.

2.3 Challenges in Setting up M&E System

M&E is still comparatively a young field, thus acquiring information from one M&E system poses a test for partners in the development sphere, just as it does for the burden to provide results (Marilez et al., 2010). To that end, there is notably great demand for M&E system capacity building, skillful professionals and the need for harmonization of training courses (World Bank, 2009).

A misconception about M&E system's purpose threatens its growth, for instance there is still a misgiving on its regulating purpose and incorporation into outmoded reporting layouts (World Bank, 2009; UNAIDS, 2009a and Global Fund et al., 2006).

2.4 M&E System Components

To consolidate this assessment, it was imperative to use the 12 components framework from capacity development toolkit (World Bank, 2009). As depicted in figure 2.1 below, the components are further segregated into three distinct subsets (UNAIDS, 2008). The first subset also known as the outer ring which has six constituents involving people, partnerships and far-sightedness which includes: M&E system structure and organizational alignment, M&E system Human capacity, M&E partnerships, M&E plans, costed M&E work plans, advocacy communication, advocacy and M&E system culture. To summarize the components in this ring: People who are skilled, working as a unit to strategize with a budget and cost , inspire and sustain a purposeful M&E system.

The second subset-the middle ring comprises of 5 constituents concerning data gathering, capturing and authentication. These additionally include: repetitive monitoring, intermittent surveys, data bases useful to M&E systems, supportive supervision, data auditing and evaluation and research. This ring of components produces data needed by the M&E system serving as its fuel. Even with the utmost permitting environment (the outer ring), M&E systems cannot be operative except if data are produced.

The third subset (the center) is characterized by applying data for making conclusion; basically using the information generated for results improvement. The 12 components were originally intended to assess the performance of health programs though additional examples have made it clear that the tool can be applied generally on M&E systems (World Bank, 2009).

The publication (World Bank, 2009) goes ahead to demonstrate that the 12 components could be used at various levels. A common phenomenon is that given individual organizations are likely not to implement all the components, but may acquire data from a survey; for instance employees from the education sector to inform the program's progress. Thus stakeholders can concentrate on any of the 12 constituents at any level of the M&E system when drawing the M&E strengthening plan.

Figure 2.1: Structure of a well-designed M&E system (Third One). Source: (UNAIDS, 2008).

Below is a detailed discussion of the twelve M&E components.

2.4.1 Outer ring: People, partnerships and planning

Organizational Structures with M&E Functions: For any organization to have a robust M&E system, it must have a unit that brings together all the M&E system functions to a given defined level (World Bank, 2009). Even though certain entities have a preference of their M&E functions overseen by an internal organ, others choose to outsource those services. This component underscores the necessity for M&E unit, how clearly its objectives are defined and how sufficiently its goals are reinforced by the organization's hierarchy (Global fund et al., 2006)

Human Capacity for M&E: An operational M&E necessitates that there is sufficient staff, also that they have the required M&E technical know-how and knowledge. The need to have the necessary human resource that can run the M&E function is actualised by hiring employees who have adequate cognition and experience in M&E (UNAIDS, 2008).

The organization should see to it that its employees' M&E capacity is constantly advanced through training and other capacity building initiatives. The M&E department should have at least seven personnel (Gorgens and Kusek, 2009).

Partnerships for Planning, Coordinating and Managing the M&E System: Organisation should have partnerships be it at the national or organizational levels (World Bank, 2009).

Partnerships in M&E systems are crucial to survival organizations as they go along with the organization's M&E exertions and serve as confirmation of whether M&E roles bring into line the intended objectives. They also assist in examination functions between the various stakeholders thus the linkage of M&E outputs with outcomes.

It is imperative to have all participants in the M&E system implementation work in unison. Most countries have managed to succeed in establishing and upholding M&E partnerships by availing M&E Technical Working Groups (TWG), who meet frequently and include all related stakeholders together with all organisations answerable for M&E activities itemized in the M&E work plans that are costed.

M&E Plan: The organisations' M&E obligation should be explicitly definite in the program policy and other policy documents that are relevant. An array of stakeholders should take part in the developin and updating regularly the M&E plan. Organisations should see to it that the M&E plan is tied to the strategic plan, this ensures that appropriate data are collected for measuring progress. The plan has to describe in detail how the M&E system 12 components will be executed.

As by the standards enacted by global and technical standards team, the M&E plan specifically the indicators, ought to abide (UNAIDS, 2008).The M&E structure has a duty to outline the goals, inputs, outputs and outcomes of the project vis-à-vis the indicators also summaries expectations of the M&E system (Global fund et al., 2006).

M&E Work Plan and Costs: The structure for M&E is closely related to work plan for M&E and even the appropriate costs. Even though the structure outlines goals, inputs, outputs envisioned outcomes, the work plan sketches resource apportionment for M&E tasks that will be used to realize the objectives of M&E (UNAIDS, 2008). The work plan illustrates in which way: time, personnel, money and materials shall be put into use in order to achieve the established M&E functions.

To operationalise the M&E plan, an annual M&E work plan that is costed should be established; detailing primacy M&E undertakings of the present year, having defined tasks for enactment, recognized funding, costs for every undertaking and an explicit timeframe for provision of

outputs. A work plan aids M&E TWG in ensuring resource mobilization for human and financial aspects, allowing for trailing of progress in the direction of enacting an M&E system

Communication, Advocacy and Culture for M&E*:* Denotes the existence of strategies and policies in the interior of the organization structure to elevate M&E roles. Without uninterrupted communication and advocacy inside the organization to arouse M&E, its challenging to engrain the culture of M&E that is surrounded by organizational practices (World Bank, 2008). It is thus reasonable that these communication strategies are reinforced through the organizations pecking order.

The presence of an M&E strategy in an organization coupled with constant M&E system outputs use on passages of communication, are more or less the known approaches of cultivating advocacy , communication and M&E culture (Global Fund et al., 2006).

2.4.2 Middle ring: Data collection, capturing and verification

Routine Program Monitoring: Monitoring and evaluation are the two main facets of an M&E system. This component underscores the significance of monitoring, which refers to the routine and continuous data collection that is carried out in the course of project implementation. Data should be collected and continuously reported to establish if the project activities are geared towards attaining the established goals. Data generated also should be assimilated into the program undertakings for routine gathering and analysis (UNAIDS, 2008).

Organisations should have a system for routine monitoring of the supply and demand of services. Consistent data as of all sources; (community-based service providers and facilities) should be collected routinely. To direct decision-making at the various levels, data requests of different stakeholders needs to be established and routine data availed in a timely manner. It should be noted that consistent data consist of inputs, activities and outputs.

Surveys and Surveillance*:* This encompasses mainly M&E plans and details the frequency with which the appropriate surveys should be conducted. This component needs to be assessed regularly and results used to appraise progress of associated projects (Global Fund et al., 2006). The necessity to conduct surveys, as well as the precise attention and content of every survey

should be deliberated within the perspective of individual programs. Protocols and tools for data collection should be founded on international survey standards.

Where applicable, surveillance and survey procedures should comprise collection of data to back the construction of the uniform indicators detailed in the M&E plan. This should help preclude the need for supplementary efforts of data collection and further costs (UNAIDS, 2008).

Established Data Bases: The world of data generation is bit by bit becoming an open font. Additional bodies are in quest of data that is applicable for their given purposes. It is thus incumbent on the M&E system to provide data. This can thus not be underscored; implying that M&E systems should come up with strategies for handing in reliable, valid and relevant data to the various databases (Global Fund et al., 2006).

Supportive Supervision and Data Auditing: M&E systems require a plan for data auditing and supervision (World Bank, 2009). Reassuring supervision means one can frequently oversee the processes of M&E and provide recommendations on progress (UNAIDS, 2009a). Data auditing point towards ascertaining that the collected data is authenticated to guarantee its validity and reliability. Consequently helpful supervision needs to be upheld as it makes sure the M&E practice is conducted competently, meaning the auditing of data is critical as all project resolutions are grounded on the collected data.

Evaluation and Research: Project evaluations are conducted at precise times, often in the middle and end of project implementations. Evaluation serves as a vital M&E component as it informs whether the project has attained its anticipated goals (UNAIDS, 2009b); usually they are responsible for sharing and learning organizational achievements with other interested parties.

2.4.3 Centre: Data use for decision making

Data Dissemination and Use: After project execution phase, information that is collected should be utilized to project future activities, either to strengthen the employed strategy or to amend it (UNAIDS, 2008). Further, results from monitoring and evaluation should be shared with pertinent interested parties for accountability. As a result organizations must make sure that there exists a plan for disseminating information whether in the work plan, M&E plan or both (Global Fund et al., 2006)

2.5 M&E Systems Institutionalization and Coordination

To institutionalize M&E the following need to be taken into consideration:

Internal Demand for M&E: There is a strong external demand from donors for M&E information (Holvoet et al., 2012). While external demand can support the development of M&E systems, internal demand is claimed by some to lead to more sustainable M&E systems. Strong sources of internal demand motivates resources being allocated towards M&E, encourages domestic ownership of M&E activities and ensures that skills and knowledge remain in the domestic core structure of organisations (Kusek and Rist, 2007).

Clarity of Institutional M&E Roles: Clear institutional roles and responsibilities are essential for accountability purposes, also for M&E undertakings to be fulfilled (Kusek and Rist, 2007). Defining and clarifying roles and leadership is a key challenge in many M&E systems (Holvoet et al., 2012). This challenge may arise from intersecting obligations and unclear borders for M&E functions (Holvoet et al., 2012).

Harmonization of M&E Activities: Aid-recipient countries generally have several separate M&E systems, usually including a general national system as well as specific M&E systems for different sectors. This arrangement generates bottlenecks for efficiency, coordination and matching of M&E activities (World Bank, 2009). Many systems face the test of unclear mandate by the unit responsible for M&E activities' coordination across multiple sectors. Most systems have deficient capability for coordinating activities, mostly due to inadequate funding for staff and appropriate skills (Porter and Goldman, 2012).

Improving Institutionalization & Coordination of M&E Systems: Evidence from M&E systems assessments indicate that implementing new M&E systems in phases can both reduce resource constraints and allow government offices time to adapt and become sources of internal demand, assigning a clear mandate for M&E coordination to a specific office appears to help clarify and harmonize M&E roles and responsibilities (Holvoet et al., 2012).

2.6 Theoretical Framework

A theoretical framework is an arrangement that supports research theory. The theoretic background presents, defines and expounds why the research problem being investigated be

existent (Swanson and Richard, 2013). A theoretical framework provides an overall illustration of associations between variables in an occurrence. The theoretical outline is also known as the research model which resides on time verified theories that exemplify the findings of any investigation of a phenomenon. This assessment thus borrowed from the General Systems Theory.

2.6.1 General Systems Theory

For any system to operate as a system, as opposed to a collection of parts, it is essential that it has techniques of self-organizing and guiding behavior (Boulding, 1956). The definition for what is an M&E system is, is based on 12 components of a system. The 12 components definition is based on a systems approach to M&E. Thus a system is a set of interconnected, interrelating, and interdependent constituents creating an intricate whole (Senge, 1990).

In any system description there is need to recognize the various system's component keeping in mind that they are interconnected; this being a way to define the system and guarantee that every component is operational. Hence, when the definition of an M&E system was developed its components were identified.

2.7 Pattern Matching

Pattern matching compares two patterns so as to determine whether there is a matching characteristic between them or not. It forms the principal procedure of cases' theory-testing; with testing consisting of matching an observed pattern with an expected pattern and concluding whether the patterns match or do not match (resulting in a disconfirmation). For pattern matching what is essential is that the expected pattern is specified before the matching is carried out (Campbell, 1975).

If a whole set of anticipations is deduced for a given theory and be displayed to be true for that case, then a lone case study design could be responsible for a reliable test of a theory. In tested instances, analysis of qualitative case designs always disconfirm instead of confirming to the prior belief; owing to the requisite that in the test, every distinct part of a pattern or arrangement that is witnessed is precisely as anticipated (Campbell, 19750).

2.8 Empirical Literature on Monitoring and Evaluation System Assessment:

The review looked at an ambit of experiences from which it arose that the growth of assessments of M&E system is an interesting mission to be carried out progressively over several years.

Karawita et al., (2016) conducted an assessment of M&E systems for HIV prevention and treatment programme in Sri Lanka. The assessment was carried out to ascertain the strong points and flaws of the M&E system and generate an action plan for the system's reinforcement. The methodology involved the use of the 12 excel worksheets Monitoring and Evaluation System Strengthening Tool (MESST) completed by identified M&E stakeholders using participatory approach. M&E related statements to be collectively graded by stakeholders considering the country context and M&E experiences.

The MESS tool generates summary dashboards with regard to the collective grading of statements of the tool under 12-components. It shows both strong points and flaws in the prevailing M&E systems for HIV in the National STD/AIDS Control Programme (NSCAP) and Umbrella Organisations (UOs). Organizational structure, human capacity, databases as well as helpful auditing and supervision were the main areas identified by the tool that needed strengthening.

The assessment established that National HIV M&E plan, data use, communication, advocacy & culture, partnerships, and evaluation & research, are relatively better at the NSACP. Performance of surveillance and surveys are having about 50 percent strength. However, the areas of human capacity, organizational structure, databases as well as auditing & supportive supervision are key areas that merited reinforcement.

World Bank's Independent Evaluation Group (IEG, 2013) conducted an assessment of International Finance Corporation (IFC) and Multilateral Investment Guarantee Agency (MIGA) M&E systems. IEG did a dichotomy of prevailing procedures, M&E guidelines against conventional standards such as the good practice standards for private sector evaluation of the Evaluation cooperation group (ECG, 2013). The methodology used: processes and policies desk reviews, data from project level M&E sources, a number of internal databases, memos, planned documents, interviews and surveys of management together with the other staff (IEG, 2013).

Republic of Moldova conducted an assessment of its National HIV M&E system through a participatory self-assessment in November 2008. It later conducted another assessment in 2011 to identify action for strengthening its M&E system, as well as identification of gaps for corrective actions. The two assessments exemplified a complete participatory process, applying the 12components homogenous tool approved by Monitoring and Evaluation Reference group (MERG).

The methodology included a multi-stakeholder assessment, vis-a- vis the organisation's structure of an operational M&E system validated by MERG, then an all-inclusive document review and a survey on the organisation's staff. Human resources, operationalization of the national database, and particularly, supportive superintendence and data quality assurance, are key areas that needed to be enhanced, the appraisal found.

An assessment of Ugandan Education division's M&E system conducted by (Holvoet, 2015), concentrated on diagnosis and stocktaking; emanating from the proclamation that, irrespective of the method embraced, the leading step of every M&E capacity assessment effort is to acknowledge that which is existent on the demand and supply side of M&E. The study amalgamated an analysis of the technical aspect of the M&E systems guidelines by (UNAIDS, 2008), focusing on different stakeholders with different M&E needs and the underlying institutional issues and roles. The tool employed by the assessment reviewed the status of M&E systems based on six broad M&E tenets: indicators, policy, methodology and data collection, capacity-building, non-governmental actors involvement and finally use of data.

The study combined both primary and secondary sources of data. Secondary data sources included academic and policy documents, education sector M&E reports, Uganda's education sector documents, approaches and roles of donors in M&E documents. Uganda's education sector M&E system is an example of an M&E system that is heavily skewed towards monitoring at the detriment of evaluation, the study found. It also emerged that there is a mass of monitoring exercises with little scrutiny done on data gathered.

Nigeria conducted a National HIV M&E system strengthening and investments by means of a participatory approach (Ogungbemi et al., 2012). The study's objectives were to show proof of how the system has been reinforced between 2007 & 2012 to establish M&E system growth and

strong points, also highlight the gaps for reinforcing the M&E system. The study applied a mixed-method that is reflective and comprised: participatory self-assessment, document review, use of carefully chosen outcome indicators and key informant interviews. The assessment recognized that the M&E System had been reinforced; additionally acknowledged the unresolved needs that exist to further fortify the M&E system.

Blumhagen et al., (2010) conducted a study on National Monitoring and Evaluation and Health Management Information Systems (HMIS) USAID Kenya project. The objectives of the assessment was to identify areas for improvement, document and review the standing of the overall M&E system and HMISs and advocate for the types of back up necessary to establish a robust and combined HMIS. The assessment focused on the following areas: Data quality (currency, accuracy, integrity and aptness), Institutional capacity, Human resource and Capital, Health knowledge economy and culture, Intra/inter-sector coordination, Infrastructure and technology and finally Policy environment and management.

Methodology entailed an exhaustive analysis of Kenya's complete M&E and HIS, and reexamination of documents and statistics, group meetings, various key informant interviews and field visits. The assessment team found that there is inadequate framework for the health sector M&E, albeit there exist different M&E approaches for different perpendicular programs.

Njoka, (2015; unpublished project), conducted an assessment of Family Health Options Kenya (FHOK) M&E system to verify if the system met conventional standards by recognizing strong points and weaknesses of the M&E system and further asses how FHOK has utilized outputs of its M&E system advance its programmes. The assessment analysed the 12 M&E components through condensing them into 8 domains by (FHI 360, 2013)

The study employed descriptive research design, purposively sampling the programs experts, collecting data through document review, key informants' interviews and discussions. The study found that the organization had in place commendable resources and capacity building initiatives, data quality systems, data analysis and use. FHOK M&E system has been vital in tracking progress against targets, accounting to donors and stakeholders, reviewing and improving programme implementation strategies and finally designing new innovations.

2.9 Operational Framework

The framework of the 12 components by (UNAIDS, 2008) is helpful in appraising the status of an organization's M&E system through; measuring methodically the status of every component of the organization's M&E system against certain established standards/indicators (World Bank, 2009).

The assessment thus operationalized the standard 12 component M&E system adopted by Karawita et al., (2016), being that it provides an overarching logical standard for each of the 12 components unlike the (FHI 360, 2013) and (USAID, 2010) assessment tools that focused on 8 and 7 domains respectively. These two approaches provided just a snapshot of the programs' M&E systems since they did not address the issue of small sample of indicators selected for verification making the results difficult to generalize to program-wide M&E system.

Table 2.1: The 12 M&E system components and the corresponding standards/indicators

Component	**Indicators/standards**
OUTER RING: HUMAN CAPACITY, PARTNERSHIPS & PLANNING	
Structures for Organizational alignment to M&E	• Distinct and appropriate job description for the staff M&E. • Sufficient figure of skillful staff. • Headship and obligation to M&E enactment. • Defined carrier paths for M&E. • Availability of budget for monitoring purposes.
Human capacity	• Provision of incentives for individuals to achieve M&E goals. • Funds existing for human personnel capacity improvement. • Clarity of M&E duties. • Existence of a plan for human capacity improvement. • Availability of a standard curriculum for M&E capacity development.
Partnerships	• Existence of a potpourri of all M&E stakeholders. • Availability of capacity for partners' coordination. • Existence of structures for coordinating partners.
M&E plans	• Stakeholders' involvement in generating the M&E plan. • Plans meet conventional M&E plan standards. • Plans are reviewed according to sporadic M&E appraisals.
M&E work plan	• Work plan covers activities, liable implementers, time frames, unit costs, and source of finance. • M&E plan linked to program work plan. • Work plan updated annually centered on performance monitoring.

M&E system culture for Advocacy & Communication	• Existence of M&E communication and advocacy plan. • Availability targeted, structured and planned and M&E advocacy activities. • Existence of M&E materials to give different messages for various categories. •
INNER RING: COLLECT, CAPTURE AND VERIFY DATA	
Routine monitoring	• Outputs and outcomes are associated and attainable. • Indicators are relevant for the most part. • ICJ has routine monitoring forms and data flow manuals.
Surveys and surveillance	• Existence of a portfolio of surveys done and rosters for future surveys. • There are schedules for impending surveys • Has the surveys inventory been updated in the last one year
Supportive supervision and data auditing	• Availability of guidelines for supportive supervision, adherence to data auditing protocols. • ICJ conducts periodic data auditing visits. • ICJ produces supervision and auditing reports.
Evaluation and research	• Availability of a schedule research and evaluation. • Availability of research and evaluation guidelines highlighting methods and standards. • Are results discussed and disseminated. • Indication for use of evaluation & research findings.
CENTRE: DATA USE FOR DECISION MAKING	
Data dissemination and use	• Availability of standard tabulation and reporting formats. • Existence of a program for reporting. • Tailored its information products to various audiences. • Evidence of information consumption.

Source: UNAIDS (2009a&b)

CHAPTER THREE
METHODOLOGY

3.0 Introduction

This chapter describes the methodology of research used in the study, the design and the target population sampling technique. The chapter describes instruments used to collect data, method of data analysis, methods employed to uphold reliability and validity of instrument used are also defined.

3.1 Research Design

Research design is a procedure for data aggregation and analysis in a way that aims to capture significance of the research objective with frugality in the process (Kothari, 2009). The assessment adopted a qualitative approach as it gave an opportunity to examine and describe ICJ's M&E system performance.

This study embraced the 12 components M&E system assessment outline approved by (World Bank, 2009) using a participatory approach employed by (Karawita et al., 2016), (USAID Kenya, 2010), (Njoka, 2015 unpublished project), (Ogungbemi et al., 2012) and (Republic of Moldova, 2008) assessments. The plan focused on the following areas: the sources and types of info relevant to the research problem, a strategy that explains the approach to be used for gathering and analyzing the data as discussed below.

3.1.1 Data Sources

In the study both primary and secondary data sources were used in which Primary data was collected from ICJ Program staff, whereas secondary data was obtained from: Periodic program monitoring reports, ICJ programs strategic plans and ICJ internal program reports.

3.1.2 Sampling and Target Population

This study adopted purposive sampling approach which included 13 ICJ employees; the executive officer, M&E manager, four program managers, four program officers and three research officers.

3.1.3 Data collection Methods and Tools

3.1.3.1 Documents Review

Documents reviewed included: M&E framework, M&E plans, Project reports, data collection tool, surveys inventory and meeting minutes, using a document review guide (*see annex IV*). The tool was adopted from M&E system capacity strengthening Tool (UNAIDS, 2009a&b).

3.1.3.2 Discussion with key Informants

Discussions were held with key informants from ICJ; The executive officer, M&E manager, program managers, program officers and research officers using the discussion guide *(see annex III)* adopted from (World Bank, 2009) and (UNAIDS, 2009a&b), M&E system capacity strengthening tool.

3.1.3.3 Data Collection Tools

The study used key informant interview guide and document review guides for data collection. The instruments were adopted from (World Bank, 2009) and (UNAIDS, 2009a&b), M&E system capacity strengthening tool.

3.1.4 Operationalization of Variables

The M&E system assessment tool was adopted from (World Bank, 2009) making monitoring and evaluation systems work which defines each of the 12 components based on given established standards/indicators. The assessment tool adopted response scale prescribed by (UNAIDS, 2009b) A tool for strengthening M&E systems which is arranged as a number of indicators with three scales of response as illustrated below:

I. 5-point scale (Yes-completely, Mostly, Partly, No-not at all, Not Applicable)
II. 3-point scale (Yes, No, Not Applicable)
III. Numerical responses

A distinction that exist between 5-point, 3-point and numerical responses is that for a given standard you can only have one category of responses for instance a standard can never have both 3- point and 5- point scale. The need to have yes-completely and yes is informed by the fact that there are standards that are implemented in phases thus they can either be scored as yes completely or mostly and so on, where as there are standards that either exist or don't exist thus creating the dichotomy between yes- completely and yes.

Where:

- If a frequency is specified for every indicator, the answer is "Yes-completely"
- If at least 75 percent but less than 100 percent of indicators, the answer should be "Mostly"
- If for at least 50 percent but less than 75 percent of indicators then score "Partly"
- If there is no indicators are indicated, then"No-not at all" is picked as the response.
- where a standard is irrelevant, "Not Applicable/N/A" is scored

Responses that fall within the bracket of response point scales: yes-completely, yes and mostly are considered commendable thus are computed against the total number of responses available for that given component to give a reflection of its (component) performance; expressed as a percentage (UNAIDS, 2009b).

3.1.5 Data Processing and Analysis

Data analysis was carried out using (Microsoft Excel 2010) in which the standards were scored against the respective scales as described in subsection 3.1.4.

Qualitative data analysis was conducted using thematic analysis from which emerging themes were identified from qualitative data collected from discussion and document review guides. This information was used to support the score for each of the assessed components

3.1.6 Validity and Reliability of Research Instruments

Validity is responsible for ascertaining how exactly a test measures what it is thought to measure. It is the level at which results achieved really represent the occurrence under investigation, whereas reliability measures the level at which an instrument of research generates constant outcomes after a recurrent trial (Kothari, 2004). The research used content validity to ascertain the level at which the collected data using the discussion guide embodies the study's stated objectives.

Through minimising measurement error sources the study ensured reliability for instance data bias by the collector, which was mitigated by guaranteeing that the researcher is the only person managing questionnaires, and homogenizing circumstances such as presenting same personal qualities to every respondent, i.e., support and friendliness.

3.2 Ethical Considerations

Ethical principles encourage standards that are crucial for collective work, for instance accountability, trust, fairness and mutual respect (Resnik, 2007). Based on the principles and guidelines of ethics in research, as highlighted by (Czech Republic, 2006; Bosnjak, 2001; Shamoo and Resnik, 2003 and Pimpe, 2002), the study reserved the rights of those taking part, as key informants chosen were informed prior to the study to avoid suspicion and resistance.

Consent was sought from respondents whose participation in this study was deemed voluntary and at the same time were at liberty to pull out from the study at any given juncture during the process. The respondents chosen had the discretion to decline giving responses to some questions they did not feel like answering. The respondents were also reassured that their answers would be strictly confidential and would not be attributed to any particular individual's privacy and their dignity upheld during the research. When there was need, the names of respondents was concealed and codes used instead.

CHAPTER FOUR

STATUS AND PERFORMANCE OF THE ICJ M&E SYSTEM

4.1. Introduction

This chapter presents the findings, analysis and interpretation of gathered data. The study was conducted to establish the conformity of ICJ M&E system to the conventional M&E system requirements. More specifically the study sought to establish structures put in place for the people, partnerships and planning by ICJ's M&E system, establish if ICJ's M&E system has mechanisms through which data are collected, captured and verified and finally determine if the ICJ M&E system has a provision for enhanced data use for decision making.

Results of the study are presented in graphical format providing an all-encompassing status of ICJ's M&E system as assessed using the M&E system capacity development toolkit by (World Bank, 2009). Interpretation of the results was based on the 'third one' segregation of the M&E system components by (UNAIDS, 2008); the Outer ring: people, partnership and planning, the middle ring: collect, capture and verify data and lastly the centre: data use.

4.2. ICJ M&E System Status

Table 4.1 below shows a summary of the assessment's scores from which the ICJ M&E system scored 48 out of 80 which is 60 percent, with the components for organizational structure, people and partnerships attaining 57 percent, data collection, capturing and verification realizing 53 percent and finally data use attaining 88 percent. This closely compares to the overall score of the FHOK M&E system assessment score of 62 percent (Njoka, 2015; unpublished project). For the ICJ assessment, data use scored the highest at 88 whereas data bases attained the lowest at 17 percent.

Table 4.1: Standard/Indicator scores summary

	Point Scales									
COMPONENT	Yes-completely	Yes	Mostly	Partly	Not at all	No	N/A	Scored respons	Component indicators	Response %
OUTER RING: PEOPLE, PARTNERSHIP AND PLANNING										
Organiastion structure	3	0	1	0	0	1	0	**4**	**5**	**80**
Human capacity	4	0	0	0	1	1	3	**4**	**8**	**50**

Partnerships	1	0	2	0	0	0	5	**3**	**8**	**38**
M&E Plan	3	0	0	1	0	0	1	**3**	**5**	**60**
M&E work Plan	1	0	0	2	0	0	0	**1**	**3**	**33**
Advocacy&Communication	5	0	1	0	1	0	0	**6**	**7**	**86**
Subset score									**57%**	
INNER RING: COLLECT, CAPTURE AND VERIFY DATA										
Routine Monitoring	5	2	0	0	0	0	8	**7**	**15**	**47**
Data Bases	1	0	0	1	1	0	3	**1**	**6**	**17**
Supervision & Auditing	2	1	2	0	0	0	1	**5**	**6**	**83**
Evaluation & Research	6	0	0	0	0	0	3	**6**	**9**	**67**
Subset score									**53%**	
CENTRE RING: DATA USE FOR DECISION MAKING										
Data dissemination & use	4	2	1	0	0	0	0	**7**	**8**	**88**
Subset score									**88%**	
Total								**48**	**80**	
Average Score									**60%**	

Source: Author

4.2.1 Structures for People, Partnership and Planning

Figure 4.1 below gives a summary of performance for the subset: people, partnerships and planning, from which organizational structures scored the highest at 80 percent and the lowest being M&E work plan at 33 percent, overally, this subset attained 57 percent.

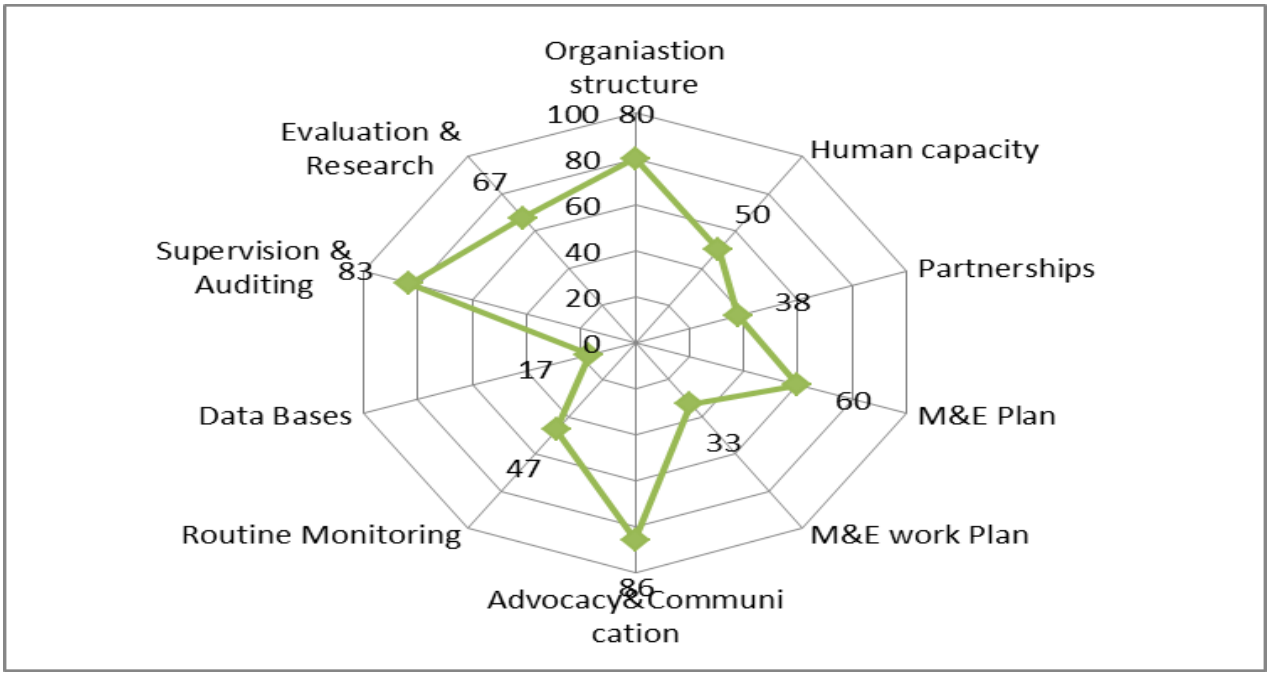

Figure 4.1: People, partnerships and planning subset (in percentage)
Source: Author

Organizational Structures: As depicted in figure 4.1 above this component scored 80 percent, from which it emerged that ICJ has an M&E unit within its results management framework with a full time employee (M&E manager) who has clearly defined roles and responsibilities upon which to execute the M&E mandate with arrangements to internally conduct routine M&E tasks. Since ICJ M&E system has inadequate human resources that are necessary to carry out its mandate, it has always made technical support available when and of the type desired flanked by a written mandate for the execution of its M&E functions. However, whether deprived of technical backing or not, "the organisation is fulfilling its M&E mandate by delivering the M&E services and deliverables for which it is responsible" as mentioned by the M&E manager.

Human Capacity: For this component the score was 50 percent. ICJ has not assessed the M&E-competencies and needed skills of the personnel in the past 3 years; this is for the reasons that over the said period, the organisation has had different M&E officers. This notwithstanding ICJ has always ensured that the staff in M&E have the competencies and skills needed to fulfill its M&E obligation. ICJ does not outsource for routine monitoring as routine M&E tasks are performed internally. Job descriptions for the M&E personnel are defined though not as explicitly as is expected making it difficult for career nobilities within the

ICJ has an M&E teaching course that is suitable for personnel from within and is supported by the organization, at the same time flanked by a database of trainers and technical provision providers responsible for M&E building of capacity. The ICJ M&E human capacity component is inadequately staffed (one M&E officer and research officers); as the M&E department should have at least seven personnel.

Partnerships: This component scored 38 percent. It emerged that ICJ is not in any M&E technical working group/committee though it has parners from which the register is occasionally reorganized with really heightened frameworks (for instance reports on feedback and the newsletters) to connect to M&E undertakings and choices to stakeholders.

M&E Plan: This component scored 60 percent. ICJ ensured that program managers partook in the improvement of the existing multi-program plan for M&E, ascertaining that it meets the conventional M&E system plan requirements. The indicators are included in the M&E plan with the inclusion of various programs in the drawing of annual and costed work plans, though this is always affected by funding restrictions especially from donors. In developing the complete plan for M&E, indicators in the M&E plan was verified afore confirmation, compared to national indicators or global standards with program-specific M&E plan(s) being linked to the overall M&E plan.

M&E Work Plan: This component scored 33 percent. ICJ M&E system has M&E work plans that are costed and specific to given programs (comprising the present year) that are affiliated with the overall work plan for M&E. As pointed out by the M&E manager the various ICJ programs took part in the improvement of modern year national costed work plan for M&E. Since it is viewed as an M&E unit activity, participation is always voluntary. Due to donor funding there are limits on processes for assessing and building human capacity, though resources are always made availed for the various planned activities.

Advocacy, Communication and Culture: This component scored 86 percent. To ensure communication and advocacy, information is often requested by ICJ directors and managers before and/or during programs review, planning and costing processes and allow M&E personnel to be part of the management and planning team. The ICJ M&E system does not have an explicit structure for distribution of evaluation facts to its recipients.

4.2.2 Data Collection, Capturing and Verification Subset

For this subset the ICJ system scored 53 percent. It emerged that ICJ does not have a clear framework that distinguishes the eighth component (surveys and surveillance) from the eleventh component (research and evaluation). The assessment thus merged the two and captured the pertinent standards/indicators under research and evaluation component that seemed more proven. As depicted in figure 4.2 below, supervision and auditing scored the highest at 83 percent whereas national and sub national data scored the lowest at 17 percent.

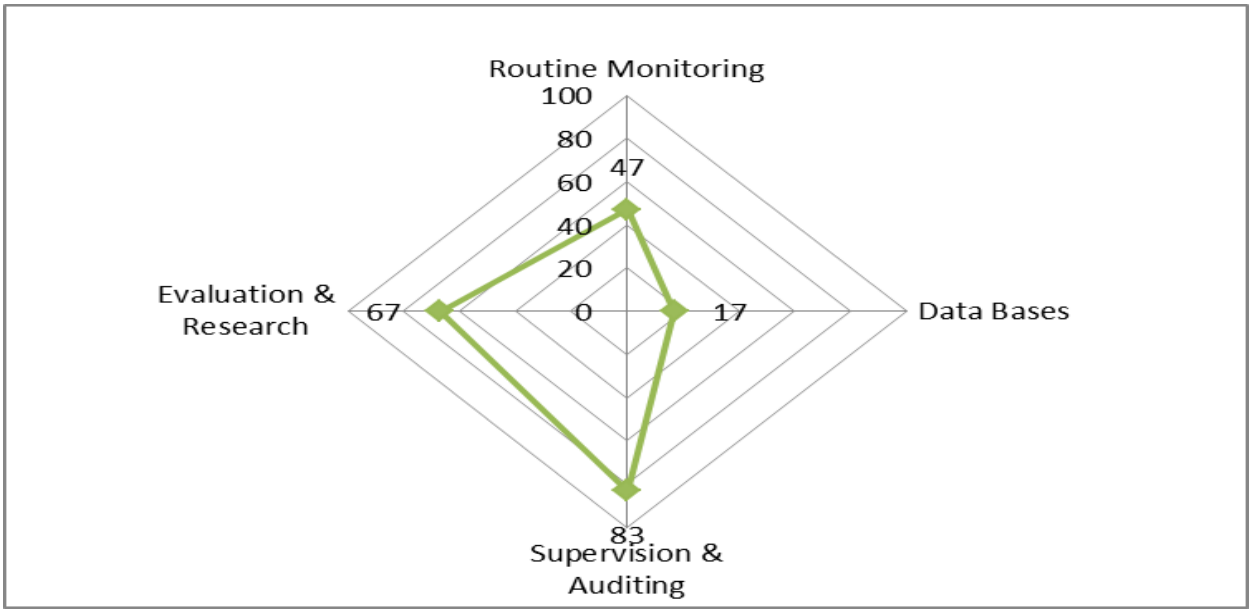

Figure 4.2: Data collection, capturing and verification subset (in percentage)
Source: Author

Routine Program Monitoring: As depicted in Figure 4.2 above this component scored 47 percent. According to the M&E manager, ICJ M&E system has guidelines that highlight the measures for reporting data on monitoring of the programme; creating ways for managing routine programs' data. ICJ M&E has a guide giving instructions on ensuring high data quality. There exist similar working descriptions of repetitive monitoring indicators used methodically by every set providing services within the programs.

ICJ M&E system has systems in place to guarantee that persons allocated various tasks are guaranteeing high quality of data preceding submission. In light of this, there are mechanisms/procedures to harmonise discrepancies in reports.

Databases: This component scored the lowest of all the other components at 17 percent. The ICJ M&E system uses Microsoft excel as its data base for electronically storing generated data, though it is currently conceptualizing electronic management of data generated by the system, it provides for quality regulation to confirm that data are precisely captured. Also to note is that human resources for maintaining and updating the databases are inadequate.

Supervision and Auditing: This component scored 83 percent. Supportive supervision of the ICJ M&E system was executed according to the stated procedures during the last 6 months having piloted mid-term review of the system in July 2016 and results having been recorded and feedback provided. The ICJ M&E system provides for access to the results of auditing and supervision then trails endorsements made on visits, ensuring feedback is given.

Research and Evaluation: This component scored 67 percent. A research and evaluation agenda exists for the ICJ M&E system; directing future research and evaluation with the agendas so as to approve new studies. ICJ M&E system has all the surveys conducted and ensures the catalogue is updated on their website in the last 12 months. To ensure efficiency in implementation of this component ICJ ensures financial resources are reserved/availed for steering research and evaluation. As a result ICJ uses the research and evaluations findings to inform planning and implementation besides having regular dissemination and discussion.

4.2.3 Data Use for Decision Making

Data Dissemination and Use: Use of data for decision making which is the only component in this subset scored the highest at 88 percent. ICJ M&E system ensures that stakeholders have been assessed and the relevant information frequently dispersed to advice decision making. The system has ensured that information products meet stakeholders' information needs with the provision of procedures to strengthen the analysis, exhibition and use data use at the level of the organization. To ensure accessibility and availability of data or information products, ICJ M&E system provides a public domain (online platform) for its stakeholders.

CHAPTER FIVE
SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

This chapter summarizes the results, presents conclusions and recommendations from the assessment. The chapter presents endorsements for every constituent of the 3 M&E system subsets in order to address the assessment's specific objectives through identifying key areas of strength and those that need strengthening.

5.2. Summary

The assessment was conducted to establish if the ICJ M&E system meets the conventional M&E system standards. This was achieved through summarizing the 12 components into three distinct subsets usually called the 'third one' by (UNAIDS, 2008) M&E system strengthening tool. The first objective focused on the first subset; assessing structures put in place for the people, partnerships and planning by ICJ's M&E system. Second, establish if ICJ's M&E system has mechanisms through which data are collected and verified. Finally, analyse if the ICJ M&E system has a provision for enhanced data use for decision making.

The assessment employed qualitative approach in order to describe the ICJ M&E system. Data was collected through document reviews and key informant interviews and analyzed on Microsoft Excel (2010), from which the ICJ M&E system scored 48 out of 80 translating to 60 percent. As shown in table 4.1 above, scores varied within components with data use and advocacy and communication scoring the highest at 88 and 86 percent respectively, whereas M&E data bases and M&E work plan scored the lowest at 17 percent and 33 percent respectively.

The assessment established that the ICJ M&E unit has a full time employee (M&E manager) bringing to attention how its M&E department is inadequately staffed. ICJ has not assessed abilities and proficiencies of the staff in M&E within the past 3years; however, it has always ensured M&E personnel acquire the skills and competencies needed to fulfill M&E responsibilities. ICJ ensures that program managers take part in developing the M&E Plan and ascertaining that it meets the conventional M&E system plan requirements, consequently linking program-specific M&E plan(s) to the overall M&E plan.

To ensure communication and advocacy, ICJ's top management requests related information and allow M&E personnel to be in the organization's planning. The ICJ M&E system has procedures for managing its data thus providing instructions on how to uphold the quality of data. ICJ has not fully adopted data bases for electronic capturing & storage of generated data as it uses only Microsoft excel (2010), though its currently conceptualizing electrical data collection.

The ICJ M&E system makes available supervision and data auditing results and monitors endorsements highlighted on the various visits. A schedule for evaluation and research exists for the ICJ M&E system for directing upcoming research and evaluation, flanked by a portfolio of all surveys piloted in the past 1 year. To ensure accessibility and availability of data or information products, ICJ M&E system provides a public domain for its stakeholders.

Key ICJ M&E system strengths include: M&E staff involvement in building skills and technical know-how for fulfilling the M&E mandate. Existence of a program endorsed M&E training curriculum, M&E plan and strategic plan alignment, M&E personnel being part of the organisations planning committee. Finally ICJ ensures that the information needs are tailored to various stakeholders' needs and that they have a right to use information/data products that are availed in the domain of the public.

Gaps identified were: Inadequate M&E staff number, small partnerships of the M&E system, inadequate human resource for maintaining and updating the data base and finally the ICJ M&E system does not clearly distinguish between survey and surveillance and research and evaluation.

5.3. Conclusion

The assessment was conducted to ascertain the conformity of ICJ's M&E system to the conventional M&E system requirements. Further the assessment sought to: evaluate structures put in place for the people, partnerships and planning, establish if ICJ's M&E system has mechanisms through which data are collected, captured and verified and finally determine if the ICJ M&E system has a provision for enhanced data use for decision making. The various components of the ICJ M&E system attained dissimilar scores, thus the possibility of pinpointing strong points and existing gaps, in turn prompting the generation of necessary corrective/maintenance actions to be taken. The ICJ M&E system attained 60 percent, where the

components for organizational structure, people and partnerships attained 57 percent, data collection, capturing and verification realized 53 percent and finally data use 88 percent.

It emerged that the performance of data use and advocacy and communication and culture's performance were commendable, whereas data bases and partnerships registered the lowest scores. On the same breadth, it is evident that some components attained relatively less than 50 percent strength, meaning effort needs to be concentrated in these areas so as to ensure effectiveness of the M&E system. From the assessment findings it is evident that with continued management support, resource allocation and assessments for improvement, ICJ's M&E system can be an epitome of M&E system success. The assessment further recommends various measures to be put in place so as to strengthen different components as defined by (UNAIDS, 2009a&b) M&E strengthening tool kit; applied by (karawita et al., 2016) when assessing the HIV prevention and treatment program's M&E system (Sri Lanka).

5.4. Recommendations on ICJ M&E System.

In regard to the study objectives, the recommendations were deduced based on above stated findings which in turn informed the conclusion. From the assessment's findings it is apparent that more still needs to be done to ensure that the ICJ M&E system fully fits within the conventional M&E system standards as prescribed by (MERG). The following, below, are the proposed recommendations:

5.4.1 Structures for People, Partnership and Planning

Organisational Structures for M&E: ICJ has an M&E unit within its results management framework with one full time employee (M&E manager), contrary to the requirement of at least seven personnel: M&E manager, communication officer, administration officer, supervisor and capacity building officer, monitoring officer, research and evaluation officer and data clerk(s). ICJ should therefore promptly address the inadequacy in the number of M&E personnel for better M&E outputs. Since ICJ M&E system does has inadequate human capacity to realize its obligation, technical support should be availed in sufficient quantity flanked by a written mandate to execute the M&E functions.

Human Capacity: ICJ has not assessed the M&E competencies and skills of the staff in M&E within past 3 years, though it has always ensured the staff in the M&E unit have expertise and the know-how needed to fulfill its M&E objectives. ICJ should thus put more emphasis on periodic in service skills and competency assessments, training workshops and mainstream in-service training programmes.

M&E Partnerships: ICJ M&E is not part of any M&E Technical Working Group (TWG), in this regard there is need to have the M&E system partner with a TWG so as to provide an exchange programme platform for its M&E personnel. It arose that ICJ M&E unit partially involves the management in planning for its work and M&E plans, contrary to the conventional requirement. As a result, the M&E unit should entirely include the management in planning for its work and M&E plans.

M&E Plan: ICJ ensured that program managers join in the improvement of the current multi-program M&E plan, ascertaining that it meets the conventional M&E system plan requirements. Indicators are encompassed in the plan for M&E, with inclusion of various programs in drawing of annual and costed work plans though this is always affected by funding restrictions especially from donors. This component performed well, as a result the ICJ M&E system should maintain the checks it has put in place.

M&E Work Plan: ICJ M&E system has work plans that are costed specific to the programs and aligned to the overall M&E work plan. The various ICJ programs played a part in the generation of present year work plan for M&E that is costed and since it is viewed as an M&E Unit activity, participation has always been perceived as voluntary. ICJ should make it imperative for programs to participate in the development of costed M&E work as it is from their participation that their priority list is determined.

Communication and Advocacy: ICJ does not have a clear framework for dissemination of evaluation information to its beneficiaries. Consequently dissemination of future evaluations should expand to include beneficiaries; since they are directly affected by the interventions and evaluation results. However, the level of involvement should be carefully considered.

5.4.2 Data Collection, Capturing and Verification

Routine Program Monitoring: ICJ M&E system has guidelines that provide information on maintaining data quality therefore ensuring data quality. ICJ M&E system guarantees that outputs of monitoring undertakings have a linkage to pointers of change in the plan for M&E. There be existent matching functional definitions of monitoring indicators which are analytically used by every group in programs. ICJ M&E system has systems in place to guarantee that personnel ensure data quality before submission. This component's performance was creditable hence should be upheld.

Databases: The ICJ M&E system uses Microsoft excel for its electronic data base, though it is currently in the process of adopting electronic capturing and storage of data. The ICJ M&E system does not have structures, processes, procedures and timelines for, integrating, conveying, keying in, and data transfer amongst data bases for supporting the M&E unit. There is inadequacy in human resources for updating and maintaining ICJ databases since it has only one M&E personnel.

ICJ M&E system should therefore adequately maintain its databases for M&E purposes by developing and conceptualizing electronic data collection, through availing a data quality control mechanism that ensures data is accurately captured by providing structures, time frames and database management guidelines. The M&E system should address the deficit of staff that in turn affect the maintenance and updating of its database, as it has only one M&E officer who happens to be the manager.

Supervision and Auditing: ICJ M&E system supervision and auditing was conducted according to stipulated procedures in the past 6 months, having piloted mid-term review of the system in July 2016 and results having been recorded and feedback provided. The ICJ M&E system makes available, data for auditing and supervision results and trails endorsements produced by the various visits, as the results are filed and feedback delivered to the various programs. This component's score was impressive, consequently the contributing practices should be espoused by ICJ.

Evaluation and Research: ICJ M&E system has a research and evaluation outline centered on input from main research stakeholders with the aim of approving new studies. ICJ uses the

research and evaluations findings to inform policy formulation, planning and implementation and are regularly disseminated and discussed. ICJ M&E system does not illustrate how it involves its recipients in evaluations. ICJ should therefore make an effort to involve the programme beneficiaries more in evaluations so as to build their capacity. In light of this the evaluations should also focus on involving the beneficiaries in data analysis, reporting and use.

5.4.3 Data Use for Decision Making

Data dissemination and use: ICJ M&E system ensures that stakeholders have been assessed and information products regularly disseminated to information providers. The system has ensured that information products meet stakeholders' information needs with the provision of procedures to fortify the analysis, exhibition and data use at the organization. To this end ICJ M&E system ensures accessibility and availability of data or information products by providing a public domain (online platform) for its stakeholders.

ICJ M&E system does not have a culture for taking up information and a conventional method for managing its data. Thus ICJ should avail helpful leadership and a culture for embracing information. In addition, ICJ needs to provide standard management process for its data as a way of routine management system and assuring quality in every step of its data use and M&E. ICJ M&E system should therefore make sure that stakeholder information requirements are evaluated beforehand and the information dispersed to apprise decisions being made.

5.4.4 Recommendations for Policy and Programs

To have fully functional M&E systems, program and M&E managers should ensure that their M&E systems meet the conventional M&E system requirements. Further, they should avail frameworks to support M&E systems; through employing M&E systems' quality management practices and providing structures for assessing the crucial M&E system components as prescribed by Monitoring and Evaluation Reference Group (MERG).

5.4.5 Recommendation for Further Research

Despite the prompt growth of the assessment of M&E systems, there is still no standard measure against which to rank the overall performance of a given M&E system; for instance, if a system scores 50 percent, it is not indicated whether this should be graded as ‘excellent’, ‘good’, ‘fair’ or 'poor'. Available literature on M&E system assessments focuses on how each component should be improved and areas to focus on during M&E system strengthening process. Thus researchers should come up with a standard measurement scale from which to rank the overall performance of M&E systems.

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APPENDICES

Appendix I: Declaration of Originality by Student

UNIVERSITY OF NAIROBI

Declaration of Originality Form

This form must be completed and signed for all works submitted to the University for examination.

Name of Student _____

Registration Number _____

College _____

Faculty/School/Institute _____

Department _____

Course Name _____

Title of the work _____

DECLARATION

1. I understand what Plagiarism is and I am aware of the University's policy in this regard
2. I declare that this _____ (Thesis, project, essay, assignment, paper, report, etc) is my original work and has not been submitted elsewhere for examination, award of a degree or publication. Where other people's work, or my own work has been used, this has properly been acknowledged and referenced in accordance with the University of Nairobi's requirements.
3. I have not sought or used the services of any professional agencies to produce this work
4. I have not allowed, and shall not allow anyone to copy my work with the intention of passing it off as his/her own work
5. I understand that any false claim in respect of this work shall result in disciplinary action, in accordance with University Plagiarism Policy.

Signature _____

Date _____

Appendix II: Declaration of Originality by University Staff

UNIVERSITY OF NAIROBI

Declaration of Originality Form

This form must be completed and signed for all scholarly works produced.

Name of Staff _____

Payroll Number _____

College _____

Faculty/School/Institute_____

Department _____

Title and bibliographic details of the work

_____

DECLARATION

1. I understand what plagiarism is and I am aware of the University's policy in this regard.
2. I declare that this _____ scholarly work (Paper, book chapter, monograph, review, etc) is my original work. Where other people's work, or my own work has been used, this has properly been acknowledged and referenced in accordance with the University of Nairobi's requirements.
3. I have not allowed, and shall not allow anyone to copy my work with the intention of passing it off as his/her own work.
4. I understand that any false claim in respect of this work shall result in disciplinary action, in accordance with University Plagiarism Policy.

Signature _____

Date _____

Appendix III: Key Informant Interview Guide; adopted from World Bank (2009) and UNAIDS (2009 a&b))

Components of the M&E system questions

1.0) Organizational Structures with M&E Functions

1.1) Are there explicit and appropriate job description for M&E Staff?

(i)Yes, (ii) No, not at all (iii) Not applicable

Comments……

1.2) Is there sufficient number of skilled M&E Staff?

(i)Yes, (ii) No, not at all (iii) Not applicable

Comments……

1.3)Does the organization have headship for M&E guaranteeing M&E Enactment?

(i)Yes, (ii) No, not at all (iii) Not applicable

Comments……

1.4) Are there discrete career route for M&E and its Experts?

(i)Yes, (ii) No, not at all (iii) Not applicable

Comments……

1.5) Is there a budget for monitoring purposes?

(i)Yes, completely (ii) Yes, mostly (iii)Yes, partly

(iv) No, not at all (v) Not applicable

Comments…….

2.0) M&E Systems Human Capacity

2.1) Are there definite expertise for employees who are part of ICJ's M&E unit?

(i)Yes, (ii) No, not at all (iii) Not applicable

Comments…….

2.2) Does ICJ provide incentives for Individuals to achieve M&E goals?

(i)Yes, completely (ii) Yes, mostly (iii)Yes, partly

(iv) No, not at all (v) Not applicable

Comments…….

2.3) Are there funds for human capacity development?

(i)Yes, completely (ii) Yes, mostly (iii)Yes, partly

(iv) No, not at all (v) Not applicable

Comments…….

2.4) Is there clarity on M&E Responsibilities?

(i)Yes, completely (ii) Yes, mostly (iii)Yes, partly

(iv) No, not at all (v) Not applicable

Comments…….

2.5)Does ICJ conduct human capacity assessment including career paths for M&E?

(i)Yes, completely (ii)Yes, mostly (iii)Yes, partly

(iv) No, not at all (v) Not applicable

Comments…….

2.6)Is there a human Capacity Development Plan for M&E?

(i)Yes, (ii) No, not at all (iii) Not applicable

Comments…….

2.7)Is there a framework for periodically Evaluating M&E Technical Support persons?

(i)Yes, (ii) No, not at all (iii) Not applicable

Comments…….

2.8)Does ICJ have Standard Curriculum for M&E capacity Development?

(i)Yes, (ii) No, not at all (iii) Not applicable

Comments…….....

3.0) M&E Partnerships

3.1) Does ICJ have an inventory of all M&E stakeholders?

(i)Yes, (ii) No, not at all (iii) Not applicable

Comments…….

3.2) Are there mechanisms to coordinate with all stakeholders

(i)Yes, (ii) No, not at all (iii) Not applicable

Comments…….....

3.3) Is there Local leadership and capacity for Stakeholder coordination?

(i)Yes, completely (ii) Yes, mostly (iii)Yes, partly

(iv) No, not at all (v) Not applicable

Comments…….

3.4) Does ICJ M&E personnel meet any TWG for exchanges?

(i)Yes, (ii) No, not at all (iii) Not applicable

Comments…….

3.5)Does the organization M&E Team go for joint study tours (to meet other teams from other organisations with same interests?

(i)Yes, (ii) No, not at all (iii) Not applicable

Comments…….

3.6)Does the organization conduct professional meetings to share experiences and advance capacity?

(i)Yes, completely (ii)Yes, mostly (iii)Yes, partly

(iv) No, not at all (v) Not applicable

Comments……

3.7)Is there a framework for periodically Evaluating M&E Technical Support persons?

(i)Yes, (ii) No, not at all (iii) Not applicable

Comments…….

3.8) Does ICJ have data base of its stakeholders?

(i)Yes, (ii) No, not at all (iii) Not applicable

Comments…….....

4.0) M&E Plans

4.1) Is there a participation of stakeholders in the development of ICJ M&E Plan?

(i)Yes, completely (ii)Yes, mostly (iii)Yes, partly

(iv) No, not at all (v) Not applicable

Comments…….

4.2) Does the M&E Plan meet the conventional international standards

(i)Yes, completely (ii)Yes, mostly (iii)Yes, partly

(iv) No, not at all (v) Not applicable

Comments…….

4.3) Is the plan and its revision are based on periodic M&E Assessments?

(i)Yes, completely (ii)Yes, mostly (iii)Yes, partly

(iv) No, not at all (v) Not applicable

Comments…….

4.4) Does ICJ have a strategic plan?

(i)Yes, (ii) No, not at all (iii) Not applicable

Comments…….

4.5) Is the M&E plan aligned to the strategic plan?

(i)Yes, completely (ii)Yes, mostly (iii)Yes, partly

(iv) No, not at all (v) Not applicable

5.0) M&E Work Plan

5.1) Does it contain activities, responsible implementers, Time frames, unit costs and source of funding?

(i)Yes, (ii) No, not at all (iii) Not applicable

Comments…….

5.2) Is the M&E work plan connected to the work plan?

(i)Yes, completely (ii)Yes, mostly (iii)Yes, partly

(iv) No, not at all (v) Not applicable

Comments…….

5.3) Is the M&E work plan updated every year centered on monitoring of performance?

(i)Yes, completely (ii)Yes, mostly (iii)Yes, partly

(iv) No, not at all (v) Not applicable

Comments…….

6.0) Advocacy Communication and Culture for M&E Systems

6.1) Are there people who intensely support and advocate within the organization for and M&E?

(i)Yes, completely (ii)Yes, mostly (iii)Yes, partly

(iv) No, not at all (v) Not applicable

6.2) what is the frequency on communication of M&E system perfomance

(i) Quarterly (ii) Semi-annually (iii) Annually (iv) Not at all (v) Not applicable

6.3) Is there an M&E Communication and Advocacy Plan?

(i)Yes, (ii) No, not at all (iii) Not applicable

Comments…….

6.4) Are there targeted, structured and planned M&E advocacy activities?

(i)Yes, completely (ii)Yes, mostly (iii)Yes, partly

(iv) No, not at all (v) Not applicable

Comments…….

6.5) Are there M&E materials to communicate different messages for different audiences?

(i)Yes, completely (ii)Yes, mostly (iii)Yes, partly

(iv) No, not at all (v) Not applicable

Comments…….

6.6) Is the Program Policy, SP or other similar document?

(i)Yes, (ii) No, not at all (iii) Not applicable

Comments…….

6.7) Are M&E staffs in the committee of management planning?

(i)Yes, completely (ii)Yes, mostly (iii)Yes, partly

(iv) No, not at all (v) Not applicable

Comments…….

7.0) Routine Monitoring

7.1) Are there guidelines that document data management

(i)Yes, (ii) No, not at all (iii) Not applicable

Comments…….

7.2) Is there a guideline for data quality maintenance and therefore high quality of data

(i)Yes, (ii) No, not at all (iii) Not applicable

Comments…….

7.3) Are there guideline to assure records support quality and permanency

(i)Yes, (ii) No, not at all (iii) Not applicable

Comments…….

7.4) The same working descriptions of routine monitoring (program output) indicators

(i)Yes, completely (ii)Yes, mostly (iii)Yes, partly

(iv) No, not at all (v) Not applicable

Comments…….

7.5) Supplies and equipment are available for routine program monitoring

(i)Yes, completely (ii)Yes, mostly (iii)Yes, partly

(iv) No, not at all (v) Not applicable

Comments…….

7.6) Entities have standardized data collection forms

(i)Yes, completely (ii)Yes, mostly (iii)Yes, partly

(iv) No, not at all (v) Not applicable

Comments…….

7.7) Entities delivering the same services use standardized reporting forms

(i)Yes, completely (ii)Yes, mostly (iii)Yes, partly

(iv) No, not at all (v) Not applicable

Comments…….

7.8) M&E personell assuring data quality prior to submission to the next level

(i)Yes, completely (ii)Yes, mostly (iii)Yes, partly

(iv) No, not at all (v) Not applicable

Comments…….

7.9) All source documents have been available for auditing purposes during auditing visits

(i)Yes, completely (ii)Yes, mostly (iii)Yes, partly

(iv) No, not at all (v) Not applicable

Comments…….

7.10) M&E personell, methodically verify reports' completeness, timeliness and identify obvious mistakes.

(i)Yes, completely (ii)Yes, mostly (iii)Yes, partly

(iv) No, not at all (v) Not applicable

Comments…….

7.11) Measures have been put to address inconsistencies in reports.

(i)Yes, completely (ii)Yes, mostly (iii)Yes, partly

(iv) No, not at all (v) Not applicable

Comments…….

7.12) Outputs of routine program monitoring contribute to the indicators as defined in the national M&E plan

(i)Yes, completely (ii)Yes, mostly (iii)Yes, partly

(iv) No, not at all (v) Not applicable

Comments…….

7.13) Monitoring of finances and reporting to the Country finance Director

(i)Yes, completely (ii)Yes, mostly (iii)Yes, partly

(iv) No, not at all (v) Not applicable

Comments…….

8.0) Surveys and Surveillance

8.1) Are the outputs and outcomes associated to the indicators attainable?

(i)Yes, completely (ii)Yes, mostly (iii)Yes, partly

(iv) No, not at all (v) Not applicable

Comments…….

8.2) Are indicators clearly formulated for the most part?

(i)Yes, (ii) No, not at all (iii) Not applicable

Comments…….

8.3) Are indicators relevant for the most part?

(i)Yes, (ii) No, not at all (iii) Not applicable

8.4) Are indicators operational for the most part?

(i)Yes, completely (ii)Yes, mostly (iii)Yes, partly

(iv) No, not at all (v) Not applicable

Comments…….

8.5) Does ICJ have an inventory for surveys that have been done?

(i)Yes, (ii) No, not at all (iii) Not applicable

Comments…….

8.6) Are there Schedules for future surveys?

(i)Yes, (ii) No, not at all (iii) Not applicable

Comments…….

9.0) Data Bases useful for M&E Systems

9.1) Does ICJ have well defined and managed data bases for, collation, verification, cleaning and analysis from all levels?

(i)Yes, (ii) No, not at all (iii) Not applicable

Comments…….

9.2) Does ICJ have routine monitoring forms, data flows and Manual?

(i)Yes, (ii) No, not at all (iii) Not applicable

Comments…….

9.3) Does ICJ have defined data Management Processes?

(i)Yes, (ii) No, not at all (iii) Not applicable

9.4) Are there procedures for data transfer from lower to upper level?

(i)Yes, completely (ii)Yes, mostly (iii)Yes, partly

(iv) No, not at all (v) Not applicable

9.5) Does ICJ have linkages between different Databases for consistency and avoid Duplication?

(i)Yes, (ii) No, not at all (iii) Not applicable

Comments…….

9.6) Is there a functionally integrated electronic data bases for capturing and storing data?

(i)Yes, (ii) No, not at all (iii) Not applicable

10.0) Supportive Supervision and Data Auditing

10.1) Are there Guidelines for supportive supervision?

(i)Yes, completely (ii)Yes, mostly (iii)Yes, partly

(iv) No, not at all (v) Not applicable

Comments…….

10.2) Are data auditing protocols followed?

(i)Yes, completely (ii)Yes, mostly (iii)Yes, partly

(iv) No, not at all (v) Not applicable

Comments…….

10.3) Does ICJ conduct periodic data auditing visits?

(i)Yes, (ii) No, not at all (iii) Not applicable

Comments……

10.4) Are Supervision and Auditing Reports are produced?

(i)Yes, (ii) No, not at all (iii) Not applicable

Comments…….

10.5) Helpful supervision outcomes recorded and feedback provided

(i)Yes, (ii) No, not at all (iii) Not applicable

Comments…….

10.6) Can the program access supervision and data auditing results?

(i)Yes, (ii) No, not at all (iii) Not applicable

Comments…….

11.0) Evaluation and Research

11.1) Is there a Program Evaluation and research agenda?

(i)Yes, (ii) No, not at all (iii) Not applicable

Comments…….

11.2) Has research and evaluation agenda been prioritized ?

(i)Yes, (ii) No, not at all (iii) Not applicable

Comments…….

11.3) Is there an inventory of Research and evaluation institutions exist and it has been updated in the last 12 months?

(i)Yes, (ii) No, not at all (iii) Not applicable

Comments…….

11.4) Existence of a team/committee mandated to approve and coordinate has met in the past 12 months

(i)Yes, (ii) No, not at all (iii) Not applicable

11.5) Do procedures exist for the mandated team to coordinate new research and evaluation?

(i)Yes, (ii) No, not at all (iii) Not applicable

Comments…….

11.6) Research and Evaluation findings are used in policy formulation, planning and implementation

(i)Yes, completely (ii)Yes, mostly (iii)Yes, partly

(iv) No, not at all (v) Not applicable

11.7) Are there Guidelines on Evaluation and research standards and methods?

(i)Yes, (ii) No, not at all (iii) Not applicable

Comments…….

11.8) Are Program Research and Evaluation findings are disseminated and discussed?

(i)Yes, completely (ii)Yes, mostly (iii)Yes, partly

(iv) No, not at all (v) Not applicable

Comments…….

11.9) Is there evidence of use of evaluation and research findings (Evaluation results referenced in planning documents)?

(i)Yes, (ii) No, not at all (iii) Not applicable

Comments…….

12.0) Using information to improve Results

12.1) Have stakeholder information needs been assessed?

(i)Yes, (ii) No, not at all (iii) Not applicable

12.2) Are there Standard formats for Reporting and tabulations?

(i)Yes, (ii) No, not at all (iii) Not applicable

Comments…….

12.3) Is there timetable for reporting?

(i)Yes, (ii) No, not at all (iii) Not applicable

Comments…….

12.4) Are information products tailored to different Audiences?

(i)Yes, completely (ii)Yes, mostly (iii)Yes, partly

(iv) No, not at all (v) Not applicable

Comments…….

12.5) Is there evidence of information use?

(i)Yes, (ii) No, not at all (iii) Not applicable

APPENDIX IV: Document Review Guide; adopted from (UNAIDS 2009a&b).

1. Organizational Structures with M&E Functions

Key issues to address:

- Check if there is a unit at ICJ responsible for routine Governance information
- Number of full-time and/or part-time M&E posts (filled or vacant)
- Documents that provide the policy and legislative framework for the overall Governance information system

2. Human Capacity for M&E

Approach:

• Dialogue with M&E Manager

• Review M&E Plan, annual work plan and/or human capacity building plan

• Review any HR capacity or M&E capacity assessment reports

Key issues to address:

- Check for a human capacity building plan; can be incorporated in the M&E Plan, strategic plan or it as a single document.
- Check if existing human capacity building plan is based on assessment results
- Check if M&E capacity gaps are addressed
- Check if there are endorsed curricula to address these M&E capacity gaps.
- Obtain any documents describing the following:»Plans to increase the number of M&E staff

3. Partnerships for the M&E system

Approach:

Have dialogue with the organization M&E Manager

• Objectives and TOR reviews.

Crucial matters to address:

- Ascertain if there is a record of interested parties for M&E and if it is occasionally updated. Get the list of entities that are stakeholders of the organisations M&E system.

4. M&E plan

Methodology:

• Review M&E Plan

• Strategic Plan Review

Key subjects to analyse:

- Is there a Strategic Plan
- Is there an M&E Plan

• Verify the following from the M&E plan:

- Describe the 12 components
- There budget projections for the M&E
- The timelines of the M&E plan is harmonised with that of the Strategic Plan
- The M&E plan contains indicators to track M&E system performance
- Indicator sources of data are detailed in the M&E Plan
- indicator data collection regularities are detailed
- There is a description of data use plan

- Inclusion of baseline value for indicators
- Each indicator has a set of targets

5. Costed annual M&E Work Plan

Approach:

• Assessment of M&E Work Plan

Main concerns to focus on:

- Is there a program's M&E work plan.
- Is the Work Plan for M&E costed, has implementation timeframe for, accountable stakeholders for M&E been recognized.
- Assess if the programme work plan, M&E work plan, any applicable documents been reviewed.
- Based on above point calculate the Percentage of total programme funding from every font, together with development agency and government

6. M&E Communication and Advocacy Culture

Methodology:

• Strategic Plan and Program Policy Review.

Main matters to address:

- Is there a Policy for the Program and a Strategic Plan

7. Routine Monitoring of the Programme

Methodology:

• Strategic Plan and guidelines review the Main areas of focus:

- Key programme areas identification (e.g. A2J, democratization, human rights protection & International Cooperation)
    - In every area, ascertain if there are procedures for recording of data, collection, collation and reporting
    - Establish if there are procedures on maintaining data quality data quality (e.g., evading twofold counting, validity and reliability assurence)

8. Surveillance and Surveys

Methodology:

• Conducted related surveys catalogue to be reviewed

• Precise survey and surveillance reports should be gathered

Main areas to address:

- Verify if there exists a register of surveys piloted during the time
- If exists, verify the last update of the inventory

9. Data Bases

Methodology:

• Dialogue with the M&E Manager

Key questions to assess:

- Databases depth, breadth and quality reviews

10. Data Auditing and supervision

Methodology:

• Dialogue with the M&E Manager

Main matters to address:

- Data quality studies and audits conducted on associated data in the last 1 year should be reviewed.
- Get practices on supervision of keeping of records and reporting by projects.

11. Research and Evaluation

Methodology:

• Deliberation with the M&E Manager

Main areas to focus on:

- Is there is an agenda for Evaluation and Research
- If there is, what is the last date it was updated?
- Find an register of evaluations and research

12. Use of Data and its Dissemination

Methodology:

• Hold meetings with the M&E Manager

Key issues to address:

- Get examples of the information outputs from different databases used to report
- Find reports generated in the last 1 year, mentioned in the M&E plan.
- Conduct a programme-explicit website review that has M&E correlated information