

**FACTORS INFLUENCING EFFECTIVE IMPLEMENTATION OF
MONITORING AND EVALUATION PRACTICES IN DONOR FUNDED
PROJECTS IN KENYA. A CASE OF TURKANA DISTRICT**

BY

ROBINSON ASKARI GWADOYA

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Declaration

This Research Project is my original work and has never been presented for a degree award in any University.

Signature.......... Date..........

Robinson Askari Gwadoya

D53/10780/07

This Research Project has been submitted for examination with my approval as the university supervisor.

Signature:..... Date..........

Ms. Gladys Kimutai,

School of Business, Kenyatta University.

This Research Project has been approved by the Department of Management Science on behalf of the School of Business.

Signature:..... Date..........

The Chairman,

Department of Management Science

School of Business-Kenyatta University.

DEDICATION

This research project is dedicated to my parents (Isaiah and Margaret) as well as my Wife Caroline for their great support and encouragement to do all my best even when the going was very tough.

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My gratitude goes to all those who have contributed in various ways towards the successful completion of this project. I extend my sincere gratitude to the staff of various NGO Projects in Turkana Districts for the support and information they provided to me so that I could be able to finalize my project. My sincere and special appreciation also goes to my supervisor Ms Gladys Kimutai for her invaluable advice and inputs to finalize this Project. Special thanks goes to Kenyatta University for granting me an opportunity to further my studies, The Kenyatta University, Master's Class of the year 2007 – Parklands Campus, for their undivided support and sharing. Last I acknowledge with gratitude the guidance given to me by the MBA Coordination Office as well as the University Library Staff while I was formulating my research area and input in developing my research project.

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List of Acronyms

MfDR	-	Managing for Development Results
DFID	-	Department for International Development
DIP	-	Detailed Implementation Plan
ADB	-	Asian Development Bank
CIMs	-	Children in Ministry
DANIDA	-	Danish Development Agency
DFID	-	Department for International Development
DIP	-	Detailed Implementation Plan
ICT	-	Information Communication Technology
ITT	-	Indicator Tracking Tool
M&E	-	Monitoring and Evaluation
MOVs	-	Means of Verifications
TD	-	Transformational Development
TDI	-	Transformation Development Indicators
UNDG	-	United Development Group
UNICEF	-	United Nations Children's Fund
CBO	-	Community Based Organization
GOK	-	Government of Kenya
NGO	-	Non-Governmental Organizations
SPSS	-	Statistical Package for Social Sciences
USA	-	United states of America
FBOs	-	Faith-Based Organizations
UNESCO	-	United Nations Education, Science and Cultural Organization
UNEP	-	United Nations Environmental Programme
WFP	-	World Food Programme
RCI	-	Red Cross International project

Operational Definition of Terms

Appraisal

An assessment prior to commitment of support, of the relevance, value, feasibility and potential acceptability of a programme in accordance with established criteria.

Baselines

Facts about the conditions or performance of subjects prior to treatment.

Beneficiaries

Individuals, groups or entities whose situation is supposed to improve (The target group) and others whose situation may improve as a result of the development intervention.

Cost Effectiveness Analysis

A type of analysis that compares effectiveness of different interventions by comparing their costs and outcomes measured in physical units rather than in monetary units.

Effectiveness Practices

Practices that have proven successful in particular circumstances. Knowledge about effective practices is used to demonstrate what works and what does not and to accumulate and apply knowledge about how and why they work in different situations and contexts.

Outcome

The intended or achieved short and medium-term effects of an intervention's outputs, usually requiring the collective effort of partners.

Outputs

The products and services which results from the completion of activities within a development intervention.

Performance

The degree to which a development intervention or a development partner operates according to specific criteria or achieves result in accordance with stated plans.

Performance Indicator

A quantitative or qualitative variable that allows the verification of changes produced by a development intervention relative to what was planned.

Relevance

The degree to which the output, outcomes or goals of a programme remain valid and pertinent as originally planned or as subsequently modified owing to changing circumstances within the immediate context and external environment of that programme.

Technology

Technology involves people using knowledge, tools, and systems to make their lives easier and better.

Reliability

Consistency and dependability of data collected through repeated use of a scientific instrument or data collection procedure under the same conditions.

Sustainability

Durability of programme results after the termination of the technical cooperation channeled through the programme.

Abstract

Donors play a significant role in the social development process in all regions of the world. They are particularly critical in circumstances where State funds are limited, political situations are fluid, natural disasters resulting from both predictable and unpredictable environmental circumstances occur, ethnic strife is rampant, and the level of per capita income severely restricts the ability to purchase needed goods and services – social, educational and economic. However, many of the projects funded or initiated by most donors have ended up collapsing either within the project period while others that survived the project period have not proceeded further after the termination of donor support. This has raised the questions; do these projects have a well designed monitoring and evaluations (M&E) plans to ensure effective implementation M&E practices? What factors affect the design and implementation of M&E practices in this projects. This study sought to establish factors that influence effective implementation of M&E practices in donor funded projects in Turkana District. The study targeted seven projects with 209 staffs working in donor funded projects in Turkana District. The respondents included project managers, project administrators, ICT staffs, finance staffs and other M&E staffs. The sixty three respondents in the survey were formally interviewed using structured questionnaires and respondent came from various projects. The data was collected through questionnaires edited, classified, coded and tabulated in a systematic manner to allow for accurate analysis. Tools of descriptive statistics were employed to analyze data. To aid and speed-up data analysis process, Statistical Package for Social Sciences (SPSS) was used to generate the statistics. The data was presented in form of pie charts, bar graphs, frequency tables, percentages among others so as to provide a complete and accurate presentation of the findings. On the key findings and recommendations, the researcher found that staff competency, resource adequacy, technology adoption and donor policies play a pivotal role in determining the performance and success of donor funded project. However, the study found that there is a shared need for proper understanding of M&E practices in donor funded project. The study therefore recommended transfer of knowledge gained on M&E trainings to field, use of relevant, affordable and acceptable technology, set aside adequate funding for M&E practices and last the rigidity in donor policies be done away with.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter discusses the background of the study based on the factors influencing effective Monitoring and evaluation practices in donor funded project in Turkana district. The status of donor funded project is discussed as well as the statement of the problem of the study. Research objectives, Questions and significance of the study are stated in regard to this study. The chapter also explores limitations and assumptions of the study.

1.2 Background of the study

Monitoring has been defined by Michael Bamberger (1999) as “an internal project activity designed to provide constant feedback on the progress of a project, the problems the project is facing, and the efficiency with which it is being implemented”, again he has described Evaluation as “mainly used to help in selection and design of future projects. Evaluation studies have been used to assess the extent to which the project has produced the intended impacts and the distribution of the benefits between different groups, and can be used to evaluate the cost effectiveness of the project as compared with other options”.

Monitoring and Evaluation (M&E) systems is an effective way to: Provide constant feedback on the extent to which the projects achieved their goals, Identify potential problems at an early stage and propose possible solutions, Monitor the accessibility of the project in sectors of the target population, Monitor the efficiency with which the different component of the project are being implemented and suggest improvements,

Evaluate the extent to which the projects is able to achieve its general objectives, Provide guidelines for the planning of future projects (Bamberger, 1999), Influence sector assistance strategy, improve project design, incorporate views of stakeholders and show need for mid- course corrections.

Donors whether local or international have played a significant role in the social development process in all regions of the world. They have particularly been critical in circumstances where State funds has been limited, political situations has been fluid, natural disasters resulting from both predictable and unpredictable environmental circumstances occur, ethnic strife is rampant, and the level of per capita income has severely restricted the ability to purchase needed goods and services—social, educational and economic asserts (Wayne,2000). Donors have been providing much of the funds for reform initiatives, in particular Africa. Most donor agencies have taken the centre stage in the selection and definition of projects to finance (Polidano and Hulme 1999). Theoretically donors have responded to the needs identified by client governments but practically they have often identified clients' needs for them. An example is from the World Bank's service delivery survey methodology, which has been aiming at developing service quality standards for public bodies on the basis of user surveys.

From a global perspective, over 10% and 15% of all aid to developing countries (over \$6 billion) has been channeled by or through Non-Governmental Organization (NGOs). Emergency assistance has accounted for a significant (and in recent years rising) share of total NGO aid flows, the majority of it providing for development projects and programmes.

With the huge amount of resources provided by donor agencies, incorporation of efficient monitoring and evaluation practices is indispensable. Many countries especially the developed ones have pursued results orientated development initiatives by adopting more effective monitoring and evaluation practices. As part of the broader efforts to institutionalize Managing for Development Results (MfDR), most Governments such as Sri Lanka, Canada, USA among others have taken specific steps to strengthen Results-based M&E System at their national level. The Results Based M&E system have received top-level political support in these Governments. The progress for projects, programs, sector performance and institutions have been reviewed on a quarterly basis and the forum has served as a guiding and trouble shooting forum with top level political commitment. Institutionalization of M&E has meant creation of M&E system with policy, legal and institutional arrangements to produce monitoring information and evaluation findings have been judged valuably by key stakeholders. Institutionalized M&E has served as an integral part of the development policy/programme cycle in improving the performance accountability to provide effective feedback which has improved planning, budgeting and policy making that has achieved development effectiveness.

Donors who have funded development projects have been involved in a wide range of activities and programmes at national and regional levels whose aim has been to improve the well-being of the poor people. Several donor agencies such as Faith-Based Organizations (FBOs), NGOs such as United Nations Education, Science and Cultural Organization(UNESCO), United Nations Children's Fund (UNICEF), World Food Programme (WFP), United Nations Environmental Programme (UNEP), Red Cross International project (RCI), and other Community-Based Organizations (CBOs)

have historically provided vital services to needy populations and contributed significantly to the strengthening of many individuals' lives, families and communities (Vidal, 2001). Donors and donor agencies have acted as vehicles in which government and other agencies have channeled their resources to help the community and the poor of the poor. "They have diffused political anger and role out as aid or benevolence what people ought to have by right". With a lot of funds going into projects and with increased need of interventions especially in the social aspects of life including health, education and food security. Adoption and implementation of proper M&E practices is therefore crucial to ensure sustained retention of realized benefits by these projects. The management of donor funded projects has therefore adopted the use of M&E design in their projects as part of the quality assurance process that has helped to task their teams to, clarify objectives and help them prepare a realistic outline that clearly articulates what resources are required, what outputs can be produced and how those outputs can stimulate development change.

This study conducted in Turkana district which has been classified as an arid and semi arid area. According to GoK, (2002), nearly 80% of Kenya's land area is either arid or semi-arid lands. The area generally experiences frequent droughts that have disrupted normal livelihood of the community. The residents are both crop farmers and pastoralist. The area has been frequented by donor who have funded and initiated various development projects but with minimal success. The donor agencies have involved in funding a range of Micro-enterprise Development, small-scale business, home improvement and cottage industries whose aim has been to improve the living standards of families/households, groups and individuals.

1.2 Statement of the Problem

It is reported that donor agencies both local and International have long been crucial partners in supporting the development projects in Kenya. Such support, however, has been provided mainly through time-bound development assistance projects. However, there has been little evidence with which to judge the contribution of donors and NGOs' efforts in the development projects.

According to ODI Briefing Paper (2005), over the years, most donors have increased their funding to the development projects especially in arid and semi arid areas. According to Aden (2008), Many big and small donor and even NGOs have carried out different projects in Turkana region for various interventions to address various issues such as; Food Security, HIV and AIDs, water, peace among others, these interventions have always been geared towards helping the local poor communities, they have spent huge amount of resources but significant impacts have not been realized, some of the projects initiated have ended up collapsing within the project period while others that survive the project period, do not proceed further after the termination of donor support'. This has ended up leaving the local poor people the way they were before the project initialization. This has raised the questions; do these projects have a well designed monitoring and evaluations plans to ensure effective implementation of these projects and what factors affect the design and implementation of M&E practices in projects. There is however an urgent need for donor projects to apply monitoring and evaluation practices in assessment of the performance management and appraisal of the project and the program as a whole so as to achieve its goals, objectives and outcome.

Studies done by Agevi (2002), Muttagi (1998), Ashley and Barney (1999), Office of Evaluation and studies (OE) work (2000 and 2001) and Cedric (1992) only on the management of community based projects and widely linked poor management of these projects to the increase in the cycle of poverty in developing countries such as Kenya. This situation has worsened in arid and semi-arid areas. Despite the high failure rate of donor funded projects in Turkana district, no empirical research study has been found in local libraries, journals, or any other form of peer reviewed publications that have reported any investigation into the factors influencing effective implementation of monitoring and evaluation practices in donor funded project in Turkana district. This has posed a knowledge gap which this study seeks to fill.

1.3 Objectives of the Study

1.3.1 The General Objective

To investigate factors influencing effective implementation of M&E practices in donor funded projects in Kenya.

1.3.2 The Specific Objectives

1. To find out the extent to which staff competencies influences implementation of M&E practices in donor funded projects in Turkana District.
2. To assess the effects of resources adequacy on the implementation of M&E practices in donor funded projects in Turkana District.
3. To find out the extent to which technology adoption affect implementation of M&E practices in donor funded project in Turkana District.
4. To find out the extent to which donor policies affect implementation of M&E practices in donor funded projects in Turkana District.

1.4 Research Questions

The study was guided by the following research questions;

1. How do staff competencies influence the implementation of M&E practices in donor funded projects in Turkana District?
2. What are the effects of resources adequacy on the implementation of M&E practices in donor funded projects in Turkana District?
3. How does technology adoption affect implementation of M&E practices in donor funded projects in Turkana District?
4. How do donor policies affect implementation of M&E practices in donor funded projects in Turkana District?

1.5 Significance of the Study

The findings of this study is important to the donor fraternity in Kenya and beyond since the insights on how to incorporate effective M&E practices in the projects in enhancing their survival and ultimate development of sustainable projects has been clarified and incorporated.

The study has highlighted some benefit the Government of Kenya and other policy makers during policy formulation and implementation in relation to donor funded projects can adopt in realizing success and in clearly understanding the role played by M&E in the development projects.

Last the study will be useful to future researchers and academicians as it will provide them with reference information for further studies.

1.6 Scope of the Study

The study was based in Turkana District, Rift Valley Province of Northern Kenya. It is found in the arid and semi arid lands of Kenya. This District is characterized by a

number of development programs and projects funded by various donor agencies. The study has been limited to the professional staff of the various donor funded projects in the region that were expected to give insights into the various issues sought in the study. The study specifically targeted only the on-going projects in the region.

1.7 Limitation of the study

The study may be constrained by financial, time and other logistical limitations, this study will focus on the donor projects in Turkana District which is very vast and has security challenges. To this regard, a representative sample size will be made to represent the entire target population.

1.8 Assumptions of the Study

The study has assumed that the sample selected to be a representative and hence the findings have been generalized to represent the entire target population. The study will also assumed that all respondents will be honest and that the information they give will be depended upon to make conclusions and deduction for the future.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter review relevant literature from various sources as presented by various researchers, scholars, analysts and authors. The review has covered various issues that are closely related to the theme and the objectives of the study. Key sub-section contained in this chapter includes; M&E Practices in Projects, Staff Competencies, Technology Adoption, Resources Adequacy, Donor Policies and chapter summary among others.

2.2 Monitoring and Evaluation Practices in Projects

2.2.1 Donor Funded Projects

According to Wayne (2000), a project is a finite endeavor (having specific start and completion dates) undertaken to create a unique product or service which brings about beneficial change or added value. This finite characteristic of projects stands in sharp contrast to processes, or operations, which are permanent or semi-permanent functional work to repetitively produce the same product or service. The word "project" is used in different ways by different stakeholders. In some circumstances, it is viewed as a temporally administrative arrangement, a budget, the physical infrastructure, a period of time, and even as some combination of all four.

The donor funded projects are involved in various activities which includes; integrated Food Security Programmes, transportation, marketing and processing of agricultural and livestock production. Availability of safe drinking water for human and livestock, plus the conservation of soil, water, wildlife and the environment form

part and parcel of the Integrated Rural Development Programmes implemented by donor agencies at community level. Health Programmes for disease prevention and treatment often with mobile health clinics form a common feature in high population density locations. In Turkana and Pokot, there is a need to design and implement an integrated development program to address issues such as Education, HIV/AIDS and Health, Water and Sanitation, Food Security and conflicts between the neighbouring communities to improve the local communities' livelihood.

2.2.2 Project Monitoring

According to UNFPA (2004) monitoring is an ongoing process by which information is gathered concerning the implementation of a project or a program. It involves designing of activities to keep track of resources available, used and the quantity and quality of the operation carried out during each phase of the program so that its objectives will be met. Bamberger (1999) defines monitoring as “an internal project activity designed to provide constant feedback on the progress of a project, the problems it is facing, and the efficiency with which it is being implemented”. Pamela, Joe and Nay (1994) asserts that monitoring in its general sense is used to describe a systematic framework to collect and analyze information on events associated with implementation of a policy with a view to improving their management.

Monitoring is a continuous management function that aims primarily at providing programme managers and key stakeholders with regular feedback and early indications of progress or lack thereof in the achievement of intended results. It tracks the actual performance against what was planned or expected according to predetermined standards and it generally involves collecting and analyzing data on

programme processes and results and recommending corrective measures. According to Handy (1996) the purpose of having effective monitoring systems may be to assist future planning process, to facilitate learning about controllable variances, to maintain performance within certain parameters or to continuously motivate people to achieve better results in the future.

Monitoring information should be collected at specific time interval either; daily, monthly or quarterly. This information should be brought together so that it can answer questions such as; how well is the project doing? Are the staffs doing the right things? What difference is the project making?

The main purpose of monitoring is to track all major programs variables – cost, time, scope and quality of deliverables. The overall objectives being: track and review actual projects accomplishment and results to projects plans; revision of the project plan to reflect accomplishment thus far and to revise the plan for the remaining work needed; provision of visibility into progress as the program proceeds so that the teams and management can take corrective actions early when projects performance varies significantly from original plans (Cordingley, 1995).

2.2.3 Project Evaluation

Project evaluation has been defined as an activity aimed at assessing the extent to which the project produced the intended impacts and the distribution of the benefits between the target different groups (Bamberger, 1999). According to McNamara, (1998), program evaluation involves carefully collecting information about a program or some aspects of a program in order to make necessary decision about the program.

Program evaluation can include any or a variety of at least thirty five different types of evaluation such as for needs assessment, accreditation, cost benefit analysis, effectiveness, efficiency, formative, summative, goal based, process, outcomes etc. the type of evaluation you undertake to improve your program depends on what you want to learn about the program (OECD,1999).

According to Eggers (1998) proper planning of an evaluation reduces the risks of the evaluation focusing on the wrong concerns, drawing wrong conclusions and provision of recommendations which will not be useful for the intended users of evaluation results. Guiding questions would include: Who wants the evaluation? Why do they want it? How do they intend to use it?

Ouchi and Johnson (1998) states that monitoring and evaluation are control systems intended to assess the performance of people, organizational units, interventions and motivate people in order to improve their performance. They may relate to outcome, or to the behaviors required to produce outcome. According to Flamholtz and Tsui (1990) the key design features of monitoring and evaluation systems includes; Goals or standards on each dimension of performance for which an individual or unit is held responsible, measures of actual performance, evaluation, feedback and rewards. According to Imboden (1998) the setting up of an M&E system for an agency or a project requires the following analysis: Determination of the information needs for an agency or project, determine what sort of information system a particular agency/project needs and how to collect it,, determine what information should be available for the agency or project and then determine what information can be

collected, determine who needs the information, determine what degree of confidence is needed and finally the choice of an evaluation system available.

M&E systems can be an effective way of Providing constant feedback on the extent to which the projects are achieving their goals, Identify potential problems at an early stage and propose possible solutions, Monitor the accessibility of the project to all sectors of the target population, Monitor the efficiency with which the different component of the project are being implemented and suggest improvements, Evaluate the extent to which the projects is able to achieve its general objectives, Provide guidelines for the planning of future projects, Influence sector assistance strategy, improve project design, incorporate views of stakeholders and show need for mid-course corrections (Bamberger, 1999).

2.2.4 Monitoring and Evaluation Design

According to Cordingley, (1995), a good M&E design is a much broader exercise than just the development of indicators. Components of a good design encompasses: Clear statements of measurable objectives, A structured set of indicators, Provision for collecting data and managing projects records so that the data required for indicators are compatible with existing statistics and are available at reasonable cost, Institutional arrangements for gathering, analyzing, and reporting project data, and for investing in capacity building, to sustain the M&E service and Proposal for the ways in which M&E findings will be fed back into decision making (Pamela et al, 1994).

Properly formulated and implemented M&E design ensures effective and sustainable projects. Pollnac and Pomeroy (2005) defined the sustainability of donor-funded

development programs and projects as the continuation of benefits after major assistance from a donor has been completed / withdrawn. Since a project has a definite start and end time, sustainability in this case means that the new structures formulated by the project are appropriate, owned by the stakeholders and can be supported to progress forward with locally available resources. In this case, the project and programs will therefore be maintained after major assistance from donors has been completed up to the time they are no longer required or relevant.

2.2.5 Good Practices for Project Design

According to Akroyd, (1995), there are six good practices in any design process of a development intervention. They are critical during formulation and start-up and when any revision of the project is undertaken, such as during annual and mid-term reviews. These include: first, Involvement of all the relevant stakeholders in participatory processes of project design, second, undertaking a thorough situation analysis together with primary stakeholders, to learn as much as possible about the project context as a basis for designing a project strategy and implementation processes that are relevant. Third; Developing a logical and feasible project strategy that clearly expresses what will be achieved (goal and purposes) and how it will be achieved (outputs and activities), fourth, Agreeing and focusing on cross-cutting issues of poverty, gender and participation. Fifth, planning for long-term capacity development and sustainability to ensure that the project contributes to the empowerment and self-reliance of local people and institutions and finally, building in opportunities and activities that support learning and enable adaptation of the project strategy during implementation.

Eggers (1998) argue that during project formulation, a broad M&E framework should be developed and included in the formulation and appraisal documents. This framework provides: a) sufficient detail to enable budgeting and allocation of technical expertise, b) an overview of how M&E will be undertaken, and c) some guidance for project staff about how M&E should be set up during start-up. The M&E framework complements the highly summarized M&E information that is the log frame. Much of what is developed for the M&E system during the initial project design phase will only be indicative of the final plan and will need to be revised and refined during start-up (Cordingley, 1995).

2.3 Factors influencing efficient implementation

2.3.1 Staff Competencies

Akroyd (1995) asserts that monitoring and evaluation are particularly important practices to any project since it allows an ongoing review of project effectiveness. A key ingredient is to monitor the various factors and to establish checkpoints at appropriate intervals during and after project implementation. The processes/activities of M&E require high levels of skills and competencies from both the project staff and the implementors. The focus on Capacity Building of the project staff ensures a workforce with appropriate skills to promote participatory and sustainable implementation of the project. This indirectly empowers the community to be more analytical about their situations, resources and develop appropriate interventions, to address their challenges (Eggers, 1998).

Competent managerial leadership should be encouraged to guide adaptations and achieve sustainable projects outcomes. Donor supported programs and projects must be designed and managed so that they permit some flexibility in implementation. Designs must sometimes be phased and allowed to evolve as lessons are learnt, field-level managers must therefore be able to respond quickly to changing needs and priorities, and administrative or financial management procedures must not be made burdensome (OECD, 1999).

Program and project designs must take adequate account of the capacity of local administrative systems to support staff and service delivery. For example: if local staff are not getting paid regularly, are not paid a living wage, travel allowances are not available, and their performance is not rewarded in any way, then their ability and willingness to work on program/project activities must be assessed accordingly. Programs and projects can only set realistic objectives in light of such practical constraints.

Achievement of staff competencies through training need to be encouraged in all the donor projects. Effective training should not only 'educate' but also motivate; trainees must be selected on merit, include both men and women, and be of direct relevance to their work. Trainees must also be given the opportunity to apply newly acquired skills on completion of training. In-country training, such as on-the job training, mentoring and short-course competency based training are more likely to support more sustainable benefits than overseas courses or long-term 'academic' training for a few. In cases where counterparts are transferred or leave over time, training must also be

repeated and refresher courses given if the required skill base is to be sustained throughout.

2.3.2 Technology Adoption

According to Donald and Judy (1999), technology is a term that refers to whatever can be said at any particular historical period, concerning the state of the art in the whole general field of practical know-how and tool use. It therefore encompasses all that can be said about arts, crafts, professions, applied sciences, and skills. By extension it can also refer to any systems or methods of organization which enable such technologies, any field of study which concerns them, or any products which result (Bohlen, Beal and George, 1957). Technologies significantly affect human as well as other animal species' ability to control and adapt to their natural environments.

The human species' use of technology began with the conversion of natural resources into simple tools. The pre-historical discovery of the ability to control fire increased the available sources of food and the invention of the wheel helped humans in traveling in and controlling their environment. Recent technological developments, including the printing press, the telephone, and the Internet, have lessened physical barriers to communication and allowed humans to interact freely on a global scale. However, not all technology has been used for peaceful purposes; the development of weapons of ever-increasing destructive power has progressed throughout history, from clubs to nuclear weapons (Borgmann, 2006).

Technology adoption in projects can be explained by use of the technology adoption lifecycle model. This describes the adoption or acceptance of a new product or

innovation, according to the demographic and psychological characteristics of defined adopter groups. The process of adoption over time is typically illustrated as a classical normal distribution or "bell curve." The model indicates that the first group of people to use a new product is called "innovators," followed by "early adopters." Next come the early and late majority, and the last group to eventually adopt a product are called "laggards." (Rogers, George and Bohlen, 1957).

Appropriate quality of technology is crucial to the success of any project. To promote sustainability the technology to be transferred must be selected on the basis of its appropriateness in terms of technical and financial criteria, plus social, gender and cultural acceptability. The quality of any asset or piece of infrastructure will have direct bearing on its economic life. The longer it lasts, the more sustainable the resulting benefits. However, the appropriate level of quality must be assessed against a number of criteria. Considerations should include: user expectations and acceptance; costs and benefits (Borgmann, 2006).

2.3.3 Resources Adequacy

Availability and adequacy of resources play a key role in the formulation and implementation of M&E practices in any project. The financing process, such as raising and maintaining adequate funds for project activities, is clearly of critical importance to the progress of a project (Gasper, 1999). Adequate funding need to be devoted to implementation of M&E practices for its potential to be realized in a project. Insufficient financing is a major factor in poor maintenance which, in turn, is often cited as a reason for project failure (Jack and Samuel, 2006). There are various forms of resources. Key among them includes; natural based, infrastructure based, and

human based. Natural based resources include; water, soils, forests, wildlife, and oil among other. Infrastructure based includes; machines, roads, dams, and cities among other. Human based encompasses the stock of knowledge and skills exhibited by citizens. The use of these resources in a project should be geared toward generation of sustainable benefits to the beneficiaries and stakeholders (Gaspar, 1999).

According to Natasha (2003) the commitment of resources, particularly financial resources, by beneficiary communities is seen as an important indicator of the expected value of the project to these communities. Cost recovery contributes to sustainability not only through increasing resources available for sustaining and expanding benefits, but also by establishing relationships of accountability for resource use.

According to Khan and Hare (2005) the donor projects needs to have systems and strategies for generating adequate levels of finance and managing these resources well. Well implemented monitoring systems in project ensure a good grasp of the costs and preparedness needed to sustain the programs. Monitoring of the project will ensure cost reduction, cost recovery, and leveraging support from the community and donors.

2.3.4 Donor Policies

Donor Policies adopted influences significantly the formulation and implementation of M&E practices in a project. Donor policies influence how contracts are prepared, funds are allocated, the duration of funding, and what is funded. A policy is typically

described as a principle or rule to guide decisions and achieve rational outcome(s). The term is not normally used to denote what is actually done; this is normally referred to as either procedure or protocol (ILO, 1997).

Whereas a policy will contain the 'what' and the 'why', procedures or protocols contain the 'what', the 'how', the 'where', and the 'when'. Policies are generally adopted by the senior management of a project or an organization. Policies are typically promulgated through official written documents. Policy documents often come with the endorsement or signature of the executive powers within an organization or a project to legitimize the policy and demonstrate that it is considered in force. Such documents often have standard formats that are particular to the organization issuing the policy. While such formats differ in form, policy documents usually contain certain standard components including: A purpose statement, outlining why the organization is issuing the policy, and what its desired effect or outcome of the policy should be. An applicability and scope statement, describing who the policy affects and which actions are impacted by the policy. The applicability and scope may expressly exclude certain people, organizations, or actions from the policy requirements. Applicability and scope is used to focus the policy on only the desired targets, and avoid unintended consequences where possible.

An effective date indicates when the policy comes into force. A responsibilities section, indicating which parties and organizations are responsible for carrying out individual policy statements. Many policies may require the establishment of some ongoing function or action. For example, a purchasing policy might specify that a purchasing office be created to process purchase requests, and that this office would

be responsible for ongoing actions. Responsibilities often include identification of any relevant oversight and/or governance structures. Policy statement indicating the specific regulations, requirements, or modifications to organizational behavior that the policy is creating. Policy statements are extremely diverse depending on the organization and intent, and may take almost any form.

Some policies may contain additional sections, including: Background, indicating any reasons, history, and intent that led to the creation of the policy, which may be listed as motivating factors. This information is often quite valuable when policies must be evaluated or used in ambiguous situations, just as the intent of a law can be useful to a court when deciding a case that involves that law. Definitions, providing clear and unambiguous definitions for terms and concepts found in the policy document.

OECD report (1989) identified important donor policies related factors that affect donor project. These included: Planning horizon, delivery and contracting mechanisms and operation and maintenance costs.

2.3.4.1 Planning Horizon

It is now widely recognized that the usual three to five year planning horizon for development programs and projects is often inadequate in terms of promoting sustainable benefits, particularly when behavioral and institutional change are included in the objectives or if there are multiple local agencies involved or a wide geographical spread. Open-ended commitments are not appropriate; however, phasing implementation over a longer period is a management strategy which may support sustainable benefits. Phasing requires that goals and objectives are clear from the

beginning and that there are clear decision points at the end of each phase. Where there is uncertainty about local policy, capacity or commitment then an initial pilot phase, which may lead on to a number of subsequent phases, should move the rule than the exception (White, Salamanca and Courtney 2002).

2.3.4.2 Delivery and Contracting Mechanisms

M&E related policies need to have a strong sense of local ownership and genuine participation in design by both men and women are critical to successful implementation and sustainable benefits. However, donor policies on how their aid program is designed and delivered can work against this.

According to Francis (2001), the key concerns include: i) Design process; Designs which are expected to result in sustainable benefits should build on local demand and initiatives. This requires that the stakeholders (that is; the beneficiaries and local personnel) play a core role in the identification and design process. Hence, adequate time must be given for all stakeholders to meaningfully participate. Design missions should therefore be appropriately phased over an extended time-line (that is; one mission of three to four weeks is not usually adequate for larger more complex projects). More 'up front' time for design is not the only answer; an extended inception phase and allowance for a 'progressive design' process during implementation (using annual planning procedures to restructure the program/project scope) are practical responses to this issue. ii) Team selection; the professionalism and inter-personal skills (expatriate or locally engaged) is an important factor in sustainability. Selection policies and criteria should therefore ensure that as broad a labour market as possible is tapped and that the best consultants are selected. Position

descriptions and team composition should not be overly restrictive and thus exclude potential candidates with other highly desirable professional or inter-personal skills.

iii) Contract structures; Contracts that focus on the detail of the contractor's outputs and inputs rather than on the purpose or outcome can impede efforts to achieve sustainability. Development is a dynamic and often high-risk activity, it is therefore important that designs have flexibility and can lead to contracting approaches that allow field-level managers to respond quickly to changing circumstances and which encourages them to keep sustainable benefits in mind.

iv) Monitoring and reporting; Monitoring and reporting frameworks based on log-frames should look beyond the contracted activity and output levels and incorporate regular assessment of the movement towards achieving sustainable outcomes.

v) Partner selection; The government-to-government nature of bilateral aid programs requires that high-level (national) aid coordination mechanisms be put in place.

However, when programs and projects are being implemented in partnership with provincial or district agencies or communities, it is important for sustainability that donors have agreements with this level of government that documents their roles and responsibilities, and that there are appropriate channels for delivering resources and receiving feedback. This is particularly important when national level agency capacity is weak and is a bottleneck to effective communication and timely action on the ground.

2.3.4.3 Operation and Maintenance costs

Donor funding policies often focus on new capital investments to the exclusion of supporting operation and maintenance budgets. This can have adverse effects on

sustainability, particularly in economies undergoing severe internal budget deficit problems. New capital projects require additional operation and maintenance funds that have to be drawn from the same limited pool of funds that finance other ongoing programs. As a consequence, either the new investment is not maintained or existing infrastructure or services suffer funding cuts. A longer-term and more transitional approach to operation and maintenance cost funding is required, based on a rigorous and realistic assessment of the local capacity to meet these costs. The project managements need to consider whether or not some assets should be maintained or replaced (i.e. computers which rapidly become obsolete), and whether project-specific depreciation funds should be set up. This would help a great deal in cost maintenance and this would ensure the project become sustainable in the long run.

2.5 Review of Previous studies

A review done by the OE (2000 and 2001) on M&E section of most IFAD evaluation reports prepared since 1990, by a core group of IFAD staff and representatives from cooperating institutions, known as the Core Learning Partnership (CLP), on why M&E designs in project management were failing key problems were identified in the review: Project staff lack commitment to Monitoring thus leading to delays in the implementation of such systems and little use of the information gathered on the part Of project management, Monitoring is seen as an obligation imposed from the exterior, with project staff mechanically completing forms and project managers seeing the task merely as the collection of data for writing up reports for donors, Irrelevant and poor-quality information is produced through Monitoring as it focuses only on physical and financial aspects and ignores factors such as project outreach, effect and impact, Scarce attention is paid to the Monitoring needs of other

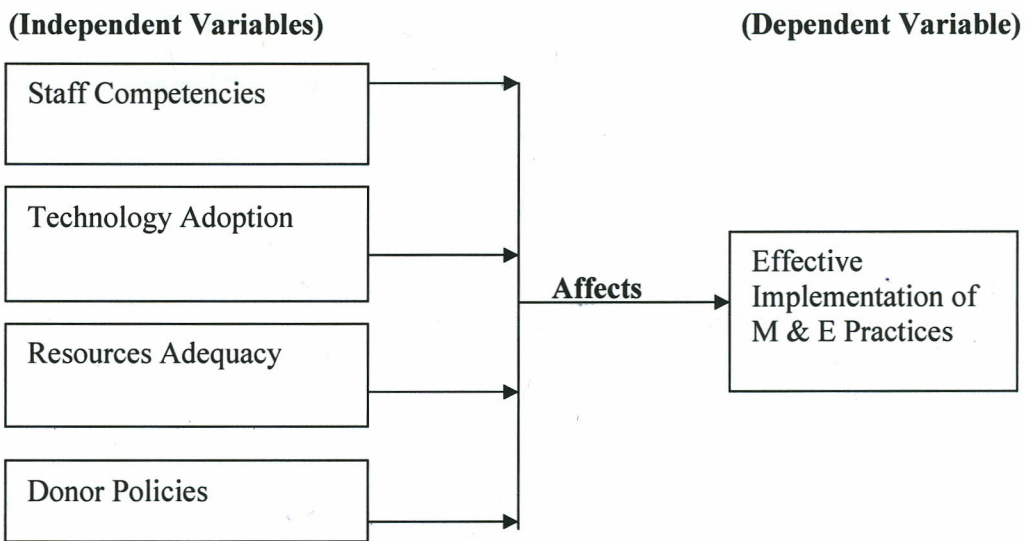
stakeholders, such as beneficiaries, community-based organizations and other local partners, There are very few internal project reviews or ongoing self evaluations, adjustments being triggered mainly by external evaluations or supervisions, There is a widespread lack of integration and cooperation between the M&E function and project management, Poor use is made of participatory and qualitative M&E methods due to limited capacity and little recognition of the need for such methods. The review confirmed that poorly performing M&E systems are not unique to IFAD, similar difficulties having been encountered by other multilateral and bilateral organizations and non-governmental organizations (NGOs). It was clear that, in most project settings, much improvement and clarity was required.

In May 2000, an in-house workshop reviewed a report entitled Strengthening IFAD's Support to the Development of Effective and Efficient Monitoring and Evaluation Systems at the Project Level. In stressing the need for clearer and more operational definitions the workshop strongly recommended that IFAD's existing M&E guidelines should be updated and rendered as 'implementable' as possible in order that they could be used by all stakeholders, particularly project field staff. It was agreed that focus should be placed on identifying steps to be followed in designing M&E systems and processes for full integration into project implementation. All these initiatives and discussions have led to the conclusion that there is need to develop new and more practical guidelines or a resource kit to ensure that M&E has a greater impact at the project level.

2.6 Conceptual Framework

According to Mugenda and Mugenda (2003), a conceptual framework helps the reader to quickly see the proposed relationships between the variables in the study and show the same graphically or diagrammatically. The conceptual framework of this study is based on four independent variables namely; Staff competencies, technology adoption, resources adequacy and donor policies. Figure 2.1 below shows how the independent variables affect formulation and implementation of M&E practices which is the dependent variable of the study.

Figure 2.1: The Conceptual Framework



Source: Researcher (2010)

2.8 Chapter Summary

The review has established the need for effective monitoring and evaluation practices in projects and programs interventions. It has shown that monitoring and evaluation (M&E) is increasingly recognized as an indispensable tool of both project and program management. It has also acknowledged the need to improve the performance of development assistance given by donors. This calls for close attention to the

provision of management information, both to support the implementation of projects and programs and to feed back into the design of new initiatives. In addition, M&E also provides a basis for accountability in the use of development resources. A close scrutiny of review shows that despite the importance associated by adoption and implementation of effective M&E practices in the projects, very little attention has gone into questioning and investigating the factors that influencing effective implementation of M&E practices in donor funded projects. This poses a knowledge gap which this study will seek to fill. This will be achieved through a case study of Turkana district. This study aims at generating new knowledge to guide the donor agencies to design and support projects that will have significant impacts to the target beneficiaries and the local communities by improving their standards of living.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this chapter the researcher has addressed the methodologies that have been employed in the study. This includes research design, target population, sampling strategy, instrumentation, data collection techniques, and data analysis.

3.2 Research Design

The researcher has adopted a descriptive research design. According to Kothari (2003), a descriptive research design can be used to describe phenomena as it exists at present. This design is appropriate where a study is concerned with specific predictions, narration of facts and characteristics concerning individuals or situations. Both qualitative and quantitative research approaches have been adopted in the study.

3.3 Target Population

The target population of the study included all the seven projects with 209 staff working in all the donor funded projects in Turkana District. These donor funded projects includes; Food Security Project which comprises of Agri-business, livestock and irrigation; Economic Empowerment Development Project, HIV/AIDS and Sponsorship Management; Project Resilient Recovery Operations (PRRO) which comprise of food for Assets (FFA), Supplementary Feeding Programs (SFP), nutrition and General Food Distribution (GFD); Water Project; Education Based Project; Female Genital Mutilation Initiative Project; and Peace Initiative. Respondents that

were sampled from each of the projects have given insights into various issues under investigation.

3.4 Sampling Strategy

Stratified and purposive sampling techniques have been used in the study by the researcher. In stratified sampling, the donor funded projects were treated as strata from which a sample was drawn using purposive sampling method. Purposive sampling technique allowed the researcher to get cases that had the required information with respect to the objectives of the study as stated asserts, (Mugenda and Mugenda, 2003).

Purposive sampling technique was used because of the non-homogeneity of the donor funded projects in terms of Management sizes, number of staff in each project and nature of products offered by the projects. Purposive sampling has enabled the researcher to focus on key personnel of the project which had the technical know-how of the projects. Based on this criterion, the key staffs that were targeted included: project manager per project, finance staff per project, technical field staff and other field staffs that were desirable. These assisted the study to achieve the needed information. A purposive sample of 63 respondents was drawn from all strata/categories which represented 30% of the target population. It was noted that since the sample size was small it was good to increase its reliability by using 30% representation. The sample size computation for both stratified and purposeful sampling is as in table 3.1.

Table 3.1: Sampling Matrix stratified

Donor Funded Projects	Total Staff in the projects	Sampling Percent	Targeted Sample size
Food Security Project	32	30%	10
Economic Empowerment Project	28	30%	8
Project Resilient Recovery Operations (PRRO)	59	30%	18
Water Project	10 ✓ & 23	30%	3
Education Based Project	50	30%	15
Female Genital Mutilation Initiative Project	20	30%	6
Peace Initiative	10	30%	3
TOTAL	209		63

Table 3.2: Sampling Matrix purposeful

Donor Funded Projects	Managers	Field coordinators	Finance staff	Others	Targeted Sample size
Food Security Project	1	3	1	5	10
Economic Empowerment Project	1	1	1	5	8
Project Resilient Recovery Operations (PRRO)	1	4	1	12	18
Water Project	-	1	1	1	3
Education Based Project	1	1	1	12	15
Female Genital Mutilation Initiative Project	1	1	1	3	6
Peace Initiative	-	1	1	1	3
TOTAL	5	12	7	40	63

3.5 Data Collection Instruments and Techniques

The study mainly utilized the primary data. The data was collected through administration of questionnaires. A questionnaire was designed to capture the various variables of the study. The questionnaire had both open-ended and closed questions covering various issues that were under investigation. Through the use of both closed and open ended questions, both qualitative and quantitative data was collected. Open-ended questions permitted free responses from the respondents, without providing or suggesting any structure for the replies. The closed questions enabled the respondents to select answers among the stated alternatives. These alternatives were designed in such a way as to be simple for the respondents to understand. Questionnaires were chosen because they were to assist the researcher to collect large amount of information in a large area within a short period of time says (Orodho, 2003). The questionnaires were self-administered whereby drop and picked method was employed.

Since the sample size was relatively small (63 respondents), the researcher personally administered the research instruments to the target population. However, in order for the researcher to effectively achieve 100% response rate, the researcher obtained an introductory letter from Kenyatta University as well as seeking permission to carry out the research in this target projects. The researcher also sought respondents' informed consent before the questionnaires were administered as part of the study ethics. To ensure validity of the data collected, the researcher conducted brief follow-up interviews with the respondents that elicited more information or clarifications on data that was submitted in the questionnaire. The researcher however assured the

respondents about the confidentiality of their feedback. This encouraged the respondents in being honest when filling the questionnaire.

3.6 Data Analysis

The data was analyzed using both qualitative and quantitative techniques. Statistical Package for Social Sciences (SPSS) version 15 was used as an aid in the quantitative data analysis where by descriptive statistics such as mean, percentages, frequencies, standard deviation have been generated. In addition, inferential statistics such as chi-square and correlation analysis were utilized. This has enabled assessment of the relationship between the dependent and the independent variables of the study possible. The research findings have been presented using frequency tables, percentages, cross-tabulations, pie charts and bar graphs.

CHAPTER FOUR

DATA PRESENTATION AND INTERPRETATION

4.1 Introduction

The data collected was keyed and analyzed by simple descriptive analysis using Statistical Package for Social Scientists (SPSS) version 15.0 software. The data was then presented through tables, graphs, charts and narrative analysis. The chapter presents data in different sub-sections that is; general information on category of gender, position, experience and level of education of the respondents, the effects of staff competencies, resources adequacy, technology adoption and donor policies are presented in different sections.

4.2 Background information

The researcher has summarized this in terms of response rate, gender, respondent position, age category, period taken in working on the project, level of education, sources of income, vision and mission of the project. The staff competency, resources adequacy, technology adoption and donor policies have also been summarized in different sections.

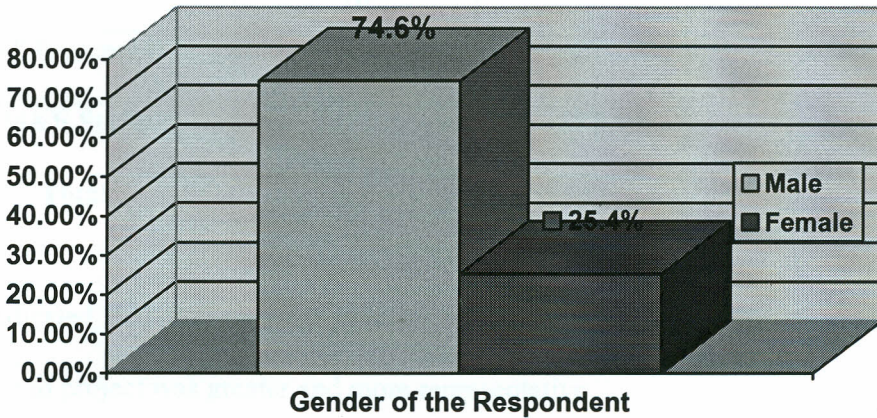
4.2.1 Response Rate

A total of sixty three questionnaires were sent to project managers, Project Administrators, finance managers, IT personnel and M&E staffs. The targeted respondent managed to provide there response after along and constant follow up and 100% response rate was achieved. The respondents were best placed to provide authentic and adequate data since they were involved in the day-to-day running of the Projects.

4.2.2 Gender

From the sample collected males were represented by 74.6% as compared to 25.4% represented by females.

Figure 4.1: Gender of the respondent



This was an indicator that females shy away from these jobs as they involve working in remote part of the country away from their children and families hence few would take such a challenge.

4.2.3 Respondent Position

The researcher also categorized the respondents based on the area of specialization and found out that respondent's distribution was adequate. They included; Project Managers 25.4%, Administrators 28.6%, Finance Managers 15.9%, IT Personnel 6.3%, M&E staffs 23.8%.

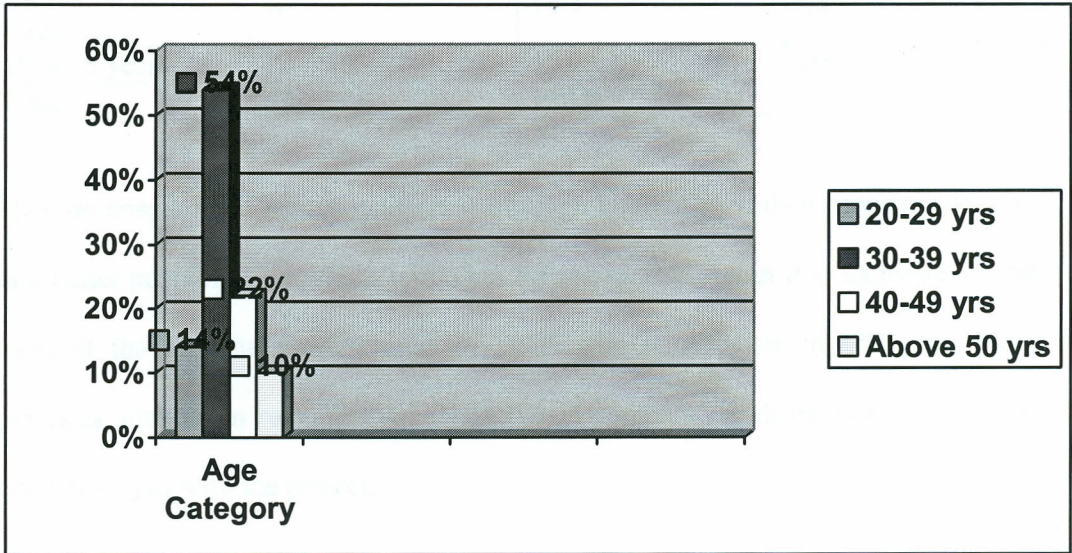
Table 4.1: Position of the respondent

Position of Respondent	Frequency	Percentage
Project Manager	16	25.4
Administrator	18	28.6
Finance Manager	10	15.9
IT Personnel	4	6.3
M&E Staffs	15	23.8
Total	63	100.0

This indicated that management opinion on influence of implementation of M&E practices in project was greater and more representative.

4.2.4 Respondent Age Category

Figure 4.2: Age Category of the respondent



From the study 54% of the respondent were aged between 30-39 years, 22% were aged between 40-49 years, 14% were aged between 20-29 years while 50 and above was 10%. This is a good distribution of experience and energetic staffs who are

emotionally sober and knowledgeable to tackle challenges of implementing M&E practices.

4.2.5 Respondent year of experience

In the study 15.9% of the respondents have been in their respective organizations for more than five years, 15.9% had been in their current organization for three to five years, 41.3% have been in the organization for one to three years while 11.1% had been in there position for six months to one years.

Table 4.2: Years of Experience of the respondent

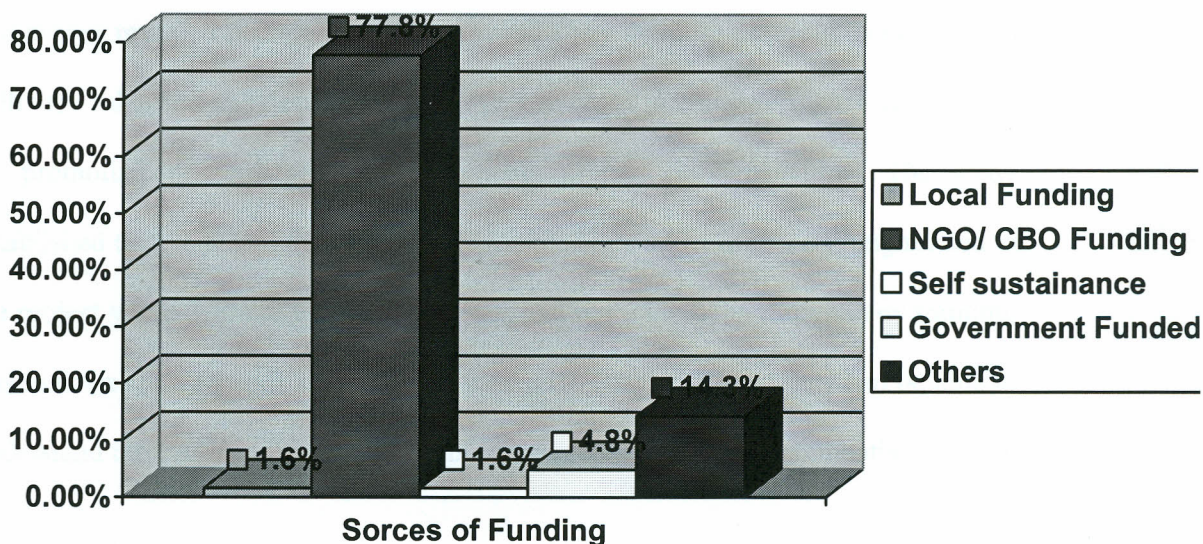
Years of Experience	Frequency	Percent	Cumulative Percent
Less than 6 months	7	11.1	11.1
Between 6months to 1 year	10	15.9	27.0
Between 1 to 3 years	26	41.3	68.3
Between 3 to 5 years	10	15.9	84.1
Above 5 years	10	15.9	100.0
Total	63	100.0	

This has ensured that the respondents were quite familiar with their projects and were in a better position to provide useful data for the survey. Again it is an indicator that most of the projects are managed by staffs who have better insights into M&E practices adopted in running the projects when compared with the number of years one has stayed with the project.

4.2.6 Sources of funding

The study established that a majority of the projects have their funding contributed by NGO/CBO at 77.8%, 1.6% local funding, 1.6% self sustenance, 4.8% government funded while 14.3% from other sources.

Figure 4.3: Sources of funding



This poses a challenge on sustainability and performance of M&E practices adopted by this project, when most of the projects have their sources of funding only inclined to one donor, in case such a donor pulls out the projects collapse. There is a need for a balanced project funding from different sources so that future sustainability and performance can be enhanced.

4.2.7 Vision and Mission in place

On mission and vision of the project 92% of the respondents indicated that the project had the vision and mission in place. In most cases vision and mission usually give the purpose and direction of a project. It is good for a project to have the vision and mission in place and it should also be clear for understanding and interpretation.

4.3 Presentation of Findings

In this section, findings of the study are presented in relation to the objectives of this research. This will be in terms of staff competency, resource adequacy, technology adoption and donor policy.

4.3.1 Staff competency

The survey revealed that staff competency was a key factor in ensuring that high level skills are enhanced and developed, which in turn assist in empowering the community by promoting participatory and sustainable project implementation. The study established that 96.8% of the project staff sampled had undergone a training related to the project while 3.2% of the sampled staffs had not undergone through any training, this indicates that all staff at least have undergone training so that they can be able to understand the vision, mission, and goals of the project they are implementing.

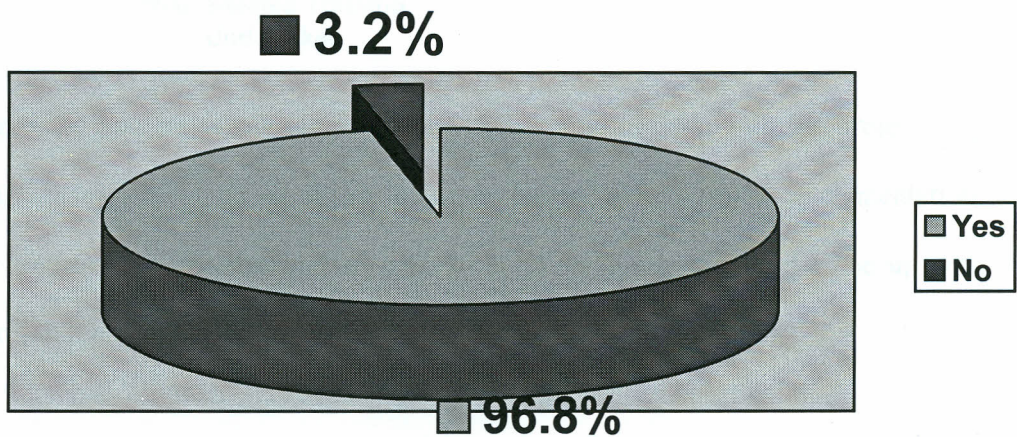


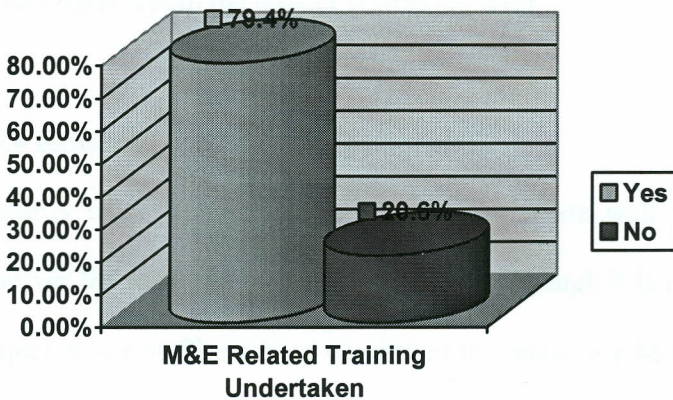
Figure 4.4: Training attended in relations to the project implemented

The same results were also replicated when staffs were asked whether M&E are done on the project they manage, hence indicating that the management was focused on achieving their set targets by adhering to M&E practices of those projects they manage.

4.3.2 M&E Related Training undertaken

From the study 79.4% of the sampled respondent had undergone similar training relating to M&E of the project and 20.6% of them had not undergone through the same training.

Figure 4.5: M&E related training undertaken



By ensuring that staffs have undertaken M&E related training with the project they manage ensures that they are able to monitor changes during project implementation, have lessons learned noted and are able to build on this lessons and come up with better M&E practices that are effective.

4.3.3 Overall competency of staffs conducting M&E

In the study out of the 79.4% of the respondent who had undergone related M&E training, 25.4% were of the opinion that staffs were very competent, 68.3% staffs

were competent and 1.6% stated that staffs were incompetent while 1.6% could not be able to rate.

Table 4.3: Overall competency of the staffs conducting M&E

Overall competency	Frequency	Percent	Valid Percent	Cumulative Percent
Very Competent	16	25.4	25.4	28.6
Competent	43	68.3	68.3	96.8
Incompetent	1	1.6	1.6	98.4
Not able to rate	1	1.6	1.6	100.0
Total	63	100.0	100.0	

Competency in staffing ensures that pertinent issues in M&E practices are well articulated to all stakeholders through knowledge transfer from staffs to the other stakeholders whom the project is working with.

4.3.4 Reasons for having competent staffs

Majority of respondents indicated that Staffs are well trained on M&E practices, however the M&E system was not regular although it is required in all donor funded project. Some staffs are very competent in conducting M&E and are well versed with M&E training and are experienced in conducting the same in other varied context. It was also agreed by many that staffs hired to manage this projects are well educated and have to undergo training before they go to the field. On supervision indications were that there is a program officer at a higher level overseeing the M&E officers in the field hence checking on work quality also staffs have set performance standards for their M&E job and have measurable indicator to measure their output. There were views that M&E team have developed M&E tools which assist the project to capture important data, they also visit project timely. To some their organization has invested in the capacity building regarding what they do and Staffs involved are fully aware of the project goal, outcomes and easily relates the project planned activities to outcome

and goals. Last staffs involved always give a report on ways to improve on project performance.

4.3.5 Adequate training on the Formulation and implementation

Table 4.4: Training on formulation and implementation

	Yes		Not		Don't know		Total	
	No.	%	No.	%	No.	%	No.	%
Frequency								
Project objectives/goals	57	90.5%	5	7.9%	1	1.6%	63	100%
Logical framework	51	81%	8	12.7%	4	6.3%	63	100%
Output and indicators determination	55	87.3%	7	11.1%	1	1.6%	63	100%
M&E Data instruments	44	69.8%	14	22.2%	5	7.9%	63	100%
Overall M&E design	43	68.3%	27	27%	3	4.8%	63	100%

4.3.5.1 Project objectives / Goals

On whether staffs involved in M&E have adequate training on formulation and implementation of M&E practices the study revealed the following: 90.5% of staffs had adequate training on project objectives, 7.9% did not have adequate training while 1.6 don't know anything. This is a strong indication that M&E practices are key in project success especially when staffs are taken through the process of goals and objectives formulation and what the intended target is all about as it enhances their awareness on project goal.

4.3.5.2 Project Logical framework

The study revealed that 81% of corresponded had adequate training on use of logical framework, 12.7% had not been adequately trained while 6.3% had no idea. The

logical framework is an M&E tool that helps project implementers know the purpose of the project, the goals, objectives, indicators, means of verification and outputs in a multi dimensional angle, hence being able to easily relate complex issues easily.

4.3.5.3 Project output and indicators determination

On output and indicators determination the study revealed that 87.3% of staffs have been adequately trained on formulation and implementation of output and indicators determination, 11.1% indicated that they were not trained while 1.6% don't know anything. Project management is about output or knowing where one is coming from and is heading to. This can be possible through proper indicator determinations during baseline survey that can easily measure the impact achieved after sometime. This can be achieved through adequate training of staffs on indicator determination.

4.3.5.4 M&E data instruments

From the study 69.8% of staffs had adequate training on M&E data instruments, 22.2% had no adequate training while 7.9% don't know anything. There is need for more training on use of M&E data instruments; this will enhance use of appropriate M&E data instruments in collection of relevant data related to the project. M&E data will guide in making an informed decision about the project, hence more emphasis should be put in this area.

4.3.5.5 Overall M&E design

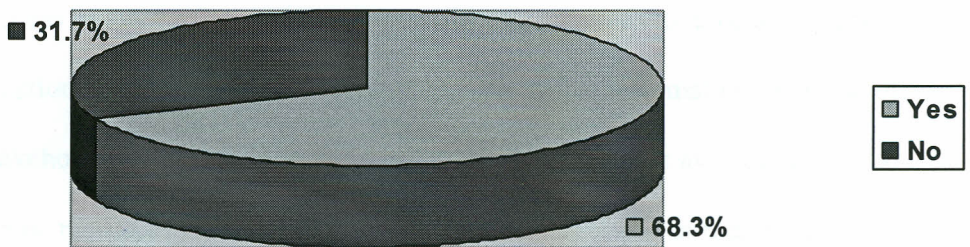
The study indicates 68.3% have adequate training, 27% have not been adequately trained while 4.8% don't know anything. More emphasis need to be put on training

staffs on overall M&E design in order to ensure effective and sustainable projects designs are adopted.

4.3.6 Design of M&E plans

The study revealed that 68.3% of staffs were aware of what is involved in the design of M&E plans, while 31.7% did not have any idea of what M&E plans are.

Figure 4.6: what is involved in the Design of M&E plans



The percentage of those who don't know is very critical and calls for measures to be put in place to build their capacity. M&E plans are key pillars in successful implementation of M&E plans and knowing them ensures that the application of M&E practices is enhanced.

4.3.7 Effectiveness of M&E adopted

On rating the effectiveness of the M&E practices the research found that 14.3% were very effective, 76.2% were effective, 3.2% were in effective while 6.3% could not be able to rate. This is very positive in ensuring that strategies adopted are effective and result oriented to the success of the project.

Table 4.5 Effectiveness of the M&E practices adopted

Effectiveness of M&E	Frequency	Percent	Valid Percent	Cumulative Percent
Very effective	9	14.3	14.3	14.3
Effective	48	76.2	76.2	90.5
Ineffective	2	3.2	3.2	93.7
Not able to rate	4	6.3	6.3	100.0
Total	63	100.0	100.0	

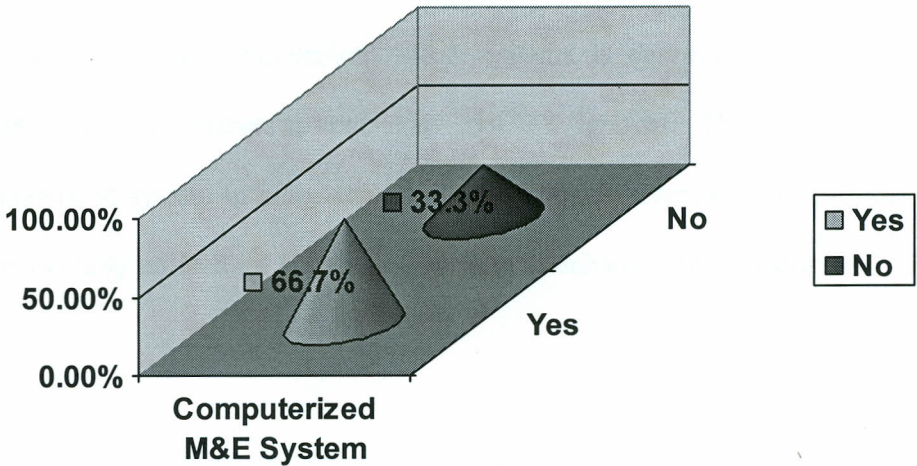
4.4 Technology Adoption

The summated results shows that respondents indicated that technology adoption enhances success of any project and any successful project needs to have it as it assist in data collection, processing and disseminating the same information in form of reports to stakeholders who use in making informed decisions. For any technology to give out results, resources invested in it will determine its results as indicated by the study findings.

4.4.1 Computerized M&E system

The study revealed that 66.7% of project had a computerized M&E system in place while 33.3% had no computerized system in place.

Figure 4.7: Computerized M&E system



The percentage of those found not to have a computerized system in place is critical, hence calling for more investment in the ICT infrastructure, again investment in ICT should not be with sophisticated technologies that also become expensive to procure and maintain it should be an affordable, easy to use and maintain.

4.4.2 Computerized M&E system delivery of goals

Out of 66.7% of those who had computerized M&E systems in place their verdict on effectiveness of this systems on delivering of the required goals was as follows: 9.5% were very effective, 81% were effective, 1.6% were ineffective while 7.9% could not be able to rate.

Table 4.6: M&E systems in terms of delivering the required goals

M&E systems delivery	Frequency	Percent	Valid Percent	Cumulative Percent
Very effective	6	9.5	9.5	9.5
Effective	51	81.0	81.0	90.5
Ineffective	1	1.6	1.6	92.1
Not able to rate	5	7.9	7.9	100.0
Total	63	100.0	100.0	

The importance of computerized M&E systems is enormous and the efficiency achieved through these systems can not be ignored. Thus those who have computerized system in place should ensure that effectiveness and efficiency of the system is fully utilized for greater results so us to enhance M&E practices.

4.4.3 M&E designs in place in project is efficient

In the study 81% of the respondent agreed that the M&E design in place were efficient in responding to core issues targeted by the project while 19% disagreed that the M&E design in place were not efficient

Table 4.7: M&E designs in place in project is efficient

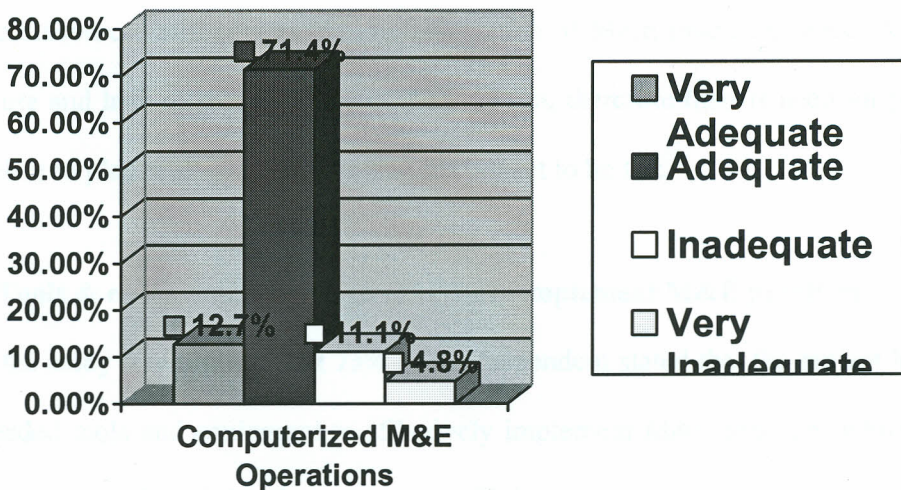
M&E designs in place	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	51	81.0	81.0	81.0
No	12	19.0	19.0	100.0
Total	63	100.0	100.0	

M&E designs are important and need to be efficient in responding to core issues targeted failure to which the intended goal and objectives will not be achieved.

4.4.3 Adequacy of computerization of the M&E operations

On adequacy of computerization of M&E operation the study found that 12.7% indicated that computerization of M&E operation were very adequate, 71.4% were adequate, 11.1% were inadequate while 4.8% were very inadequate.

Figure 4.8: Adequacy of computerization of the M&E operations



Computerized M&E operations need to be adequate so as to optimize on time on which results needed are achieved. In adequate M&E operations will results to inefficiency and waste on limited resources.

4.5 Resource Adequacy

Adequate resources should be set aside and devoted to implementation of M&E practices in order to realize the project potential, insufficient funding do lead to project failure, lack of cost control hence inhibiting project sustainability and success.

4.5.1 Resources needed to effectively achieve objective

In the study 76.2% of responded agreed that the projects that they monitor has got all the needed resources to achieve its objectives while 23.8% indicated that their project do not have enough resources to make them success.

Table 4.8: Resources needed to effectively achieve objective

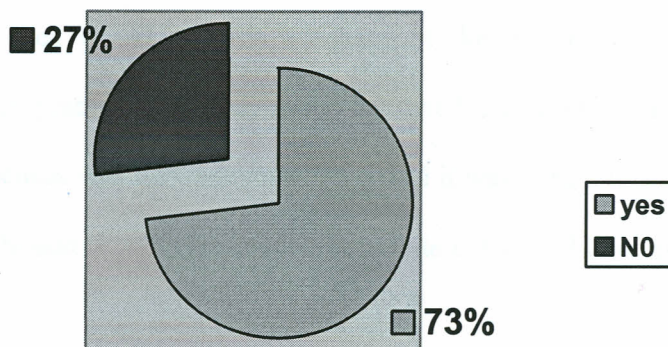
Resources	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	48	76.2	76.2	76.2
No	15	23.8	23.8	100.0
Total	63	100.0	100.0	

Limited resources will constraints implementation of M&E practices hence resulting to failure and lack of sustainability in the long run, therefore their is need for project financiers to plan with adequate funding for impact to be felt.

4.5.2 Tools & equipment needed to effectively implement M&E practices

From the study it was noted that 73% of the respondent stated that the project had all the needed tools and equipment to effectively implement M&E practices while 27% of respondent indicated that they were not sufficient.

Figure 4.9 Tools & equipment needed to effectively implement M&E practices



Tools and equipment are the necessary resources that enhance efficiency and effectiveness especially when they are needed to do large amount of physical work to effectively implement M&E practices. Hence adequate investment in physical hardware should adequately be planned with enough financial resources.

4.5.3 Adequacy of the funding from the donors

The study established that 15.9% of the funding received by projects was very adequate, 57.1% said that the funding was adequate, 22.2% said that funding was in adequate while 4.8% could not rate the adequacy of funding their projects receives.

Table 4.9 Adequacy of the funding from the donors

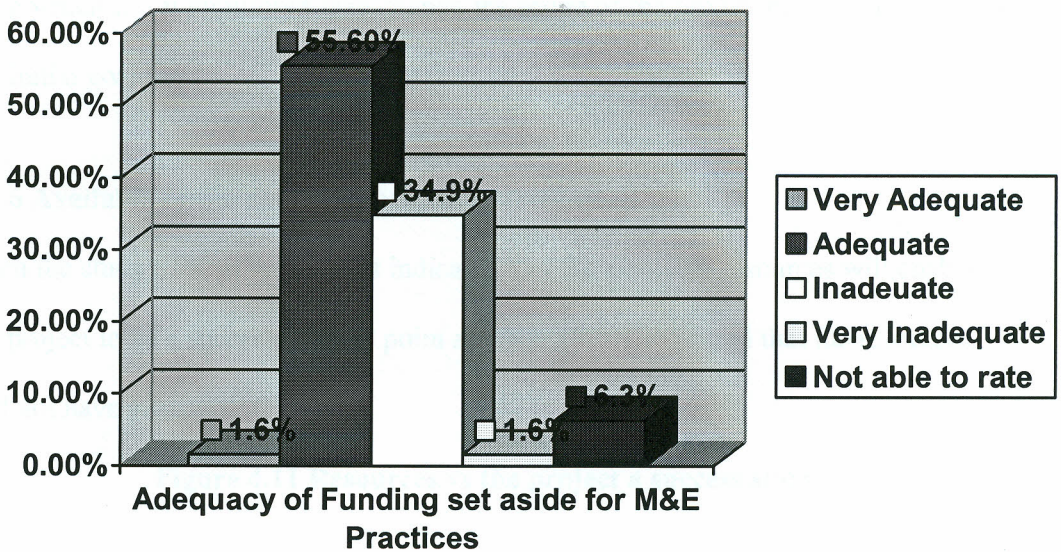
Adequacy of funding	Frequency	Percent	Valid Percent	Cumulative Percent
Very adequate	10	15.9	15.9	15.9
Adequate	36	57.1	57.1	73.0
Inadequate	14	22.2	22.2	95.2
Not able to rate	3	4.8	4.8	100.0
Total	63	100.0	100.0	

By devoting adequate resources to M&E practices ensures effective implementation of the Projects activities which ensures the achievement of the set goals.

4.5.4 Adequacy of the funding from the donors

When asked on how they would rate the adequacy of the funding set aside for implementation of M&E practices the study found out that 1.6% said that the funding set aside for M&E practices was very adequate, 55.6 said it was adequate 34.9% said it was inadequate, 1.6% said it was very inadequate while 6.3% could not be able to rate.

Figure 4.10: Adequacy funding for implementation of M&E practices



M&E practices have been found to be under funded but with the realization on how critical they are in the performance of a project, stakeholders should put in adequate funds.

4.5.5 Can available resources bring change

On whether the available resources will bring change to the beneficiaries' life 77.8% said their project intervention will bring the change while 22.2% indicated that the project could not bring the desired change.

Table 4.10 Available resources vs the needed change

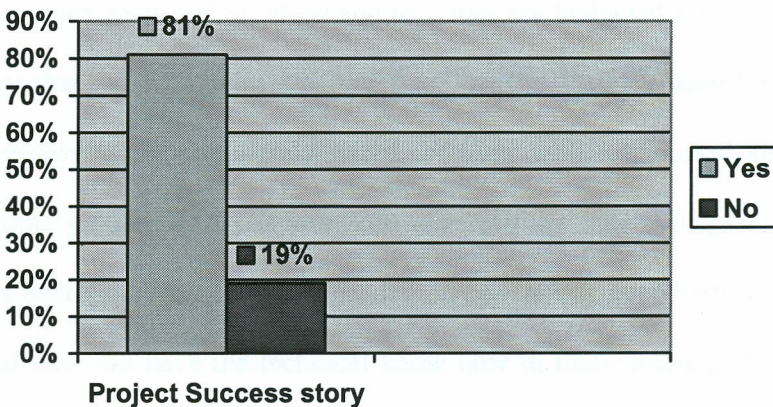
Available Resources	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	49	77.8	77.8	77.8
No	14	22.2	22.2	100.0
Total	63	100.0	100.0	

The desired change can only be achieved when the resources invested have been used on set and planned M&E practices. Usually good plans are made before a projects starts however during the life span of the project, deviations from original plans are done which if not monitored may change the scope of the project hence not achieving the initial goal set.

4.5.6 Available resources vs the project success story

From the study 81% of respondent indicated that the available resources will enable the project to be a success story to point at while 19.0% indicated that the resources will not have any impact.

Figure 4.11 Resources vs the project a success story



A success story would only be achieved once the project life cycle is complete and the project is handed over to the beneficiaries in a ceremony to mark another milestone.

Successful project will perform and generate there own income for future maintenance and sustainability.

4.5.7 Reasons for Project success

Various views were collected from the study on why the project would be successful. Projects are planned by experienced staffs who allocate adequate resources to activities. Project directly involves community participation hence ownership. The level of funding if donor conditions remain in place will make it achieve the objectives. Resources available are enough to cause an impact to the lives of children and the community at large. All requirements for a successful M&E are in place and staffs are facilitated adequately as well. The available project resources will enhance the community to fully participate in the implementation, monitoring and evaluation of the project. Based on planned activities resources are enough. Funding is enough to fully accomplish the targets and also do follow ups for sustainability. Resources are limited to the project area hence consolidating interventions. Despite the resources not being enough the project done will be like a learning resource centre. Funds are given as per set goals and all plans and activities are budgeted for, reviewed to take care of any changes. Resources committed are pegged against planned activities. The project approaches are community based working with established structures like CBOs, farmer groups and IGAs to ensure sustainability. The ability of the project to change the beneficiaries is highly depended on beneficiary cooperation. Knowledge is power and once we have the technical know how in implementing the project then we are able to succeed. More resources and time is of essence for such a transformation to take place. Collaboration and networking enhances pooling resources to achieve more. Activities are planned on budget available. Based on the principle of breakeven and profit loss analysis, then attaining of the goal will be possible. The project has

great potential in attaining the set objectives and impacting positively on the community. Resources are always limited but with maximization of the available resources and commitment it is possible. Timely availability of resources will bring about the success of the project.

4.5.8 Reasons against Project success

Various respondents indicated that the project will not succeed because of the following reasons: Inadequate resources limit full implementation of the set goals and hence tend to hinder the possible success of the project. Even though the funding is adequate, it is not to that extent of facilitating all the intended by the project. Available resources not adequate because needs of the people are enormous. The funding level/ budget may not be enough for all resources. They don't involve other stakeholders from initial implementation and M&E.

4.6 Donor Policies

Donor policies have been known to influence project decision making processes and this has always had an impact on the project implementation, failure to understand and comply with these policies usually compromise the project implementation.

4.6.1 Donor policies vs M&E practices

From the study respondent when asked whether donor policies have the right M&E practices for addressing issues affecting the beneficiaries 87.3% said yes while 12.7%.

Table 4.11: Donor policies vs M&E practices

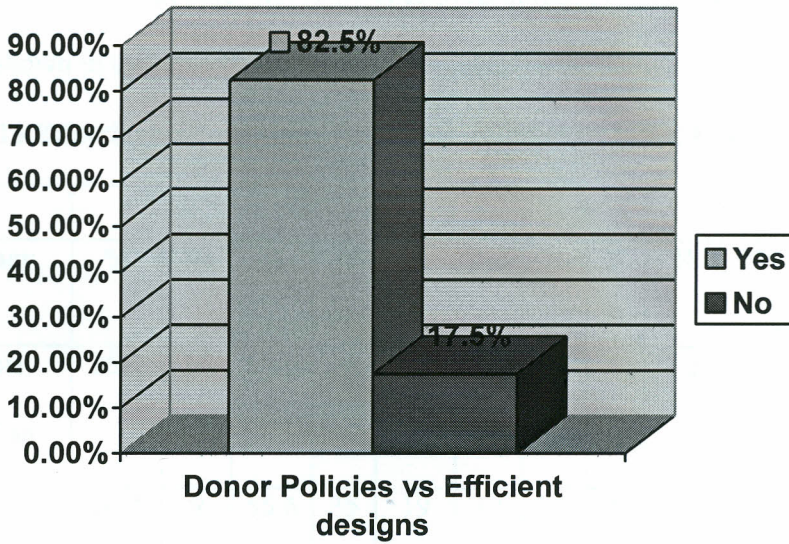
Donor policies	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	55	87.3	87.3	87.3
No	8	12.7	12.7	100.0
Total	63	100.0	100.0	

Donors being the main sources of funding for these projects, their influence will be felt in the policies that they will invoke for adoption in implementing M&E practices successfully.

4.6.2 Whether the existing donor policies have efficient designs

Again 82.5% of respondent in the study indicated that donor policies had efficient designs in responding to core issues targeted by the project while 17.5% indicated that the donor policies were not efficient.

Figure 4.12: Donor Policies vs. Efficient designs



An efficient design ensures that ultimate results are achieved with minimal bureaucracy and stringent or retrogressive rules during decision making.

4.6.3 Current donor policies on M&E vs project success

On whether the current donor policies on implementation of M&E practices could bring a success story to point at 82.5% said Yes while 17.5% said No.

Table 4.12: Current M&E Donor policies vs Project success story

Success Story	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	52	82.5	82.5	82.5
No	11	17.5	17.5	100.0
Total	63	100.0	100.0	

Donor policies at times they can be very retrogressive to the success of a project especially when the beneficiaries are not actively involved hence there is need for the policy makers to ensure conclusiveness of all stakeholders at all levels during decision making and implementation of M&E Practices.

4.6.7 Effectiveness of Donor Policies in relation to M&E Practices

The following donor policies normally employed during project implementation were rated as shown in the table below by the respondent in the study.

Table 4.13 Effectiveness of Donor Policies in relation to M&E Practices

	1		2		3		4		5		No	%
	%	No	%	No	%	No	%	No	%	No		
Contracts Preparation	25.4	16	55.6	35	14.3	9	1.6	1	3.2	2	63	100%
Duration of Funding	14.3	9	55.6	35	19	12	7.9	5	3.3	2	63	100%
Donor Planning Horizon	7.9	5	61.9	39	20.6	13	4.8	3	4.8	3	63	100%
Operation & Maintenance costs	14.3	9	50.8	32	27	17	3.2	2	4.8	3	63	100%

4.6.8.1 Contracts

The study revealed that 25.4% of respondent indicated that contract preparation was very effective, 55.6% was effective, 14.3% said it was ineffective, 1.6% saw them being very ineffective while 3.2% did not know anything. Contracts preparation defines the rules of engagement between various parties and their obligation there on. The processes of preparing these contracts should be effective so as not to allow for room where parties can maneuver and negates on their responsibilities hence hindering the performance of M&E practices.

4.6.8.2 Duration of Funding

On duration of funding, 14.3% of respondent indicated that the duration of funding was very effective, 55.6% was effective, 19.0% said it was ineffective, 7.9% saw them being very ineffective while 3.2% did not know anything. Duration of funding entails time taken for funds to be send to the projects, if longer duration that are irregular are adopted, this will hinder confidence in the stakeholders involved in implementing M&E practices. Hence regular funding duration should be adopted.

4.6.8.3 Planning horizon

The study revealed that 7.9% of respondent indicated that planning horizon was very effective, 61.9% was effective, 20.6% said it was ineffective, 4.8% saw them being very ineffective while 4.8% did not know anything. For any impact to be felt with M&E practices the planning horizon has to be more than four to five years so as to allow time for re assessment and review of the M&E practices hence improving on their effectiveness.

4.6.8.4 Operation and Maintenance

14.3% of respondent in the study indicated that the operation and maintenance cost was very effective, 50.8% was effective, 27.0% said it was ineffective, 3.2% saw them being very ineffective while 34.8% did not know anything. Operation and maintenance cost have to be adequately budgeted in the project this cost usually involve maintenance of capital assets to take care of wear and tear and replacements of worn out parts.

4.6.9 Overall donor policies in relation to implementation of M&E practices

The overall effectiveness of existing donor policies in relation to implementation of M&E practices were rated as follows in the study: 3.2% indicated that they were very effective, 81.0% were effective, 9.5% ineffective while 6.3% were not able to rate.

Table 4.14 Overall donor policies vs implementation of M&E practices

Donor Policies	Frequency	Percent	Valid Percent	Cumulative Percent
Very effective	2	3.2	3.2	3.2
Effective	51	81.0	81.0	84.1
Ineffective	6	9.5	9.5	93.7
Not able to rate	4	6.3	6.3	100.0
Total	63	100.0	100.0	

Donor policies have a significant influence on implementation of M&E practices and failure to follow them as outlined in the rules of engagement can lead to in effectiveness in implementing the M&E practices.

4.6.10 Strategies donor agencies can adopt to enhance M&E practices

The following strategies were collected by the study on strategies donor agencies can adopt to enhance M&E practices. M&E plans should be developed with all stakeholders so as to enhance ownership. Planning of donor funded project should be done in a holistic manner from a bottom up approach; every one should be brought on board. Set time frames for M&E for each project either monthly, quarterly etc to monitor the projects for easy review and evaluation. Emulate participatory implementation. Employ effective, timely practices of M&E. Allocation of more resources to M&E designs. All projects should have an M&E staff as M&E is a full time activity. Timely funding by donor to be emulated. Close partnership between donor and implementers. Have the right professional to run M&E practices docket.

4.6.11 Recommendation on improving M&E practices

The following recommendations were suggested by respondent in the study. Project in Kenya should adopt best practices that can be reciprocated. M&E tools should integrate donor needs and needs of the community. Project should run for a considerable period to allow measurement on real impact. Reporting tools should consider beneficiary interest. Engaging of other successful project implementers in strategy formulation of M&E. Project should adopt M&E designs that have worked well with other projects. Funds to be set aside for awareness creation on the importance of M&E. Conduct impact assessment. Revision of M&E practices in place to fit the context. Computerization of M&E by all actors, investing in IT at the community levels. Strengthen M&E practices in all the projects by allocating substantial resources. M&E practices should be inline with activity implementation. M&E objective should be clearly spelt out to staff. M&E should be adapted to the host situation and consideration for local indigenous knowledge to be included. M&E practices should be encouraged for the success of the project and at the same time the reports and ways of improving the projects be discussed with project implementers. Integrate donor and local strategies on M&E practices. Use external evaluators to evaluate existing M&E practices and critique them. Carry out frequent M&E on projects. Balance well between M&E staffs vs activities planned.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter discusses in brief the overall findings of the study in relation to various factors (staff competency, donor policies, technology adoption and resources adequacy) and how they affect the effective implementation of M&E practices in donor funded projects in Kenya. The chapter also conclusively highlights areas that can be strengthened such as staff competency, technology adoption and donor policies in order to enhance overall effectiveness of M&E practices in projects. Lastly, recommendations are suggested on areas that can be further explored in future to enhance effective adoption of M&E practices in other projects in the country.

5.2 Summary of the findings

This section presents the summary of the findings and discussions of the study in relation to factors influencing effective implementation of M&E practices in donor funded project in Kenya.

5.2.1 Background information

The findings are categorized into the following factors: staff competency, technology adoption, resources adequacy and donor policies. These factors have been found to have influence on effective implementation of M&E practices in donor funded projects and its in this sections that a discussion is made.

5.2.2 Staff competency

The findings indicated that the respondents extremely agreed that staff competency was a major factor in determining the success of any effective implementation of M&E practices in any project. On frequency staff undergoing any related training on M&E of project/ interventions was 96.8% of respondents having undergone training. 79.4% of respondents strongly agreed to have undertaken M&E training on the project they were implementing and they highly believed that 25.4% of the staffs were very competent while 68.3% greatly believed that the staffs were competent to handle M&E matters on the project.

On whether staffs involved in M&E have adequate training on the formulation and implementation of: project objectives / goals, logical frame work, output and indicators determination, M&E data instruments and last overall M&E design 90.5%, 81.0%, 87.3% 69.8% and 68.3% respectively highly agreed that staffs are trained on formulation and implementation of this principles. On the awareness of what is involved in the design of M&E plans 68.3% highly agreed to be aware of what is involved. The effectiveness of the M&E practices adopted in projects done by respondents was gently rated at 14.3% to be very effective while it was greatly rated at 76.2% to be effective.

On how staff competencies influences implementation of M&E practices in donor funded projects in Turkana district. The researcher found out that staff competency was catered for through various training done at the project level in order to impart staffs with skills, knowledge and various competencies that will ensure effective

implementation of M&E practices, hence respondents highly agreed that staffs whose mandate was to conduct M&E practices on the projects to be at 25.4% very competent and 68.3% as competent. This is in line with observations by (Eggers, 1998) that the processes/activities of M&E require high levels of skills and competencies from both the project staff and the implementers, the focus on Capacity Building of the project staff ensures a workforce with appropriate skills to promote participatory and sustainable implementation of the project this indirectly empowers the community to be more analytical about their situations, resources and develop appropriate interventions, to address their challenges

Accordingly projects in Turkana district have realized that capacity building is a contributing factor to effective implementation of M&E practices with 96.8% of respondent exceedingly having undergone training related to M&E so as to improve on their competency to adapt to changing environment. Additionally 79.4% of the respondent strongly agreed that M&E was done on the project they were implementing at various point in time which was a good practice. This finding is in line with the (Akroyd, 1995) who asserts that monitoring and evaluation are particularly important practices to any project since it allows an ongoing review of project effectiveness, a key ingredient being to monitor the various factor and to establish checkpoints at appropriate intervals during and after project implementation.

5.2.3 Technology Adoption

The respondents highly agreed that technology adoption in implementing effective M&E practices is crucial in ensuring that information capturing, processing and disseminating is done on time and in a cost effective manner hence 66.7% had their

project computerized with M&E system in place. The respondent from the study also indicated that the M&E systems in terms of delivering the required goals were weakly rated at 9.5% to be very effective and robustly at 81% to be effective. On whether M&E designs employed by projects were efficient in responding to core issues targeted in the projects 81% powerfully said yes the designs were effective. The adequacy of computerization of the M&E operations in individual projects was calmly rated by respondents at 12.7% to be very adequate and greatly rated at 71.4% to be adequate.

The researcher in finding out the extent to which technology adoption affect implementation of M&E practices in donor funded project in Turkana district. The researcher found out that having a computerized M&E system in place ensures effectiveness in M&E systems to deliver required goals, with M&E designs that respond to core issues targeted by the project to beneficiaries effectively. From the study 66.7% highly indicated that their project had computerized M&E system in place, the M&E designs employed were powerfully effective. This findings agrees with (Borgmann, 2006) that appropriate quality of technology is crucial to the success of any project, to promote sustainability the technology to be transferred must be selected on the basis of its appropriateness in terms of technical and financial criteria, plus social, gender and cultural acceptability, the quality of any asset or piece of infrastructure will have direct bearing on its economic life, the longer it lasts, the more sustainable the resulting benefits, however, the appropriate level of quality must be assessed against a number of criteria, considerations should include: user expectations and acceptance; costs and benefits.

5.2.3 Resource Adequacy

The research findings indicated that most of the project at 76.2% had all the needed resources to effectively achieve its objective. In regards to having all the tools and equipment needed to effectively implement M&E practices 73% mainly agreed that the project had them. The adequacy of the funding received from donors for the project was slightly rated at 15.9% to be very adequate and generally at 57.1% to be adequate. The study also found that the funding set aside for implementation of M&E in this project was a little at 1.6% very adequate and generally at 55.6% adequate.

The respondents strongly agreed that at 77.8% the available resources will enable the project to bring the needed change to the beneficiaries, again at 81% they robustly agreed that the available resources will enable the project to be a success story to point at.

The researcher while assessing the effects of resource adequacy on the implementation of M&E practices in donor funded projects in Turkana district. The researcher found out that out of the sixty three respondent under study mostly indicated that at 76.2% that the project they were implementing had all the needed resources to effectively achieve their objectives and that this resources received from donors were slightly very adequate at 15.9% of and generally adequate at 57.1% hence ensuring that adequate funding was available. 77.8% of respondent highly indicated that the available resources for that project could bring change to beneficiaries. This finding agrees with (Jack and Samuel, 2006) that adequate funding need to be devoted to implementation of M&E practices for its potential to be realized in a project, insufficient financing is a major factor in poor maintenance which, in turn, is often cited as a reason for project failure. Again the finding agrees with

(Gasper, 1999) that the financing process, such as raising and maintaining adequate funds for project activities, is clearly of critical importance to the progress of a project.

5.2.4 Donor Policies

The research findings indicated that 87.3% of respondents highly agreed that donor policies had the right M&E practices for addressing issues affecting the beneficiaries. Furthermore 82.5% of the respondent exceedingly indicated that the existing donor policies had efficient design to responding to core issues targeted by the project. Again from the study 82.5% of respondent greatly agreed that the current donor policies on M&E will enable this project be a success story to point to. The study indicated that on contract preparation, duration of funding, donor planning horizon and operation and maintenance costs were rated to be calmly very effective at 25.4%, 14.3%, 7.9%, and 14.3% respectively while they were rated to be average at 55.6%, 55.6%, 61.9% and 50.8% to be effective respectively. With overall effectiveness of existing donor policies in relation to implementation of M&E practices 3.2% of respondent indicated that the policies were slightly very effective while 81.0% highly rated the policies to be effective.

The researchers findings on the extent to which donor policies affect implementation of M&E practices in donor funded projects in Turkana district the following was noted. On whether the existing donor policies have rights M&E practices for addressing issues affecting the beneficiaries; 87.3% of respondents highly agreed that they had and also on efficient designs 82.5% of respondents highly agreed on the same, and that issue to do with contracts preparation, duration of funding, donor

planning horizon, operation and maintenance costs were strongly effective hence positively influencing the performance of projects.

5.3 Conclusions

The study concluded that factors influencing effective implementation of M&E practices such as staff competency, resource adequacy, technology adoption and donor policies play a pivotal role in determining the performance and success of donor funded project in Turkana district. Staff competency as a factor has tremendous effect on how effective M&E practices will be successful to a project as it is through these trainings that relevant skills and other M&E gaps are addressed to staff in order to increase their understanding and project performance. Technology adoption need not to be complicated but must be selected on the basis of its appropriateness in terms of technical and financial criteria plus social, gender and cultural acceptability. In resource adequacy donors have ensured that adequate funds are set aside for project implementation because it is from this basis that project can be able to have an impact on the beneficiaries. However, there is need for donors to consider setting aside adequate funding for implementation of M&E practices in this project in Turkana district, this will go hand in hand in ensuring that proper M&E can be achieved. Donor policies adopted by project in Turkana districts have right M&E practices for addressing issues affecting the beneficiaries in this area. Although there is need to address issues like contracts preparation, duration of funding, donor planning horizon, operation and maintenance cost as they impact negatively on effective implementation of M&E practices. There is need to consider faster preparation of contracts, increase donor planning horizon so that projects can be planned in long term period instead of in short term period of one or two years. This is due to the fact that since new

technologies are being adopted it takes time for beneficiaries to change due to resistance of new idea imparted to them. Operation and maintenance cost should also be considered policy wise to.

Accordingly, the following specific conclusions can be drawn from the study; there is a shared need for proper understanding of M&E practices in donor funded project. It is also evident from respondents in projects in Turkana district have undertaken relevant training relating to M&E practices, with most of the respondent at 96.8 having undertaken a training. However, although training enhances better understanding of what is involved in M&E practices, it was observed that training alone does not guarantee full project monitoring i.e. from the study only 79.4% of respondent indicated that their project undertake M&E on their projects.

5.5 Recommendations

The following recommendations for application and further research are made.

5.5.1 Recommendations for Application

- Although staff competency had been enhanced through various training by donor funded projects, there is need to focus on training that will enhance the overall level of competency that will ensure that staff understands what is involved in the design of M&E plans that is the basis of M&E Practices hence use the knowledge gained to transfer it to the field for effective implementation of M&E practices.

- On the technology adoption, donor funded project should ensure that the technology adopted is relevant, affordable, acceptable and user friendly. This will ensure efficient responses to core issues targeted by the project.
- With resources adequacy, the study further recommends that adequate funding should be set aside for effective implementation of M&E practices as it is through this system and structure that information will be processed to compare previous, current issues and project future interventions.

5.5.2 Recommendations for Further Research

- The study also recommends that donor policies should ensure that feedback from the previous application of the policies are reviewed and adopted for better performance of M&E practices, rigidity in donor policies should be done away with.
- The researcher suggested that a survey should be carried out in other districts of Rift Valley Province to establish whether factors influencing effective implementation of M&E practices in donor funded project in those districts.
- There is need to assess how other factors such as government roles, climatic factors and international roles influence effective implementation of M&E practices.

5.6 Limitations

The study did not come without challenges. To start with, it was very difficult to trace the main staffs who had the real information from their Project offices as most of them spent about 80% of their time in the fields hence patients and severance was required. Some responded needed more clarifications on terms used in the

questionnaire for them to understand the questions asked and be able to answer effectively. The district is very vast and has security challenges which required hiring of security escort to various project offices hence an additional cost to the researcher. Some respondents had to be reminded through calls to complete the questionnaire; however most of them were willing to give more information that could be used for future project design.

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Appendix I: Questionnaire for Project Staff

Serial No.....

The questionnaire is meant to collect information on the factors affecting implementation of monitoring and evaluation practices in donor funded projects in Kenya. A case of Turkana District. Kindly answer the questions by writing a brief statement or ticking in the boxes provided as will be applicable. The information provided will be treated as strictly confidential and at no instance will your name be mentioned in this research.

SECTION ONE: DEMOGRAPHIC INFORMATION

1. Gender of the respondent:

- 1) Male
- 2) Female

2. Respondents position:

- 1) Project Manager
- 2) Administrator
- 3) Accountant/Finance manager
- 4) System Administrator/IT Personnel
- 5) Others (specify).....

3. Indicate your Age Category:

- 1) Below 20 years
- 2) 20-29 years
- 3) 30-39 years
- 4) 40-49 years
- 5) Above 50 years

4. How long have you been working on this project?

- 1) Less than 6 months
- 2) Between 6 months to 1 years
- 3) Between 1-3 years
- 4) Between 3-5 years
- 5) Above 5 years

5. What is your highest level of education?

- 1) Primary
- 2) Secondary
- 3) Tertiary College
- 4) Undergraduate
- 5) Postgraduate
- 6) Other (specify)

6. Who are the major sources of income for this project?

- 1) Local fund raising
- 2) NGO/CBOs funding
- 3) Self sustenance
- 4) Government funded
- 5) Others (Specify).....

7. Does this project have a clear vision and mission in place?

- 1) Yes
- 2) No

8. Have you undergone any training related to the job you do in this project?

- 1) Yes
- 2) No

Section Two: Factors Affecting Implementation of M&E practices

9. Have you undergone any training related to monitoring and evaluation of projects/interventions?

1) Yes

2) No

10. (a). Is monitoring and evaluation done on this project?

1) Yes

2) No

b). If yes above, how would you rate the overall level of competency of the staff conducting monitoring and evaluation in this project?

3) Very competent

4) Competent

5) Incompetent

6) Not able to rate

c). Explain your answer?

11. In your view, do the staffs involved in M&E staff have adequate training on the formulation and Implementation of the following?

		Yes	Not	Don't know
a)	Project objectives/goals			
b)	Logical framework			
c)	Output and indicators determination			
d)	M&E Data instruments			
e)	Overall M&E design			

12. Are you aware of what is involved in the design of M&E plans?

- 1) Yes
- 2) No

13. How would you rate the effectiveness of the M&E practices adopted in this project?

- 1) Very effective
- 2) Effective
- 3) Ineffective
- 4) Very ineffective
- 5) Not able to rate

14. (a). Does this project have a computerized M&E system in place?

- 1) Yes
- 2) No

(a). If yes above, how would you rate the effectiveness of the M&E systems in terms of delivering the required goals?

- 3) Very effective
- 4) Effective
- 5) Ineffective
- 6) Very ineffective
- 7) Not able to rate

15. Are the M&E designs in place in this project efficient in responding to core issues targeted by the project?

- 1) Yes
- 2) No

16. How would you rate the adequacy of computerization of the M&E operations in this project?

- 1) Very adequate
- 2) Adequate
- 3) Inadequate
- 4) Very inadequate

17. Does this project have all the needed resources to effectively achieve its objectives?

- 1) Yes
- 2) No

18. Does this project have all the needed tools and equipments needed to effectively implement M&E practices in this project?

- 1) Yes
- 2) No

19. How would you rate the adequacy of the funding that you receive from the donors for this project? x

- 1) Very adequate
- 2) Adequate
- 3) Inadequate
- 4) very inadequate
- 5) Not able to rate

20. How would you rate the adequacy of the funding set aside for implementation of M&E practices in this project?

- 1) Very adequate
- 2) Adequate
- 3) Inadequate
- 4) very inadequate
- 5) Not able to rate

21. In your view, do you think the available resources will enable the project to bring the needed change to the beneficiaries?

- 1) Yes
 - 2) No
- x

22. (a). In your view, do you think the available resources will enable this project to be a success story to point to? v

- 1) Yes
- 2) No

(b). Explain your answer

23. Do the existing donor policies have the right M&E practices for addressing issues affecting the beneficiaries?

1) Yes

2) No

24. Do the existing donor policies have efficient designs to responding to core issues targeted by the project?

1) Yes

2) No

25. Do you think the current donor policies on M&E will enable this project be a success story to point to?

1) Yes

2) No

26. How would you rate the effectiveness of the following donor policies in relation to implementation of M&E practices in this project? Rate as follows; 1= Very effective, 2 = Effective, 3 = ineffective, 4 = very ineffective, 5 = Do not know

		1	2	3	4	5
a)	Contracts preparation					
b)	Duration of funding					
c)	Donor Planning horizon					
d)	Operation and maintenance costs					

27. How would you rate the overall effectiveness of existing donor policies in relation to formulation and implementation of M&E practices in this projects

1) Very effective

2) Effective

3) Ineffective

4) Very ineffective

5) Not able to rate

28. In your own opinion, what strategies can donor agencies adopt to enhance the adoption of M&E practices in donor funded projects in Kenya?

29. What recommendations would you make to help improve the formulation and implementation of M&E practices in donor funded projects in Kenya?

THANKYOU FOR YOUR RESPONSES

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