FACTORS INFLUENCING PERFORMANCE OF MONITORING AND EVALUATION SYSTEMS IN NON-GOVERNMENTAL ORGANIZATIONS: CASE OF NGOS IN NAIROBI COUNTY.

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DECLARATION

I, the undersigned declare that this research project is my original work and has never been presented to any other university or institution for academic credit.

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This project is submitted with my approval as the university supervisor

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This project is submitted with my approval as the chairperson of Management Science department.

Signature.. DATE...22/08/2012...........

MS GLADYS KIMUTAI

DEDICATION

I dedicate this work to my husband John Bosco and my children Martin, Michael, Malcolm and Melissa as an inspiration to scale great heights in education.

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ABSTRACT

The research project was an investigation of the factors influencing the performance of monitoring and evaluation systems in NGOs. One of the distinctions between developed countries and the developing countries is the performance of their public sectors. Developed countries are known to have systems that track performance to ensure that citizens get value for their contributions in form of taxes. Result based M and E system provides crucial information about public sector performance in terms of flow of services and activities, compliance with laws, guidelines among others. Kenya among other counties is implementing the MDGs and the more recent ambitious Vision 2030. To achieve vision 2030, the government has identified three pillars namely; economic, social and political sectors through which flagship projects and programs are being implemented. It has become a norm other than exception to hear of scandals in various sectors. With effective M and E systems in place, these unfortunate incidences could be avoided. It was against this background that the researcher sought to investigate the factors that influence performance of M and E systems. The objectives of this study were to find out the extent to which the number of staff, governance structures and level of funding M and E activities availability of indicators among others affect the performance of projects, programs and policies. The researcher employed the use of exploratory study to investigate the above factors. The sample size for this study was 30 Non-Governmental Organization operating in Nairobi. The sampling frame was the list of all Non-Governmental Organizations working in Nairobi. The data used was collected using questionnaires targeting project managers. The data collected was analyzed using descriptive statistics with the aid of SPSS package. The results were presented in tables, bar graphs and pie charts. The study established that number of M and E staff affected the performance of M and E, whereby, the more the number of staff the better the performance. In addition, good governance structures were found to impact on the M and E performance positively. Moreover, more funding to the M and E activities increased the performance. Finally, the adopted tools for evaluation which were found to be interviews and questionnaire as well as proper indicators impacted positively on the performance of the M and E.

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OPERATION DEFINITIONS OF SOME TERMS

Performance refers to the accomplishment of a given task measured against present standards of accuracy, completeness, cost and speed.

Monitoring is the continuous tracking of project by way of collecting and analyzing data as the project progresses. It is the systematic process of collecting and analyzing information to track the efficiency of an organization in achieving its goals. Monitoring provides regular feedback that helps the organization track costs, personnel, and implementation time, and organizational development, economic and financial results to compare what was planned to the actual performance.

Evaluation is the process of determining the worth or significance of an activity, policy or program. It is the systematic and objective assessment of the ongoing or completed projects in terms of design, implementation and results in order to judge issues such as project/programme relevance, effectiveness, efficiency, impact and sustainability

Indicators. These are measures used to demonstrate changes in certain conditions or results of an intervention.

Effectiveness. M & E doing the right thing at the right time to enable the project meet the objectives.

LIST OF ACRONYMS AND ABBREVIATIONS

ADB	- African Development Bank
D.o.F	- Department of Defense
ICRC	- International Committee of the Red Cross.
KCOP- MFDR	- Kenya Community of Practice on Managing for Development
M&E	- Monitoring and Evaluation
MDG	- Millennium Development Goals
MED	- Monitoring and Evaluation Directorate
MoF	- Ministry of Finance
NIMES	- National Integrated Monitoring and Evaluation System
OECD	- International Organization for Co-operation in Evaluation
RRI	- Rapid results initiative
T. o .R	- Terms of Reference
UNDP	-United Nations Development Programme
WB	- World Bank

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

Project management is that discipline that employs skills and knowledge to achieve project goals through various project activities. It involves controlling costs, time, risks, project scope, and quality through project management processes .Project management includes the functions such as Planning, organizing, coordinating, leading, motivating and controlling. Planning the project refers to establishing the project life cycle. Organizing is determining and arranging resources such as personnel, equipment, materials, facilities and finances. Coordinating involves putting work and resources in proper sequence and assigning the right people to the right job. Controlling involves evaluating project progress and, when necessary, applying changes to get it to back on track (Smith, 2003).

Most projects undergo a life cycle consisting of five phases namely; conception, definition phase, planning and organization, implementation phase and finally, the clean-up phase. The conception phase is the stage during which the project idea germinates. The definition stage is where the project rules and guidelines are laid down in terms of the objectives, inputs, activities, outputs and outcomes and the time lines. Planning and organization stage ensures that the project takes off smoothly. It is at this stage that resources are assembled. Implementation is execution of all activities that make up the project. Project clean-up is the stage where the project is handed over to the consumers /beneficiary (Sang, 2008).

Performing these functions in an organized framework of processes is the job of the project manager (PM). Projects rarely succeed by themselves. They must be planned and executed. Projects must have specific support from management, general support from the organization, and appropriate participation from the customer. To be successful, projects must also have a responsible and empowered manager to drive, direct, and monitor them. The main project driver is the Project Manager. The selection of a PM has a major effect on project success. The PM should have the skills, knowledge, and personality necessary to bring the project to fruition. In addition to these traits, the PM must be given the level of responsibility and authority necessary to perform the job. The PM's actual role depends on the structure of his/her organization, which can be function-oriented, project-oriented, or some type of matrix in between. In a heavily project-oriented organization, the PM may have relatively unlimited authority, answering only to upper management. At the other end of the spectrum is an organization that manages by functional structure, the PM must deal with functional managers as equals, or possibly even superiors, and negotiate for resources. Most organizations fall somewhere in between these two extremes (Smith, 2003).

Monitoring and evaluation M & E falls under the control function of project management. Monitoring Provides regular feedback that helps the organization track costs, personnel and implementation time, organization development, economic and financial results to compare what was planned to actual performance. Evaluation is a systematic and objective assessment of the ongoing or completed projects in terms of design, implementation and result in order to judge issues such as project / program relevance, effectiveness, efficiency, impact and sustainability (OECD, 2002).

M & E should be taken to account at the design stage of the project life cycle. This is where the M & E plan is formulated. It is the fundamental document which details the program's interventions to achieve the objectives and describes the procedures that will be implemented to determine whether or not the objectives were achieved. The plan shows how the expected results of a program relates to its goals and objectives, describes the data required, how it will be collected and analyzed and how the resulting information would be used (Owour, 2009).

There are five stages in the evaluation design process. The first stage is planning for the evaluation. This stage clarifies the scope of the evaluation. It is at this stage that the main purpose of the evaluation is identified, that is; theory of change is determined and the assumptions underlying it are developed and determined. The second stage is designing the evaluation. This involves coming up with a design matrix .This design should be discussed by various stakeholders to avoid surprises. It also helps in determining resources available for the evaluation such as budget for consultants and travel mix and the competences of the team. It is at this stage that data collection strategy including instruments and sampling methods is determined (Linda, 2009).

The third stage is the actual conducting of the evaluation. It involves testing the methodology, training the data collectors, gathering the data, data analysis and formulating the findings. The fourth stage is reporting the evaluation findings. It involves the following activities: Identifying the major findings and themes; that is, what works, what does not work and what needs improvement, writing the report, briefing the client, the program officials and key stakeholders on findings and statements of facts and make corrections. It is also at this stage that the program officials are allowed to review and comment on the draft report. Clear and specific recommendations indicating who should do what and when based on the evidence from the findings are developed (Freeman, 2003).

The final stage is dissemination and follow-up on the evaluation findings. It includes determining the recipients of the report. It also involves conducting workshops in which lessons and mechanisms for sharing are identified. Follow up on formal recommendations to determine implementation is planned. Further dissemination through professional organizations and journals also can be done. For the purpose of this research project, monitoring and evaluation encompasses the activities identified in the various stages of evaluation (Morra et al, 2009).

1.1.1 Non-Governmental Organizations in Kenya.

A non-governmental organization (NGO) is any non-profit, voluntary citizens' group which is organized on a local, national or international level. Task-oriented and driven by people with a common interest, NGOs perform a variety of service and humanitarian functions, bring citizen concerns to Governments, advocate and monitor policies and encourage political participation through provision of information (NGO Act,1990).

Some are organized around specific issues, such as human rights, environment or health. They provide analysis and expertise, serve as early warning mechanisms and help monitor and implement international agreements. Their relationship with offices and agencies of the United Nations system differs depending on their goals, their venue and the mandate of a particular institution.

The growth of NGOs can be traced back to post independence. The point of focus was on natural calamities such as floods and famine. This saw many of foreign relief agencies and local voluntary organization start their operations. Their scope expanded to community development to address the root cause of these problems (Nasimiyu, 2009).

The NGOs in Kenya drew much of the local strength through the 'harambee' motto propagated by the first president of Kenya the late Jomo Kenyatta. Communities mobilized themselves to contributing towards such efforts like building local schools, health clinics, water wells cattle dips and later village polytechnics.

A new wave of famines in the 1980s saw more NGOs starting and existing ones expand their scope. Since then the number of NGOs has increased from 120 in 1970, 478 in 1980 and 4500 by 2007 (NGO council, 2007).in Nairobi alone, the NGOs registered with the NGO coordination board are 2686 (NGO Co-ordination board, 2012).

Most of the NGOs specialize on search areas as health, education, rehabilitation, environment democracy, employment creation, humanitarian relief, water and sanitation, capacity building, minorities, human rights among others. Project activities in the area of health include voluntary counseling services, provision antiretroviral medicines, mother to child health care food and nutrition among others. Area of water and sanitation include constructing toilets and boreholes, free installation of water tanks in schools and hospitals or where the water scarce etc (DPMF, 2009).

Activities in the education sector include construction of schools and equipping laboratories and libraries, payment of fees for orphans, de-worming of students, donating learning materials among others .Capacity building involves efforts training communities in different skills such as farming, handicraft, knitting, tailoring, bee-keeping among others (Nasimiyu, 2009).

Some of these NGOs also derive their funds from other international organizations such as USAID, Action aid and Pathfinder among others. This means therefore they serve two masters. That is, the consumers of the project results and the donors. It follows that the monitoring and evaluation is hence geared to satisfying donors more than for internal mechanism. This notwithstanding, the benefits of monitoring and evaluation cannot be overemphasized.

Nongovernmental organizations have also not been spared criticisms. These range from corruption to undemocratic governance structures which breed corruption. This possibly emanates from the relaxed legislation procedures. Many critics see the aid as booming business. As Africa's crisis has deepened and its problems have multiplied, so the number of foreign NGOs has risen. There were a few hundred in the 1960s. There are thought to be well over 25,000 today, their staff swelling the continent's army of outsiders. They don't come cheap. An estimated US $4 billion is spent annually on recruiting some 100,000 expatriates (Holman, 2009).

The result is that there are more foreigners working on development issues in Africa than there were in the 1950-1970s era of independence. They are helping to run everything from ministries to mines, working as behind-the-scenes policy-makers or performing heroics on the frontline in the battle against poverty. This in itself need not be cause for concern, were it not for another fact: as foreigners go in to take up short-term contracts, skilled Africans are leaving, in their droves, to work abroad – some 70,000 a year (Blair, 2005).

1.2. Statement of the Problem

Since independence, the government of Kenya has time and again come up with policies, projects and programs aimed at promoting growth and development in various sectors of the economy such as health, education, sanitation, infrastructure, entrepreneurship, environment, and security among others. In an era of demanding donor expectations regarding financial probity, budgetary transparency and the proven impact value of programs, M&E remains one of those aspects of organization management that is extensively discussed but rarely practiced (World Bank, 2007). Citizens are highly enlightened and there is growing pressure in developing countries to improve performance of the public sectors. This involves systems to reform budgeting, human resource management and organization cultures (Morra, 2009).

Despite the importance of result measurement, it is observed that many governments especially in developing countries do not have elaborate M&E systems. That is why many donors opt to channel their donations through NGOs and other international organizations operating in the counties such as international red IRCS, USAID, UN and so on. In most cases, donors of funds are the same parties who are interested in the utilization of donated funds. Consequently they are the key beneficiaries of findings. As such, the locals and the government have not been able to own results and hence the need to modify programs for optimum performance (World Bank, 2002). It is against this background that the researcher seeks to find out the factors that influence the effectiveness of M&E and hence project/program performance in NGOs and the possible lessons the mainstream government can learn from it. The purpose of the study is to investigate how factors such as number and training of M & E staff, governance structures, level of funding, tools and methodologies and indicators affect the performance of M & E systems in Nongovernmental Organizations.

1.3 Research objectives

1.3.1 General objective

The general objective of this study was to investigate the factors influencing the effectiveness of monitoring and evaluation system in Non Governmental Organizations.

1.3.2 Specific objectives

The specific objectives were to:

i. Determine the effect of number of staff and staff training on performance of M&E.
ii. Find out the role of governance structures in the performance of M&E.
iii. Find out the extent to which the level of funding affects the performance of M & E.
iv. Examine the extent to which evaluation tools and methods adopted affect the performance of M & E.
v. Examine the effect of project objectives and indicators on the effectiveness of M & E.

1.4 Research questions

The researcher sought to obtain answers to the following questions;

i. How do the number and the training of staff influence the performance of M&E.?
ii. How does the level of funding affect the performance of M&E?
iii. What is the role of governance structure in the performance of M & E?
iv. How does evaluation tools and methodology affect the quality of M &E?
v. How do project indicators influence the performance of the M & E?

1.5. Scope of the study.

The scope of the study was the non-governmental organizations operating in Nairobi County. There are over 2500 NGOs operating in various sectors. These sectors are among others; health, education, micro-finance, development, children, women empowerment, poverty eradication, water and sanitation, governance, democracy, human rights and many others.

1.6. Significance of the study

The study will be of importance to the following stakeholders such as government ministries, county governments and general academia. In government ministries the findings could be used to track performance and hence form a basis for future financial allocations for different aspects of programs and policies. It can also be used in structuring the governing structures and staff deployment policies to ensure efficiency and effectiveness in projects, programmes and policies.

The study will also come in handy in the county governments. With the implementation of the new constitution the regional governments will need to justify their sustainability to the residents and the central government. This means that systems must be put in place to track performance of the various sectors of the economy in these counties. The results of the M and E will be used to modify the policies that have been put in place or come up with others which will help the people derive optimum benefits from the decentralized government. This will build confidence in the devolved governments.

1.7. Limitations of the study

The researcher did not benefit from the services of a research assistant and therefore the analysis and interpretation of the data was from a single point of view. This implied that the findings were subjective especially the qualitative data.

1.8. Assumptions

The assumption is that the respondents were truthful in their responses to the questionnaire.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

There are a wide variety of evaluation models which prescribe what evaluators ought to do and explain how to conduct a particular type of evaluation (Patton, 1982: 37). House (1978) as cited in Patton (1982) created a taxonomy of evaluation models, distinguishable by the audiences, the evaluation addresses, the outcomes they examine, the typical questions they ask and the methods they employ. The categories within this taxonomy include: systems analysis, behavioral objectives approach, goal-free evaluation, art criticism approach, accreditation model, transaction approach and decision-making models.

One very popular management model used today is Michael Patton's *Utilization Focused Evaluation*. Basically, Patton wants evaluators to provide information to primary intended users, and not to even conduct an evaluation if it has little or no potential for utilization. He wants evaluators to facilitate use as much as possible. Patton's motto is to focus on intended use by intended users. He recommends that evaluators work closely with primary intended users so that their needs will be met. This requires focusing on stakeholders' key questions, issues, and intended uses. It also requires involving intended users in the interpretation of the findings, and then disseminating those findings so that they can be used. One should also follow up the actual use.

It is helpful to develop a utilization plan and to outline what the evaluator and primary users must do to result in the use of the evaluation findings. Ultimately, evaluations should, according to Patton, be judged by their utility and actual use. Payne treats several approaches as being very similar and anthropological in nature, including responsive evaluation (Robert Stake's model), goal-free evaluation (developed by Scriven as a supplement to his other evaluation approach) and naturalistic evaluation which is somewhat attributable to Guba and Lincoln, who wrote a 1985 book titled *Naturalistic Evaluation*. Again, what all these approaches have in common is that they tend to rely on the qualitative research paradigm. In all of these approaches the evaluator goes to the field and observes what is going on in the program. Participant and non-participant observations are commonly used. Additional data are also regularly collected, for example, focus groups, interviews, questionnaires, and secondary data especially for the purpose of triangulation.

The key to Scriven's goal-free evaluation is to have an evaluator enter the field and try to learn about a program and its results inductively without being aware of the specific objectives of the program. Note that Scriven's approach is useful as a supplement to the more traditional goal-oriented evaluation. Goal free evaluation is done by a separate evaluator who collects exploratory data to supplement another evaluator's goal-oriented data. Eolithic evaluation is more of a process evaluation. Instead of looking at how/if goals are fulfilled, the investigator is directed to consider how ends can flow from means. One begins by seeing what exists in the natural setting and then attains whatever outcomes one can get with the resources at hand (Patton, 1981).

It is not necessary to evaluate only with regards to goals and objectives; instead, goal free evaluation and Eolithic evaluations are certainly possible. In fact, Patton (1982) suggests that goals and objectives often limit an evaluation unnecessarily. This is echoed by Buhrs and Bartlett (1993) who state that there are inherent biases in approaching an evaluation using preset goals and objectives; rather the evaluator should establish multiple values and criteria on which to base such an analysis.

2.2 Theoretical literature

2.2.1. Evolution of evaluation

Evaluation has been in existence since time immemorial in many aspects of human endeavors. But with the evolution of the human race and changes in human activities it has transformed to take care of emerging issues. The evolution of M&E has been involving a movement away from implementation traditional-based approaches towards new result-based approaches (Zody et al, 2009). The introduction of a result-based M&E

system takes decision makers a step further in assessing whether and how the goals are being achieved over time.

2.2.2. M&E system in Australia

Australia is known to be one of the pioneer governments to embrace and develop M&E. This was back in 1987. The government created a whole-of-government evaluation system, managed by the Department of Finance (D o F). All departments were required to prepare portfolio evaluation plans. These detailed evaluations planned for the following three years indicated the programs to be evaluated, the issues to be addressed in each evaluation and the evaluation methods to be used (MacKay 1998a, 2004).

The venture was a success since Australia enjoyed several intrinsic advantages such as strong human institutional and management capacity in the public sector, a public service known for integrity, honesty and professionalism, well developed financial, budgetary and accounting system, a tradition of accountability and transparency and credible and legitimate political leaders (Morra, Rist, 2009). The Australian federal government has given a high priority to ensuring that evaluation of its programs is conducted and the findings used.

Since 1997 the Australian evaluation system has evolved from one of a tight formal control to a more of a voluntary principle-based approach. In this new environment, it is hoped that high levels of performance and the existing evaluation culture and infrastructure will be strengthened. The recent wave of public reforms promises a closer integration of performance measurement including evaluation into performance management and governance more broadly (Furubo, et al, 2007). The lessons learnt from the Australian case are that it takes time to build a reliable M&E system.

At its inception in 1988, the evaluation prepared by the departments was poor. The department of finance found that there was lack of integration of evaluation in financial decision making, an emphasis of efficiency other than effectiveness, poor level of evaluation skills and analytical capacity and unclear role of the central department (Mackay, 2004).

2.2.3. U.S government performance and Results Act of 1993

Performance measurement in the U.S. began first with local government in the 1970s, spread to state governments and eventually to the federal level with the enactment of the Government Performance and Results Act (GPRA) in 1993.The purposes of the U.S government performance results acts are: to improve the confidence of the American people in the capability of the federal government by systematically holding federal agencies accountable for achieving program results, initiate program performance reform with a series of pilot projects in setting program goals, measuring program performance against those goals and reporting publicly on the progress, improve federal program effectiveness and public accountability by promoting a new focus on results, service quality and customer satisfaction.

The acts also improve congressional decision-making by providing more objective information on achieving statutory objectives on the relative effectiveness and efficacy of federal programs and spending to improve internal management of the federal government (U.S office of management and Budget, 1993). There is growing pressure in developing countries to improve the performance of their public sectors. Responding to this pressure has led to the countries' need to develop performance management systems. These systems involve reforms in budgetary, human resources and organization cultures (Morra, 2009).

A result based M&E system provides crucial information about public sector organization performance. The monitoring process looks at what is being done and how it is being done. It involves continuous tracking of activities, review of the flow of services and activities provided by the program, compliance with laws, regulations, guidelines and so on (OECD, 2002). Many of the worldwide initiatives are pushing governments to adopt public management systems that show results. The millennium goals are examples of such programs.

2.2.4. Evaluation in Kenya.

Kenya among other countries, is implementing the MDG by 2015, adopting digital technology by 2015 and the more recent ambitious vision 2030. Kenya's Vision 2030 is the country's development blueprint covering the period between 2008 to 2030.It seeks to transform Kenya from a low income to a middle income economy by the year 2030 (MED, 2010). Developed through an all-inclusive and participatory stakeholder consultative process, the vision is based on three pillars: the economic, social and political. Under these pillars, flagship projects are being implemented. The vision 2030 is to be implemented in successive five year medium term plans (MED, 2006). It is in this spirit that the government has hosted several forums to backtrack the implementation of these programs. African community of practice on managing for development results (AFCOP-MFDR) is an example of such initiative.

The AFCOP-MFDR is a bilingual community established in 2007 and is made up of 200 members in 41 countries in Africa and Madagascar. Members of AFCOP strive to make their organizations result oriented, effective and accountable to ensure that the lives of citizens are improved. The forum provides a platform to share experiences and good relations with fellow members (Management for Development results 2011).

According to the Ministry for Planning, National Development, the country in partnership with WB introduced the (RRI) approach as a tool of change management used to achieve tangible results in various sectors of the economy. Through this approach, the government seeks to institute paradigm shift from focusing on processes to results (Daily Nation, 2011).To achieve vision 2030, the government has identified three pillars namely, economic, social and political sectors. Through these pillars, flagship projects and programs are being implemented. For these programs to yield results, it is important that this approach of monitoring for results be practiced from the grassroots. It is against this background that the researcher wishes to find out the role of M&E on project, programs or policy performance (MED vision 2030, 2009).

2.2.5. Challenges in establishing and sustaining M&E systems

It is widely agreed that setting up and sustaining an M&E system is not easy. It takes concerted effort and political will from all the parties concerned. This can be supported by the fact that even the developed countries that have elaborate M&E system did so over the last two decades (Morra, 2009). Challenges faced emanate from the following aspects:

2.2.5.1. Staffing and logistics

There are several aspects of human resource; one of them is the challenge of getting staff with the necessary skills in evaluation. Evaluation may take different aspects depending on the context of the phenomenon to be evaluated. This means that the skills required may change within a short period of time. Training therefore presents challenges to an organization or the sector requiring the service. M&E units are mostly either inadequately staffed or staffed by members of the general public service who are rotated among different parts of the government and frequently posted to M&E institutions against their will. In such cases, a lack of training and lack of loyalty to the organization put reporting independence at risk (Morra, 2002).

There is also the aspect of retaining qualified professionals in the organization (Zody et al, 2009). Being relatively new, the field of result-based evaluation is faced with the problem of staff retention. This is because the few trained individuals are readily accepted in other organizations which need their services.

Most government evaluation institutions also face budget-constrained field visits. They lack the necessary logistical support such as computers, transport and so on to enable them to perform efficient data gathering, data entry and analysis. In some countries especially in Africa, the general remuneration situation within the public service is so low that it affects the morale and the operational capacity of the entire civil service including those who are engaged in monitoring and evaluation. Under these circumstances, no amount of training and logistical support will make much difference to perform

One possible solution to this is to make budget provisions for evaluation at the time of design of a project, or alternatively, donors may consider providing resources to create special funds to engage national/international consultants to undertake evaluation on a continuous basis. For instant looking at the situation in Kenya, only about 30 professional evaluators are registered with the evaluation society of Kenya. Any organization seeking to benefit people must continually monitor and evaluate its effort. Unless responsible people on the ground have accurate and detached knowledge of what has been tried before and what has not, their effort is likely to be ineffective or risk repeating the past mistakes. For instant, looking at the situation in Kenya, only about 30 professional evaluators are registered with the evaluation society of Kenya (Evaluation society of Kenya website). In the Kenya Red Cross society, one of the threats listed in their strategic plan is losing their qualified employees to other organizations (Red Cross, 2006).

One major advantage of the Red Cross Movement around the world is the utilization of volunteers in its operations. In fact, they form the bulk of the workers especially in emergency operations. For instance, in Kenya there is close to seventy thousand volunteers. Surran, Turral and Kath (2003) also noted that sufficient allocation of staff and financial resources is a vital ingredient in developing effective M&E systems. Failure to ensure a reasonable proportion of resources spent on this aspect of project management is likely to reduce internal learning and result in poor performance.

2.2.5.2 Weak structures of governance

For an M&E system to be successful, governance structures with integrity must be put in place. This is because integrity and high levels of professionalism is paramount to ensure sustainability of the system. There are two institutional models that support the establishment of M&E structures: one where the institutions have been established through executive orders or actions and the other through legislation.

M&E systems institutions created through legislation appear to acquire greater stability than those created through executive action. For example Bangladesh, Nepal, Sri-Lanka, and Zimbabwe where M&E structures came into being through executive orders-their location, structures and resources underwent frequent changes over the years (Khan, 1992). Australia is known to have successfully put the system in place because it enjoyed strong human, institutional and management capacity in the public sector, a public service well known for integrity, honesty and professionalism, a tradition of accountability and transparency and credible leaders (Morra, Rist, 2007).

The structure for governance, management and undertaking of evaluation activities needs to be clearly determined in monitoring and evaluation planning. In small evaluations, this will all be managed within existing governance and management structures. In larger evaluations, specific governance structures are set up, for example steering groups and technical input may also be sought, for example Technical Advisory Groups. Structures to manage internal evaluation staff and systems for contracting with external evaluators are also established (Duignan, 2007).

As most M&E arrangements are geared towards monitoring, agencies devote most of their time tracking the physical progress and facilitating implementation (Ahmed and Bamberger, 1989; Khan, 1989, 1993). In terms of institutional arrangements, most monitoring activities are conducted through a central agency such as the National planning office, the Ministry of Finance, Prime Minister or the President's office (Roy and Wijayasuriya, 1992). In recent years, some countries have introduced the concept of value-for-money' initiatives to strengthen the M&E capacities of their Auditor general's office. Factors contributing to quality and effective M&E include commitment of top political leadership, an enabling governance environment supporting accountability and transparency in development management, suitable organization arrangement, staffing resources, timely and quality reporting ,use of computers and donor technical support.

According to the author, the single most factors which helps the introduction and institutionalization of an M&E framework is the support by top political leadership

(Khan, 1993). According to Asia-Pacific regional workshop (1996), most countries in Asia practice, implement but rarely employ M&E tools to assess impacts; there is little coordination between the government departments often resulting in duplication of efforts and wastage of resources, rhetoric of M&E is not matched by commitment of resources or logistics to M&E institutions thus constraining their ability to work affectively among others.

Some of the donor agencies which have offered technical assistance to strengthen evaluation capacity in developing countries include ADB, UNDP, WB and OECD. Asia Development Bank started its Evaluation Capacity Building in 1992 with assistance to such countries as Bangladesh, china, Papua New Guinea, Sri Lanka and Thailand. The assistance involves institutional analysis, training and fellowship, establishment of computerized databases and supply of computers.

UNDP mainly focused on building M&E capacities on large investment projects although it provided for the strengthening of national evaluation system in Bangladesh and Nepal (UNDP, 1996). World Bank on the other hand takes a more long term view of evaluation capacity and approaches it as an integral part of the overall public sector reform process.

2.2.5.3. Dependence on clarity of objectives and availability of indicators

Monitoring and evaluation are of little value of a program does not have clearly defined objectives and appropriate indicators of relevance, performance and success. This is because M&E is done against the objectives. Hence lack of clarity in stating the objectives and absence of clear indicators will limit the ability of M&E to provide critical assessments for decision making, accountability and learning purposes (UNDP, 2002).

Monitoring is a continuous assessment of project implementation in relation to agreed schedules and of the use of inputs, infrastructure and services by project beneficiaries (World Bank, 2003). Its main objective is to provide continuous feedback on implementation and to identify actual or potential success and problems as early as possible to facilitate timely adjustment to project operation. Monitoring should be an institution-building component which should permanently improve overall management practice borrower agencies.

2.2.6 The role of monitoring and evaluation

In the context of community development, M&E benefits the key factors involved in the following ways: Project executors, for example company-community relations team company/N.G.O partnership or a company foundation M&.E can improve management. By monitoring progress against defined goals, a manager can assess what is lacking and what is not; hence determine what changes should be made to a project (IIED,1998).

For companies which are executing a project or supporting it through partnership or funding, M&E can be used to demonstrate progress to internal management and to external stakeholders. Measurable results can justify continued funding and clarifying the return on investment of community development. The major challenge of M&E lies in measurement of impact. It can be difficult to determine what impact a project has had on the social and economic well being. However the flip side of this challenge is that if as a project manager you can see impacts through M&E, you will see significant returns.

2.2.6.1. M&E in informing decision making

The main use of evaluation results in Australia was in annual budget process. The Department of Finance estimated that by 1994, almost 80 percent of new spending proposals relied on evaluation findings. Each new spending proposal by ministers was to clearly specify the objectives of the proposal and to present any available evaluation findings or actual performance of the government activity (Mackay, 2002).

In Chile, the ministry of finance progressively developed a similar M&E system starting in 1994. It commissions the evaluations externally to academics and consulting firms which use standardized ToRs and methodologies. M.o.F officials use monitoring information and evaluation findings intensively in their budget analysis of the performance of each ministry and agencies as an input to the government's budget decision making. The ministries also use this information to set performance targets for each ministry and to impose management improvements on both ministries and agencies. (Rojas et al, 2005).

Decision making may be linked to interventions at the macro, meso and micro levels. Macro-level decisions relate to policies that cut across sectors and affect the overall development process. Decisions made at the meso and micro levels pertain to program and projects respectively (UNDP, 2002). The data and information collected during monitoring and evaluations constitute a critical foundation for action by program managers and stakeholders, who need to be able to identify evolving problems and decide on crucial strategies, corrective measures and revision to plans and resource allocations pertaining to the activities in question (Jody ,Kusek, 2004).

Even after the completion of a program or project, monitoring and evaluation can contribute significantly to decision making. For instance, terminal reports, considered as being part of the monitoring and evaluation can contain recommendations for follow up activities. Post-program or post-project evaluation can lead to recommendations of measures to improve the sustainability of results produced by the program or project.
Evaluation activities support decision-making that can lead to proactive management of programs. Program evaluation can provide essential information for performance planning and performance assessment and inform revisions to strategic goals, resource allocation decisions, and program modification and redesign decisions. Even if there were no internal or external requirements for evaluative information, evaluation is a good idea. There are a number of reasons evaluation is a good management practice. U.S department of energy identifies areas where decision making can be improved as below.

2.2.6.2. Communicate Strategy and Value.

Evaluation can be used to verify that you're doing what you think you're doing, describe the impact of products or services on customers or clients and also to verify results for public relations and promoting services in the community.

2.2.6.3 Informed Resource Allocation Decisions

Evaluation is used to decide how to fund and allocate, or reallocate program resources to best achieve program research, or serve key markets and intended customers. On that basis, activities that have proven ineffective and drop delivery components determined to not be cost-effective are eliminated. Decisions on whether to continue program elements or the program and at what level of effort, including replicating program components found to be most cost-effective can then be made.

2.2.6.4 Modify, Redesign Decisions

Based on results from evaluation reports, program managers decide whether to modify or make timely adjustments to the program design or implementation to improve the rate or quality of program achievement relative to the resources committed. They may decide how best to improve program operations such as increase efficiency of operations via streamlining, refining, or redesigning. Evaluation results can provide information on whether to adjust program goals or objectives to make them more realistic. This can help the program managers in deciding whether to target new or different markets, customers, or business organizations and allies (IOCE, 2002).

2.6.7. Feedback, knowledge and learning.

M&E systems provide feedback about progress as well as success or failure of projects, programs and policies throughout their cycles. These constitute powerful continuous public management tools that decision makers can use to improve performance and demonstrate accountability and transparency with respect to results. The use of M&E

findings can promote knowledge and learning in governments and organizations. The new emphasis in the international aid community is more and more on local knowledge acquisition not transfer from donor to recipient (Ray, 2006). Evaluation feedback has been broadly defined as a dynamic process which involves the presentation and dissemination of evaluation information in order to ensure its application into new or existing development activities...feedback, as distinct from evaluation findings, is the process of ensuring that lessons learnt are incorporated into new operations (OECD, 2001).

The use of M&E findings can promote knowledge and learning in governments and organization. This means that results obtained from an M&E exercise can be used in modification of a program or project in future. This ensures that mistakes are not repeated and the strong /successful aspects are emphasized or reinforced. Effective monitoring and evaluation can detect early signs of potential problems and success areas. Program or project managers must act on the findings, applying the lessons learned to modify the project. This learning can also be used to provide feedback for future planning (OED-World Bank, 1994).

2.2.6.5. M&E and Motivation

In terms of motivating personnel, when civil servants are brought in as partners to the business of the government, we see better implementation. Employees begin to understand and become more enthusiastic about their contribution towards the achievement of the desired goals. A good M&E system can be extremely useful as a management and motivational tool. It helps focus attention on achieving outcomes that are important to the organization and its stakeholders and it provides impetus for establishing key goals and objectives that address these outcomes; if you do not measure results you cannot tell success from failure. If you cannot see success you cannot reward it and if you cannot reward success you are probably rewarding failure. Similarly, if you cannot see success you cannot learn from it. On the other hand, if you cannot recognize failure, you cannot correct it (Osborn, 1992).

2.2.6.6. Accountability

Monitoring and evaluation provide critical assessment that demonstrates whether or not programs or projects satisfy target group needs and priorities. M&E helps to establish accountability by generating answers on impact and sustainability of the programs (US Department of energy, 2009). By reporting the results of various interventions, government and other organizations can promote credibility and public confidence in their work. Providing information to the public also supports development agenda that is shifting towards greater accountability for aid lending (Morra, 2009).

With the advent of globalization, there is growing pressure on governments around the world to be more responsive to the demands of internal and external stakeholders for good governance, accountability and transparency, effectiveness and delivery of tangible results. In Columbia, the government's M&E system SINERGIA is managed by the Department of National Planning (DNP). One of the systems main components is a performance database containing about 500 indicators to track government's performance against about 320 goals. Where the targets are not met, the manager responsible is required to prepare a statement explaining this underperformance. The president uses this information in his monthly management control meetings with each minister and in his weekly town hall meetings in municipalities around the country (Castro 2006).

For government and N.G.Os participating in M&E it is an opportunity to influence the design and execution of community level projects. By providing feedback on whether programs are achieving aims in line with community needs and desires, M&E is a powerful accountability mechanism. Evaluations help program managers and others demonstrate internal and external accountability for the use of public resources. This includes demonstrating fiscally responsible management, establishing evidence that goals are being met or services are being delivered as promised, and quantifying program impacts (Estrella, Gaventa, 1998). A demonstrable outcome opens up channels of communication with stakeholders and thus contributes to transparency and accountability. It creates opportunities for improved management of a project and provides learning that can be applied to future projects (IIED, 1998).

2.3 EMPIRICAL LITERATURE

Many studies have been carried out on monitoring and evaluation. A study carried out by WB in 2003 showed that in many countries, civil societies have been involved in participatory poverty assessment at the initial stages but much less in subsequent phases of implementation, monitoring and evaluation. Participation of these civil societies is conceived as instrumental as a way of gathering data and insights within a process strongly controlled by government (Norton, 2003).

Studies by UNICEF/ROSA between 1994 and 2004 revealed that having full-time trained staff dedicated to M&E is the most significant factor affecting the quality and the usefulness of the evaluation. UNICEF in Asia therefore sought to establish a professional evaluation course in at least one of the region's academic institutions to improve availability of professional evaluators and to enhance evaluation resources (UNICEF, 2005).

Another such study was by OECD-DAC in harmonization and alignment. The survey showed that about 30% of donor projects are managed by the recipients' national procedures. This means that if the trend continues, many countries will be left to manage their projects. This calls for efficient systems of managing these resources so that they benefit the citizens of the recipient's countries (Holvoet and Renard, 2007).

Studies carried on monitoring and evaluation in NGOs reviewed that goals and impacts are not always clear at the end of an intervention. Expectations of project performance are raised even further by the hierarchical structure of large NGOs, and their position in a larger hierarchy of associated partner organizations (including both implementing partners and back-donors). Large international NGOs can have country, regional and international strategies. At each level their strategy documents will list a number of objectives.

Donors, such as DFID, will in turn have their own international objectives and targets. This plethora of objectives is only manageable if objectives are clearly nested, such that local objectives are detailed versions of more macro-level objectives. In these circumstances judgments about the smallest units can be used as raw material for judgments of larger units that they belong to (Fowler, 1997: 169). In practice, doing so is complicated by the hierarchical nature of aid supply chains. Individual NGOs often belong, through their donors, to more than one hierarchy of organizations, each with differing expectations and reporting practices.

In the UK, the largest NGOs are still struggling with the complex issues associated with aggregating their experience on a large scale (Davies, 2000). Based on these studies the researcher felt that with more effective M & E systems in the recipient countries the dilemma of the NGOs executing the projects would be solved. This is because these recipient countries would have their own means of verifications as per the local expectations. That's why researcher seeks to find out factors that influence the performance of systems used to track such interventions.

2.4. Conceptual framework

A conceptual framework is a representation of the relationship between the independent variables and dependent variable diagrammatically. In this research project, the independent variables are staffing, governance structures and level of funding. These variables in turn, affect the state of the M&E in an organization and therefore the M&E is an intervening variable .The dependent variable will be performance and is the variable that cannot be directly controlled (Kothari, 2005).

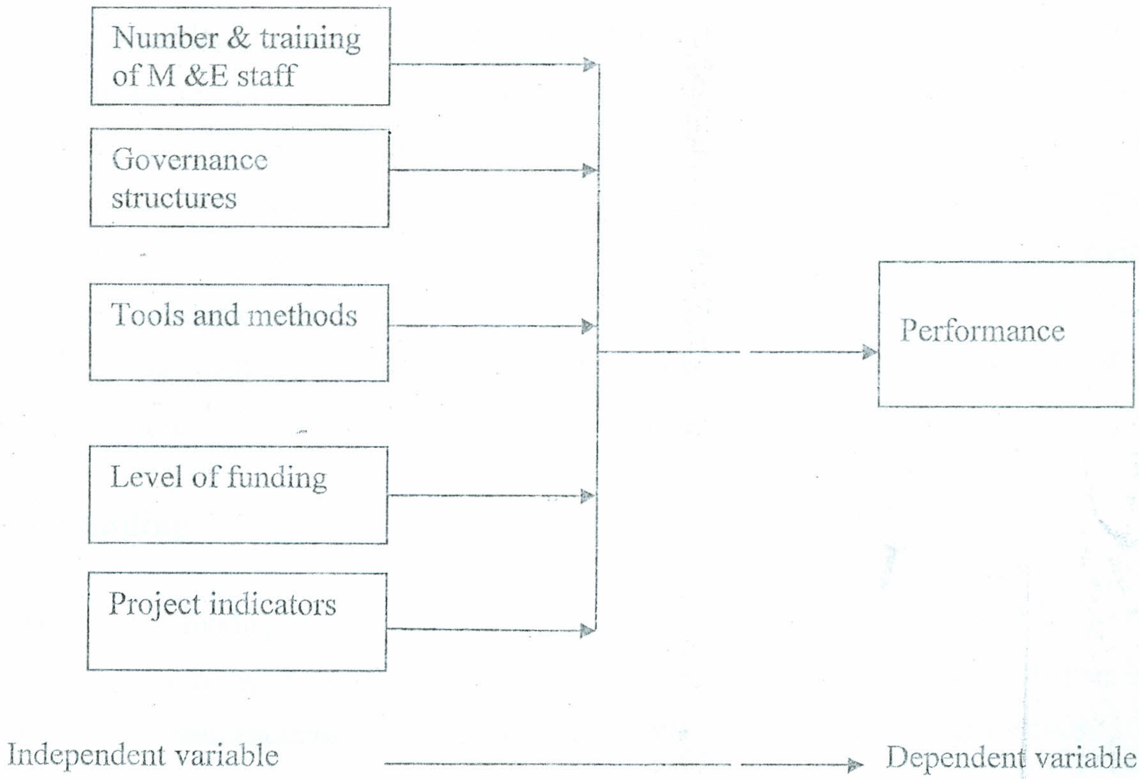


Figure 2.1 Conceptual Framework

Source: Researcher (2012)

Independent variables

1. Staffing

Staffing refers to the number of personnel dealing with the M & E activities. The aspect of staffing that could affect M & E includes the number of members of staff, the skills they possess and on the job training. These activities include data collection, coding, analysis, interpretation and report writing.

2. Governance structures

The other independent variable is **governance structures**. This refers to the mechanisms put in place to ensure efficiency and effectiveness in evaluation and the utilization of the findings in decision making. The study sought to find out the organization has departments specifically for M & E or whether the services are contracted. It also sought to find out whether those who carry M&E activities were also involved in other activities. This included the importance accorded to M & E by the administrative organs of the organization. All these factors summed up gives the evaluation culture of the organization.

3. Funding.

The level of funding refers to the finances set aside for the M & E activities. They include funds to ensure regular collection of evaluation data, staff motivation and funds to ensure that the recommendations in the evaluation reports are fully implemented. Ideally, 10% of the project cost should be used for evaluation purposes.

4. Availability of indicators

These are measures that are used to demonstrate changes in certain conditions as a result of an intervention; that is activity, project or program.

Intervening variable

Effectiveness. This refers to the ability to conduct the M & E at the right time and addressing the objectives of the evaluation.

Dependent variable

Performance. Performance measurement provides the project manager with visibility to make sure he is operating within the approved time and cost constraints and that the project is performing according to plan. It also alerts management if a project begins to run over budget or behind schedule so actions can quickly be taken to get the project back on track. When a successful organization invests time, money, and other resources in a project, its primary concern is always what it is getting in return for its investment. It is the responsibility of the project manager to ensure these projects stay on schedule and within their approved budget. The state of these independent variables (staffing, governance structures and the level of funding) determines the quality of M & E activities which in turn affect the project performance

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

This chapter describes the research design, target population, sampling procedure and strategies, data collection instruments and data analysis methods.

3.1. Research Design

This study used a descriptive research design. The researcher sought to find out the effect of staffing, level of funding and governance structures on the performance of M and E.

3.2. Target population

The target population was the Non Governmental organizations operating in Nairobi County. According to the NGO Co-ordination Board, there are over 2500 NGOs operating in Nairobi. These NGOs are classified by sectors. These sectors are adult sponsorship, agriculture, capacity building, children, education, health, economic, disaster, environment, gender, governance among many others. The organizations were selected by the researcher as they are known to be project- based and M & E has taken root. The study targeted project managers in these NGOs.

3.3.1 Sampling strategy

The sampling procedure was random. The sample consisted of thirty project managers from NGOs based in Nairobi. The researcher targeted those which were easily accessible in terms of location. As Rescoe (1975) cites in Sakaran (2000), sample sizes larger than 30 and less than 500 are appropriate for most research.

Table 3.1

SECTOR	NO OF PROJECT MANAGERS
Education	7
Health	4
Development	8
Micro-finance	6
Children	5
TOTAL	30

3.4. Data collection tools and instruments.

The main data collection tool was the questionnaire. Open ended and closed questions were asked. This is because questionnaires are relatively cheaper than interviews. Most of the respondents requested to be given some time to complete the questionnaires and therefore the researcher dropped and collected them later. The other source of data was secondary data obtained from documents about the organizations and legal requirements. Some information was also obtained from an oral unstructured interview from one of the respondent.

3.5. Data analysis and presentation

Data collected was both qualitative and quantitative. With the aid of SPSS package, quantitative data was analyzed to determine the frequencies of responses from which proportions in terms of percentages were obtained. The qualitative data was analyzed using the inductive approach. It is collecting data or responses and exploring them to see which themes they are concentrated (Glaser and Strauss, 1967). This involved grouping information according to findings from literature review and what is being practiced in the sampled organizations. These categories were guided by the research questions and objectives, (Saunders and Lewis: 2009).

Data was presented using frequency tables, bar graphs, and pie charts.

CHAPTER FOUR

DATA ANALYSIS AND RESULTS PRESENTATION

4.0 Introduction

This chapter presents the results of the study from the collected data. In general, the study aimed at investigating the factors influencing the effectiveness of the monitoring and evaluation systems in Non-Governmental Organizations In specific, the study sought to determine the effect of number of staff training, role of governance structures, funding levels, evaluation tool methods adopted and project objectives and indicators on the performance of M&E. the results of this study are presented in both tabular and graphical formats. Further, in this study the respondents were the project managers working in the sampled NGOs'.

4.1 Response Rate and Demographic Information

This study targeted the project managers who were working in the sampled 30 NGOs in Nairobi County. This means that 30 Project Managers interviewed. However, only 23 project managers responded to the interviews translating to a response rate of 77% which is above the 70% response rate threshold. The respondents were asked to give some information on their gender and their level of education and the results are shown in table 4.1 below.

Table 4.1: Demographic Characteristics

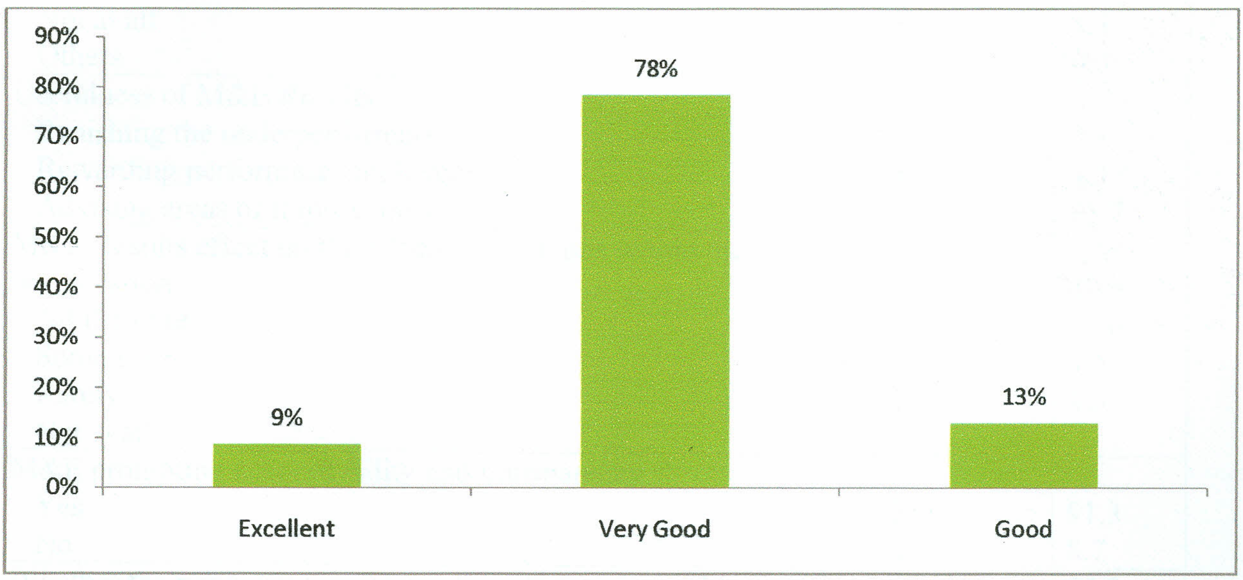
Characteristic	Frequency	Percent
Gender		
Male	12	63.2
Female	7	36.8
Total	19	100.0
Education Level		
University Degree	13	65.0
Diploma	5	25.0
Certificate	1	5.0
Secondary	1	5.0
Total	20	100.0

The results in the above table show that majority of the respondents (63.2%) were males while the rest (36.8%) were females while four respondents did not indicate their gender on the questionnaire. Further, 65% of the respondents were university graduates, 25% were diploma holders while 5% of the respondents were certificate holders and secondary school leavers. Three respondents did not include their level of education on the data collection tool.

4.2 Governance Structures

This section presents the results of the governance structures within the sampled Non-Governmental Organizations. The respondents were required to rate the state of the M & E in their organizations under the expressions; excellent, very good, good, weak and very weak. The responses are as shown in figure 4.2 below.

Figure 4.2: State of M&E



Seventy eight percent of the respondents rated the state of M&E as very good, 13% rated the same as good while 9% rated the state of M&E in their organizations as excellent. It is worth noting that none of the respondent rated the state of M&E as weak or very weak.

On the question on the number of evaluations which are carried out in the life of the projects, the results were that three evaluation are done (47.8%) followed by two evaluation (43.5%) and finally one evaluation 4.3%. This is displayed in the table 4.2 below. On the utilization of results of the M&E, the respondents were asked how often the findings are used in training, allocation of resources, accountability and transparency. The respondents were also asked about the terms of employment and deployment of the M & E staff and the services. The results are summarized in table 4.2 below.

Table 4.2 Governance Structures

Characteristics/statement	Frequency	Percent
Number of Evaluation carried out in projects life		
One	1	4.3
Two	10	43.5
Three	11	47.8
Other	1	4.3
Utilization of M&E evaluation finding on training		
All the time	9	39.1
Sometimes	13	56.5
Not at all	1	4.3
Others	0	0.0
Usefulness of M&E Results		
Punishing the underperformers	1	4.3
Rewarding performing employees	1	4.3
Advising areas of improvement	22	95.7
M&E Results effect on the allocation of funds within the		
organization	9	40.9
All the time	11	50.0
Some time	1	4.5
Rarely	1	4.5
Not at all		
M&E promoting accountability and transparency		
Yes	21	91.3
No	2	8.7
Whether the permanent staff have been charged with M&E activities only	12	52.2
Whether staff are deployed from other departments when need arises	10	43.5
Whether services are outsourced	15	65.2

On utilization of M&E findings on training, majority (56.5%) of them said that the results are used sometimes, 39.1 % said that the results are used all the time while 4.3% said that the results are never used at all. Moreover, on the utilization of the M&E results, 95.7% of the respondents were in agreement with the fact that the results are used for advising on areas of improvements. Further, when asked if the M&E results have effect on the funds allocation within the organization, half of the respondents said that it happens sometimes, while 40.95 reported that it happened all the time and minority (4.5%) reported that it effected on rare cases or not at all. On M&E promoting accountability and transparency, 91.3% of the respondents were in agreement with the statement while 8.7% disagreed that the M&E promoted accountability and transparency. Further, on whether the permanent staff had been charged with M&E activities, 52.2% were for the affirmative while 43.5% affirmed that the staff are deployed from other departments when need arises. Finally on outsourcing M&E services, 65.2% said that it happened in their organization.

4.3. M & E IN AIDING DECISION MAKING.

One of the roles of M & E identified by various researchers is aiding decision making. These decisions are made in various stages of the project cycle. They included project design, project modification, implementation, resource allocation and confirming the value of the projects. The respondents were required to rate the extent to which M&E findings in their organization lived to these expectations. The results were tabulated as shown below.

Table 4.3 Extent tc which M&E aids Decision Making

Type of Decision	Frequency	Percent
Project design – change o objectives		
Very Large Extent	6	28.6
Large Extent	11	52.4
Some Extent	4	19.0
Project modification		
Very Large Extent	7	35.0
Large Extent	9	45.0
Some Extent	3	15.0
Not at all	1	5.0
Implementation		
Very Large Extent	9	45.0
Large Extent	11	55.0
Confirming strategy and vε lue		
Very Large Extent	9	42.9
Large Extent	9	42.9
Some Extent	2	9.5
Not at All	1	4.8
Resource allocation		
Very Large Extent	8	38.1
Large Extent	9	42.9
Some Extent	3	14.3
Not at all	1	4.8

On project design aspect najority of the respondents (52.4%) agreed to a large extent that the M&E aided in proje t design that is change of objectives while 28.6% agreed to a very large extent on tl e same and 19% agreed to some extent. On the project modification, 45% of th respondents agreed to a large extent that the M&E aided in project modification, 35% agreed to a very large extent, while 15% agreed to some extent and only 5% said that the e was no aid at all.

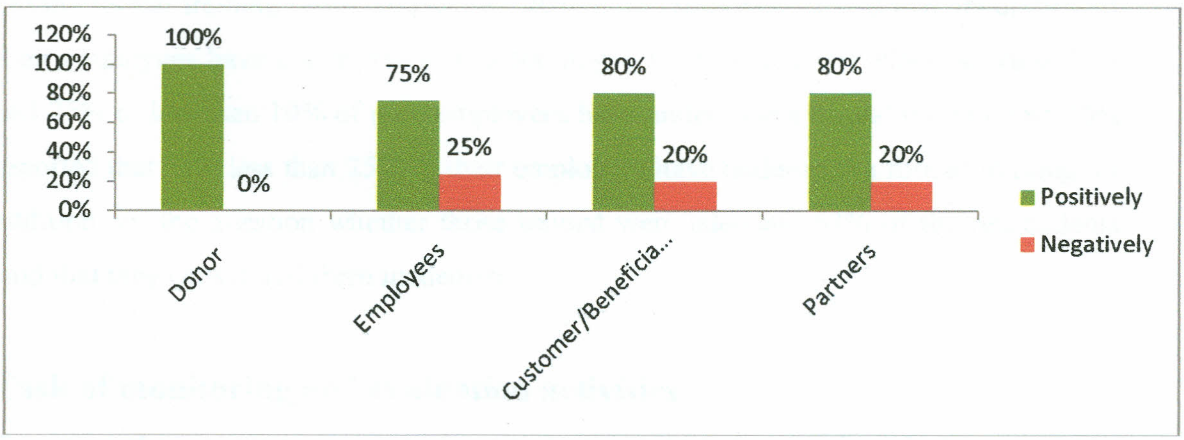
When asked about the ir plementation, 55% agreed to a large extent that the M&E aided in the implementation of he programmes while 45% of the respondents agreed to a very large extent on the same t pe of decision. Further, on confirming strategy and value, that evaluating the extent to which the project meets the initial objectives, over 84% of the respondents agreed to either a large extent or to a very large extent that the M&E aided in the confirming of the strategy and value while 9.5% agreed to some extent and 4.8% did not agree at all.

Finally, on the resource allocation, 42.9% of the respondents agreed to a large extent that the M&E aided in the resource allocation while 38.1% agreed to a very large extent 14.3% put it as to some extent and 4.8% did not agree that it plays any role at all. On whether the respondents considered M&E results as a motivation factor in their organization, all the respondents responded in the affirmative.

4.3. Stake holders' attitude towards results of M & E

The respondents were asked how various stakeholders perceive the results of the M &E activities. The stakeholders according to the researcher referred to parties such as donors, employees, beneficiaries of the projects and also other partners in similar activities. The results were as shown below.

Figure 4.3: Result of M&E Activities

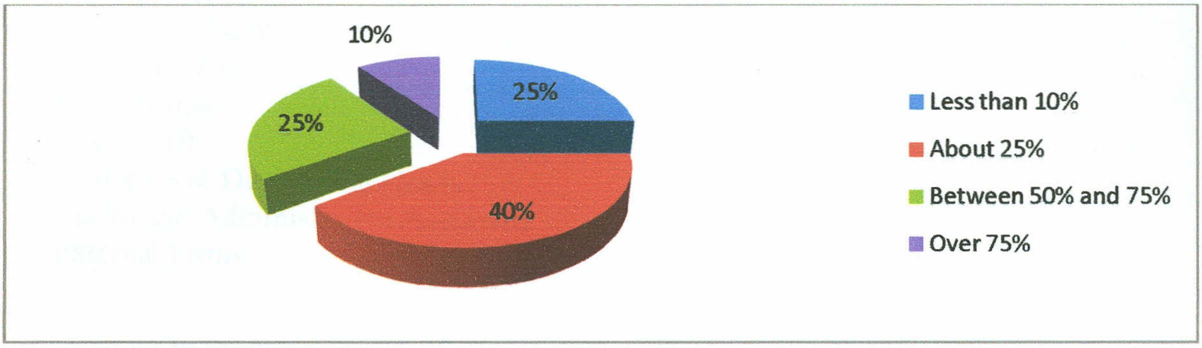


According to the respondents, 100% of them said that the donors have taken the M&E activities positively, while 75% of the respondents said that the employees have taken the M&E activities positively. Further, 80% of the respondents said that the customers/beneficiaries have taken the M&E activities positively and finally, 80% of the respondents said that their organizations other partners (organizations carrying out similar activities) have taken the M&E activities positively. Only 20% said that the activities were taken negatively.

4.3 Staffing and M&E

This section presents the results of the staffing and M&E in the Non-Governmental Organizations. On average, the results of the study showed that the sampled organizations had 68 employees with the organization with the highest number of employees being 600, and the organization with the least number of employees being ten.

Figure 4.4: Formal Training of Employees



On the formal training of the employees, 40% of the respondents said that about 25% of their employees have undergone formal training, 25% reported that either between 50% and 75% or less than 10% of their employees have undergone a formal training and 10% reported that only less than 25% of their employees have undergone a formal training. In addition, on the question whether those trained were adequate 62% of the respondents said that they considered them inadequate.

Task of monitoring and evaluation activities

The researcher sought to find out who is tasked with M & E activities which include data collection, recording, analysis, presentation and dissemination. Among the staff suggested were clerks and administrational assistants, M &E staff, managers. The findings on the activities and those who perform them were summarized in the table below.

Table 4.4: Task of Monitoring and Evaluation Activities

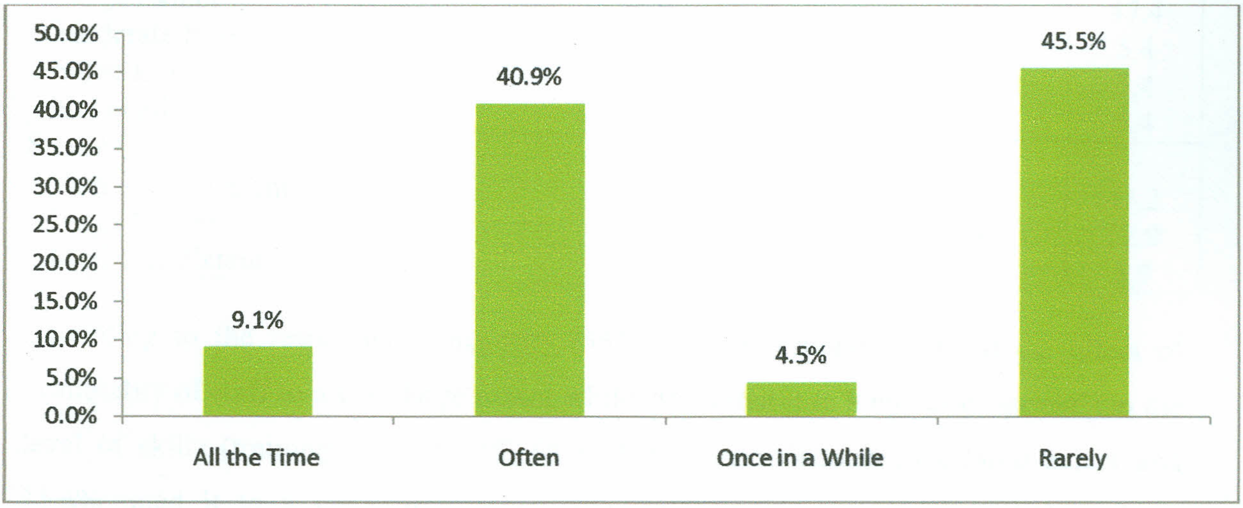
Activity	Frequency	Percent
Data Collection		
M&E Staff	9	47.4
Managers & Department Heads	3	15.8
Clerks and Administrative Assistants	5	26.3
External Firms	2	10.6
Recording		
M&E Staff	7	35.0
Managers & Department Heads	12	60.0
Clerks and Administrative Assistants	1	5.0
Analysis		
M&E Staff	8	42.1
Managers & Department Heads	10	52.6
Clerks and Administrative Assistants	0	0.0
External Firms	1	5.3
Presentation		
M&E Staff	9	50.0
Managers & Department Heads	6	33.3
Clerks and Administrative Assistants	1	5.6
External Firms	2	11.1
Dissemination		
M&E Staff	9	47.4
Managers & Department Heads	7	36.8
Clerks and Administrative Assistants	1	5.3
External Firms	2	10.5

According to the table above, 47.4% of the respondents reported that the M&E staffs are the one who have been tasked with the data collection, while 26.3% reported that the clerks and the administrative assistants have been tasked with data collection. On Data Entry and recording, 60% of the respondents said that the duty belong to the managers and the department heads while 35% said that they have tasked the M&E staff the above responsibility. When asked about the analysis, 52.6% of the respondents reported that the tasks have been delegated to the managers and department heads while 42.1% said that the work belongs to the M&E staff. On presentation, 50% of the respondents said that the task has been delegated to the M&E staff while 33.3% said that the tasks have been given to the managers and department heads. And finally, on dissemination, 47.4% of the respondents said that the task was delegated to the M&E staff, while 36.8% have said that the task of dissemination is the responsibility of managers and department heads.

Transition of M &E staff

The study sought to know the turnover rate among M & E staff with a view to determining its effect on the state of M & E. The respondents were asked how often the M &E staff left the organization for greener pastures. The responses were as shown in figure 4.5 below.

Figure 4.5: Transition of M&E Staffs



Majority (45.5%) of the respondents said that the staff transit rarely, while 40.9% said that they did so often. Further, 9.1% said that they transit all the time while 4.5% said that the M&E staff transit once in a while.

Human resources and M & E

Some of the aspects of human resource that affect monitoring and evaluation include, the number of staff, level of training or skills in M&E, turnover rate and staff motivation. Below are some of the aspects of staffing or human resource that affect monitoring and evaluation. The respondents were asked to rank the extent to which each of the aspects affected the quality of evaluations. The results were tabulated as shown below.

Table 4.5: Human Reso ırces aspects that affect M&E

Aspect	Frequency	Percent
Availability of Staff		
Very Large Extent	11	55.0
Large Extent	3	15.0
Moderate Extent	4	20.0
Some Extent	2	10.0
Level of Skills (Training)		
Very Large Extent	6	31.6
Large Extent	10	52.6
Moderate Extent	3	15
Staff Retention		
Very Large Extent	7	36.8
Large Extent	9	47.4
Moderate Extent	1	5.4
Some Extent	1	5.4
Not at all	1	5.4
Staff Motivation		
Very Large Extent	7	41.2
Large Extent	9	52.9
Moderate Extent	1	5.9

According to the respon lents, majority (55%) of the respondents rated the effect of availability of staff to a vı ry large extent while 20% rated it to a moderate extent. On the level of skills (training) najority (52.6%) of the respondents it to a large extent and 31.6% rated it to a ver / large extent. On staff retention, majority (47.4%) of the respondents thought it afl ected it to a large extent followed by 36.8% who rated it to a very large extent. Finally ɔn staff motivation, 52.9% of the respondents rated its effect as large while 41.2% rated t as very large. It can be concluded that the number of staff tasked with monitoring an l evaluation is the most important.

4.4 Level of Funding ınd Quality of M&E

This section presents the :esults on the level of funding and quality of monitoring and evaluation among the Noı -Governmental Organizations. The respondents were asked to estimate the proportions (f funding from various sources such as government, external donors, general public, coı ɔorate entities and individuals.

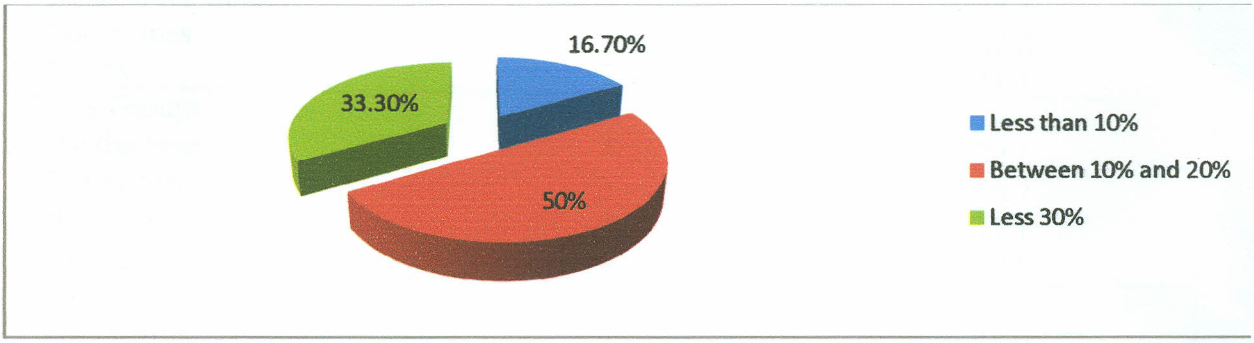
Table 4.6: Level of Funding and Quality Monitoring and Evaluation

Source	Frequency	Percent
Government		
<10 %	4	44.4
25%	3	22.2
50%	0	0.0
75%	3	33.3
External Donors		
<10 %	1	8.3
25%	2	16.7
50%	3	25.0
75%	5	41.7
General Public		
<10 %	3	30.0
25%	6	60.0
50%	1	10.0
75%	0	0.0
Corporate Entities		
<10 %	4	33.3
25%	7	58.3
50%	0	0.0
75%	1	8.3
Individual Entities		
<10 %	2	25.0
25%	4	50.0
50%	0	0.0
75%	2	25.0

According to the above results, among the respondents who were interviewed, 44.4% of them said that the government contributes less than 10% to the NGO's while 22% said that the contribution by the government is 25%. For external donors, 41.7% of the respondents said that they contribute over 75% of the M&E budget while 25% said that the NGO contribute 50% of their M&E budget. For the general public, 60% of the respondents said that they contribute 25% of the funding of the organization. On the corporate entities, 58.3% of the respondents said that their funds to the organizations were 25% and 50% said that the funds from the individual entities were 25%. Therefore, based on the above information, the external donors contributed highly on the Non-Governmental Organization.

Of the funds available to the organization, the researcher sought to know how much funding was allocated for M & E activities. According to World Bank specifications M & E activities should not be allocated less than10% of the total budget. The results of budget allocation to M &E from the respondents were as shown in figure 4.6 below.

Figure 4.6: Percentage used for M&E Activities



According to the above figure, 50% of the respondents said that approximate percentage of the money used on monitoring and evaluation was between 10 and 20%, 33.3% said that it's less than 30% while 16.7% said that it's less than 10%. On the adequacy of the funding, 42% of the respondents said the funds were not adequate while the rest (58%) said that the funds were enough.

4.5 Data Collection Methods and Tools

This section presents the results for the data collection methods and tools which were being used by the Non-Governmental Organization. The respondents were asked about how often they used tools such as questionnaires, interview, focus groups and field surveys. The results are shown in table 4.7 below.

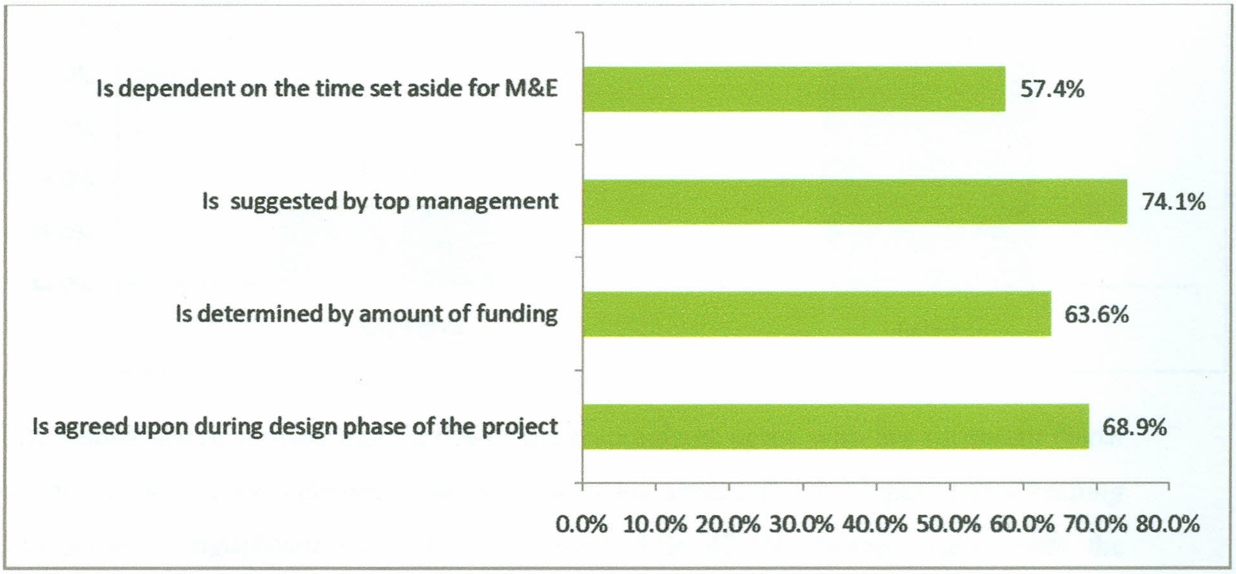
Table 4.7: Data Collection Methods and Tools

Method and Tools	Frequency	Percent
Questionnaire		
All the time	6	33.3
Most of the time	8	44.4
Sometimes	3	16.7
Rarely	1	5.6
Interview		
All the time	7	38.9
Most of the time	5	27.8
Sometimes	4	22.2
Rarely	2	11.1
Focus Groups		
All the time	4	22.2
Most of the time	3	16.7
Sometimes	2	11.1
Rarely	9	50.0
Field Surveys		
All the time	7	38.9
Most of the time	2	11.1
Sometimes	7	38.9
Rarely	2	11.1

The results in the above table show that 44.4% of the respondents agreed that their organizations use questionnaires most of the time while 33.3% said that they use the questionnaires all the time. In addition, 38.9% of the respondents said that they use interviews all the time while 27.8% said that they use the interview most of the time. On focus group, 50% of the respondents said that they used those rarely while only 22.2% who said that they use the focus group discussions all the time. On field surveys, 38.9% of the respondents said that they use them sometimes while another 38.9% said that they use them all the time.

The respondents were further asked how the methodology used in data collection was determined. They were required to state whether it was suggested by the top management, determined by the amount of funding, agreed upon at the design stage of the project or determined by the time set for M & E.

Figure 4.7: Methodology

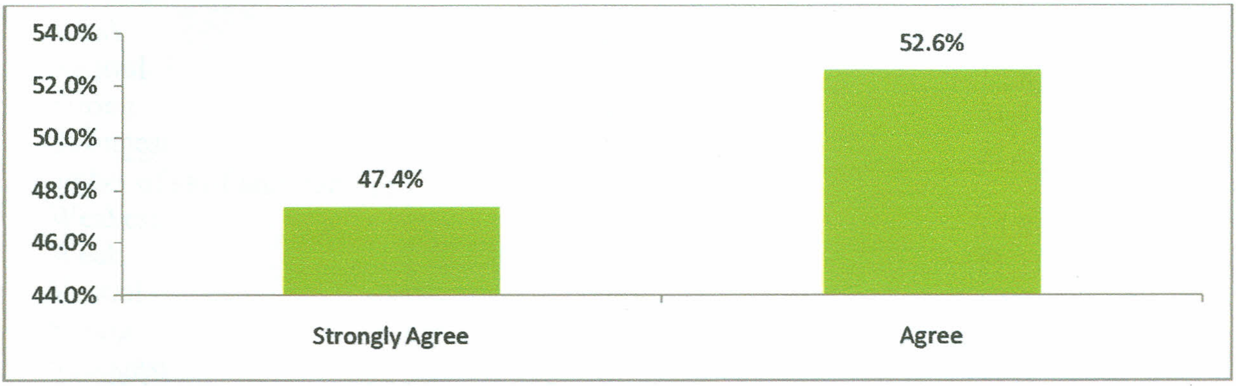


The results showed that 57.4% said that it is dependent on the time set aside for M&E, 74.1% said that it's suggested by the top management, 63.6% said that the methodology is determined by the amount of funding and 68.9% said that it's agreeable upon design phase of the project.

4.6 Indicators

Another factor that the researcher considered was project indicators. All the respondents agreed that indicators formed a key component in monitoring and evaluation. Data on the indicators is obtained from the records of the organization about the project before and during the implementation. The results were as shown in figure 4.8 below.

Figure 4.8: Indicators



The results above showed that 52.6% of the respondents agree with the statement "*most of data on indicators is derived from the monitoring aspect, that is proper record keeping and forms a significant part of evaluation*" while 47.4% strongly agree with the statement.

Summary of the results of the factors affecting the performance of M & E systems.

The respondents were asked to give their overall view on the extent to which the factors listed affect the monitoring and evaluation. This was an attempt to find whether there should be emphasis on some aspects of monitoring and evaluation. The results showed that none of these factors can be ignored as shown in table 4.8 below.

Table 4.8: Factors influencing Performance of M&E

Factors	Frequency	Percent
Governance Structures		
Weakest	6	31.6
Weak	0	0.0
Neutral	3	15.8
Strong	4	21.1
Strongest	6	31.6
Number of staff and training		
Weakest	3	15.8
Weak	4	21.1
Neutral	2	10.5
Strong	4	21.1
Strongest	6	31.6
Data Collection Tools		
Weakest	0	0.0
Weak	6	31.6
Neutral	3	15.8
Strong	5	26.3
Strongest	5	26.3
Project Indicator		
Weakest	2	11.1
Weak	2	11.1
Neutral	3	16.7
Strong	5	27.8
Strongest	6	33.3

According to 31.6% of the respondents, governance structures affected the performance very weakly while another 31.6% said that it affected the performance of M&E very strongly. On number of staff, majority (52.7%) ranked the factor as having a strong impact on the M&E performance. Further, on data collection tools, 31.6% said that it affected the performance weakly while 33.3% said that project indicators impacted on the performance of the M&E very strongly. Based on the above results, number of staff and training had the greatest impact on the performance of M&E indicators followed by project indicators and then governance structures. Data collection tools had the least impact on the performance of M&E system.

CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the discussion of key findings, conclusions drawn from the findings highlighted and recommendation made there-to. The conclusions and recommendations drawn were focused on addressing the purpose of this study which was to investigate on the factors influencing the effectiveness of the monitoring and evaluation systems in Non-Governmental Organizations. The study also sought to determine the effect of number of staff training, role of governance structures, funding levels, evaluation tool methods adopted and project objectives and indicators on the performance of monitoring and evaluation.

5.2 Discussion of the findings

This research study targeted the project managers who were working in the sampled 30 NGOs in Nairobi County. This means that 30 Project Managers were supposed to be interviewed. However, only 23 project managers responded to the interviews translating to a response rate of 77% which is above the 70% response rate threshold. This response rate was excellent, representative and conforms to Mugenda and Mugenda (2003) stipulation that a response rate of 50% is adequate for analysis and reporting; a response rate of 60% is good and a response rate of 70% and over is excellent. In this study, majority of the respondents were male. In addition, most of the respondents in this study had university degrees as their highest level of education. This shows that the respondents had the required information on factors influencing the effectiveness of the monitoring and evaluation systems in Non-Governmental Organization.

5.2.1 Governance Structures

This study found that monitoring and evaluation in most of the non-governmental organizations in this study were very good. Duignan (2007) had earlier indicated that the structure for governance, management and undertaking of evaluation activities needs to be clearly determined in monitoring and evaluation planning. In small evaluations, this will all be managed within existing governance and management structures

On the number of evaluations which are carried out in the life of the projects, the study found that three evaluations are done in the life of a project. In relation to the utilization of M&E findings on training the study established that they were sometimes used. Further the study established that the results from monitoring and evaluation were used for advising on areas of improvements.

The study also established that monitoring and evaluation results have effect on the funds allocation within the organization. It was also revealed that monitoring and evaluation was promoting accountability and transparency in non-governmental organizations. The study also revealed that the permanent staff in non-governmental organizations had been charged with M&E activities. In addition, staff are deployed from other departments when need arises. The study also found that outsourcing M&E services was happening in most of non-governmental organizations.

On the roles of M&E in aiding the decision making, the study established that monitoring and evaluation aided in project design – change of objectives, project modification, implementation of the programmes, confirming of the strategy and value and resource allocation. It was also revealed that all non-governmental organizations were considering monitoring and evaluation results as a motivation factor in their organization. This study also established that the donors, employees, customers/beneficiaries and other partners (organizations carrying out similar activities) had taken the M&E activities positively.

5.2.2 Staffing and M&E

On average, the results of the study showed that the sampled organizations had 68 employees with the organization with the highest number of employees being 600, and the organization with the least number of employees being 10. On the formal training of the employees, the study established that in most of non-governmental organizations 25% of the employees have undergone formal training, In addition, among those on adequacy of the training, most of the respondents said that they considered the trainings inadequate. According to Morra (2002), lack of training and lack of loyalty to the organization put reporting independence at risk.

The study also found that the M&E staffs are the one who have been tasked with the data collection, followed by clerks and the administrative assistants. On Data Entry and recording, the study found that the duty belonged to the managers and the department heads. Further, in most of the non-governmental organizations, the tasks had been delegated to managers and department heads followed by M&E staff. On presentation of the findings, the study found that the task has been delegated to the M&E staff, managers and department heads. The task of data dissemination, had been delegated to the M&E staff, but in a few organizations, it had been allocated to the managers and department heads.

On Monitoring and Evaluation staff transiting from one organization to another, the study found that the staffs were rarely transiting. The study found that availability of staff was affecting quality of evaluations to a very large extent. This was followed by level of skills (training), staff retention and staff motivation.

5.2.3 Level of Funding and Quality of M&E

It was revealed in this study that the government contributes less than 10% to the NGO's M&E. External donors contribute over 75% of the M&E budget. The general public contributes 25% of the funding of the non-governmental organizations. This shows that the external donors contributed highly on the Non-Governmental Organization. According to the findings, the approximate percentage of the money used on monitoring and evaluation was between 10 and 20%.

5.2.4 Data Collection Methods and Tools

The study found that most of the non-governmental organizations in this study use questionnaires most of the time. This was followed by interviews, focus groups discussions and surveys. On the methodology used to collect evaluation data the study found that it is dependent on the time set aside for M&E. This was followed by the method suggested by the top management, amount of funding and the method agreeable upon during the design phase of the project.

5.2.5 Indicators

The study also established that most of data on indicators is derived from the monitoring aspect, that is proper record keeping and forms a significant part of evaluation. On the factors which were considered by the researcher as to influence the M&E in the organizations the study found that governance structures affected the performance very strongly. It was also revealed that the number of staff had a strong impact on the M&E performance. Data collection tools affected the performance weakly while project indicators impacted on the performance of the M&E very strongly. This shows that the number of staff and training had the greatest impact on the performance of M&E indicators followed by project indicators and then governance structures. Data collection had the least impact on the performance of the M&E performance.

5.3 Conclusion

This study concludes that monitoring and evaluation in most of the non-governmental organizations in this study was very good. The study also found that three evaluations are done in the life of a project. Non-governmental organizations sometimes utilize M&E findings on training. Results from monitoring and evaluation were used for advising on areas of improvements. In addition, monitoring and evaluation results affect funds allocation within the organization. Monitoring and evaluation promotes accountability and transparency in non-governmental organizations.

The permanent staffs in non-governmental organizations have been charged with M&E activities. In addition, most of non-governmental organizations were outsourcing M&E services. The study also established that monitoring and evaluation aided in project design – change of objectives, project modification, implementation of the programmes, confirming of the strategy and value and resource allocation. All non-governmental organizations consider monitoring and evaluation results as a motivation factor in their organization. The donors, employees, customers/beneficiaries and other partners (organizations carrying out similar activities) had taken the M&E activities positively.

The sampled organizations had 68 employees with the organization with the highest number of employees being 600, the Kenya Red Cross and the organization with the least number of employees being 10. The study also concludes that in most of the non-governmental organizations 25% of the employees have undergone formal training. In addition, on adequacy of the training, most of the respondents said that they considered the trainings inadequate.

The study also makes a conclusion that the M&E staffs are the one who have been tasked with the data collection, followed by clerks and the administrative assistants. On Data Entry and recording, the study found that the duty belonged to the managers and the department heads. On presentation of the findings, the study found that the task has been delegated to the M&E staff, managers and department heads. The task of data dissemination had been delegated to the M&E staff. Staffs were rarely transiting form one organization to another. Availability of staff, level of skills (training), staff retention and staff motivation were affecting quality of evaluations to a very large extent.

The external donors contribute highly on the Non-Governmental Organization funding. The government contributes less than 10% to the NGO's M&E. External donors contribute over 75% of the M&E budget. The general public contributes 25% of the funding of the non-governmental organizations. The approximate percentage of the money used on monitoring and evaluation was between 10 and 20%.

Most of the non-governmental organizations in this study use questionnaires most of the time. This is followed by interviews, focus groups discussions and surveys. On the methodology used to collect evaluation data the study concludes that it is dependent on the time set aside for M&E. This was followed by the method suggested by the top management, amount of funding and the method agreeable upon during the design phase of the project. The study also concludes that most of data on indicators is derived from the monitoring aspect, that is proper record keeping and forms a significant part of evaluation. The study also established that governance structures, number of staff, project indicators and number of staff and training influence the M&E in the organizations. Data collection tools had the least impact on the performance of the M&E performance.

5.4 Recommendations

This study established M&E findings were sometimes utilized in training. This study therefore recommends that non-governmental organizations should fully utilize monitoring and evaluation findings in training. This would help non-governmental organizations to perfect their training.

The study also found that in most of the non-governmental organizations 25% of the employees had undergone formal training. This shows that 75% of the employees in non-governmental organizations had not undergone formal training. This study therefore recommends that non-governmental organizations should ensure that their employees should undergo formal training.

The study also established that the approximate percentage of the money used on monitoring and evaluation was between 10 and 20%. The study also found that the quality of evaluation was dependent on the level of funding. The amount used to fund the evaluations was dependent on the amount of funding from stakeholders. This study therefore recommends that non-governmental organizations should seek more financial support from individual Entities, corporate entities, general public and government.

5.5 Suggestion for Further Studies

From the study and related conclusions, the researcher recommends further research in the area of factors influencing the effectiveness of monitoring and evaluation systems but focus on public institutions. This research study focused on non-governmental organizations and since public institutions and non-governmental organizations operate differently the results in his study cannot be generalized to public institutions. The study also recommends furthe research on the evaluation tools and methods used by non-governmental organizatic ns in monitoring and evaluation.

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APPENDICES

APPENDIX 1: INTRODUCTORY LETTER

Kenyatta University
Department of management science
NAIROBI

Dear Respondent,

I am a postgraduate student at Kenyatta University studying MBA (Project management and Evaluation). In order to fulfill the degree requirement, I am undertaking a research project on factors influencing the performance of monitoring and evaluation on project/program/policy performance. The specific topic of my study is.

Factors influencing performance of Monitoring and Evaluation systems in Non-governmental organizations.

Your organization has been selected and you have been selected to form part of the study. I kindly request you to assist by completing the attached questionnaire.

The information you will provide is exclusively for academic purpose and will be treated with utmost confidence.

Your co-operation will be highly appreciated. Thank you in advance.

Yours faithfully

Rosemary Wanja Kaburu.

APPENDIX 2: Questionnaire

1. **Organization ....(optional)**

2. **Gender : male** **female** ☐

3. **Level of education**

   A. University degree ☐

   B. Diploma ☐

   C. Certificate ☐

   D. Secondary ☐

   E. Others (Specify). ....

   ....

4. **Designation/ Job Title.**

   ....

   ....

Section A: Governance structures

1. How would you rate the state of M&E in your organization (tick appropriately).

   A) Excellent ☐

   B) Very Good ☐

   C) Good ☐

   D) weak ☐

   c) Very weak ☐

2. How many evaluations are carried out in the life of projects?

   a) one ☐

   b) two ☐

   c) three ☐

   d) Others (specify)...

....

3. How often are findings from M&E activities used in training?

a) All the time ☐

b) Sometimes ☐

c) Not at all ☐

d) Other (Specify)..

....

4. M & E results are used for;

a) Punishing the underperformers ☐

b) Rewarding performing employees ☐

c) Advising on areas of improvement ☐

d) Other

(specify)..

....

5. How often does the result of the M& E affect the allocation of funds within the organization for the subsequent (future) activities and projects?

a) All the time ☐

b) Some time ☐

c) Rarely ☐

e) Not at all ☐

f) Other (Specify)..

....

....

6. Does M & E promote accountability and transparency?

Yes ☐ No ☐

Explain...

....

....

7. The monitoring and evaluation division/department;

a) Has permanent staff charged with M&E activities only ☐

b) Staff are deployed from other department when need arises ☐

c) Are hired on a temporary basis (contract) ☐

d) Services are outsourced

e) Other (specify)..

....

8. Why do you do monitoring and evaluation of projects?

a) It forms part of project implementation

b). It is a requirement by donors

c) It aids decision making in subsequent projects

d) Other (Specify)...

....

9.Some of the roles of M&E in aiding the decision making include resource allocation, modifying program/ project design, implementation ,verifying that you are doing what you think you are doing (strategy and value)informed resource allocation among others. Using a five point scale, tick appropriately to show the extent to which M & E aids decision making

	The type of decision	Very large extent (5)	Large extent (4)	Some extent (3)	Not at all (0)
a	Project design –change of objectives				
b	Project modification				
c	Implementation(process)				
d	Confirming strategy and value				
e	Resource allocation				
f	Others (specify)				

10. Would you consider M &E results as a motivation factor in the organization?

Yes No

If yes, in what ways?

....

....

....

....

11. From your past experience, how have the different groups taken the results of the M&E activities?

	Donors	Employees	Customers/ Beneficiaries	Organizations Carrying out similar activities	others
positively					
negatively					
indifferent					

SECTION B: STAFFING AND M&E

12. How many workers does the organization have?

....

13. How many employees have undergone formal training on monitoring and evaluation?

a) Less than 10% ☐

b) About 25% ☐

c) Between 50% and 75% ☐

d) Over 75% ☐

e) Other (Specify)...

....

14. Do you consider that adequate? YES ☐ NO ☐

Explain

....

....

....

15. Who is tasked with monitoring and evaluation activities? (Tick appropriately).

activity	M&E staff	Managers & department heads	Clerks and administrative assistants	External firms	Others (specify)
Data collection					
Recording					
Analysis					
Presentation					
Dissemination					

16. How often does staff charged with M&E activities leave the organization?

a) All the time ☐

b) Often ☐

c) Once in a while ☐

d) Rarely ☐

Explain..

....

....

17. Some of the aspects o staffing or human resource that affect monitoring and evaluation are as follows; availability of staff, level of skills, staff retention and level of motivation. On a scale of 1-5, rate the extent to which you think each of those variable affect the quality of evalu ations. (Tick appropriately).

Human resource aspect	Very la ge exten (5)	Large extent (4)	Moderate extent (3)	Some extent (2)	Not at all (1)
Availability of staff					
Level of skills(training)					
Staff retention					
Staff motivation					

Others (specify...

....

Section c:Level of funding and quality of monitoring and evaluation.

18. Who funds the activiti s of the organization? Tick appropriately in the table below

% / source	≤1)%	25%	50%	75%	Other(specify)
Government					
External donors					
General public					
Corporate entities					
Individual entities					
others					

19. In each project, what is the approximate percentage of the money used on monitoring and evaluation activities?

a) Less than 10% ☐
b) Between 10% and 20% ☐
c) Less than 30% ☐
d) Others (specify)……………………………………………………………………

……………………………………………………………………………………………

……………………………………………………………………………………………

20. Would you consider that adequate? Yes ☐ No ☐

Explain……………………………………………………………………………………

……………………………………………………………………………………………

……………………………………………………………………………………………

SECTION D. DATA COLLECTION METHODS AND TOOLS

21. What methods and tools do you use for data collection ?

Methods and tools	**All the time**	**Most of the time**	**sometimes**	**rarely**
Questionnaire				
Interview				
Focus groups				
Field surveys				

22. (Tick appropriately) The methodology used to collect evaluation data;

a) Is agreed upon during the design phase of the project. ☐
b) Is determined by the amount funding ☐
c) Is suggested by the top management organs ☐
d) Is dependent on the time set aside for monitoring and evaluation ☐

e) Others........... ....

....

23. What would you recommend as the best way of determining the data collection tools and methods?

....

....

....

SECTION D: INDICATORS

24. Would you consider project indicators a valuable component of monitoring and evaluation?

.explain................. ....

....

25. Most of the data on indicators is derived from the monitoring aspect ,that is proper record keeping and forms a very significant part of evaluation

a) Strongly agree ☐

b) Agree ☐

c) To some extent ☐

d) Factors ☐

26. Factors highlighted by the researcher are tabulated below. In your opinion assign numbers 1-5 depending on what factor you think has most influence on performance of M & E.(1 for weakest and 5 for strongest).

FACTOR	1	2	3	4	5
Governance structures					
No of staff and training					
Data collection and tools					
Project indicators					

Thank you for taking time to complete the questionnaire.

APPENDIX 4: Budget

PROPOSAL ITEM	QUANTITY	PRICE PER UNIT	Estimated cost (Ksh)
Stationery	2 rim	500	1000
Print Cartridge	2	2000	4000
Fare	-	-	10000
Internet expenses			5000
Proposal binding			2000
Contingency (30%)			6600
SUB- TOTAL			**28600**
PROJECT ITEM			
Plain paper	2	500	1000
Printer Cartridge	2	2000	4000
Field Work			25000
Internet expenses			3000
fare			15000
Data entry and analysis			15000
Subsistence			5000
Report Binding			3000
SUB-TOTAL			**59500**
GRAND TOTAL			**99600**

APPENDIX .5: Schedule of Activities

ACTIVITIES	TIME PERIOD
Proposal design and compilation	3 months
Amendment	2 weeks
Questionnaire piloting and amendment	1 week
Data collection	2 weeks
Data entry and analysis	1week
Report writing	1week
Report binding and presentation	I week

APPENDIX 5. List of NGOs in Nairobi County.

1. AFRICA WIDE CENTRE FOR DEVELOPMENT GROWTH
2. AGENCY FOR TECHNICAL CO-OPERATION AND DEVELOPMENT KENYA.
3. ADIEDO HOPE
4. BIDII KENYA
5. CATHOLIC ORGANIZATION FOR RELIEF AND DEVELOPMENT
6. DEVELOPMENT CENTRE FOR GENDER EMPOWERMENT
7. MISSION OF HOPE INTERNATIONAL.
8. SAACID KENYA.
9. AGAPE CENTRE FOR COMMUNITY DEVELOPMENT.
10. ALLIANCE FOR ENVIRONMENTAL MANAGEMENT AND CONSERVATION
11. AVSI FOUNDATION
12. APOLLO FOUNDATION
13. AQUA AFRICA DEVELOPMENT PROGRAM
14. CANADIAN ORGANIZATION FOR DEVELOPMENT THROUGH EDUCATION.
15. AFRI AFYA
16. AFRICAN DEMOGRAPHIC HEALTH AND RESEARCH INSTITUTE
17. ARISE AND HELP INTERNATIONAL
18. BARAKA HEALTH COMMUNITY DEVELOPMENT FOUNDATION.
19. COMMUNITY RESEARCH AND DEVELOPMENT NETWORK.
20. DEVELOPMENT KENYA ACTION.
21. EDUCATION FOR ALL NETWORK.
22. EDUCATION FOR SUSTAINABLE DEVELOPMENT.
23. GLOBAL RESPONSE TO AFRICAN CHILDRENS EDUCATION INITIATIVE.
24. GOOD HOPE CHILD AID AND WIDOW SURVIVAL.
25. KENYA WOMEN FINANCE TRUST.
26. PACT KENYA.

27. PLAN INTERNATIONAL.

28. SAVE THE CHILD CENTRE.

29. SMALL ENTERPRISES DEVELOPMENTADVISRY CENTRE.

30. KENYA RED CROSS SOCIETY

31. TOUCH A LIFE INTERNATIONAL..

32.CRADLE INTERNATIONAL

33.AUTISM SOCIETY OF KENYA

34.CONCERN WORLDWIDE

35.CHRISTIAN PEOPLE FOUNDATION

36.CHRIST'S HOPE INTERNATIONAL

37.CITIZENS AWARENESS NETWORK.

38.CITIZENS SMALL SCALE AND MEDIUM ENTERPRISES

39.COALITION OF RESEARCHERS IN DEVELOPMENT

40.COALITION OF YOUNG KENYANS.

41.COMMUNITY AID INTERNATIONAL.

42.COMMUNITY DEVELOPMENT RESEARCH CENTRE.

43.COMMUNITY DEVELOPMENT ASSISTANCE.

44.COMMUNITY EFFORT FOR DEVELOPMENT

45.COMMUNITY EMERGENCY RESPONSE VOLUNTEERS.

46.COMMUNITY INVESTMENT TRUST.

47.DESTITUTE RESCUE CONCERN.

48.DEVELOP KENYA ORGARNIZATION

49.DEVELOPMENT CENTRE FOR INNOVATIVE INITIATIVE IN HIV/AIDS.

50.DEVELOPMENT KENYA ACTION.

51.DISASTER SUPPORT AGENCY.

52.DEVELOPMENT KNOWLEDGE LINK-KENYA.

53.DOVE INTERNATIONAL.

54.EM- TECHNOLOGIES.

55.FAMILY HELPLINE ORGANIZATION.

56.FAMILY HOPE KENYA.

57.FAMILY HEALTH INTERNATIONAL.

58. FOUNDATION FOR RURAL AND URBAN DEVELOPMENT.

59.FOUNDATION FOR SUSTAINABLE DEVELOPMENT.

60.GENDER EQUITY NETWORK.

61.GENERAL WORKERS SAFETY NETWORK.

62.GLOBAL VICTIMS SUPPORT PROGRAMME.

63.GREEN PLANET INTERNATIONAL.

64.CHOOSE AFRICA.

65.HUMAN FACE INITIATIVE.

66.HUMAN RIGHTS WATCH.

67.KENYA ENTERPRISE DEVELOPMENT SERVICES CENTRE.

68.KENYA FRIENDS FOR THE NEEDY.

69.LENANA FOUNDATION TRUST

70.LIFELINE EAST AFRICA CHAPTER.

Source: NGO Coordination Board; 2012