Effect of Monitoring and Evaluation System in Program Implementation: A Case of NGOs in Nairobi County, Kenya

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Abstract:
The purpose of this study was to determine the influence of Monitoring and Evaluation Systems in program implementation. The study was guided by the following research questions: how does a causal framework affect program implementation at NGOs in Nairobi County? How does log frame/logical framework impact on program implementation by NGOs in Nairobi County? How does indicator matrix influence implementation of programs by NGOs in Nairobi County? And how does data collection and analysis plan affects the implementation of programs at NGOs in Nairobi County? The study adopted descriptive research design. The population of this study comprised of 10 NGOs in Kibera, Nairobi County. The study population and sampling frame comprised of 10 NGOs. The sample size of the study was 150 NGO workers; 75 implementers and 75 M & E personnel. Primary information for the study was gathered through questionnaires. Descriptive analysis was used to determine the proportions and frequency of the variables. Correlation analysis was used to draw inferences about the population from the sample and Statistical Package for Social Science (SPSS) was used to facilitate data analysis. The study found out that to a great extent both causal analysis framework and logical framework were used as monitoring and evaluation systems in program implementation while indicator index and data collection and analysis plan usage was moderate in program implementation. The study further revealed that all aspects of the monitoring and evaluation tools were positively correlated with program implementation and statistically significant at alpha level 0.05. The study concluded that causal analysis framework is positively correlated with program implementation by NGOs in Kenya. It is concluded that as a tool of monitoring and evaluation amongst NGOs, causal analysis framework allows for consultation with potential beneficiaries as well as with program implementers, identifies the needs of the community and a good tool to be before program implementation. The study concludes that NGOs uses logical framework mostly for strategy analysis, objectives analysis, stakeholder analysis and problem analysis. It is also concluded that logical framework guides the project evaluator to strictly scrutinize and ensure that the requirements are met. The study concludes that indicator matrix describes the projects objectives in terms of time, quantity, quality and place. This means that the indicator matrix should be developed with the participation of those who will be using it. It is also concluded that the findings from indicator matrix are used for monitoring project implementation, evaluating the interventions, planning for future projects as well as reporting to policy makers. The study concluded that NGOs had developed data collection and analysis plan which is capable of identify any limitations, biases, and threats to the accuracy of the data and analysis. Data collection procedure is as good as the end result itself thus it is capable of generating both internal and external assessments reports, data collection and analysis tools in place includes procedures, people, skills, and equipment necessary to systematically store and manage M&E data. The study recommended that the management of NGOs put more emphasis on the use of indicator matrix and data collection and analysis. The study recommended the gains already experienced from causal analysis framework and logical framework should be retained if not improved. The study considered only NGOs, future researchers could consider carrying out a similar study in a different sector or sectors to assess any variation in responses. It would be interesting to explore how the results obtained when the methods applied in this study are applied in other contexts for example in private sector. It would be worthwhile establishing the extent to which the findings of this study are generalizable to other industries, sectors or settings. Future researchers could also introduce different variables other than a causal analysis framework, logical framework, indicator matrix and data collection and analysis plan and test their effect on program implementation in NGOs.

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The growth in number and size of non-governmental organizations in Kenya has been met with a growing concern about identifying their achievements and effectiveness of their projects. M&E practices in NGOs implementing HIV/AIDS projects in Gaborone city are weak and fall below the best practices where most of the best practices were inconsistently done and others were not done at all (Muzinda, 2007). Challenges in implementation and monitoring and evaluation of maternal health and other related programmes in Kenya explains the ineffectiveness of these programmes.