International Journal of Science and Research (IJSR)
ISSN: 2319-7064
Index Copernicus Value (2016): 79.57 | Impact Factor (2017): 7.296

Determinants of Effectiveness of M&E System in Local NGOs: A Case Study of Ajprodho-Jijukirwa

Niragire Archangel[1], Dr. Patrick Mulyungi[2]

[1]Student, Jomo Kenyatta University of Agriculture and Technology

[2]Lecturer, Jomo Kenyatta University of Agriculture and Technology

Abstract: ***The main objective of the study was to assess the determinants of effective monitoring and evaluation in local NGOs in Rwanda; Case study of AJPRODHO-JIJUKIRWA. The specific objectives were to investigate the effect of selection of tools and techniques, technology adoption, personnel technical expertise and utilisation of M&E results on effectiveness of the M&E system at AJPRODHO-JIJUKIRWA. The study used a descriptive case study design. The study carried out a census due to a small population of 23 respondents. Primary data was collected using questionnaire and secondary data by review of literature. Statistical Package for Social Scientists (SPSS) computer program was used in data analysis. Descriptive statistics such as mean and standard deviation and inferential statistics including correlation and regression analysis were used to establish the relationship between the variables. The findings revealed that the four independent variables did not have a significant effect on the effectiveness of the M&E system, as indicated by the R square in the regression model summary and the Standardized Beta co-efficients showed p-values > α (0.05). However, the study variables were found to be significantly correlated to the dependent variables. The study recommends that the management of AJPRODHO-JIJUKIRWA should give strong consideration to other determinants of M&E systems including donor policies, budget allocations, stakeholder participation and management support.***

1. Background of the Study

Organisations want to know if resources have been spent well and whether citizens' lives have been improved while policy makers and managers, on the other hand, seek evidence to shape new policies and to understand progress to improve effectiveness respectively. M&E professionals must ensure these diverse information needs are met. According to Wageningen, (2014), databases are generated to feed the diverse M&E information needs. However, one can wonder whether the data are really used to improve the project or program or whether the M&E process has played its part in the process. The quality, quantity and purpose of the generated data, including the personnel and aspects are being used, can also be questionable. Therefore the conditions for the usefulness of the M&E data should be clarified.

Monitoring and Evaluation is among the tools that help project managers use to know when and whether plans are going according to schedule and plan necessary changes are asserts that diverse projects require diverse systems of M&E. Nevertheless, the commonest M&E systems with project leaders are those developed using the Logical Framework (Logframe) approach in M&E (Welish et al., 2005). M&E comprises two different processes: Monitoring which is the process of regular and systematic collection, analysing and reporting information about a project's inputs, activities, outputs, outcomes and impacts (World Bank, 2011); and Evaluation which a comparison between the actual and the planned outcomes from the project. Evaluation is therefore a scientific based appraisal of the strengths and weakness of the project (Hunter, 2009). Thus Monitoring is a way of improving efficiency and effectiveness of a project, by providing the management and stakeholders with project progressive development and achievement of its objectives within the allocated funds (World Bank, 2011) while Evaluation, on the other hand, is a means of checking efficiency, effectives and impact of a project.

Project evaluation is a process that involves systematic collection, analysis and interpretation of project related data that can be used to understand how the project is functioning in relation to its objectives (Nyonje, Ndunge and Mulwa, 2012). Before any development intervention is initiated, the M&E department designs a baseline survey under which the project can be initiated. Project goals/objectives, in puts, out puts, outcomes and impacts are designed in the logical Framework (also known as LogFrame) which is the tool used for planning across M&E departments. Objectively Verifiable Indicators of project development at different stages are also predetermined in the logframe. Finally the logfarme indicates the risks and assumptions thought of in the development process.

According to Shapiro (2011), Monitoring and Evaluation (M&E) requires stakeholder involvement as a participatory exercise. M&E ensures that project resources and inputs are put into the intended use and that the project addresses what it initially intended to do. It also makes sure that the project renders its services to the targeted population. Although monitoring and evaluation is used mainly for checking the impact of the project as well as establish whether it meets its objectives, it is also a mandatory requirement for donor sponsored projects where donors use them to determine effective use of the funds by organizations (NGOs).

2. Statement of the Problem

Most project managers appreciate that monitoring and evaluation (M&E) of projects is important if the project objectives are to be achieved (Mbiti & Kiruja, 2015). In a research done by Mugo et al., (2015) the factors influencing the implementation of M&E of development projects can be used to explain the predicted probability of development projects implementing M&E activities.

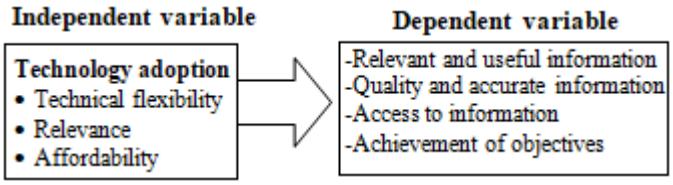
Training of M&E personnel, budgetary allocations, and stakeholders' participation in M&E had a statistical significance effectiveness of M&E. Mumararungu (2016) notes that stakeholders' involvement in M&E activities, staff competency, technology adoption and resource adequacy, play a pivotal role in determining the performance and success of community based projects in Rwanda.

Studies carried out in Rwanda show that quite a number of projects have been successful. For example, Kayihura (2015) carried out a study on the effect of Girinka programme on socio-economic development of local people indicates that the project objectives were achieved. In a related study by CIDA (2016) witnessed project success. The findings of the studies pointed out M&E as one of the enablers of project success. Despite the presence of M&E systems in the country, there is a significant share of the failed projects in Rwanda. The paradox is, despite a consensus among scholars that proper monitoring and evaluation leads to project success, there are still cases of project failure, which continue to exist in Rwanda. This therefore raises serious issues as to whether the monitoring and evaluation systems are effective enough to achieve project success. This study aims to examine the determinants of effective monitoring and evaluation in local NGOs, taking AJPRODHO_JIJUKIRWA as the case study. The findings of the study will attempt to provide a solution to the stated problem.

3. Objective of the study

To examine the effect of technology adoption on effectiveness of the M&E system at AJPRODHO-JIJUKIRWA

4. Conceptual Framework



1) Research Design

The researcher used descriptive case study research design, to demonstrate how selection of tools and techniques; selection of tools and techniques; technology adoption; personnel technical expertise and utilisation of M&E results contribute to the effectiveness of an M&E system. Descriptive research design is used to describe an event or phenomena as it exists at present and is appropriate when the study is concerned in specific predictions, narrative of facts and characteristics concerning individuals or situations (Kothari, 2003).

2) Population of the Study

The population of the research included all the project members of AJPRODHO-JIJUKIRWA who had direct concern with M&E. Therefore, the target population was 23 project staff of AJPRODHO-JIJUKIRWA.

3) Sampling Frame

The sampling frame displays a list of members of the research population from which a sample will be drawn (Bryman and Bell, 2007). The survey had a sampling frame of 23 project members of AJPRODHO-JIJUKIRWA, including the 1 M&E officer, 1 program managers, 7 project coordinators and 14 field staff in different projects. This is because they were responsible of many aspects of the project, including the M&E system, hence were in a better position to provide the information required by the study. However, since the group was small, the researcher carried out a census.

Table 1: Sampling Frame

Category	Population
M&E Officer	1
Program Manager	1
Project coordinator	7
Field staff	14
Total	23

Source: AJPRODHO-JIJUKIRWA, 2018

4) Sample and Sampling technique

The population of the study was a small group and therefore the researcher did not calculate the sample. The study was a census. Therefore, the targeted population of the study = 23 respondents. A 95% confidence level and an error margin of 5% were used.

5) Data Collection Instruments and Data Collection Procedure

A questionnaire was used to collect information on the M&E system being used by the AJPRODHO-JIJUKIRWA. Primary data was collected through the administration of written questionnaire to the respondents. The questionnaire was designed in a simple manner for the respondents to be able to understand the questions. The questionnaire was also designed in accordance with the study objectives in order to allow easy measurement of the variables.

The respondents were given oral instructions and then handed the questionnaire to fill in. The questionnaires were picked later from them. The questionnaire focused on the determinants of effectiveness of M&E system in AJPRODHO-JIJUKIRWA, which included selection of tools and techniques, technology adoption; personnel technical expertise and utilisation of M&E results.

6) Data processing and analysis

This is the process of collecting, modeling and transforming data in order to highlight useful information, suggesting conclusions and supporting decision making (Sharma, 2005). A multiple regression model was developed to establish the relationship between the dependent and independent variables (Sekaran, 2003). The relationship equation was represented by the linear equation below;

$Y = \alpha + \beta 1X1 + \beta 2X2 + \beta 3X3 + \beta 4X4 + Ɛ$

Where;

Y= Dependent variable (Effectiveness of M&E System)

α = Constant

Ɛ = Error
β = Coefficient of the determinant
X1 = Selection of tools and techniques
X2 = Technology Adoption
X3 = Personnel Training and Technical Expertise
X4 = Utilisation of M&E results

5. Research Findings and Discussion

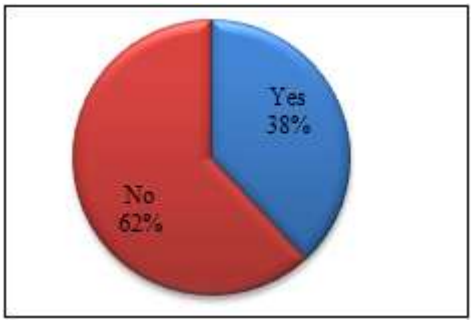


Figure 1: Use of M&E Technology

The majority of respondents (62%) revealed that they never used technology in M&E, while 38% of the respondents indicated that they used technology during monitoring and evaluation. Most participants in the study were field staff who never did data entry and analysis where technology is used most.

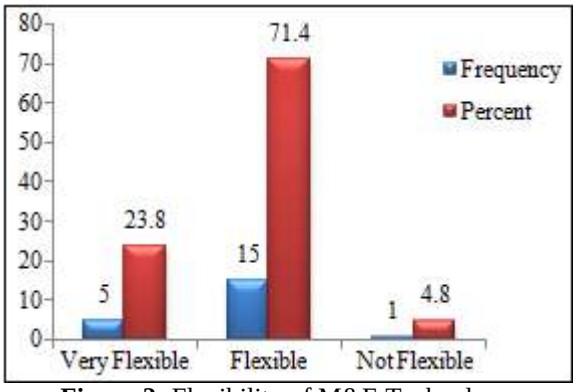


Figure 2: Flexibility of M&E Technology

The results from the table show that the largest portion of the respondents (71.4%) found M&E technology to be flexible, while 23.8% indicated that it was very flexible. However, one respondent (4.8%) indicated that the technology used for M&E was not flexible. According to Gwadoya (2011) technology adopted should relevant in terms of gender and culture as well as financial affordability.

Relevance of M&E Technology

Table 1: Relevance of M&E Technology

	Frequency	Percent
Very Relevant	4	19
Relevant	14	66.7
Undecided	2	9.5
Irrelevant	1	4.8
Total	**21**	**100**

Source: Primary data, 2018

As observed from the table, the biggest number of respondents (66.7%) agreed that M&E technology used is relevant, while 19% of the respondents agreed that M&E technology used is very relevant. 9.5% of the respondents could not rate the relevance of M&E technology while 4.8% showed that the technology is irrelevant.

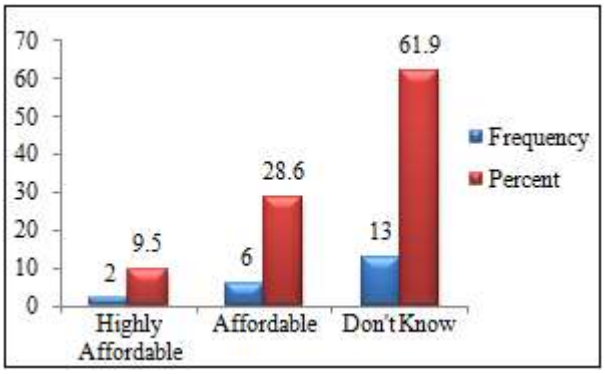


Figure 3: Affordability of M&E Technology

Most respondents (61.9%) did not know whether M&E technology was affordable, whereas 28.6% revealed that the technology was affordable. However A small number of respondents (9.5%) argued that the technology was highly affordable.

The affordability of the technology also depends on the available budget for M&E. The general rule of thumb is that the M&E budget should neither be too little as to affect the accuracy and credibility of results nor should it too big to interfere with other project activities (UNDP, 2009). M&E activities and their cost should be estimated and properly be planned for to ensure funds needed are sufficiently allocated. This should be done at the project design stage so that funds are allocated specifically to M&E and are available to implement M&E tasks (Chaplowe, 2008; Njama, 2015)

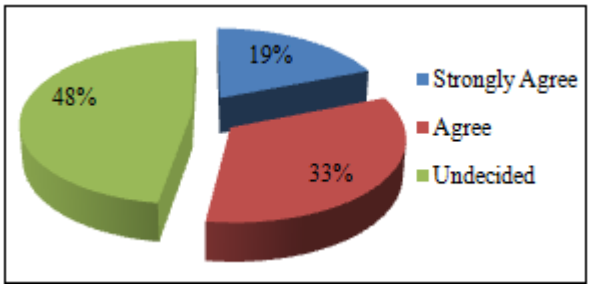


Figure 4: Descriptive statistics on technology adoption

Nineteen percent (19%) of the respondents strongly agree that technology has an effect on effectiveness of M&E system while33% agree with the statement. Nevertheless, a significant number of the respondents (48%) were undecided on whether M&E technology affected effectiveness of M&E system.

Gwadoya (2011) recommends that in order to ensure efficiency in responses to fundamental concerns for the projects, the technology adopted should be relevant, affordable, acceptable and flexible. Kiruja and Mbiti (2015) suggest that organizations need to have a computerized database for storage and analysis of soft data. The computerised system should also have data collection tools progress and results review platforms as well as reporting

templates; The system should also have skilled personnel to handle the technology.

6. Conclusion

From the study, it can be concluded that there is a shared need for proper understanding of M&E technology for all personnel involved in monitoring and evaluation activities at AJPRODHO-JIJUKIRWA. Data collection technology also needs to be incorporated in the system so as to go with the changing technological world. Selection of tools and techniques for the M&E system plays a pivotal part in its success or failure.

There is therefore a need to have consensus with all stakeholders on the kind of tools and techniques to be applied. AJPRODHO-JIJUKIRWA should therefore be flexible to allow modification of their M&E systems and design new tools and techniques to fit the current situations.

7. Recommendations

AJPRODHO-JIJUKIRWA is recommended to give a strong consideration to other determinants of Monitoring and Evaluation including donor policies, budget allocations for M&E, stakeholder participation and management support in a bid to boost the M&E system for the organisation.

The project leaders and the M&E officer in charge of the M&E system should ensure that they field staff have the required technical expertise to handle the M&E tools effectively. Stakeholder participation should be integrated with technology adoption to allow efficient management of the M&E systems and gives chance for in project monitoring and evaluation.

References

[1] Bryman and Bell, (2007). *An Introduction to Theory of Change. The Evaluation Exchange, Volume XI* Number 2, P. 12
[2] Chaplowe, Scott G. (2008). *Monitoring and Evaluation Planning: American Red Cross/CRS M&E Module Series.* American Red Cross and Catholic Relief Services (CRS),Washington, DC and Baltimore, MD.
[3] CIDA (2016), *Business Research Methods.* London: Mcgraw Hill Higher Education
[4] Gwadoya (2011). *Making Monitoring and Evaluation Systems Work.* World Bank.
[5] Hunter, (2009), *A Guide for project M&E: Managing for Impact in Rural Development.* International Fund for Agriculture Development (IFAD),
[6] Kayihura (2015) , *'Outcome Mapping: A Realistic Alternative for Planning,Monitoring and Evaluation'*, Overseas Development Institute, London
[7] Kiruja and Mbiti (2015),*The Operational Environment and Constraints for NGOs in Kenya: Strategies for Good Policy and Practice*. IELRC Working Paper 2000-2. International Environmental House
[8] Kothari, C.R (2004). *Research Methodology; Methods and Techniques*. New Age International (P) Ltd., Publishers. 4835/24, Ansari Road, Daryaganj, New Delhi – 110002
[9] Mbiti & Kiruja, (2015), *Enhancing evaluation use. Insights from internal evaluation units.* Sage Publications.
[10] Mugo et al., (2015), *Glossary Monitoring and Evaluation Terms*. Monitoring and Evaluation Reference Group. UNAIDS.
[11] Mumararungu (2016), Standards for a Competency-based Approach to Monitoring and Evaluation Curricula & Trainings. Retrieved from; <http://www.unaids.org>
[12] Nyonje, Ndunge and Mulwa, (2012), *What's Your Theory – Tips for Conducting Program Evaluation - Issue 4.* Wilder Research
[13] Shapiro (2011), *Evaluation and Theory of change.* Presented at workshop on randomized evaluation to improve financial capability innovation for poverty action (ipa)
[14] Sharma, (2005). *Handbook on Planning, Monitoring and Evaluating for Development Results*United Nations Development Programme (UNDP) 2009, New York, NY 10017
[15] UNDP, (2009). *"Innovations in Monitoring & Evaluating Results"* Discussion Paper (Third International Conference on National Evaluation Capacities (Sao Paulo, Brazil, 29 September – 2 October 2013)
[16] Wageningen, (2014), *Determinants of Effective Monitoring and Evaluation Systems in Non-Governmental Organizations within Nairobi County, Kenya*. Masters Thesis, Kenyatta University, 2013
[17] Welish et al., (2005), Mobile Technology for Monitoring and Evaluation and Health Information Systems in Low- to Middle-Income Countries. MEASURE Evaluation
[18] World Bank. (2001). Monitoring & Evaluation: some tools, methods and approaches. The World Bank, Washington, D.C.
[19] World Bank. (2013).*Results Framework and M&E;Guidance Note* OPSPQApril 9, 2013