

Monitoring and Evaluation: Innovation on Implementation of Projects in Non-Governmental Organizations

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Abstract: Projects remain the instruments of choice for policymakers in national and international development. In Africa and other third world countries, development projects play a great role in providing basic social services. The main focus of this study was to access effects of monitoring and evaluation on successful implementation of projects in non-governmental organizations of Kajiado County. The study covered a population of 110 employees and used stratified random sampling where 50% of the entire target population formed the sample size (55) of the study. Data was collected from both primary and secondary sources using questionnaires. The findings were presented using graphs, pie charts and table diagrams respectively depending on the techniques. Based on the study findings, monitoring and evaluation 95% said it affects successful implementation of projects in non-governmental organizations of Kajiado County while 5% disagreed, on staff training 88% said it affects successful implementation of projects in non-governmental organizations of Kajiado County while 12% disagreed. The researcher recommends that monitoring and evaluation of project since it is very essential in improving performance, is also very complex, multidisciplinary and skill intensive processes. In relation to staff training the non-governmental organizations should be able to improve the competency of personnel. It was highly recommended that monitoring and evaluation of project since it is very essential in improving performance, is also very complex, multidisciplinary and skill intensive processes.

Keywords: Monitoring and Evaluation, Innovation, Implementation.

INTRODUCTION

Monitoring and Evaluation is a combination of two processes which are different yet complementary. It is therefore a process of systematically collecting and analyzing information of ongoing project and comparison of the project outcome/impact against the project intentions. An M&E system, on the other hand is a set of components which are related to each other within a structure and serve a common purpose of tracking the implementation and results of a project. It is therefore an integrated system of reflection and communication that support project implementation. An M&E system is made up of four interlinked sections, which are: setting up of the M&E system, implementation of the M&E system, involvement of the project stakeholders, and communication of the M&E results [1].

The consensus is that evaluation, like monitoring, is important because it allows lessons to be learned, leading to improvement in future projects. But like monitoring, it is not done with sufficient rigour. For example, "many projects cannot precisely pinpoint who has benefitted and by how much or in what way. This does not indicate the projects are unsuccessful, but that existing methods of appraisal and evaluation are too

limited. There is a need for more thinking on how to appraise projects for institutional development, sustainability, and environmental impact [2].

Few agencies feel that they have the resources to evaluate every project, and so evaluation, particularly ex-post evaluation, tends to be biased towards projects with problems. Also, small agencies particularly are reluctant to use the time of project staff on evaluation when they could be getting on with the next project. The larger agencies which have separate evaluation units face the difficulty that the independence of these units makes them less able to influence the operational departments. There are several different approaches to evaluation reporting. To some extent the termination report by project staff can be considered as an evaluation, but it is often biased by the frustrations and difficulties, and tends to be more a catalogue of problems than a balanced account of performance. An ex-post evaluation either by an evaluation unit or by sub-contractors tends to be more open-minded, but the very fact that it is done after the event means that it is dependent upon records and reports, which are likely to be unwritten, incomplete, unavailable, or less comprehensive than the evaluation team would wish. The other source of information for ex-post evaluation

teams is personal recollection which is notoriously inaccurate [3].

Further, monitoring puts an emphasis on transparency and accountability in the use of resources to the stakeholders such as donors, beneficiaries and the wider community where the project is implemented. Robbins [4] argues that the starting point in politics as an element of evaluation involves asking who would gain lose and how. This also involves how the results make a difference to the various stakeholders. Evaluation on the other hand provides an assessment of the effectiveness of the project in achieving the goal and the relevance and sustainability of the on-going project. Evaluation compares the impact of the project as set to be achieved by the project plan.

Human resources management are very important in project management. Particularly, they are crucial for an effective monitoring and evaluation. The technical capacity and expertise of the organization in conducting evaluations, the value and participation of its human resources during the decision making process as well as their motivation in implementing the decision can hugely impact on the evaluation [5]. Clarke [6] further illustrate that this should not be just mere training by undertaking learning approach which are best practice and have a positive effect on the evaluation process within the organization.

Monitoring and evaluation, although very essential in improving performance, is also very complex, multidisciplinary and skill intensive processes. Building a resulted based M&E system is a requirement by the growing pressure to improving performance which is also one of the requirements by the NGO and donor's to check on the effective use of the donor funds, impact and benefits brought by the projects. Hence there is a need for establishment of rules for constructing minimum parameters for monitoring and evaluation for projects that can be used to track progress and effectiveness. Research also shows that the foundation for evaluation is being built in many developing countries [7]. Consequently with the growing global movement to demonstrate accountability and tangible results, many developing countries will be expected to adopt results based M&E systems in the future, due to the international donors focus on development impact.

Monitoring and evaluation tend to be understood as one and the same thing. Though related, however, they are two different sets of organizational activities. Monitoring is the routine collection and analysis of information to track progress of a project against set plans and check compliance to established standards. It helps to identify trends and patterns, and help project implementers to make informed decisions. Smith [8] defines monitoring as the art of collecting the

necessary information with minimum effort in order to make a steering decision at the right time. This information also constitutes an important and necessary data base for analysis, discussion, evaluation and reporting. According to Millennium Development Authority [9], "Monitoring involves the collection of routine data that measures progress towards achieving project/program/policy objectives. It is used to track changes in the intervention performance over time.

On the other hand, evaluation involves identifying and reflecting upon the effects of what has been done, and judging their worth. Evaluation basically aims to determine as systematically and objectively as possible the effectiveness, efficiency, relevance, sustainability and impact of a project or programme. Burbank [10] defines evaluation as a process that involves systematic collection, analysis and interpretation of project related data. It aims to provide valuable management information, judge the value and merits of an intervention, and draw lessons which can be used to make decision in future.

There is a clear consensus that good monitoring throughout the project is essential, and also that it is frequently inadequate. It has been shown that blueprint projects which are finalized at preparation are less likely to be successful than flexible projects which can adjust to experience gained as the project develops. This implies that there must be a regular and reliable programme of measuring, recording and reporting the progress. This in turn means that there must be close contact with the beneficiaries, and also defined indicators of performance. Evaluation studies show that it is very common for insufficient attention to be given at project preparation to working out plans for monitoring, and the lack of a clearly laid out plan encourages project staff to give it low priority. It is the impression that field staff think of all returns and reports as being unwelcome chores that interrupt the real work [11].

Informal ex-post evaluations are also frequently done as part of a study of a group of projects. This present study is one example and use has been made of many others. Evaluations of this type are particularly useful in identifying trends, and frequently-occurring good and bad factors, but being less detailed they are less effective at evaluating individual projects. The last type of evaluation is that which is carried out some years after the completion of the project. The World Bank is the only agency identified as having made a formal study of projects ten to fifteen years after their completion. The observations from that study were found to be very instructive and perhaps this type of evaluation should be carried out more frequently. Most development workers are familiar with cases where past projects can only be located by the project buildings, now serving some other purpose, or by the piles of

rusting machinery which leads to the question of continuity and sustainability [12].

Statement of the Problem

Projects remain to be universal in all entities of life more so the policy makers with respect to both local and international development, but then ironically, the poor performance of projects and the disappointment of projects appear to be a commonest scenario. Project teams among NGOs in Kajiado County are confronted daily with difficult tasks related to project implementation. These challenges have been aligned with excessive workload, hectic activities, fragmentation, and superficiality. This has been affirmed by the World Bank's private arm and the International Finance Corporation 2013 who have found out that only half of Africa's projects succeed, the concerns of the pronounced and alarming rates of projects failures, this calls for a study to unearth the effects of monitoring and evaluation on successful implementation of projects in non-governmental organizations of Kajiado County.

Specific Objectives

- To access effects of monitoring and evaluation on implementation of projects in non-governmental organizations of Kajiado County.

Research Questions

- How does monitoring and evaluation affect implementation of projects in non-governmental organizations of Kajiado County?

Scope of the Study

The study sought to access effects of monitoring and evaluation on implementation of projects in non-governmental organizations of Kajiado County with the reference to New Life Mission Mashuuru which is located Ongata Rongai off Magadi Road Rift Valley. The target population was 110 staff drawn from various levels of management. The study involved the top level management, the middle level management and the support staff. The study was carried out in a period of three months from January 2017 to March 2017.

METHODOLOGY

Research design refers to the procedures selected by the researcher for studying a particular set of questions or hypothesis. The used a quantitative approach, the research design for this study was a case study. A case study design was considered appropriate because, it examines the cause and effect relationship between one variable and the other, it describes the relationship that Exist between the monitoring and evaluation and implementation of projects in non-governmental organizations.

Target Population

Target population is set of complete individuals, cases or objects with some common characteristics to which the researcher wants to generalize the results of the study [13]. The study focused mainly on the employees of New Life Mission Mashuuru in the following categories, top management, middle level management and support staff.

Table-1: Target Population

Category	Target Population	Percentage
Top Level Management	2	2
Middle Level Management	6	5
Support Staff	102	93
Total	110	100

Source: Author (2017)

DATA ANALYSIS METHODS

Data analysis is a process of gathering, modeling and transformation data with the goal of highlighting useful information, suggestion, conclusions and supporting decision making hence preparing crude data into interpretable designs [13]. Data was analyzed using statistical methods by use of tables, charts, frequency and percentages.

Limitations of the Study

Confidentiality

Some respondents hesitated to give some information for fear that the information could end up in the hands of management and this can cost them their jobs. In order to mitigate this limitation researcher convinced them by promising that the information was treated with confidentiality and produce a letter of

introduction from the Kenya Institute of Managements a proof that the study was for academic purposes only.

Bureaucracy

Since every organization have the rules and regulation stipulated by the acts on which such organization are formatted. The researcher encountered long time during the process of answering the questionnaires basically, this challenge was addressed by the researcher explaining to the management the importance of the research especially with respect to answering questions and how the findings was to help the organization bridge the gaps developed by the student and help future scholars for their academic work.

Researcher Responsibility

This information would not be used against the Non-Governmental organization interests. The ethical considerations as regards to this literature review involved objectively analyzed and reporting the content from referenced sources in a manner that did not change the information from the original source or favour so as to support the research problem in question. To avoid bias all the studies containing relevant information were included accordingly. The source of information was only restricted to those that were offered for free access from the databases used.

FINDINGS AND DISCUSSION

The study sought to access effects of monitoring and evaluation on implementation of projects in non-governmental organizations of New Life Mission Mashuuru Kajiado County Kenya. The study findings were as shown in figure-1 & 2, Table-2.

Monitoring & Evaluation on Implementation of Projects in Non-Governmental Organizations of Kajiado County

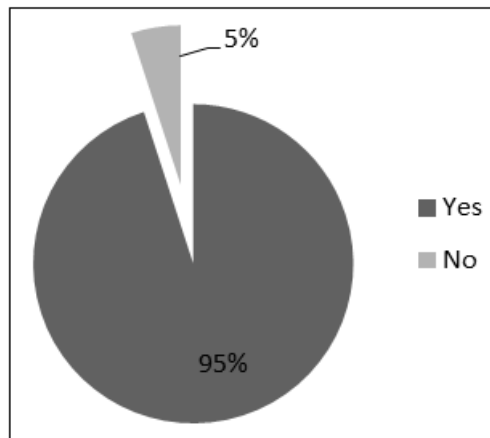


Fig-1: Whether Monitoring and Evaluation affects Successful Implementation of Projects in Non-Governmental Organizations of Kajiado County
Source: Author (2017)

Figure-1 shows the effect of monitoring and evaluation on successful implementation of projects in non-governmental organizations of Kajiado County. Based on the analysis 95% of the total respondents agreed that monitoring and evaluation affects successful implementation of projects in non-governmental organizations of Kajiado County while 5% of the total respondents stated that monitoring and evaluation does not affect successful implementation of projects in non-governmental organizations of Kajiado County. This agree with Cascio [5], that technical capacity and

expertise of the organization in conducting monitoring and evaluations, values and participation of its human resources during the decision making process as well as their motivation in implementing the decision can hugely impact on the evaluation. From the study it can be concluded that monitoring and evaluation has an effect on successful implementation of projects in non-governmental organizations of Kajiado County.

Rating of Monitoring and Evaluation

Table-2: Rating of Monitoring and Evaluation on Successful Implementation of Projects in Non-Governmental Organizations of Kajiado County

Category	Frequency	Percentage
High extent	17	42
Moderate extent	12	30
Low extent	9	23
No effect	2	5
Total	40	100

Source: Author (2017)

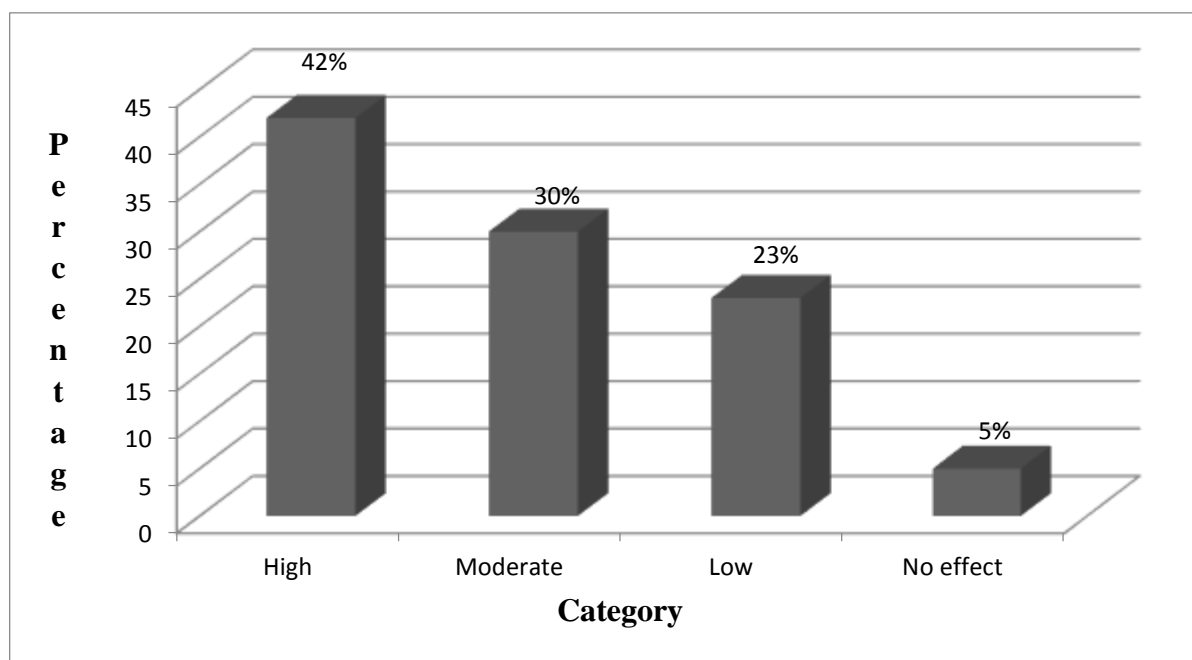


Fig-2 Rating of Monitoring and Evaluation on Successful Implementation of Projects in Non-Governmental Organizations of Kajiado County

Source: Author (2017)

Figure-2 show how they rated effect of monitoring and evaluation on successful implementation of projects in non-governmental organizations of Kajiado County. Based on the study, funding had high extent impact at 42%, 30% believed it had moderate extent, 23% thought it was low while 5% of the total respondent stated that it had no effect. The study finding concurs with Linda [2], who indicates that existing methods of appraisal and evaluation are too limited and there is need for more thinking on how to appraise projects for institutional development, sustainability, and environmental impact. From the studies it can be concluded that majority rated monitoring and evaluation effect implementation of projects in non-governmental organizations of Kajiado County as high extent.

CONCLUSION

The study revealed the effect of monitoring and evaluation on successful implementation of projects in non-governmental organizations of Kajiado County. It was established that 95% of the respondents said that monitoring and evaluation affects successful implementation of projects in non-governmental organizations of Kajiado County while 5% said that there was no effect on successful implementation of projects in non-governmental organizations of Kajiado County. Monitoring and evaluation, although very essential in improving performance, is also very complex, multidisciplinary and skill intensive processes. Building a resulted based M&E system is a requirement by the growing pressure to improving performance which is also one of the requirements by

the NGO and donor's to check on the effective use of the donor funds, impact and benefits brought by the projects.

Policy Implication

It was found that monitoring and evaluation have effect on successful implementation of projects in non-governmental organizations of Kajiado County. Based on the findings the study reveals that monitoring and evaluation affects implementation of projects in non-governmental organizations of Kajiado County at a high extent. The study recommends monitoring and evaluation of project since it is very essential in improving performance, is also very complex, multidisciplinary and skill intensive processes. Building a resulted based M&E system is a requirement by the growing pressure to improving performance which is also one of the requirements by the NGO and donor's to check on the effective use of the donor funds, impact and benefits brought by the projects

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