APPLICATION OF THE RESULT BASED MONITORING AND EVALUATION SYSTEM BY DEVELOPMENT ORGANIZATIONS IN NORTH RIFT REGION OF KENYA

BY:

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DECLARATION

Declaration by the Candidate

I declare that this thesis is my original work and has never been presented to any tertiary college, university or any other institution for a similar or any other academic award.

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Declaration by the Supervisors

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DEDICATION

This research work is dedicated to my dear wife Jennifer Kathomi and my two daughters, Peace Mwende and Joy Makena.

ABSTRACT

Title: Application of the Result Based Monitoring and Evaluation system by development organizations in North Rift region of Kenya.

Background: Today, many development organizations are using Result Based Monitoring and Evaluation (RBME) system to showcase their impact in peoples' lives. The RBME is a systematic and structured procedure on reporting organization's performance. This study sought to determine the RBME system application by development organizations. Specifically, the study evaluated the design of RBME system, established the level of RBME application and described the factors associated with the RBME system application by the development organizations.

Methods: This was a cross sectional study. The data was collected from 263 project staff from 25 organizations using a self-administered questionnaire between January to March 2013. The data was analyzed using descriptive statistics that included percentage, frequency distribution, mean and standard deviation. A Chi square test (X^2) of independence was used as inferential statistics at significant level of 0.05.

Results and discussion: The findings showed that majority (93%) of project staff in 25 development organizations confirmed that RBME system was designed and were applying it in reporting impact. Many organisations had ensured that the requirements of the RBME system at the project design stage were adhered to. This is attributed to stringent funding conditions of the donors to development organisations. The project staff rated an average of 71% ± 12% as a level at which RBME system was applied in development organizations. This showed that the development organisations appreciated importance of the RBME system in reporting changes made in the target beneficiaries. The major factors that significantly associated with the application of the RBME system were management support ($p = 0.032$), budget allocation ($p = 0.000$), staff capacity ($p = 0.000$), baseline survey ($p = 0.000$) and stakeholders participation ($p = 0.000$). These factors were significant because they are the preconditions for any organisations to effectively design and apply RBME system.

Conclusion and recommendations: All the development organizations were using the RBME system at different levels to report impact being made in the target beneficiaries. This was mainly due to different factors associated to the application of RBME system. These factors included management support, financial resources, staff capacity and stakeholders' participation. It was recommended that the development organizations should allocate more financial resources to monitoring and evaluation activities, establish monitoring and evaluation office and consider monthly reporting as ideal periodic reporting of the impact.

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

ABBREVIATIONS

ACK	Anglican Church of Kenya
AIDs	Acquired Immune Deficiency Syndrome
ASAL	Arid and Semi-Arid Lands
CBO	Community Based Organizations
CCS	Christian Community Services
CRWRC	Christian Reformed World Relief Committee
FAO	Food and Agriculture Organization
HIV	Human Immune-deficeincy Virus
IFAD	International Fund for Agricultural Development
IREC	Institutional Research and Ethics Committee
MalERA	Malaria Eradication and Research Agenda
M&E	Monitoring and Evaluation
NGOs	Non-Governmental Organizations
OECD	Organization for Economic Corporation and Development
PACT	Plan of Action for Challenging Times
PCM	Project Cycle Management
PELUM	Participatory Ecological Land Use Management
PGH	Post Graduate of Health
PRA	Participatory Rural Appraisal
RBM	Results Based Management
RBME	Result Based Monitoring and Evaluation
PME	Participatory Monitoring and Evaluation
SPH	School of Public Health

SPSS	Statistical Package for Social Sciences
TIR	Third International Roundtable
TME	Traditional Monitoring and Evaluation
UNFPA	United Nations Population Fund
UNDP	United Nations Development Programme
USAID	United States Agency for International Development

OPERATIONAL TERMS

Application of a RBME system means facilitating recording and reporting changes made by development organizations in target beneficiaries lives (International Fund for Agricultural Development (IFAD), 2002). Level of application in this study meant the extent to which the RBME system facilitated reporting the impact by the organization.

Community Based Projects are interventions done with certain population living in a given geographical area to bring about desired change (difference in their lives) (McChLery *et al*, 2005).

Development organizations are the organizations that identify social problems, design interventions, source funds and implement relevant interventions. During the project implementation, the project staff are expected to write regular reports on the progress of the implementation and achievements (Lynn *et al*, 2008).

Donor organizations are the organizations mostly international that give funds to development organizations to implement interventions to make a positive difference in the target communities (Wanyama, 2001).

Evaluation is the systematic and objective assessment of an ongoing or completed project, program, or policy to determine the design, implementation and results. The aim of an evaluation is to determine the relevance and fulfilment of objectives, project efficiency, effectiveness, impact, and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipient's organizations and donors (Duignan, 2008).

Indicators are yardsticks that are used to measure results (changes). They indicate whether the project is making a difference, to what degree and until when. Indicators vary with projects/interventions (Markus and Müller, 2010).

Management in relation to RBME refers to the use of performance information in making decisions to coordinate the projects' implementation to achieve predetermined objectives (Mulwa and Ngulu, 2011).

Monitoring is a continuous, systematic and regular (routine) collection of data on a given project's indicators to provide management and the main stakeholders with information on an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds (Lynn *et al*, 2008).

Project Logical framework is a planning and monitoring tool that shows what a given project seeks to achieve and how it will be achieved while clearly identifying the conditions outside project control that are critical for the project to succeed (IFAD, 2002).

Project Performance refers to the achievement of project objectives at any given point of implementation in relation to set targets (Lynn *et al*, 2008).

Results are the changes occurring as an effect of a project and that can be attributed to it. They may be positive or negative, intended or unintended, direct or indirect. The results include output, outcomes and impact. *Outputs* are the products, capital goods and services, which result from a project. *Outcomes* are both short-term and medium-term effects of a project's outputs and *impact* are positive and negative, primary and

secondary long-term effects produced by a project, directly or indirectly, intended or unintended (IFAD, 2002; Lyn *et al*, 2008).

Results Based Monitoring and Evaluation System is a standard and structured procedure for recording and reporting project performance to inform decision making on the project implementation and performance (Food and Agriculture Organization (FAO), 2010).

Stakeholders are all parties that benefit or are affected by the project at all levels. They include target beneficiaries (primary stakeholders), service providers, development and donor organizations and governments (Mulwa and Ngulu, 2011).

Target Beneficiaries are the identified group of people intended to benefit or gain directly from a project (IFAD, 2002).

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CHAPTER ONE

INTRODUCTION

1.1 Background to the study

For many years, developing countries through government and non-governmental agencies have taken the role of providing social services to the citizens with external financial support from donor countries and international donor organizations. However, many donor organizations have shifted the financial support from government and channelled to development organizations commonly known as Non-Governmental Organizations (NGOs). Currently, NGOs account for about 15% of the donor aid in developing countries (Hopper *et al*, 2010). The NGOs identify social challenges faced by poor communities and fundraise in form of community-based projects. The donor organizations expect accounting of the funds by NGOs through reporting. Monitoring and evaluation is the main way the progress of project is tracked and reported by development organizations (Mulwa, 2010).

The concept of monitoring and evaluation developed as an accountability process for the funds used in reconstruction after World War II in 1945 and as development work continued to grow over the years, monitoring and evaluation became a dependable tool for accountability and learning in private and the public sector worldwide (Lynn *et al*, 2008). Despite this central role, monitoring and evaluation suffered neglect from development organizations after the development practitioners and donor organizations turned it into a policing tool (Spreckley, 2009). Over reliance of reports containing information on implemented activities and funds spent by donor organizations reinforced the belief among development organizations that monitoring and evaluation was indeed a policing instrument. It was not until late 1990s during the introduction of Result Based Management (RBM) in development that the development organizations

realized that monitoring and evaluation could not be ignored any longer and that it was critical in directing project implementation (Mulwa, 2010).

With the emergence of Result Based Management (RBM) in the late 1990s, it became even more vivid that without a Result Based Monitoring and Evaluation (RBME) system, organizations could not determine whether the expected changes or results were achieved. This demanded an introduction of Result Based Monitoring and Evaluation system to development organizations by donor to regularly report projects' impact or results on the target beneficiaries. Despite the introduction of RBME system over decade ago, the development organizations continue to report implemented activities more than changes made in people's lives (Farrell, 2008 and Spreckley, 2009). The persistent use of traditional monitoring and evaluation systems by development organizations that are notorious for reporting project activities and outputs have raised concerns among donor organizations (PELUM, 2008). While many development organizations implementing community based projects in different sectors appreciate the role of RBME system in reporting impact, it remains to be established state of the RBME system application by development organisations.

1.2 Problem Statement

Development organizations always conduct timely reporting on implemented activities and finances with little information on the impact of the projects. Result Based Monitoring and Evaluation system was introduced by donor organizations to correct this weakness but under reporting of impact remains a challenge to most of development organizations (Opuka, 2006). This has led to reduced funding and stringent conditions on development organizations to demonstrate RBME system application before they are considered for funding.

1.3 Justification of the Study

The information from this study will be vital in enabling development organizations and donor organizations to understand the current RBME system application status. The findings will be used to enable development organizations apply RBME system effectively report adequately. The findings will be instrumental in decision making processes by donor organizations concerning projects funding. Lastly, the findings will be of value to project management researchers who are interested in carrying out further research in monitoring and evaluation of the projects.

1.4 Research questions

- What is the status of the RBME system application in development organizations within North Rift region?

1.6 Objective of the study

- To evaluate the design of RBME system applied by development organizations in the North Rift region
- To assess the level of RBME system application by development organizations in the North Rift region.
- To describe the factors associated with application of RBME system by development organizations in the North Rift region.

CHAPTER TWO

LITERATURE REVIEW

2.1 Development Organizations

Development organizations are in the forefront in meeting human needs around the world. They are dedicated to reaching out to grass roots level of society and have capacity to mobilize community members for a positive change (Wanyama, 2001). Development organizations can assume one of the following organizational forms namely: Non-Governmental Organizations (NGOs), Companies limited by guarantee and limited by shares. Others are Trusts, Societies, Cooperative societies and unions, Faith Based Organizations, Civil Society Organizations, and Community Based Organizations (CBOs). They possess human, physical, technical and financial resources needed to support and implement small and large scale projects (USAID, 2006). Under the NGO Coordination Act (GOK, 1999) these organizations are established for the benefit of the public at large and promotion of social welfare, development, charity or research in the areas inclusive of, but not restricted to, health, relief, agriculture, education, industry and the supply of amenities and services.

Development organizations provide services to communities through community based projects which include water and sanitation, food security, nutrition, health promotion and reproductive health among others. Many development organisations implementing community based projects have always accounted for funds given to them but fail to show the difference they are making in people's lives (USAID, 2006). The donor organizations are increasingly asking development organizations to show the linkages between the community projects and changes they are making in people lives. The challenge has been that even with this continuous pressure, the development

organizations hardly demonstrate the results of their work in the progress reports submitted to donor organisations (Kusek, 2004 and UNFPA, 2004).

2.2 Monitoring and Evaluation

Monitoring and evaluation is one of the components of project management. Project management covers all the operations of a project from inception to completion. The operations are categorized into stages namely; project identification, formulation, appraisal, approval, implementation, and monitoring and evaluation (Mulwa, 2010). The each stage has a clear role in the project and are interdependent. However, monitoring and evaluation is a unique stage because its operations cover all other stages although its significance is evident at the implementation and the end of the project.

Many authors have preferred defining the terms monitoring and evaluation separately. However, the two terms are related in terms of operation in the project management. United Nations Development Programme (UNDP) (2004) defines monitoring as a continuous function that provides project stakeholders with indication of progress towards achievement of the results. Lynn *et al*, (2008), Kusek (2004) and Shapiro (2001) further state that it is a systematic collection and analysis of the information based on specific indicators to track efficiency and progress of a project. Farrell (2009) summarizes the definition of monitoring by stating that it is a continuous process that provides evidence based report about project progress.

On the other hand, an evaluation is seen as a systematic identification of effect whether positive or negative in target beneficiaries, households, institutions or environment as a result of an intervention (Word Bank, 2004). Kusek (2004) further quotes from Organization for Economic Corporation and Development (OECD) (2002)

that monitoring and evaluation is a systematic and objective assessment of either ongoing or completed projects.

Looking at the above definitions, it can be summarized that monitoring has to be continuous, systematic and regular. The information collected and analysed should show the progress of the project to its audience. The converging point of monitoring and evaluation processes is that they are all systematic processes involved in collection and analysis of the information specifically to report on project progress, achievements of intended results, proper use of resources and the context in which the project is operating by the many stakeholders.

2.3 Monitoring and Evaluation Systems

The formal recognition and use of the monitoring and evaluation can be traced back before 1990s when the development organizations used it as a tool to report on the work done against the funds provided (Coninck *et al*, 2008). This kind of monitoring and evaluation was basically focused on project activities and outputs, and thus concentrated on monitoring project implementation by tracking resources and planned activities. This is what is commonly known as Traditional Monitoring and Evaluation (TME*)*. Its main monitoring tools were work plans and budget (PELUM Uganda, 2008).

In 1990s there was a movement in development that advocated for use of participatory approaches in community development which emphasized on participation of the target beneficiaries of the projects. This shift in development demanded the participation of all stakeholders interested or affected by the projects including the target beneficiaries. It is during this time that Participatory Rural Appraisal (PRA) was used as a tool to engage communities in project implementation. Monitoring and evaluation being the key

component of the project, it had to be carried out in a participatory manner leading to a practice commonly known as Participatory Monitoring and Evaluation (PME) meaning that all stakeholders had to be involved in monitoring and evaluation processes. These stakeholders included target beneficiaries, service providers, donors and governments (Mulwa, 2011; Coninck *et al*, 2008). Still development organizations could not report on the changes they made in target beneficiaries' lives because PME focused on showing donors the participation of the stakeholders in project implementation.

In the Paris Declaration of 2005, donor countries and organizations registered their concerns regarding development practices in the developing countries. They complained that much of the financial and technical investment had been done in the developing world with little change. One of the causes the donors identified was under-reporting of project impact on people's lives. The donors resolved that development organizations should use result-based management approach to implement projects. The approach focused on desired results and regular progress report. Moreover, the developmental organizations were asked to establish RBME system as a condition before funding. The system would support monitoring progress against a number of indicators of their sector development projects and show the link between project implementation and desired results. This led to an improvement of the TME and PME to monitoring and evaluation now known as Result Based Monitoring and Evaluation (RBME) (Kusek, 2004).

RBME being practised, albeit silently by some organizations that had adopted result-based management of projects in early 2000s. Result based management is interested in achieving the desired impact of the projects. The results include long term (impact), intermediate (outcomes) and shorter term (outputs). The RBME not only monitors

desired results but also project activities and financial resources because it is embedded on showing the inter-linkage between project activities, finances and results (UNDP, 2004).

One common feature of all the types of monitoring and evaluation is the collection of information and reporting on the progress made in project implementation. Traditional monitoring and evaluation collects information and reports on project activities and outputs while participatory monitoring and evaluation is more concerned with collecting and reporting the participation of all stakeholders. The information generated by these two types of monitoring and evaluation do not demonstrate value for donors' funds being invested to benefit poor communities. The RBME was therefore adopted to ensure adequate reporting of the benefits generated by the projects in people's lives. The superiority of the Result Based Monitoring and evaluation over others is based on its ability to document the changes in peoples' lives without ignoring the contribution of the project activities and participation of all stakeholders in the project (UNDP,2004).

2.4 Result Based Monitoring and Evaluation System

RBME system is embedded in clear principles that guide its design. Adherence to six principles namely crafting results statements, develop the performance indicators, conducting baseline survey, setting performance targets and performance monitoring explained below lead to adequate reporting of expected changes by development organizations.

Results: Result Based Monitoring and Evaluation is embedded in measuring and reporting expected results. Farrell (2008) observes that development organizations are often accused of setting unclear goals by donor organizations because their project designs do not explicitly state the desired project results. The author defines results as

changes that are realized as a result of a project. To be specific, Lynn *et al* (2008) explain results as describable and measurable changes caused by a project and further adds that results have to be attributed to an organization that is willing to be accountable for them. Results are short term, intermediate and long term in nature and should be stated in hierarchical order to show cause effect relationship between them. PELUM Uganda (2008) states them as outputs, outcomes and impacts referring to short term, intermediate and long term results respectively. These results are supposed to be crafted by all stakeholders in the form of results statements that are clear and represent logical relationship between levels. Spreckley (2009) refers to this logical relationship as a result chain and suggests its presentation be done in a form of project logical framework.

Clear definition of outputs, outcomes and impact of any project is the genesis of the Results Based Monitoring and Evaluation. PELUM Uganda (2008) and Farrell (2008) agree that generating outputs, outcomes and impact and transforming them into implementable result statements is the most challenging stage which needs time and they recommend the engagement of all stakeholders in the process of defining and crafting the result statements to ensure that attribute are clear and specific.

Performance indicators: Indicators simply mean yardsticks or standards against which change or progress are measured. Some authors have further expounded the definition of indicators. Lynn *et al* (2008) state that indicators are pieces of information on which when studied over time show change in people's lives. Kusek (2004) defines indicators as quantitative and qualitative variables that provide simple and reliable means to measure achievement and reflect changes connected to a project. According to UNICEF programmes (2010), the indicators of the UNICEF programme include percentage of

the children seeking treatment at the health facility (as an outcome indicator) and number of the mothers who has the information on importance of seeking health from health facilities within their locality.

The above definitions point out that an indicator must be clear, measurable and generate information that depicts progress. Indicators provide evidence of how much change has happened due to their ability to generate units of information over a period of time. Documenting project experience is vital for donor funded projects and indicators become the driving force to conduct documentation effectively. If done well, indicators facilitate the reduction of the volumes of the project information into just simple form and most important (FAO, 2010).

According to Kusek (2004), indicators can take two forms; qualitative and quantitative based on the types of information generated. However, the focus of the indicators should not be on the information generated but on how relevant they are in fulfilling their intended purpose of measuring project outcomes. A project can develop new indicators or use predesigned indicators. Selecting new indicators is a difficult task that requires considerable experience and skill. However, in some sectors like health and micro finances, there are predesigned indicators. They are established independently of individual country, organization, programme or sector context. They are also known as universal indicators (PELUM Uganda, 2009; Kusek, 2004). The number of indicators depends on the level at which they are able to measure project outcome adequately and should be left to all stakeholders to decide (Farrell, 2008).

Baseline: It is very critical for any project to begin by carrying out a baseline survey which can be either a large general community contextual analysis or a specific small group survey. Baselines generate information that becomes a starting point in

measuring the performance and setting realistic targets (Kusek, 2004). To measure the extent to which changes has been achieved in the target beneficiaries, baseline information of their needs is a must. Shapiro (2001) confirmed that it is difficult to measure the impact of a project if the nature of the situation was not known at the beginning of the project.

Result Based Monitoring and Evaluation calls for attention to be given to baseline information before implementing a project. The baseline data is based on the performance indicators and outcome of the project. However, development organizations do not embrace this practice as a precondition for their projects; instead they start project implementation without it. PELUM Uganda (2008) reported that many organizations do not carry out baseline survey at the beginning of the project. It is done after the project starts or even never conducted at all. Coninck *et al* (2008), supports that claim by stating that baseline surveys are expensive and organizations consider them to have little value. He further states that baseline findings are rarely used for monitoring and evaluation. Instead, many organizations conduct baseline surveys in compliance with donor requirements but do not apply the data for project monitoring and evaluation purposes.

If the baseline has not been carried out, PELUM Uganda (2008) advises that it can be reconstructed but it is challenging. Shapiro (2001) suggests two measures which may be considered as damage control. Either selecting and continuing to monitor control group simultaneously with target beneficiaries or carrying out a retrospective or backward survey. Coninck (2008) suggests that for organizations to make use of baseline data, it should always be updated to reflect the current situation. This way it can be useful for

monitoring results and gives staff a fresh look, periodically, at their situations, enabling them to make necessary adjustments.

Performance targets: Result Based Monitoring and Evaluation requires organizations to specifically define targets as a threshold of their projects. In most cases targets comprise quantifiable levels of project intentions. Projects should be clear about the target groups, time and location. Baseline data is crucial for facilitating the developing of the targets (IFAD, 2002). It is clear that without performance indicators and baseline data, organizations find the setting of realistic targets to be problematic.

Performance monitoring: After target setting, Result Based Monitoring and Evaluation requires the organization to define the data collection process based on performance indicators. PELUM Uganda (2008) refers to this process as setting out a performance monitoring and Evaluation plan. It is in this plan that the frequency of data collection, data collection methods and tools, data analysis and responsibilities are outlined clearly. It is this plan that guides the project team on data analysis and reporting of the results (Lynn *et al*, 2008).

Communicating findings: Due to a lack of understanding of monitoring and evaluation, organizations carry out casual compilations of reports from the field guided by donors' prescribed reporting requirements. There is minimal analysis of the project data by the project staff. The common practice among development organizations is compiling information without giving meaning to the data. The reporting therefore concentrates more on accountability at the expense of learning (TIR, 2007).

Monitoring and evaluation generates information that has to be packaged and disseminated in the right form. It is important to appreciate different uses and users of

monitoring and evaluation findings. These include giving accountability, advocacy, learning, investigating and exploring what works and what does not work, institutional memory, empowerment of stakeholders and promoting understanding of the project. The main task is to deliver a message to an appropriate audience about progress. It is therefore important to know the information needs for all project stakeholders and their forms of preferred delivery. The information ought to be presented in a clear and understandable form (PELUM Uganda, 2008).

2.5 Application of Result Based Monitoring and Evaluation system

Monitoring and evaluation is one of the components of all projects at community level that are implemented by development organizations. It has been ignored for quite a long time. The concentration has been given to accounting for funds and implementing project activities. Having a point of reflection within the process of implementing projects is critical. Reflections are intended to evaluate the process and achievement of expected impact of the projects. For many years, monitoring and evaluation has focused on reporting activities carried out and not the impact. This is because activities are more linked to donated funds than the impact made on target beneficiaries (Lynn *et al*, 2008). This kind of monitoring has resulted in inadequate reporting on changes made in people's lives that either does harm or do not occur at all. This phenomenon has made donor organizations consider and to an extent prescribe Results Based Monitoring and Evaluation system to development organizations.

In the Paris Declaration of 2005, the participants noted that substantial funding given to developing countries had resulted in few changes in people's lives. The World Bank report (2004) showed that only 10% of its entire funded projects were successful while 90% were not. The blame for this failure was squarely placed at the door of weak

monitoring and evaluation systems of the developmental organizations. According to IFAD (2002), planning, implementing and monitoring developmental results cannot be underrated anymore and development organizations have to embrace it fully.

From early 2000, development organizations, international, national or local accepted the concept of Result Based Monitoring and Evaluation and adopted it into their organizational systems to ensure that impact of the projects are monitored adequately. The motivation behind the promotion of Result Based Monitoring and Evaluation was the ability to demonstrate accountability and fostering learning to all stakeholders. In addition, the donor community was emphasizing the scaling up of the impact from projects in one area to other areas by way of best practices. Results Based Monitoring and Evaluation has the ability to document and share the best practices and lessons learnt in one area and ensure the transfer of the technologies that work (Lynn *et al*, 2008).

Result Based Monitoring and Evaluation advocates for adequate documentation of the impact of projects and ensures the quality of the information is maintained. Lynn *et al*, (2008) emphasizes that there should be regular data quality assessment that looks at data collection sources, data collection methods and evidence accompanying the information produced. Donors are increasingly conducting data quality assessments to ensure that the information is reliable, valid and precise so as to better inform their policy evaluation and decision-making in their countries. However, little attention has been given to data quality by development organizations (ibid).

2.6 Factors associated with the RBME system Application by Development Organization

Result Based Monitoring and Evaluation is a paradigm shift away from the traditional monitoring and evaluation to impact monitoring of projects. The traditional method of monitoring and evaluation benefitted donor organizations but the Result Based Monitoring and Evaluation has proven to benefit all stakeholders including target beneficiaries, local organisations and governments (Spreckley, 2009). However, the practice has been slow and in some cases absent because of the several factors. These factors include financial resources, staff technical skills, management support and the presence of a clear monitoring and evaluation structure. The factors present themselves into challenges experienced by development organizations in RBME application.

The primary challenge of development organizations into adopting the Result Based Monitoring and Evaluation system is a lack of political will in the leadership of the organizations. Lack of interest from managers is a hindrance to effective monitoring and evaluation (Turabi *et al*, 2011). This is attributed to the lack of a transparent administrative culture that does not encourage accountability for both effective financial and performance management. On the same note, lack of support is generated by the absence of a clear strategy at all levels in the organizations that hinders high performance monitoring. The link between strategy and performance monitoring remains a fertile ground for mismanagement of the projects within an organization (ibid).

A common feature of monitoring and evaluation systems in many development organizations is an overburdening of the project staff with generating information to fulfil the donors' reporting requirements. Ellis (2009) found out that the donors'

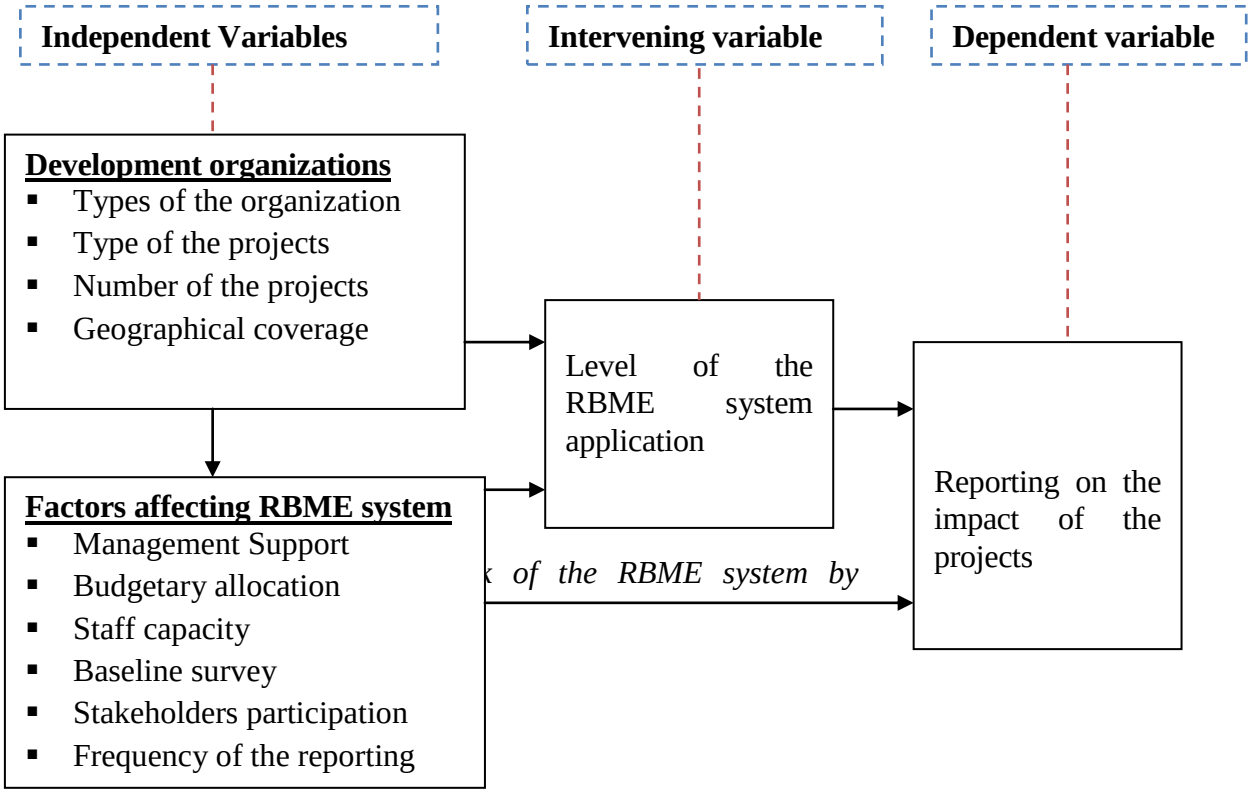
demands for reports grew to the point where they dictated how development organizations should work. Yet the donors demand for more information was itself driven by a desire to compensate for some of the weaknesses found in the organizations regarding monitoring and evaluation. He continued to acknowledge that impact information was frequently requested by the donors after submission of progress reports to them. Organizations identified impact of the project as difficult to document due to lack of baseline data as well as irrelevant indicators. Inadequate capacity on monitoring and evaluation is associated with donors demanding too much information from organizations (ibid). The technical skills to collect quality data, analyse it and report has been noted to be another challenge that make donors demand more and more data because of missing information in the reports. A serious problem lies with analysing the data appropriately to reflect change made in people's lives (Malaria Eradication and Research Agenda (MalERA), 2011).

Result Based Monitoring and Evaluation requires great investment from the organizations. In most cases the donors do not provide funds to carry out monitoring and evaluation separately. The financial resources are fundamental for RBME system because of developing the capacities of the staff and acquiring of the equipment that facilitates the system. Ellis (2009) acknowledges that monitoring and evaluation consume much time and money and if inadequate, incomplete reporting and inaccurate data is to be expected. The other reason for the slow uptake of the Result Based monitoring and Evaluation by organizations is an imbalance between accountability and learning. While Result Based Monitoring and Evaluation advocates for a balance between learning and accountability, many development organizations are still emphasizing accountability more than learning (IFAD, 2002).

2.7 Conceptual Framework

This research study has been conceptualized in line with ten steps of setting up Result Based Monitoring and Evaluation systems(Kusek,2004). The conceptual framework outline consist of background variables of the development organizations. These background variables were types of the organizations, counties of the operation and sectors being addressed the community based projects being implemented.

Under design, the variables focused on the standard requirements that should be met by any development organization at design stage of all the community based projects. For purposes of this study, there are six key components of RBME system as described in section 2.3 of the chapter two. These were definition of the results (outputs, outcomes and impacts) of the projects, designing of the performance indicators, carrying out of baseline survey, setting of targets, monitoring of the results and communicating the results to all stakeholders. Meeting of the six conditions of RBME system can only make sense by practical use of the system. The conceptual framework has variables to measure but the level of application of the RBME system. In chapter 2, section 2.6 has stated several factors that affect the RBME system application by development organizations. In this study, six were investigated. These were project staff capacity, management support, budget allocation, baseline survey, stakeholders' participation and frequency of reporting.



2.8 Knowledge Gap

Most of the literature reviewed has shown that there is available information on how to design and implement the Result Based Monitoring and Evaluation system. Previous studies have also concentrated on identifying challenges faced by the organizations in using monitoring and evaluation systems. Some of challenges documented are lack of political will from managers, a top down approach to monitoring and evaluation that demands too much information, inadequate technical capacity to carry out monitoring and evaluation and limited financial resources(Kusek, 2004; PELUM Uganda, 2008). While enough information is available on how to set up Results Based Monitoring and Evaluation system and challenges that organizations face in monitoring and evaluation of the projects, little has been documented on its utilization. This study sought to investigate the utilization of RBME system by development organizations.

CHAPTER THREE

METHODOLOGY

3.1 Study Area

This study was carried out with development organizations implementing community based projects in the North Rift Region of Kenya. It has six counties namely Elgeyo-Marakwet, Nandi, Trans Nzoia, Turkana, Uasin Gishu and West Pokot. The counties cover an area approximately 90,137 Square Kilometres in size with a projected population of 4.3 million in 2012 (GOK, 2010). North Rift region has both low and high climatic areas. Towards the extreme North are the arid and semi-arid lands while the Southern part is of high agricultural potential. Much of the counties of Nandi, Trans-Nzoia, Uasin Gishu, parts of Elgeyo-Marakwet and the upper part of West Pokot counties are ideal for agricultural production. The main agricultural activities include planting of maize, wheat, beans, vegetables, tea and as well as dairy farming. The larger Turkana and lower parts of Elgeyo-Marakwet and West Pokot fall under ASAL areas of Kenya where communities engage in agro-pastoralist and full time pastoralist activities. The region has several social development challenges such as water scarcity, food insecurity, HIV/AIDs pandemic, disease epidemics, drug abuse, inter-tribal conflict and poor physical infrastructures. North Rift is also unique in being prone to natural disasters like floods, drought and disease epidemics.

North Rift region is among the regions with the highest number of development organizations in Kenya that implement community based projects. Some of these development organizations have their regional offices in Eldoret, Kapsabet, Kitale, Kapenguria and Lodwar towns within the region. The development organizations carry out different interventions including peace building, health and agriculture among other community based projects.

3.2 Research Design

This was a cross sectional study carried out by conducting self-administration interviews with 263 project staff. Cross sectional study design was suitable for this study because it is used for examining a phenomenon that is expected to remain static through the period of the study, gives room to collect data on many variables at once and best applied for different groups of individuals that differ in the variables under the study but share other characteristics including those under investigation (Mugenda and Mugenda, 2003). The Result Based Monitoring and Evaluation system used could not change within a period of one month period of data collection.

3.3 Target Population

The target population for this study was the development organizations that operate within the North Rift region of Kenya. They had different community based projects that were being implemented in various parts of the regions. These development organizations received funding from donor organizations to implement those projects. In each of the counties, there is a County development stakeholders' forum called County steering group. This is a group of the development organisations constituting the government departments and agencies, private sectors and civil society organisations. The development organisations should be implementing community based projects in the county. In most cases, the group meet every three months. The groups also have annual elections to have a coordinating committee at the county level. It is through the stakeholder forums that the research identified the 25 development organisations that were involved in this study from a total of 175 development organisations in North rift region between January and March 2013(table 3.1). From the 25 development organisations, a total of 774 project staff were working with these organisations (table 3.2). In each county, there is stakeholders' forum which constitutes

all the development organisations with community based projects being implemented in any county. Steering Groups is creation of the national government to ensure that development organisation do not duplicate activities.

Table 3. 1. Development organisations in North Rift region

Counties	Developmental Organisation
Turkana	32
Uasin Gishu	53
Trans Nzoia	26
Nandi	25
Elgeyo Marakwet	18
West Pokot	21
Total	**175**

Source: County Steering Groups Reports, 2012

3.4 Sample Size Determination

The Yamane (1967) formula was used to calculate the sample size of the project staff within 25 organizations from 175 development organisations. The formula was suitable because target population was finite (Kothari, 2009).

The following formula was used:

$$n = \frac{N}{1 + N(e^2)}$$

Where:

N = population size

Margin Error (e) = Desired margin of error that measures the level of precision of the

study. It is usually stated as confidence interval, expressed as plus-or-minus figure.

n = the required sample size

In this study:

N = Total population of 774 project staff

e = Level of precision that can be tolerated in this study at 95% confidence level was 0.05.

Substitute the above figures on the formula:

$n= 774/1+ (774*0.05^2)$

n = 263 project staff were selected as sample size

3.5 Sampling Procedure

North rift region was sampled purposively because it is the region with largest number of the development organisations in Kenya. According to NGO coordination board (2012), 30% of the NGOs registered in 2011 were implementing projects in North Rift region. Purposive sampling was also applied in identifying the 25 development organisations from 175 development organisations operating in North Rift region (Table 3.1). The criteria to select the development organisations was that an organisation should have been officially registered with NGO coordination board and must had community based projects, got funding from donors and projects were being implemented during the period of the study.

The respondents were recruited in the study using simple random sampling. The number of project staff selected in each organization was proportionate to total number of project staff in 25 organizations (table 3.2). According to the table 3.2, the proportionate number of the project staff was determined in each of the 25 organisations. Then the research visited each of the 25 development organisations in

which the list of the names of the project staff was generated by human resource persons and researcher. Each name of the project staff was written of a piece of paper, folded, put in a container and mixed thoroughly. Each project staff name was picked randomly without replacement in each of the selected organizations until the proportionate number of the project staff was picked. This process was repeated in each of 25 development organizations until 263 project staff were selected.

Table 3. 2. Sample size distribution

	Development organizations	Number of staff	%	Sample size
1	Anglican Development services	38	5%	**13**
2	Heifer International	20	3%	**7**
3	World Vision	150	19%	**51**
4	Red Cross	31	4%	**11**
5	Health rights international	23	3%	**8**
6	Oxfam	104	13%	**35**
7	NCCK	27	3%	**9**
8	Water Mission international	10	1%	**3**
9	Medical San Fransioe	15	2%	**5**
10	Catholic Relief Services	10	1%	**3**
11	MERLIN	25	3%	**8**
12	IRC	17	2%	**6**
13	Caritas	120	16%	**41**
14	Practical Action	16	2%	**5**
15	Christian Mission Fellowship	13	2%	**4**
16	Site savers	12	2%	**4**
17	Help Age	18	2%	**6**
18	World Food programme	12	2%	**4**
19	World Relief	10	1%	**3**
20	World Renew	20	3%	**7**
21	IMPACT	13	2%	**4**
22	Medical corps	21	3%	**7**
23	Mercy corps	20	3%	**7**
24	SNV	14	2%	**5**
25	Save the Children United Kingdom	15	2%	**5**
		774	**100%**	**263**

Source: Researcher, 2013

3.6 Inclusion and Exclusion Criteria

For the development organisations, the study engaged those that had projects being implemented in the North Rift region and using the RBME system in their reporting. The study did not include the development organizations that had no projects being implemented for the last one year.

For the project staff, they must had interacted with RBME system to be able to provide adequate information on the various aspects of RBME in relation to project performance. The project staff were those carrying out direct implementation of the projects activities with target beneficiaries and other stakeholders at community level. The study did not include support staff, volunteers, students on attachment, interns and consultants who were present during data collection in sampled organisations.

3.7 Data Collection Procedure

After getting the Introductory Letter from IREC, the researcher made an official request to the Chief Executive Officers (CEO) to conduct a survey in their organizations. A list of the development organizations implementing projects in six counties of North Rift was extracted from County Stakeholders Steering Group Reports of 2012. A total of 25 organizations met the set criteria to be included in this study. These were involved in implementing projects in the year 2011 and were members of County Stakeholders Steering Group in six counties. In each organization, a list of the project staff was sought from Human Resources Manager to facilitate sampling. After which the researcher visited the organizations and had introductory meeting with the CEO to explain further on the purpose of the study. Upon receiving oral permission from the CEO, the researcher engaged the Human Resources Managers of the sampled organizations to provide a list of project staff for the purposes of the sampling.

3.7.1 Project staff Questionnaire

This data was collected from project staff using self-administered questionnaire. A structured questionnaire was used to collect data from 263 project staff that were randomly selected and accepted to participate in the study. The questionnaire had both open and closed ended questions. It was structured so as to conform to the objective of the study.

The questionnaire had five sections that included background of the development organizations. This first section had variables such gender of the staff, experience of the project staff, Job position of the staff, area of coverage, type of organizations and number of projects. The second part was on design of the RBME system. The third section has variables on level of application of RBME system which included rating of application of RBME system, frequency of reporting and uses of generated reports. The four and final part was on the identified factors affecting application of RBME system. These factors were management support, budget allocation, staff capacity, and baseline survey, level of RBME application, stakeholder's participation and frequency of reporting. All the variables in this questionnaire were categorical with an exception of number of community based projects and ratings given by the project staff on the level of the RBME system application.

3.8 Data Analysis

The collected data was entered into SPSS to ensure that correct entries have been made and to aid in data analysis. Mean and Standard Deviation was used to analyse continuous variables such as the number of projects and level of application of RBME. Percentage and frequency distribution was used to analyse categorical variables such as the type of development organizations, categories of project staff, the project reports

generated, period of reporting and reporting impact. A Chi square test of independence was used to find out whether management support, budget allocation, staff capacity, baseline survey, level of RBME system application, stakeholder's participation and regular reporting individually had significant effect on application of RBME system in reporting changes made in people's lives at a significance level of 0.05.

3.9 Ethical Considerations

After obtaining an approval letter from IREC, the researcher wrote an official request to Chief Executive Officers of the selected development organizations indicating the intention to carry out the study and the reason their organizations were included in the study. During the introductory meeting with each CEO, the purpose of the study was discussed and significance of involving the project staff as respondents. After obtaining verbal consent from CEO of the selected development organizations, the researcher sought formal consent from project staff before conducting interviews with them. Those project staff who agreed to sign the consent form participated in the study. The project staff was not expected to write their names on the questionnaire and information was to remain confidential.

3.10 Limitations of the study

- The researcher could not access documents to generate secondary data.
- There was not data generated from other stakeholders like target beneficiaries and donors who are users of RBME findings. The information from donors and target beneficiaries could have triangulated the information generated by the project staff.

CHAPTER FOUR

RESULTS

4.1 Demographic characteristics of the project staff

The findings showed that 52% worked for international organizations, 30 % regional, 14% National and 4.4% worked local organizations. Among these organizations, the findings showed that 35% of the employees had worked for 1-3 years, 28% 4-6 years, 10% for over 10years and 9% for 7-10 years (Table 4.1). The female respondents were 52% while 48 % were male.

Table 4. 1. Staff working experience with organizations

Staff Experience	Frequency	Percent
Less than 1 year	45	18
1-3 years	88	35
4-6 years	71	28
7-10 years	22	9
over 10 years	25	10
Total	**250**	**100**

The findings further showed that 44% of the project staffs were field officers as shown in Table 4.2 and monitoring and evaluation officers were 33% from 25 development organizations.

Table 4. 2. Project staff involved in monitoring and evaluation

Position	Frequency	Percentage
Project Manager	28	11
Project Officers	80	32
Monitoring and Evaluation Officers	33	13
Field officers	110	44
Total	**250**	**100**

4.1.1 Characteristics of development organisations

The findings showed that 40% of the 25 development organisations were international. There were few (8%) local development organisations in North rift region (table 4.3). In addition, the organizations were implementing an average of four projects (SD=2 projects) with a minimum of 1 and a maximum of 15 projects.

Table 4. 3. Types of the organisations in North rift region

Category	Frequency	Percent
International	10	40.0
National	7	28.0
Regional	6	24.0
Local	2	8.0
Total	**25**	**100.0**

As can be seen from Figure 4.1, majority of the organisations were found in Turkana County and Uasin Gishu counties.

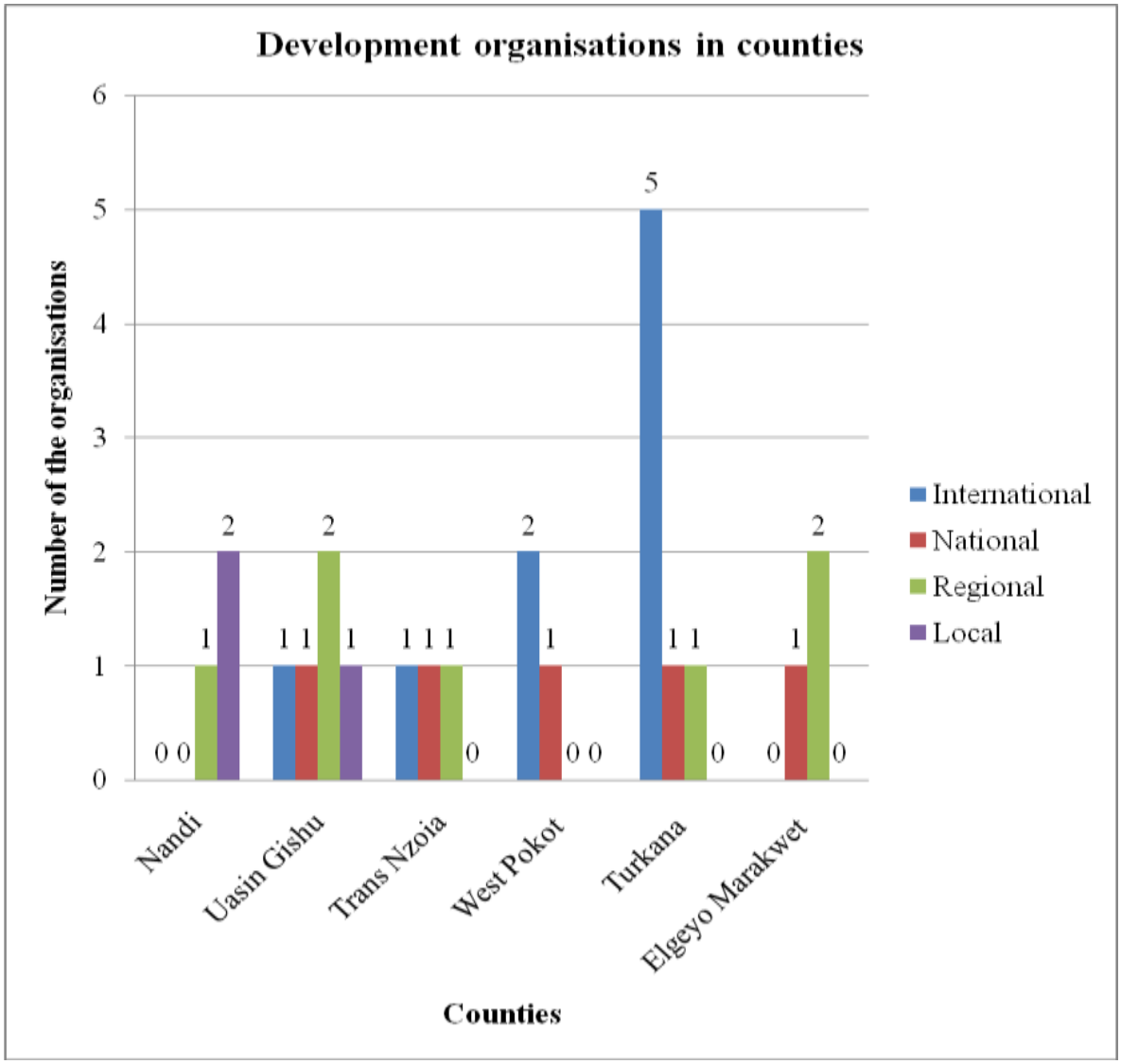


Figure 4. 1. Development organizations located in deferent counties

The development organisations were also categorised according to the sectors that the community based projects want to implement. The categories were health and water, food security, environment and others (included business, peacebuilding, education and advocacy). The findings showed that 10 organisations were implementing community based projects relaled to health and water sector (figure 4.2).

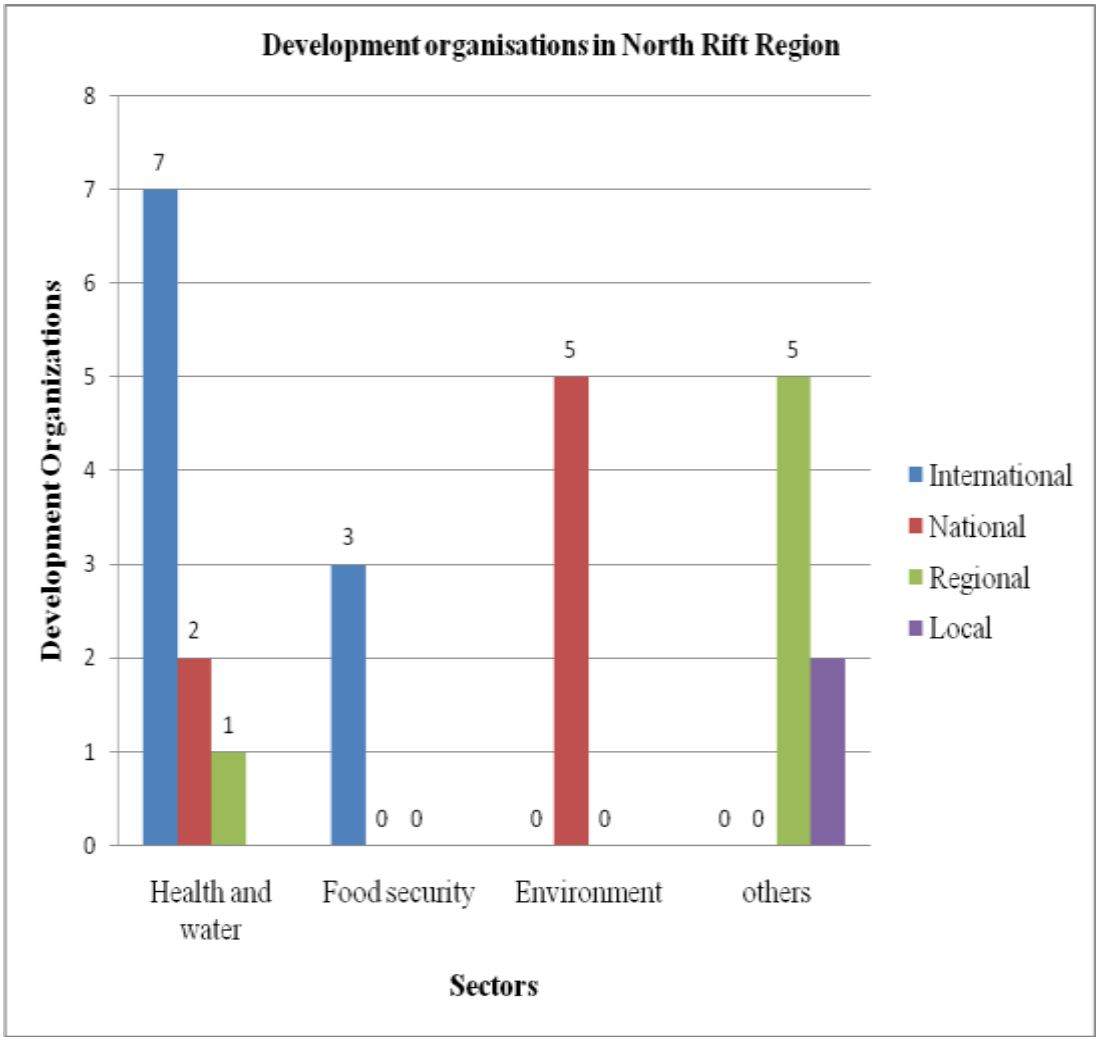


Figure 4.2. Sectors related projects implemented by the development organizations

4.2 Design for Monitoring and Evaluation System

The findings showed that 84% of the staff articulated the results of their projects (results definition) that facilitated performance monitoring. Another two critical parts of the RBME system design is setting the targets and indicators. It was found that 62% of the project staff reported that the existing project had targets and indicators. The results definition, indicators and targets are laid in a monitoring and evaluation plan. The study showed that 100% of the project staff reported that results monitoring were laid with timelines on data collection, analysis and reporting. It was also found that 80% of the

project staff reported that their organizations carried out baseline survey always as shown in figure 4.3.

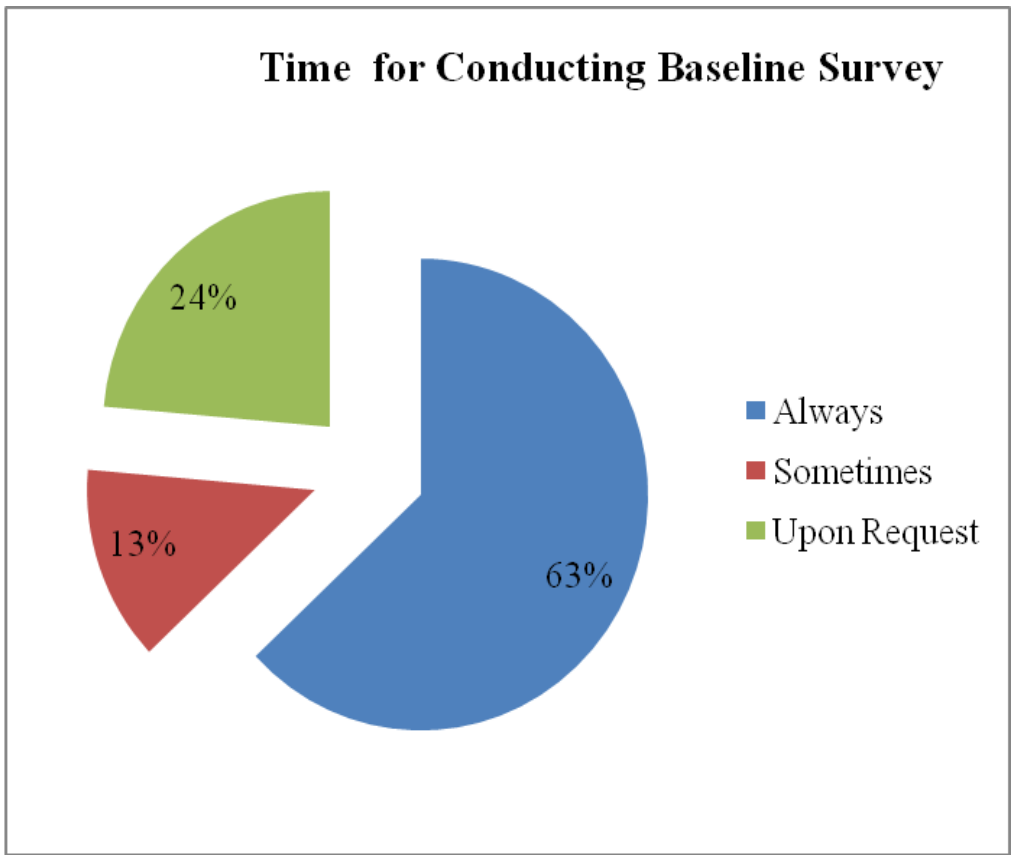


Figure 4.3. Time for conducting baseline survey by development organizations

4.3 Level of Result Based Monitoring and Evaluation system Application

According to project staff, the level of RBME system application by development organizations was 71% ± 12% with a minimum of 5% and a maximum of 85%. The application of RBME system is indicated by use of existing monitoring and evaluation plans in guiding data collection, analysis and reporting. The study shows that 62% of the project staff reported that development organizations were using monitoring and evaluation plans.

Figure 4.4, shows that majority (44%) of the project staff said their organizations generated reports on quarterly basis.

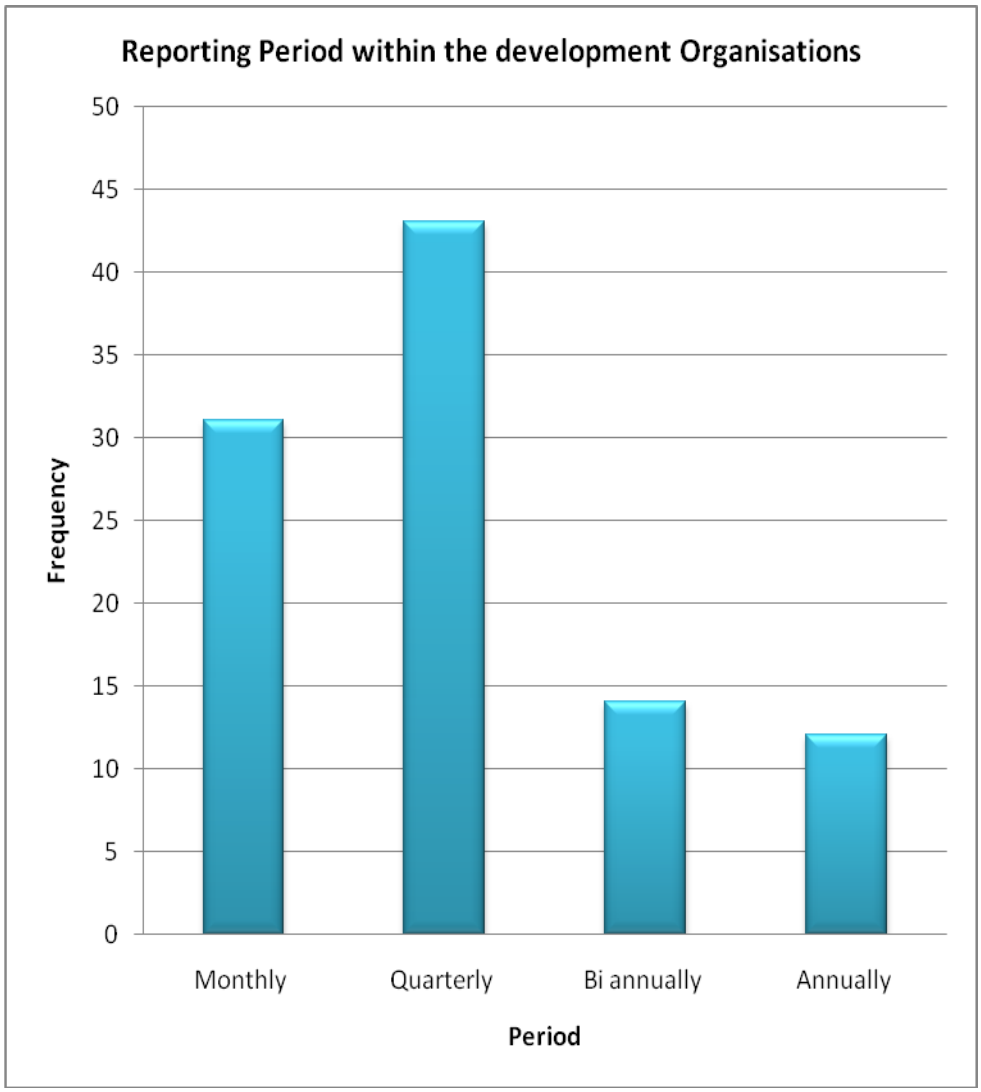


Figure 4.4. Reporting period within the development organizations

The majority (61%) of the project staff further said that regular and continuous reports to donors contain information in impact (changes in people lives (Figure 4.5).

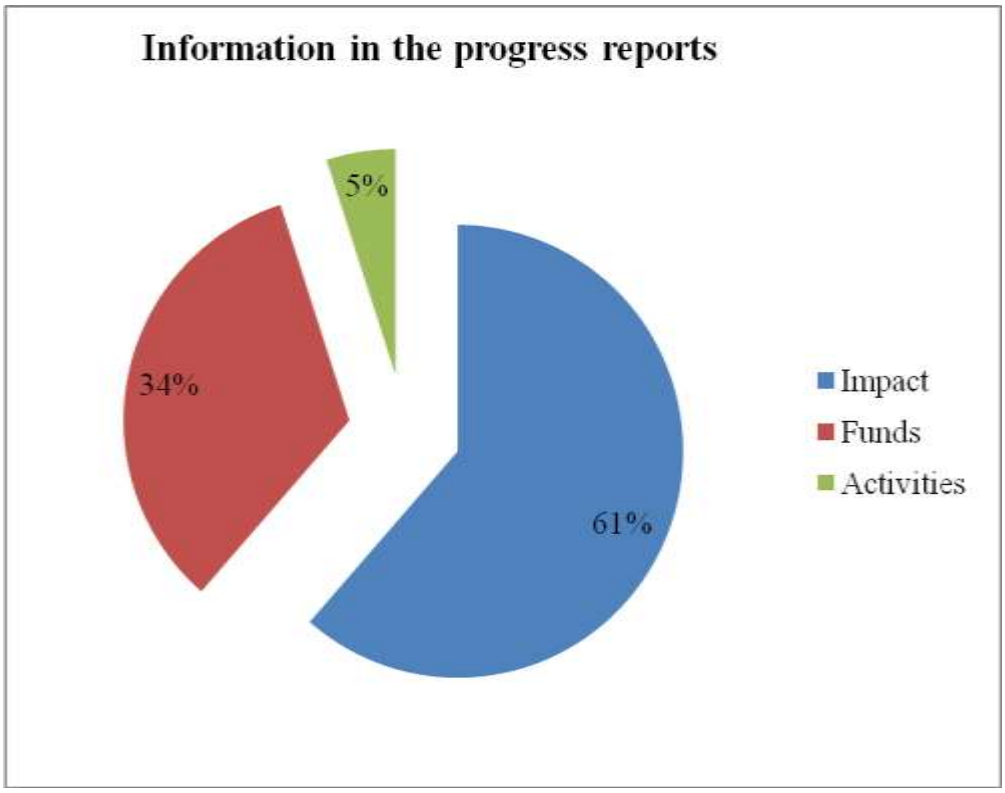


Figure 4. 5. Information contained in progress report done by development organizations

4.4 Factors associated with the application of RBME system

The study shows that majority (95%) of the project staff said that management support for RBME system was high among development organizations. The study also shows that 78% of the project staff reported that they had high capacity to carry out monitoring. From the findings showed in table 4.4, 63% of the project staff knew that their organizations had allocated less than 5% of their budget to RBME activities. As shown in Table 4.5, the project staff reported that there was stakeholder participation in monitoring and evaluation.

Table 4.4. Financial resources allocated for monitoring and evaluation

Percentage allocation	Frequency	Percent
3%	55	22
3-5%	103	41
5% and above	63	25
Not clear	33	13
Total	**250**	**100**

Table 4.5. Stakeholders involved in monitoring and evaluation

Stakeholders	Percentage	Frequency
Beneficiaries	82	33
Donors	69	27
Community Based Groups	36	14
Other Non-Governmental Stakeholders	38	15
Government Ministries	25	10
Total	**250**	**100**

As seen in the table 4.6, most of the identified factors were significantly associated with the level of application of RBME system. Management support (X^2(4,n = 180) = 4.63, p = 0.032),budget allocation (X^2(1,n = 180) =8.258, p =0.000),staff capacity (X^2(1,n = 180) = 17.816, p = 0.000), baseline survey (X^2(1,n = 180) = 16.412, p = 0.000), stakeholders participation (X^2(4,n = 180) = 38.513, p = 0.000), signigicantly affected reporitng on impact. Level application of RBME system (X^2(1,n = 180) = 0.29, p =

0.864), and continuous reporting (X^2(1,n = 180) =0.865, p = 0.233) did not have significant effect on reporting of impact.

Table 4.6. Factors associated with the application of RBME system

Factors	χ^2	df	p value
Management Support	4.613	1	0.032
Budget Allocation	8.258	1	0.004
Capacity of Staff	17.816	1	0.000
Baseline done	16.412	1	0.000
Stakeholders participation	38.513	4	0.000
Frequency of reporting	0.865	1	0.233

CHAPTER FIVE

DISCUSSION

5.1 Characteristics of development organisations

According to the findings majority(40%) of the organisations operated in North rift region were international organisations (figure 4.1). Many of these organisations operated in Turkana and West Pokot counties. The study further shows that the international organisations were the source of the employment for 52% of the project staff. The study also showed that most of the health related projects were being implemented by the international; national and regional respectively (figure 4.2). The health related projects implemented were health provision, health care financing, water and sanitation. Turkana and West Pokot counties are Arid and Semi-Arid counties where there is scarce water and health services provision. To respond to these needs, the international organisations have developed various projects. This may be the reason behind the high number of the international NGOs in the two counties.

5.2 Design for Monitoring and Evaluation System

To set up a RBME system, four key requirements are essential. They include results definition, determination of indicators, setting targets and laying out of results monitoring plans. Development organizations had RBME system designed meeting the key requirements as reported by majority of the project staff. The findings concur with study by Kusek and Rist (2001) on ten steps of the Result based monitoring and Evaluation system. They stated that the five components must be put into consideration in designing of the system.

The RBME system begins at results definitions. This is the initial stage that allows the staff to decompose the projects into inputs, outputs, outcomes and impact. The findings

showed that majority of the organizations had the results defined. The findings confirm the implementation of Paris Declaration (2005) by organizations carrying out development projects by focusing on the results being delivered to the communities. Results should be defined and guide all the project processes and implementation. The findings also concur with Farell (2009) and PELUM Uganda(2008) that results are changes that occur from an intervention, illustrate how success will look like and they must be crafted into clear and specific statements.

Once the results definition, indicators and targets of the results to be achieved are defined, the indicators are used in monitoring results by ensuring the information collected is accurate to measure the performance of the projects while targets are the ultimate goal of the projects. It is upon these indicators that the baseline is conducted. The findings showed that many developments had set indicators and targets of the projects. Results monitoring and communication are continuous processes that happens during project implementation. Result monitoring and communication involves data collection on indicators, analysis and generation of the report and dissemination of the findings to relevant stakeholders. The findings confirmed that many of development organizations had monitoring and evaluation plan that outlined the result monitoring schedules. The findings support Guijt (1999) that result monitoring and communication should be laid out and facilitate continuous collecting of relevant information on the project impact.

5.3 Level of RBME system Application

The study showed that RBME system application by development organisations was rated high by project staff. This finding shows that development organisations appreciate the role of RBME system in monitoring and reporting changes made. It can

also be explained by the fact that development organizations use monitoring and evaluations plans to guide activities involving data collection, analysis and reporting on impact. Monitoring and evaluation structure of choice by the different organizations have also contributed to the level of application because organizations' choice of structure is informed by stakeholders information needs. The findings are congruent with a similar study carried out by Ellis (2009). That showed that 83% of organizations used a blended monitoring and evaluation system between donor and development organizations and that increased utilization of the system.

Majority (62%) of the project staff reported their organisations used the RBME system for impact monitoring and most of reports contents reflect changes in people's lives. The primary focus of RBME system is to facilitate development organizations report changes made in target beneficiaries on regular and continuous basis as it has been confirmed in this study. Kusek (2004) emphasizes the need for development organizations to capture outcomes and impacts, something that this study found to be in line with his recommendations. In addition, the ultimate goal of Result Based Monitoring and Evaluation system is improving the project performance which this study found that many organisations do.

5.4 Factors associated with the RBME system Application

Many factors affect the use of RBME system in reporting changes in people's lives by development organizations. These factors included management support, budget allocation, staff capacity, baseline survey, level of RBME application, stakeholder's participation and regular reporting. Among the factors identified has significant effects on RBME system application, the management support was critical. The extent of RBME system application depends on political will of the management. They

determine the budget allocation and stakeholder's participation in developing and u application of RBME system. The support can either increase or reduce the application of RBME system. The study shows that management support was high and financial resources allocated for monitoring was significantly below the recommended 10 % (USAID, 2012). However, the study shows that management support and budget allocation significantly affected the RME system in reporting of the impact. The management support is attributed to utilization of the information generated to make management decisions and therefore the support should be high as found in this study. All development organizations had significantly low (less than recommended 10%)(source) and different budget allocation for monitoring and evaluation activities. The study shows that financial resources are significantly associated with application of RBME system. This is because it involves activities that require budgetary allocation. The study further shows all the development did not meet 10% threshold recommended to support activities of RBME system. Literature has recognized that financial resources' allocation is the outcome of management support. The findings on the financial constraints concur with Turabi *et al* (2011), Ellis (2009) and MaLERA (2011) who singled out limited financial resources as the principal threat to any monitoring and evaluation system in the organizations. This is an indication of under funding for RBME system which is a very important aspect in development organizations. It is important to note that management support determine the budget allocation to all the project activities including monitoring and evaluation.

On the other hand, the study showed capacity of staff was high and significantly associated with application of RBME system in reporting impact. The project staff needs their capacity to be built on data collection, analysis and generation of the reports that meet the needs of all stakeholders. The study shows that the capacity of the staff is

a significant factor that affects use RBME system by the organizations simply because when their capacity is high they know the information to capture in the reports as they generate them. Another explanation is that RBME system involves technical activities that require technical staff dedicated to this task. The level of technical input required makes it difficult to cope with M&E activities. Farell (2009) stated that staff capacity is important with as regard to results monitoring and communication. The project staff needs to have skills on data collection, analysis and reporting to ensure that reports portray performance of the project at any given time. Reporting on the outcomes and impact is a finding that Ellis (2009) found to be lacking in the reports associated with it.

Monitoring and evaluation plans are ingredients of a monitoring and evaluation unit that allows development organizations to decompose the expected changes to measurable levels (Lyn et al, 2005). The study shows that development organizations used Monitoring and Evaluation Plans in guiding monitoring and evaluation activities. The findings agree with Paris Declaration (2005) recommendation that development organizations should carry out development projects while focused on predetermined changes by laying them in a plan. The defined results guide all the projects processes and reporting changes as they occur. The findings also concur with Farell (2009) and PELUM (2008) that RBME system are useful when anticipated results (changes) are crafted into clear and specific statements early enough to guide project implementation.

Baseline survey is supposed to be done at the beginning of the project implementation. Baseline information is important for two main reasons; one the baseline information becomes the benchmark information for which progress is measured against and secondly, it is used for monitoring achievements of the projects targets (Coninck et al, 2008). The study shows that baseline significantly affected the use of RBME system in

reporting changes. Stakeholders' participation was also found to be significantly affecting the use of RBME system. Regular and continuous reporting is a continuous process that happens as development organizations conduct project implementation. This study shows that regular reporting did not significantly affect the reporting of the impact. Regular reporting is a periodic activity that facilitates generates of reports contents which can tell whether the impact is being made or not. Regular reporting involves data collection on indicators, analysis, generation of the report and dissemination of the findings to relevant stakeholders (PELUM, 2008; Sprencly, 2009 and Mulwa, 2011). The shortest the reporting period, the better to avoid any laps in reporting. The findings support Guijt(1999) that result monitoring and communication should be continuous and indicators assist the staff to pick the relevant information for performance reporting.

CHAPTER SIX

CONCLUSION AND RECOMMENDATION

6.1 Conclusion

The study shows that the RBME system was designed according to the four requirements namely results definition, clear targets, indicators and monitoring plans. Majority of the project staff reported all the four requirements were met by the existing RBME system. The study further showed that the RBME system was applied in most of development organizations although at different levels. The level of application was demonstrated by use of monitoring and evaluation plans in data collection, analysis and reporting on project performance as it was reported by many project staff. The study also shows that RBME system was an aid in generating reports that captured changes in people's lives on regular basis.

The different levels of the RBME system application was a contribution of many significant factors such as management support, budget allocation, capacity of the staff, baseline survey and stakeholders participation. Among these factors, management support was reported to be high while financial allocation was low than the recommended 10%. Despite low budgetary allocation, the RBME system application was rated high by project staff because of the high capacity of the staff and stakeholders participation. In adaptation, carrying of baseline survey at the beginning of the project made reporting of the changes easy. The frequency of reporting was the only factor that had no significant effects on the application of the RBME system. This is because the focus of RBME system is designed to generate quality reports on changes made by project in people's lives. The frequency of reporting is not a necessity in determining the content of the report.

6.2 Recommendations

- Establishment and strengthening of Monitoring and Evaluation Unit to play a role of coordinating the activities of data and knowledge management. The unit with will coordinate and manage monitoring and evaluation activities sustainably. This will ensure segregation of duty among the all projects staff and reporting will become easy. The unit will also ensure organizations develop Monitoring and Evaluation Plans are in place before project implementation to facilitate data collection, analysis and reporting.
- According to RBME principles, continuous reporting constitutes communicating results from project implementations. Since many projects are designed to review and report on a monthly and quarterly basis, organizations are advised to ensure that monthly reporting is encouraged in preference to quarterly reporting to ensure that there is continuous reporting thus preventing gaps in documentation of the project experience.
- It is recommended that organizations should allocate the recommended 10% and above of their financial resources to monitoring and evaluation to get maximum benefit from RBME system.
- To sustain RBME system, the organizations should ensure that all the factors significantly contributing to the use of RBME system are monitored and controlled. This might involve employment of Quality Management Officer and use of technology to ensure that the system is reviewed and standard operation procedures developed accordingly.

6.3 Areas for further research

- There is a need for an evaluation study that will be able to establish whether the effectiveness of the results based monitoring and evaluation system was attributed to adherence to steps in designing it or the creative application of the RBME model.
- To have confidence that the factors that significantly contribute to the effectiveness of the monitoring and evaluation as reported in this study, a follow-on longitudinal study is required to measure the factors and effectiveness of monitoring and evaluation system continuously.

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APPENDICES

APPENDIX I: PROJECT SFATT QUESTIONNAIRE

INTRODUCTION

My name is THOMAS KIMATHI NYAGAH, a student from Moi University- School of Public Health- Eldoret. I'm pursuing Masters' degree in Public Health. One of the university requirements in Masters Degree is carrying out research in areas of individual interest. I would like to seek your consent for completing this research questionnaire on *application of Result Based Monitoring and Evaluation System by development organizations in the North Rift Region of Kenya*.

Serial No.....

County..... Date.....

PART A: BACKGROUND TO DEVELOPMENT ORGANISATIONS

1. Indicate your gender (Tick in the appropriate box)

☐ Male ☐ Female

2. Indicate by ticking in the box, the work position.

☐ Director

☐ Project Manager

☐ Project officer

☐ Field staff

☐ Monitoring and evaluation officer

☐ Others (Specify……)

3. For how long have you worked for your organization?

- ☐ Less than 1 year
- ☐ 1 – 3 years
- ☐ 4 – 6 years
- ☐ 7 – 10 years
- ☐ Over 10 years

4. From the list, select category of your NGO in terms of geographical coverage.

- ☐ Local
- ☐ Regional
- ☐ National
- ☐ International

5. How many projects is your organization currently implementing?.....

PART B: DESIGN OF CURRENT MONITORING AND EVALUATION SYSTEM

Tick your choice of answer

6. Kindly comment whether you understand the following from the project you are implementing?

	Very low	low	Fair	High	Very High
Project results (inputs, outputs, outcomes and impact)					
Project indicators and how to measure their achievement					
Performance targets					
Baseline survey					
Performance monitoring					

PART B: LEVEL OF RBME SYSTEM APPLICATION

7. In your opinion (out of 100%), what is the level of the application of the RBME system……..

8. Give reason(s) for your answer above (qn 7).……

……..……

……..……

9. Does your organization use existing monitoring and evaluation plan?

- ☐ Yes
- ☐ No

10. What information about how the projects are performing based on indicators is generated? **(Multiple Choice**)

- ☐ Financial
- ☐ Outcomes and impact of the project
- ☐ Personnel
- ☐ Activities and outputs
- ☐ All the above
- ☐ Others (Specify…….)

11. How often is information/reports needed? **(Multiple Choice**)

- ☐ Monthly
- ☐ Quarterly
- ☐ Bi annually
- ☐ Annually

12. In your opinion, the information generated by the current monitoring and evaluation system is used for;

- ☐ Improving project performance
- ☐ Accounting for resources used in the implementation to donors
- ☐ Others (Specify……)

PART C: FACTORS AFFECTING APPLICATION OF RBME SYSTEM

13. Is the RBME system being used in reporting impact as the principles require?

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neither Disagree nor Agree
- ☐ Agree
- ☐ Strongly Agree

14. Which of the following have requirements for reporting how well the project is performing? **(Multiple Choice**)

- ☐ Beneficiaries
- ☐ Community Based Organizations (CBOs)
- ☐ Donor /Partners
- ☐ Government /line ministries
- ☐ Other Implementing NGOs at community level

15. To what extent does the management demand and utilize the information from M&E?

- ☐ Very High
- ☐ High
- ☐ Neither High nor Low
- ☐ Low
- ☐ Very low

16. In each project, how much fund of the total project budget is allocated for monitoring and evaluation?

- ☐ < 3% o
- ☐ 3-5%
- ☐ 5% and more
- ☐ Not clear

17. How often is the baseline done for projects?

- ☐ Always at the beginning of the project
- ☐ Sometimes
- ☐ Once upon request by donors
- ☐ None

28. What are suggestions on how to improve on application of monitoring and evaluation system?

……

……

APPENDIX II: CONSENT FORM FOR STUDY PARTICIPANT

MOI UNIVERSITY
SCHOOL OF PUBLIC HEALTH
COLLEGE OF HEALTH SCIENCES
10^{the} January 2013

Background and Purpose

My Name is **Thomas Kimathi Nyagah. Reg.No. SPH/PGH/18/10**. I'm a student from **Moi University – College of Health - Science, School of Public Health**. I'm carrying out a study on ***application of Result Based Monitoring and Evaluation System by development organizations in North Rift Region of Kenya.*** This is self administered questionnaire by the respondents from sampled development organizations and it will take 15 minutes to fill. I seek your consent for completing a research questionnaire. The purpose of the study is purely academic, to enable me fulfil the requirements for the award of Master in Public Health. I will treat all the information you share in the questionnaire with strictest confidence. I'm willing to share the findings of this study with you if you wish if officially requested.

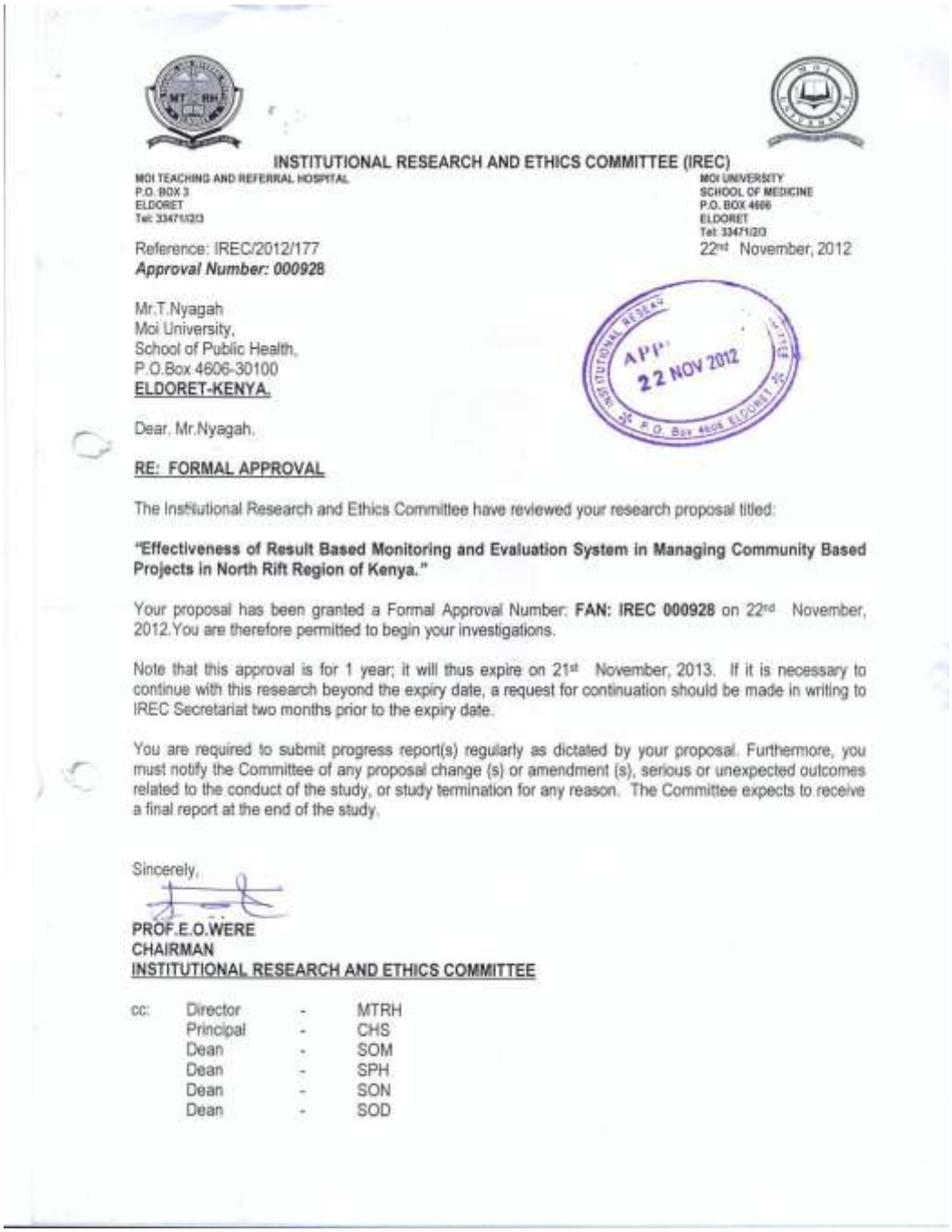
Consent for Participation

I understand that the study is designed to gather information about and for academic work. My participation in this study is voluntary. I understand that I will not get any direct benefits for my participation.

Signature of Research

…….	……	……
Name of Participant	Signature	Date
……		……
Signature of the Investigator		Date

APPENDIX III: IREC OFFICIAL LETTER



INSTITUTIONAL RESEARCH AND ETHICS COMMITTEE (IREC)

MOI TEACHING AND REFERRAL HOSPITAL
P.O. BOX 3
ELDORET
Tel: 33471/2/3

MOI UNIVERSITY
SCHOOL OF MEDICINE
P.O. BOX 4606
ELDORET
Tel: 33471/2/3

Reference: IREC/2012/177
Approval Number: 000928

22nd November, 2012

APP' 22 NOV 2012

Mr.T.Nyagah
Moi University,
School of Public Health,
P.O.Box 4606-30100
ELDORET-KENYA.

Dear. Mr.Nyagah.

RE: FORMAL APPROVAL

The Institutional Research and Ethics Committee have reviewed your research proposal titled:

"Effectiveness of Result Based Monitoring and Evaluation System in Managing Community Based Projects in North Rift Region of Kenya."

Your proposal has been granted a Formal Approval Number: **FAN: IREC 000928** on 22nd November, 2012.You are therefore permitted to begin your investigations.

Note that this approval is for 1 year; it will thus expire on 21st November, 2013. If it is necessary to continue with this research beyond the expiry date, a request for continuation should be made in writing to IREC Secretariat two months prior to the expiry date.

You are required to submit progress report(s) regularly as dictated by your proposal. Furthermore, you must notify the Committee of any proposal change (s) or amendment (s), serious or unexpected outcomes related to the conduct of the study, or study termination for any reason. The Committee expects to receive a final report at the end of the study.

Sincerely,

PROF.E.O.WERE
CHAIRMAN
INSTITUTIONAL RESEARCH AND ETHICS COMMITTEE

cc: Director - MTRH
Principal - CHS
Dean - SOM
Dean - SPH
Dean - SON
Dean - SOD