

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY

SCHOOL OF BUSINESS

MASTERS OF BUSINESS ADMINISTRATION

**THE EFFECT OF MONITORING AND EVALUATION SYSTEMS ON
THE PERFORMANCE OF SELECTED NON-GOVERNMENTAL ORGANISATIONS**

BY

**PERPETUA OPOKU-AGYEMANG
(B.A. HONS IN SOCIAL SCIENCE)**

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DECLARATION

I hereby declare that this submission is my own work towards the Executive Masters in Business administrative and that , to the best of my knowledge, it contains no material previously published by another person , nor material which has been accepted for the award of another degree of the University , except where due acknowledgement has been made in the text

PERPETUA OPOKU-AGYEMANG/20068661

.....
STUDENT NAME AND ID

.....
SIGNATURE

.....
DATE

DR. WILBERFORCE OWUSU-ANSAH

.....
SUPERVISOR(S) NAME

.....
SIGNATURE

.....
DATE

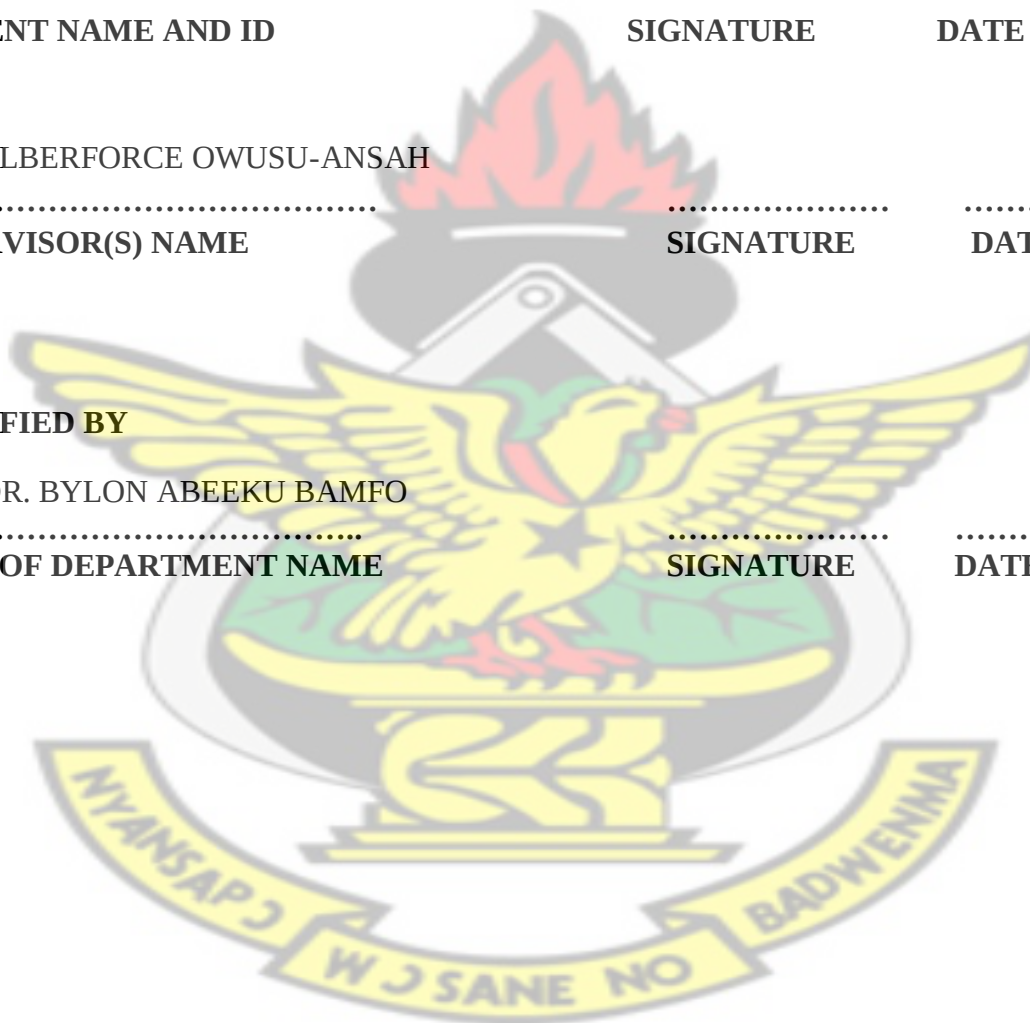
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REV. DR. BYLON ABEEKU BAMFO

.....
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ABSTRACT

The contributions of both Local and International NGOs in to the national development cannot be underestimated. Monitoring and Evaluation systems are required from stakeholders to ensure accountability and transparency necessary to sustain donor interest and supports. However, NGOs in Ghana face challenges in adopting rigorous Monitoring and Evaluation Systems, such as lack of shared meanings of M&E. It is in the wake of these problems that has steers the interest of this study to examine the nature and extent of M&E adoption, evaluate the effectiveness of M&E adoption of NGOs performances in Ghana and explore the prospects and challenges of M&E adoptions among the selected NGOs (World Vision, CARE International. Student and Youth Travel Organisation (SYTO) and Youth for Change (YFC) in Ghana. The population for the study comprised of 40 respondents from the selected four non-governmental organizations implementing educational projects in Ashanti region. The researcher adopted the use of exploratory study. The study adopts the case study approach and qualitative method of data collection to measure the necessary variables to answer the research questions.

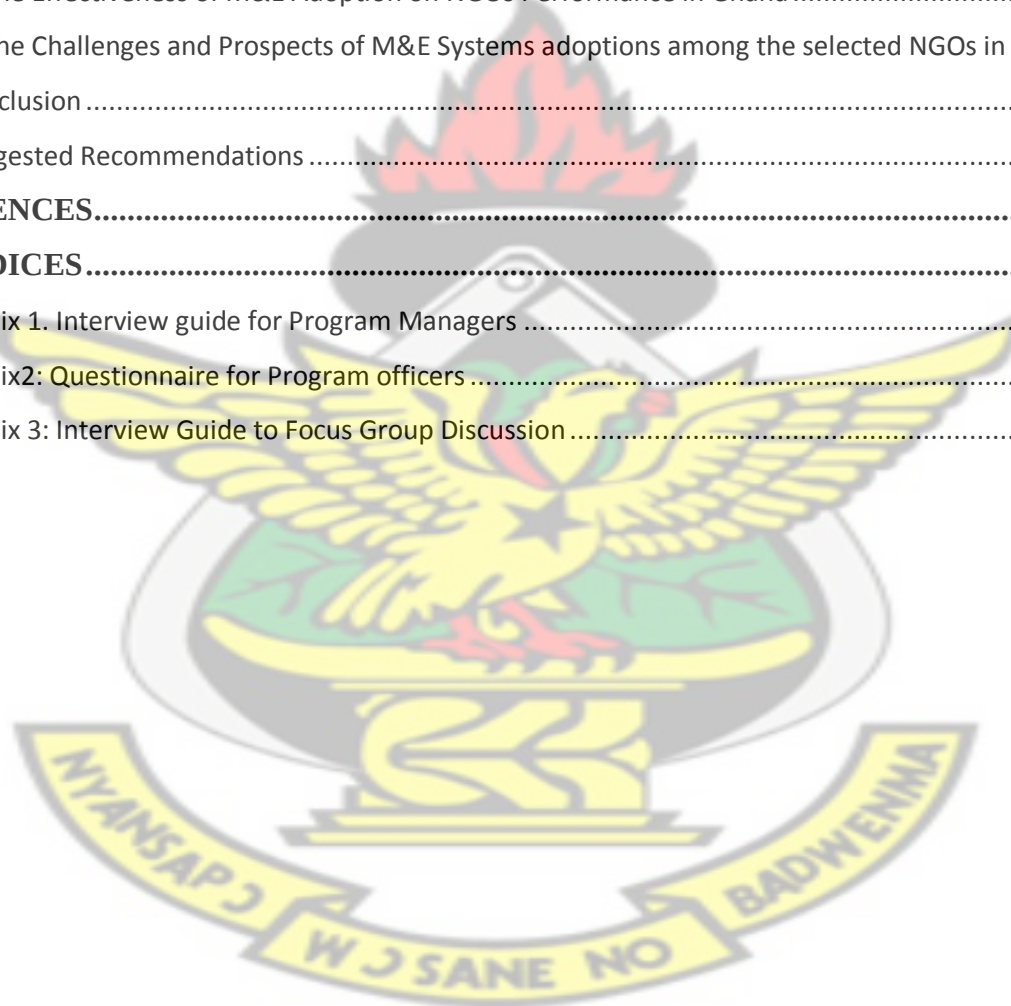
Findings from the study indicate the concept of M&E systems is well known and understood in the organizations, however there is not much awareness of the importance to integrate the systems in all levels of the organization. The perception is still seen as M&E systems being donor driven for donor projects among the entire population of both local and international NGOs. One major challenge which is a cross cutting issue is that of inadequate resource capacity for an effective implementation of the systems. The research recommends building the capacity of personnel, equipping them with necessary tools, resources and creating cultural basis in the organization, is needed to make M&E effective and fully functional as to reap the real benefits of the system.

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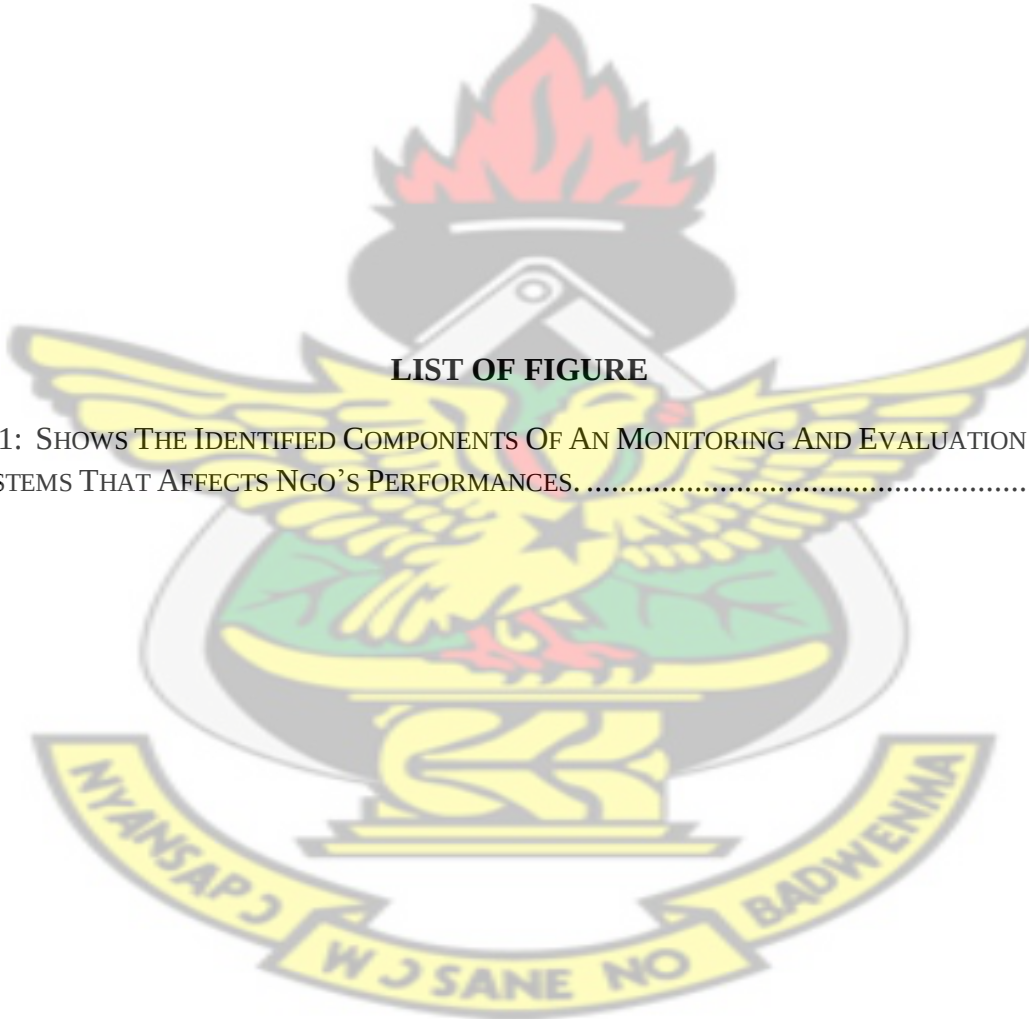


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LIST OF ABBREVIATIONS

CBE- Complementary Basic Education

CBOs - Community Based Organizations

CRS- Catholic Relief Service

FDGs - Focus Group Discussions

GES- Ghana Education Service

IFRC- International Federation of Red Cross

INGO - International Non-governmental Organization

M& E- Monitoring and Evaluations

NGO - Non-governmental Organization

OECD- Organisation for Economic Co-operation and Development

OEF- Opportunity Education Foundation

PME- Participatory Monitoring and Evaluations

RBM- Result-Based Management

SYTO- Student and Youth travel organization

UNDP - United Nations Development Programme

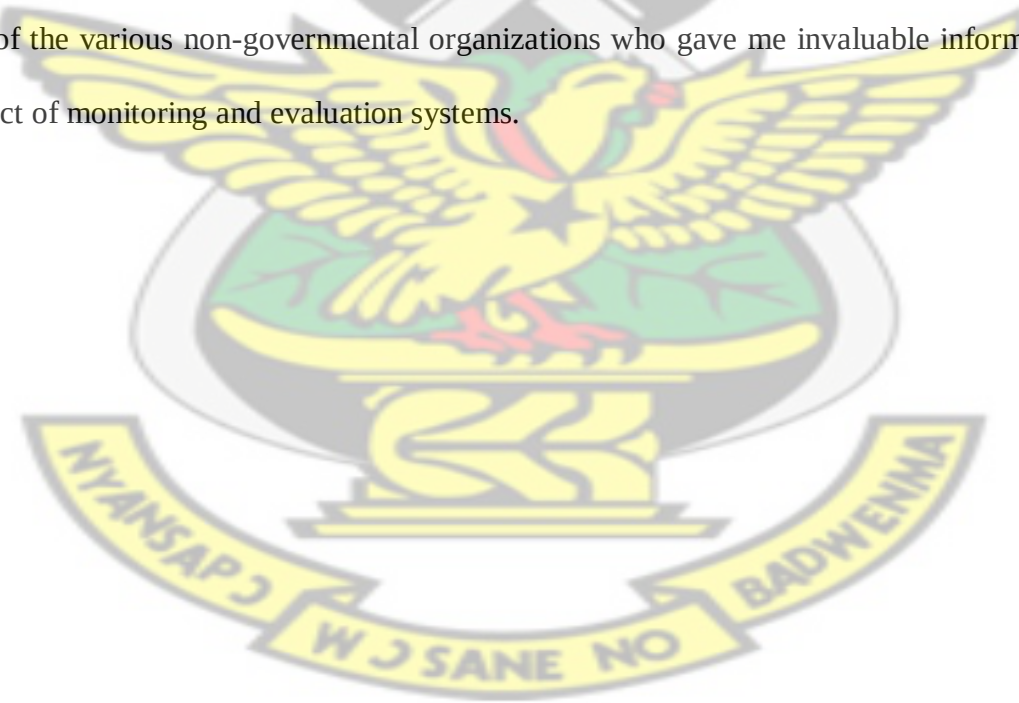
USAID - United State Agency for International Development

WVI- World Vision International

YFC- Youth for Change

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CHAPTER ONE

INTRODUCTION

1.1 Background of Study

Monitoring and Evaluation (M&E) has taken a greater role in international development in the last decade. Zogo (2015). According to Zogo (2015), Monitoring and Evaluation has been brought to the fore of the global development agenda, as calls for better development and better evidence of practices have rallied on the global community, Non-Governmental Organization (NGO's) and other development actors in Africa to prioritize Monitoring and Evaluation in development interventions.

There is a growing concern over effectiveness of aid, results, and accountability to project beneficiaries and donors. (Paris Declaration on aid effectiveness 2005, Accra 2008 and Bussan 2011). According to Gorgens et al, (2010) there has been a growing demand in recent times by stakeholders for accountability and transparency through the application of M&E by the NGO's and other institutions including the government. This has put pressure on NGO's to demonstrate their impact through the development of comprehensive M&E systems by donors. However, the adaptation of theories and methodologies poses challenges in the implementation making it ineffective. Most African countries are not used to practicing effective M&E systems (Naidoo, 2010). This, thus pose a challenge to M&E in Africa, which has a significantly different context, and which may not be as receptive to northern exports as thought.

However, observations of the practice of M&E activities and Literature on M&E act in Africa had shown opportunities and prospects in the sustainability of government interventions, institutions as well as NGO's development. UNDP, (2009) advices that, there is the need for an effective Monitoring and Evaluation which is being recognized as an indispensable tool of both

project and portfolio management of an organization. This is because M&E provide a basis of accountability in the use of development resources of an organization. There is now a greater support on the continent from government for M&E where it is recognized by many African countries that M&E is important for societal transformation which comes about where there is a greater transparency and accountability of its operations. The government of Ghana has adapted to M&E systems and has shown her commitment to effective public service delivery, strengthening government accountability to its citizens, ensuring that policy formulation and decision making are based on evidence and that results are achieved in relation to its growth and development targets. (Monitoring and Evaluation Manual, NDPC, 2013.). According to the Centre for Learning and Evaluation Report (CLEAR 2012) in Ghana, confirmed that after several years of implementing the national M&E system, significant progress has been made.

Non-governmental organisations (NGOs) today form a prominent part of the “development machine”, in the developing world and are generally seen to be playing an increasingly important role in development. They are recognized as an indispensable part of society and the economy. In fact, they are sometimes referred to as the “third sector” (Issa, 2005).

Civil Society Organisations over the past decade have been instrumental in playing its role as a partner in the development agenda of Ghana, with a mandate to monitor and complement governments efforts in planning, implementing, monitoring and evaluating Ghana’s short to medium term development intervention. According to the mapping of M&E practices among Danish NGO’s final report, (2008), there are about 3,600 organizations registered with the Department of Social Welfare. The number keeps on increasing every year but some do not register with the government.

Education obviously is a key intervention area in development discourse in Ghana, recognizing the fact that it accounts for one thirds of the entire nation's budget. The Ministry of Education acknowledged NGOs in Ghana to be more diverse stakeholders contributing to Education Sector development (SEND 2007).

The local NGOs are usually referred to as foundation owed by person, or a small group of persons who share a common vision for society and are usually community based or district based. The national NGO's work in several of the geographical region of Ghana while international NGOs also work within and without the borders of Ghana. This research looks into the effect of M&E systems adopted on selected NGOs performance in Ghana, the challenges and prospects of implementing effective and efficient systems in Ghana.

1.2 Statement of Problem.

It has been observed that a lot of NGOs in Ghana collapse or become inactive after few years of operation. The general assumption has been the poor practice of M&E systems in their operations. Examples of some NGO's of such are Orphans and vulnerable organisations (OVCs) which were closed by the Department of social welfare in Ghana (Social Welfare report on OVCs 2010). According to Lewis (2005), some NGOs in Ghana have been insolvent and have collapsed due to mismanagement and failures which were partly attributed to poor or no implementation of M&E systems.

One major concern is the absence of an efficient and effective M&E systems to keep track of department programs and gauge its performance at various stages of implementation essentially to ensure delivery of quality service. Another concern is the pressure from donors in getting results, which makes the NGO's to speed up on M&E activities, not taking into considerations of

some of the cultural issues. According to Bakewell and Garbutt, 2005; Jacobs et al, 2010) some of the inherent challenges and limitations of M&E systems in Africa includes the non-linearity of political change, the complexity of contextual variables and issues around methodology attribution, recourses and timings

It has further been established from Literature that, most studies on M&E are conducted in developed countries while very little has been undertaken in Africa. In Africa, most of the few studies in M&E Systems and NGOs performance were conducted in countries such as Kenya, South Africa and Botswana. Some of the researchers are Njiri (2015), I.A. Naidoo (2011), Mark M. (2007) and among others. They came out with a lot of recommendations to address some of the factors that affect the performances of NGOs through their divergent perspectives. In Ghana, though a lot of research is done on NGOs, a few research has been done on M&E systems and NGOs performance. (Dorcas 2011, Ghana Reform Action Plan (G-RAP) report 2010, Danish NGOs final report, May 2008). Thus a lot of NGOs keep struggling to cope with the demands of the donors which obviously include effective monitoring and evaluation.

There is the need for internal structural growth within NGO's to regain trust and confidence in the eyes of the public, government and donors through effective M&E systems. It is against this background that the current study seeks to investigate the nature and selected key elements of M&E systems adoption among NGOs and its effect on their performance.

1.3 Research Objectives

The General objective of the research is to explore the nature of Monitoring and Evaluation adoption and its effects on NGO's performance. Specifically the study will address the following objectives.

- I. To examine the nature and extent of M&E systems adoption among selected NGOs in Ghana.
- II. To evaluate the effectiveness of M&E systems adoption on NGOs performance in Ghana.
- III. To examine the challenges and prospects of M&E systems adoptions among the selected NGOs in Ghana.

1.4. Research Questions

1. What is the nature and extent of M&E systems adoption among selected NGOs in Ghana?
2. How is the effectiveness of M&E systems adoption on selected NGOs performance in Ghana?
3. What are the prospects and challenges involved in the adoption of monitoring and evaluation among NGOs in Ghana

1.5 Significance of the Study

The study will add to the little existing body literature on M&E systems in Africa. To the Program Managers and NGOs this study will create more awareness on the need to implement effective systems to sustain interventions and maximization of strengths of M&E systems. The research under study will add knowledge to the basic requirements of M&E systems that needs

to be carried out in all NGO's in Ghana. The study would also be a reference document for further studies for students and Lectures. The General Public could also refer to the documents as a source of information about current trends in M&E approach. On the part of the government, the outcome of this study would, to some extent, provide new dimension of analysis, policy options and future interventions for the monitoring and evaluating non-governmental organisations in the country.

1.6 Scope of the Study.

Non-governmental organisations in Ghana are operating in virtually every sector of the economy. They can be found in the health, economic, education and social sectors where their output cannot be underestimated. There are foreign and local non-governmental organisations operating in the country. The researcher would therefore like to use selected non-governmental organisations implementing educational programs in Ashanti region as the core analysis for this study.

1.7 Limitations of the study

A limitation of this thesis is the case study research. This means the findings cannot be used to generalise over whole population of the NGO sector. However it can be argued that the conclusions drawn from this research are valid for the sample they are taken from.

The main strength of this research comes from knowledgeable respondents, each of whom has extensive experience and expertise with traditional and agile methodologies. However, locating most of the respondents such as the Program Managers and Program Officers was not easy due to their work schedule. To overcome this challenge, the researcher booked an appointment with

the Program Managers, Officers ahead of the research as well as going to the field to meet project field officers. Sometimes, the researcher has to follow them and wait for them for their limited available time. The research creates a basis for future studies into the problem of M&E systems among NGOs in the country.

1.8 Organisation of the study

The study was organised in five broad chapters and they are as follows:

Chapter One: Introduction. This chapter consisted of the background of the study, problem statement, and the purpose of study, the objectives and the research questions, significance of study, limitations and delimitations of the study.

Chapter Two: The Literature Review. This chapter also consisted of the concept of M&E systems, an overview of the importance Monitoring and Evaluation systems on NGO's performance and literature done by others on the effect of Monitoring and evaluation systems implementation on NGO's performance.

Chapter 3: Research Methodology. This sections looks at the methodology applied in the research. This also consisted of the research design, population, sample size, data collection procedures and data analysis techniques.

Chapter 4: Data analysis and Results. The data collected was analysed, presented and discussed in this chapter

Chapter 5: Summary and Findings. This section concludes the study whiles making recommendations on the outcome of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The Literature on M&E has shown that the concept was adopted late in Africa as a result of donor programs. This Chapter presents review of literature from the Global, African and Ghana Perspective. Literature on an effective M&E systems use, its effects on NGOs Performance, some important elements of M&E systems as well as the challenges facing the systems use were explored to help the researcher to find solutions to the research study.

2.2 The Concept of Monitoring and Evaluation

This section analyses the various definitions of Monitoring and Evaluation, M&E systems, draws out the relationship between Monitoring and Evaluation, characteristics of an M&E systems and states its relevance to society.

2.2.1 Definition of Monitoring & Evaluation

According to United Nations Development Programme (UNDP, 2009), stated that Monitoring is the on-going process whereby stakeholders obtain regular feedback on progress made towards achieving the desired results. It further stated it involves tracking objectives taken by partners and non-partners to ensure progress towards attaining the goal. European Commission Civil Society (2016) confirms that, by definition Monitoring could be the routine collection, analysis and use of information for management control to attain set objectives. It actually helps to get information by which management can see and solve implementation problems and assess the progress of work.

By the definition from Organisation for Economic Co-operation and Development (OECD, 2002) which was also cited by Australian Development Agency (2009), states that “Evaluation is the systematic assessment of an on-going project or programme’s design, its implementation and eventually the results. Its objective is to determine the relevance and fulfilment of objectives, development efficiency, effectiveness, impact and sustainability of projects or programmes”. UNDP (2009) affirms that evaluation is a careful assessment of completed or on-going activities to determine the extent to which set objectives are contributing to decision making.

Monitoring and Evaluation forms an essential part of a project or programme. M&E forms the basis for clear and accurate reporting of the results achieved by tracking. We can say the main difference between monitoring and evaluation is their timing and focus of assessment at a time. After identifying these differences, it becomes important to remember that both monitoring and evaluation are integrally really linked; monitoring typically provides data for evaluation while evaluation occurs when monitoring according.

2.2.2 Definition of M&E systems

Various development agencies have come up with many definitions of an M&E systems based on the context and operations. However, there seems to be no definite definition for M&E systems within the international development cycles.

According to Samdi, 2007, “An M&E system is a set of components which are related to each other within a structure and also 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 a continuous monitoring and periodic assessments of the implementation of a policy through projects or programs and the processes that transform inputs and outcomes, (Monitoring and Evaluation manual, NDPC 2013).

2.2.3 The Concept of Monitoring & Evaluation Systems

According to Piroška (2015), most M&E system involves indicators, tools and the processes necessary to assess the implementation of a programme (monitoring) and is achieving the desired result (evaluation). Onyeje (2008) holds the opinion that M&E system is the aggregate interactions of people, procedures, data and technology to produce authorized decision making based on timely release of information. However, Onyeje (2008) builds on the traditional definition by IT professionals on information systems.

According to NGO Connect eNews (2012), an attempt to ensure effectiveness, efficiency and improving greater accountability to beneficiaries, donors and other stakeholders is when a good M&E system becomes critical. NGO Connect (2012) postulate that good M&E system has the ability to determine if the project is on-track and on-target. Again, the system helps to check if funds were used for the intended purposes; the project/programme was implemented as planned and also learns the differences the intervention has made within its environment.

Duignan (2004) sees an M&E system as an outcomes system and also argues that many of these systems exist in the form of performance management system, results management system, accountability system, managing for outcomes, etc.

Onyeje (2008) argues further that an M&E system that focuses only on the tools and approaches used by M&E workers does not fully represent a functioning M&E system in terms of dynamic sense. A dynamic approach is one by which an M&E system has to do with defining all the

elements one will pay attention to when assessing the effectiveness and efficiency of the M&E system.

Health Metrics Network (a WHO-based NGO) for instance outlines the following elements when assessing a health-based M&E system: information system resources (policies, personnel, leadership, budget and equipment), indicators, data sources, data management, information products, information dissemination and use according to the order listed. This is a more elaborating definition than what he has defined earlier (Onyeje, 2008).

2.2.4 Characteristics of an effective/ functional M&E Systems

In asserting to the argument put forward by Pirooska (2015) on the grounds that an M&E system is not strictly defined globally within development and academic arenas, it therefore becomes imperative to define standards to measure good M&E systems. These standards may have resemblance like the things one has to look for in the best practices in designing and implementing M&E systems.

Bamberger (1999) argues that usually a good M&E system will generally monitor the use of project inputs, also monitor the effectiveness of the project implementation process, and then monitor the production of project outputs, as well as assess project impacts on the target communities, then assess the effectiveness of project outputs in producing the intended short-term and long-term impacts. It will also assess the extent to which these impacts can be attributed to the effects of the project. In this way, a good M&E system has in-built potentials to bring out effective interventions early enough so that they can be implemented or replicated elsewhere. Again, having data ready on how well a particular project, practice, programme, or policy works, it further provides useful information for formulating and justifying budget

requests. This will permits judicious allocation of scarce resources to the interventions that will be provided for the greatest benefit of sustainability (M&E Studies, 2015).

The key characteristics of an effective M&E systems will measure and report on outputs that reflect the critical strategic objectives of the stated organizations. It must usually be cost-effective as well as result oriented, and also user friendly. It must be computerized and must track effectively the policy reform process, but above all must identify the responsible persons and actions agreed for the effective implementation of the system. A good M&E system must have adequate resources, tools, techniques and relevant skills are known understood and applied.

Khadija Khan,(2003) on her research on strengthening of monitoring and evaluation systems, came up with a chart with four common scenarios or characteristics observed in development sector organizations and suggested ways to strengthen the organizations who happens to be below the required standard of a good M&E system in any of the four scenarios. According to Khadija, the M&E the first scenario has no elaborate system functions are being carried out as part of management duties. The second scenario on the chart has a formal M&E systems and is well functional. The third scenario indicates that the M&E system is present but not functioning whiles the fort scenario also shows that the systems are present and functional but for a purpose or wrong reasons . Table 2.1 shows the four scenarios with M&E systems.

Table 2.1: The Four Scenarios on M&E Systems in Development Sector Organisations.

Scenario One : Informal M&E systems
The setting of this organization is where by the concept is known as may be a result of donor funding but no effort is known to implement the systems. There are no specific activities of M&E in the organization.

No specific person has been assigned to M&E activities but activities are done in formal. An example is the reporting are done but not in a standard form and on limited circles. M&E procedures, tools and techniques used for collection of data are not standardized. Sometimes financial support is available for use.
Scenario Two. A Formal M&E system
Those development organizations are seen to be having the Best practices of the M&E systems. The systems are well known and understood by all the management and personnel. There is usually an independent unit or personnel assigned to see to the implementation of the M&E systems and to keep track of any defaults. There is also a regular reporting and communication systems in place and the available of standardized tools and techniques for use. Information is disseminated within and across board for learning purposes. Lessons learnt is plough back for future planning purposes
Scenario Three: Non Functional M&E systems
Organizations under this scenario understand and the concept is well known, however, there is no implementation of the system. Personnel are not trained and therefore not assigned to M&E duties. M&E systems is said to be nonfunctional. There is inadequate finance to support the M&E activities. No information sharing within and outside. All information is kept within the organization. Advices are not sought from M&E and usually it is seldom disseminated or findings are used. This type of system is said to be ineffective.
Scenario 4: Counterfeit M&E system
M&E concept is known, understood and implemented but the purpose of its implementation has ambiguous reasons. This organization may have a unit and staff assigned to M&E activities. However members are not skilled and no building of their capacity. Staff is not assigned to take

any activities. Big activities are organized to showcase on reports and Publications and this is also based on selective reports. Information for publicity is used to gain access to funding.

Design of M&E systems by Khadija Khan, (2003).

2.3 The Concept of NGO's Performance

NGO performance represents the outcome of NGOs activities. An examination of NGO literature reveals emphasis on effectiveness as a key measure of NGO performance (Lecy et al 2009; Beamon and Balcik, 2008; Kronkisky, 2007; Sowa et al 2004) with some researchers equating effectiveness to performance.

According to Lecy et al (2009) and Kronkisky (2007), past research has focused on goal attainment, systems resources, reputation and multi-dimensional measurement approaches of NGO performance. Using goal attainment as one of the earlier approaches it was emphasized that NGO performance can only be measured by progress towards achieving those goals. However, this was criticised because NGOs do not rely on single and specific goals (Lecy et al 2009). To address the limitations of goal attainment, systems resource approach was proposed emphasising organisational survival (Kronkisky, 2007). According to him, an organisation performance was measured by the non-profits ability to influence and utilise its environment to gain scarce and valuable resources to achieve goals. (See Ritchie and Kolodinsky 2003). The approach was critiqued for its focus on objective financial variables such as expenditure and revenue to measure performance. The reputational approach also relies on the subjective measures of perception of multiple key stakeholders to measure NGO performance (Lecy et al 2009). This also is based on the belief that organisational legitimacy will enable the NGO operate in a defined complex sector. Those rejecting the approach actually cited stakeholder's lack of consensus on NGO performance most of the time (see Herman and Rend, 2004).

The Multidimensional models of NGO performance were then put forward to address the limitations of the previous approaches (Kendall and Knapp2000; Kaplan 2001).

Despite the potential benefits of multidimensional models, research has shown that they are difficult to implement in practice particularly in NGOs due to complexity, as well as information overload, the lack of resources and also experience in such systems by NGOs (see Le Reux and Wright, 2010). If an NGO is successful in one dimension does not imply that the NGO is effective in all areas.

Lecy et al (2009) then summarises research in a four multidimensional domains of NGO performance as organisational management, program design and implementation, responsiveness to environment and partnerships and networks in incorporating goal attainment. Last but not the least resource systems and reputational measurement approaches. The current study has taken the dimensions further to an empirical level to understand how NGO M&E systems put adopted measures to its performance.

There are number of definitions from the literature on how to measure an NGO's performance. For example, Poister(2003) stated that Performance measurement is a method by which we identify, control and utilize different objective measures of the organization's performance and its programs on regular basis. Lindblad (2006) considered performance measurement as the “utilization of objectives, indicators and information to assess NGOs interventions and services”. According to Chong (2008), performance management is also about improving performance at the individual, group, and organization levels. It is also about how the organization is able to improve its effectiveness to respond to changes in its external environment. It is about increasing internal capabilities which ensure the organizational structures, the human resources systems, the

job designs, the communication systems, and the leadership and managerial processes fully harness human motivation and help people function to their full potential.

Reviews of literature confirmed that, there is still no mutual agreement on the main components that should be used to measure NGO's performance. Generally, most NGO's use performance indicators in assessing their performances. Carman (2007) came out that the performances of indicators by NGO's are efficiency, effectiveness, fundraising, audits, cost and the satisfaction from beneficiaries.

A Monitoring and Evaluating system is one of the components of Performance indicators for measuring NGO's performance. In the last decades, Monitoring and Evaluation systems as a key performance indicator has been very popular among stakeholders for growth, accountability and Transparency. By Kusek and Rist (2004), "one of the most powerful tools that influence the performance of a project, program, or policy is Monitoring and Evaluation (M&E)". For the purposes of this research, the objective is to look at the project and organizational performance in respect to its effective M&E systems within selected NGOs as case studies.

2.4 Effects of M&E Systems use on NGO's Performance

The reason for the study was to determine the effect of Monitoring and Evaluation Systems Implementation on Non-Governmental Organizations performance: A case study of the educational projects in Ashanti. The reference to the central research problem of the thesis is to assess how effective the M&E systems adopted on NGOs performance is. Hence the central question is what is the effectiveness of M&E systems adoption on NGOs performance in Ghana? As mentioned in the characteristics of an M&E systems, there are basic components of a functional M&E systems. For the purpose of this research, four of the key components are evaluated to understand its effects on NGO's performances. The key components for the review

are M&E plans, Human Resource Capacity, Information Technology and information and communication use.

2.4.1 Monitoring & Evaluation Planning and NGO Performance.

M&E Plan is a guide as to what you should evaluate, what information you need, and who you are evaluating for. The plan outlines the key evaluation questions and the detailed monitoring questions that help answer the evaluation questions. This allows you to identify the information you need to collect, and how you can collect it.

Frankel and Gage (2007) is of the view that Monitoring and Evaluation plans should be created after the planning phase and before the design phase of a programme. The plan should include information on how the programme or intervention will be examined and assessed.

In a nut shell, Planning for M&E is one of the key activities that need to be carried at the on-set of project or programme design. It can be deduced that the success of interventions by development agents depend to a large extent on effective planning of monitoring and evaluation systems.

According to Bernard Phiri findings, (2015), Monitoring and evaluation Planning has the highest correlation with program performance. His recommendations and conclusion confirmed that without a monitoring and evaluation plan, it would be difficult to conduct any meaningful project.

Rigito (2010) recommended the need to plan for baseline study as part of the M&E plans because without the baseline study, M&E will face serious challenges on tracking its progress effectively on the indicators.

Another area of attention is stakeholders' involvement in the Monitoring and Evaluation plan. M&E plan should be prepared step by step and in participatory process (NDPC) 2013. It is therefore important to identify, classify and analyse all stakeholders. There is therefore need to realizing the role and also the use of M&E systems as well as the involvement of stakeholders since M&E has many audiences. This audience will include managers, donor, field staff, partners, policy makers and program participants (CARE, 2012). A well prepared and executed M&E will contribute to both project outcomes and international standards of doing things (Jha et al., 2010).

In a nut shell, Planning for monitoring and Evaluation is one of the key activities which need to be carried at the on-set of project or programme design. It can be deduced that the success of interventions by development agents depend to a large extent on effective planning of monitoring and evaluation systems.

2.4.2 The Effect of Human Resource Capacity in M&E systems on NGO's Performance.

Surran, Tunal and Kath (2003) noted that sufficient allocation of staff and financial resources is vital ingredient in developing effective M&E systems. Failure to ensure a reasonable proportion of resources spent is likely to reduce learning and result in poor performance. Some of the aspects of human resource that affect monitoring and evaluation include, the number of staff, level of training or skills in M&E, turnover rate and staff motivation.

Human capital, with proper training and experience is vital for the production of M&E results. The importance of human Resources in the production of M&E results cannot be over emphasized. Human Capital need to be trained to acquire the right knowledge and skills to perform their duties. Again need must be taken to ensure there is the right balance of quantity

and quality of personnel. Cole 2002 stated that the purpose of training is to improve knowledge and skills.

According to NJiri (2010), “There was positive correlation between human resources use in monitoring and evaluation and performance of agribusiness projects”. In his regression analysis, the results indicated that for every unit increase in Human resource capacity building, there is an increase in Performance holding constant. Organisation should therefore ensure to employ that they employ staff with required technical expertise and if there is lack of technical expertise as is mostly a challenge, the necessary training could be offered to operate the M&E system effectively.

Also the UNDP (2009) handbook on planning, monitoring and evaluation for development results, emphasizes that human resource is vital for an effective monitoring and evaluation. It stated that staff working should possess the required technical expertise in the area in order to ensure high-quality monitoring and evaluation. Implementation of an effective M&E demands for the staff to undergo regular training as well as possess skills in research and project management. Therefore capacity building is critical (Nabris, 2002).

In a study by White (2013) on monitoring and evaluation best practices in development INGOs, the researcher writes that INGOs encounter a number of challenges when implementing or managing M&E activities. There is insufficient monitoring and evaluation human capacity and usually the staff are over burdened with more than one project at a time. According to him, this can lead to staff energies burnt out and does not help with accurate results.

2.4.3 The Effect of information and Findings in M&E Systems on NGOs Performance

Monitoring and evaluation helps in learning from what/how we are doing or have done by focusing on efficiency, effectiveness, impact, relevance and sustainability (Hunter, 2009). M&E systems are part of management tool which provide feedback on performance fundamental for governance and decision making of projects and NGOs (Gorgens et al., 2010). The M&E systems therefore provide information both to the internal (management) and external (donors) users.

It has been noticed that Monitoring of information and evaluation of findings can contribute to sound governance in a number of ways including evidence-based policy making, and also budget decision making, policy development, management, and accountability. Many NGOs around the world have realized much of this potential according to Mackay (2007). He mentioned that once an M&E System is in place the organizational environment has to encourage sharing of results once they are out.

A successful M&E system is therefore measured by the utilization of the information got from it (Briceno, 2010). It should also be able to: clarify the expected impact of the project; show how progress and impact will be assessed; collect and analyze necessary information for tracking progress and impact, give details reasons for success and failure, and show how this information can improve future actions (Welsh et al., 2005).

What matters with M&E is not so much the data that is collected or the facts that are available, but how the data is used to inform choices in the different stages of planning and public service delivery. Such a problem has, in turn led to poor quality M&E data in terms of missing, inaccurate, or outdated information. (Gebremedhin, Getachew & Amha, 2010) The distinction between observed reality and what is hoped for is often blurred. Although the M&E systems and

practices that are in place arguably provide a reasonable accountability framework, their contribution to substantive learning is more limited. Kenya's M&E system produces a large volume of data on compliance with rules and regulation, but it is often of poor quality or not fully used and does not yield a sufficiently clear basis for assessment of value for money and cost-effectiveness in public service delivery. Poor data quality and lack of demand for performance information are mutually reinforcing in undermining efficacy of M&E systems. (Hauge, 2003).

2.4.4 The effect of Technology use in M&E systems on NGOS performance

The use of technology in M&E is currently playing a big role in M&E activities lately. Technology use is of increase and this has made it easier especially for data collection and analysis processes. Various technology soft wares have been created and surfaced to help manage M&E practices effectively. According to Chesos (2016), a web based M&E system was developed for NGO's in Kenya. This was done with funding from donors especially the Rockefeller foundations.

2.5 Challenges of M&E systems use by NGO's

As mentioned earlier, it can largely be seen that most information on M&E is imported from the western Countries. Basically, Africa NGOs had very little knowledge in the field and rely mostly on the information from their foreign donors. This makes M&E activities look a little bit foreign to the local organisations. Full acceptability and M&E use has been a challenge to Africa NGO'S including Ghana. According to Naidoo (2010), it has an accountability emphasis and questions need to be asked about how effective this has been in improving performance. This is especially true when you take a cursory look at the way organisations observe M&E in Africa.

A number of factors have been cited by scholars as challenges that confront monitoring and evaluation systems by NGOs especially in developing countries.

2.5.1.1 Inadequate Resources

Financial constraints are a long standing issue that limits most NGOs to conduct effective monitoring and evaluation systems. Literature sources have proven that most NGOs fall victim to this challenge and this accounts for why monitoring and evaluation is not given adequate place and recognition by NGOs and other development agents especially at the local and national level (Muzinda, 2007). The limited financial resources are directed into the actual implementation of the project. This is a good reason to explain the failure and unsustainable projects especially in developing economies. Inadequate funds will also mean that these NGOs will not be able to employ external expertise, organize trainings and capacity buildings for local stakeholders to collect adequate and quality data. Ownership of the M&E plan by the local communities will therefore be missing in most situations.

An example in most affected departments of CSO's apart from recurrent expenditure is monitoring and evaluation. In 2009, there was no monitoring budget line for GNECC. This was simply because program budget had reduced by over 50% between 2008 and 2009. The wisest option was to disburse the little funds available to implement activities rather than monitor them. The National Secretariat solely relied on reports submitted from member its provincial structures for onward reporting to donors, without any verification or monitoring.

Another challenge is inadequate monitoring and evaluation expertise or capacity among the local NGOs is an issue mentioned by many authorities (Hughes d'ach, 2002: and Gibbs et al, 2002) Most countries do not have enough qualified local expertise that is required for the

effective and efficient implementation of M&E plans. This is the case in local data collection necessary for quality survey. When countries do not have enough local staff with fundamental understanding of techniques for monitoring and evaluation they tend to depend on international assistance. This in effect compromises on local ownership, participation, usage of data and sustainability. Countries without access to high caliber local experts must spend more time and effort in training local staff in survey design and analysis.

2.5.3 The Appropriateness of the Tools used to carry Out Monitoring and Evaluation

The selection of tools and techniques to be used in an M&E system determines its success or failure. However, NGOs in developing countries are said to be unable to develop appropriate tools hence resulting to substandard M&E systems that don't meet the requirements of stakeholders (Chesos 2010)

Davies (2001) cites Fowler (1997) that the instruments NGOs use in monitoring and evaluation are characterized with many limitations which do not allow the NGOs to be in the position to substantiate their achievements. Davies argues that the use of the logical framework as a tool has been useful in identifying indicators at the planning stage. The same cannot be said about monitoring and evaluation in project implementation in the view of Wallace as cited in Davies (2001). Davies (1997) again supports the assertion that the focus on identifying indicators is bias towards planning and also discriminates against monitoring and evaluation frameworks that is developed by majority of NGOs and other development agents. In the worst case the advocates of Logical Frameworks have promoted a very narrow view of indicators i.e. only that which is measurable can be managed (Team Technologies Inc, 1994 cited in Davies, 2001). A state-of-the-art techniques and approaches are continuously searched out by many NGOs outside the Logical Framework. However; the challenge here has been how to aggregate the complex and

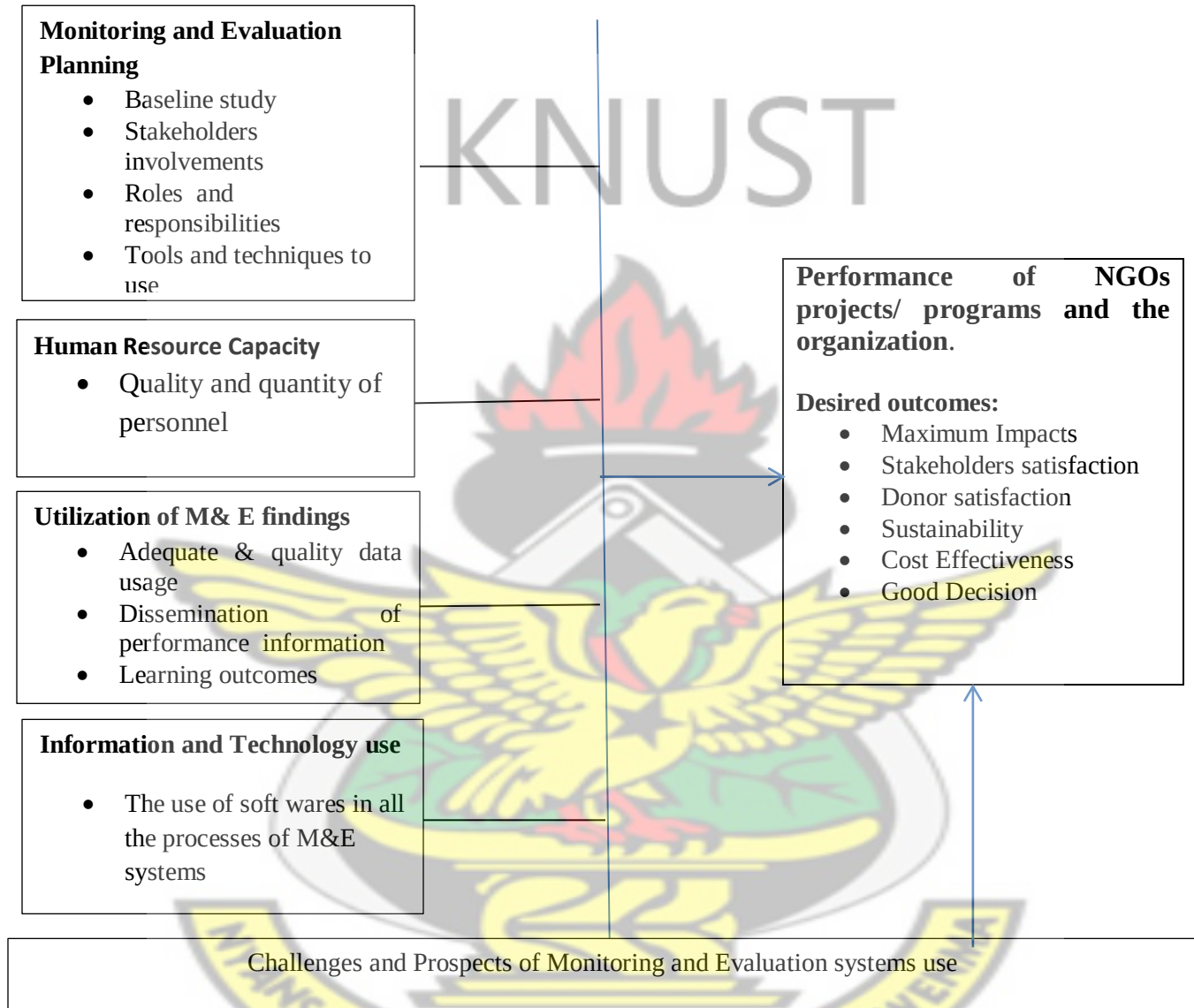
large volume of information and analysis generated by these methods (Goyder et al, 1997 cited in Davies, 2001). Gibbs et al., 2002 cited in Muzinda (2007) points out that monitoring and evaluation is done superficially by gathering limited data for analysis and conducting few activities to cater for monitoring and evaluation.

2.5.4 Multiple Donor Requirements

According to Gilliam et al (2003) NGOs with multiple donors are confront with the challenge of meeting all the needs of various donors. Some of the donors according to Gilliam et al (2003) come with strict stringent concerning the design of monitoring and evaluation systems interventions they fund in order to satisfy them and qualify those NGOs for continuity in receiving financial assistance. Deducing from Gilliam means that it is a challenge to the NGOs which have several donors to be able to carry out monitoring and evaluation for the several projects. This worsens the problem of stretched capacity on the project in terms of manpower.

2.6 The Conceptual Frame work.

Figure 1: shows the identified components of Monitoring and Evaluation systems that affects NGO's performances.



Source: Author's construct, June, 2017

The presentation in figure 1, explains a direct relationship between the selected components of M& E systems use and performance of Non-governmental projects and programs. Findings from the literature sources conclude that functional components of M&E systems have the highest correlation with NGO performances in their programs and projects activities. However, a number of factors have also been cited in the literature as major challenges that confront M&E systems use among NGOs especially in the developing countries.



CHAPTER THREE

RESEARCH METHODOLOGY AND ORGANISATION PROFILE

3.1 Introduction

This chapter describes the methodology employed for the study in answering the research questions. It includes procedures and the methods that were used in obtaining the relevant data for the study. In view of the study the following areas were critically assessed; research design, Population, sample size and sampling techniques used in the study, data collection methods and approach to data analysis.

3.2 Research Design.

The researcher adopted the use of exploratory study. A qualitative case study design is viewed as the most appropriate method of research given the limited study on the selected NGO's. The case study analysis has been undertaken in attempt to capture the wholeness of the NGO activities to describe and understand both the concept and its environmental context in depth. It provided an opportunity to examine the nature of M&E systems of the NGOs in detail. It helped in obtaining what has been described as a more complete or rounded understanding of that phenomena.

3.3 Population

The population for the study comprised of 40 respondents which constituted 12 Monitoring and Evaluation officers and 22 field officers in the four non-governmental organizations implementing educational projects in Ashanti region. They were targeted because they are

involved in designing and implementation of Monitoring and Evaluation Systems of the selected NGOs. Six (6) program managers in charge of projects among the selected NGOs were targeted for face to face interviews.

The 22 field officers were engaged in focus group discussions. One focus group discussions were targeted in each district where the NGOs are implementing their educational project. It was assumed that the focus group would consist of at least 5 or more. The researcher involved other beneficiary members at each district during the focus group discussions. Most of the beneficiaries included teachers and officers from the GES at the districts. Since projects monitoring and evaluation is implemented in collaboration with these parties, involving them in the assessment is very vital.

3.4 Sample and Sampling Techniques

The study used a purposive sampling method. A sample size of 4 NGOs (2 international NGOs and 2 local NGOs) was used as a comparative case study. A sampling frame was obtained from the Department of Social Welfare (Kumasi) and this made it easier to choose the sample from this list. The selection of the NGOs was based on the number of years of experience in the education sector in Ashanti Region which should be above 5 years.

3.5 Data Collection Methods

The researcher used qualitative method of data collection. Project documents were reviewed to obtain the qualitative data. This was supplemented with data from observations, in-depth interviews, and key informant interviews from the Program Managers and focus Group discussions from selected field officers of the selected NGOs as the case studies.

The interview questions were open ended and personal. Due to the short period of time, that the interviewees had, a semi structured type of interview was adopted. In this case, open ended questions guided the interview process. It helped in given much attention to accept most respondent ideas. A total of 6 in depth interviews, at least one from each NGO were conducted for the study and the questionnaire completed by the researcher.

In addition to the in-depth interviews, questionnaires were administered by all M&E officers responsible for the educational projects at the various districts. The questionnaire focused on the understanding the implementation of the discussed components of M&E systems in their organizations and projects, the challenges they faced as well as recommendation for sustainability. The questionnaire contained both closed and open ended questions which allowed the collection of qualitative data. Focus group was also organized for the field officers on the ground. In addition secondary data were also very important source and these were obtained from reviews of literature such as M&E plans of the NGOS and some reports on their projects. Others sources included books, journals, internet publications and other research works both published and unpublished that are related to the project case being studied. For this study, the documents proved useful in understanding the nature and the practices of M& E in implementation of projects.

3.6 Data Analysis

A qualitative approach was adopted in analyzing the results from the primary data as well as the availability of the secondary data from the selected organizations. A case study within the selected four organizations provided an in depth analysis of each NGO's and cross-case comparison. The opportunity to compare and build on previous findings from the individual

researches as part of the case analyses effectively strengthened the study. The qualitative data gathered from FDGs on the field visits were summarized and compared with the field observations recorded in the notepads to ensure detail and not losing essential information.

3.7 Summary of Organizational Profile and their Educational Programs/projects

3.7.1 CARE International Ghana -Complementing Basic Education (CBE) program.

Care International is an international NGO, which started its operations in Ghana in 1994, focusing on promoting primary health care and adolescent reproductive health in the Country.

CARE International Ghana is currently focuses on a participatory approach, working with local and civil society organizations, the government and private sector. This enables CARE to support the priorities of local populations, while bringing in resources and partnerships to spur innovation and durable solutions.

One of the recent educational programs of CARE International is the Complementary Basic Education (CBE) PROGRAMME which is a Government of Ghana initiative funded by the UK's Department for International Development (DFID) and USAID and aimed at helping over 200,000 out of school children aged 8 and 14 years, to read and write in their mother tongue and then transition into the formal school system between the periods 2012-2018.

This program is a specialized teaching model that facilitates the development of literacy and numeracy skill in the native dialect of the child. The skills acquired enable the children to be integrated into the mainstream educational system at grades 3 and 4.

CARE implemented the project to provide opportunity for out of school children (8-14 years of age) to receive primary education. Overall, CARE Ghana was assigned an enrolment target of

4450, which breaks down to the following per district: Sekyere Afram Plains: 700 learners, West Mamprusi: 1000 learners, East Mamprusi: 1750 learners, Mamprugu Moaduri: 1000 learners

With these enrolment targets, CARE then needed to facilitate the engagement of 178 facilitators, form and train at least 178 local committees to help ensure the smooth running of the CBE classes in their respective communities. In all, 890 local committee members were expected to be engaged, 60% (534) of which should be female.

CARE Ghana, working alongside other implementing partners was currently mandated to work collaboratively with the District Assemblies and education officials, Civil Society organization, communities, School Management committees and Parent Teacher Associations in delivering the CBE program. For the purposes of this research, Sekyere Afram Plains District in Ashanti Region is the main focus to field officers into how and what the organization monitor and evaluate and to assess the performance as an organization in the communities selected.

3.7.2 SYTO Ghana- Opportunity Education Foundation Program (OEF)

The Student and Youth Travel Organization (SYTO) were also established as a local NGO Accra, Ghana, as a Non-Profit Organization in 1994. SYTO is a national NGO because it operates in 5 regions across Ghana making sure all areas are covered nationwide. SYTO provide complete range of cross cultural programs and support services to the youth, students' educators and institutions.

In 2006, SYTO Ghana in collaboration with the Opportunity Education Foundation (OEF) USA introduced an Opportunity Education (OE) programme to selected schools in Ghana. The

SYTO/OE project has the overarching goal of strengthened, teacher capacity to improve instructional practices; the specific outcomes of the project include:

- To provide learners and teachers with teaching learning materials to the selected schools.
- Make quality educational opportunities accessible to children in developing nations so that those pupils may improve their standard of living;
- Provide technological tools to assist in training of teachers and improve student learning;

This was to be an intervention that will stabilize enrollment rates and improve learning. SYTO has been implementing the opportunity education project in partnership with respective districts of the Ghana Education Service.

During the project period, SYTO interventions have been implemented in 178 schools in 18 project districts in the Central, Eastern and Ashanti and Northern regions of Ghana with the total pupil population on the project estimated to be about 14,460 and about **474 teachers**. The implemented interventions can be broadly categorized into capacity building of teachers, supply of teaching and learning materials, and implementation of monitoring and evaluation support.

3.7.3 WORLD VISION International Ghana- Sekyere East Educational Project

World Vision International (WVI) is a global Christian relief, development and advocacy organization dedicated to working with children, families and communities to overcome poverty and injustice. World Vision's programmes and offices span more than 100 countries. WVI aim is to contribute measurably to helping children enjoy good health, be educated for life, be cared for and protected, participate fully in decisions that affect their lives, and experience the love of God and their neighbors

World Vision started working in Ghana in 1979. It currently implements 28 Area Development Programmes (ADPs) translating into over 102 projects in all the 10 administrative regions in Ghana, which directly benefit about two million people through health and nutrition, education, food security, water and sanitation, gender and development, micro-enterprise development and Christian Commitments programs. World Vision Ghana projects are funded by private individual, multi-national companies and International government aid agencies.

The Sekyere East's Education Program aims at improving primary Education for 4,902 children including the most vulnerable. This goal aligns with the shared global commitment to the Education-for-All goal that calls for all children to receive, at minimum; a 'recognized' and 'measurable' level of literacy, numeracy, as well as the most essential life skills (UNESCO, 2014). The goal also aligns with World Vision Ghana's Child Well Being target of increasing the percentage of children who are functionally literate by class 6 completion (WVG CWBT Report, 2013). To address this goal, the WVI in collaboration with its partners such as the Ghana Education Service (GES) worked hard to achieve three (3) specific outcomes carved to address education related issues. These were: Improved Literacy, Numeracy and Life Skills, Boys and Girls access and Complete Basic School and Improved Community Participation in Education Delivery.

The Sekyere East Education projects involved these interventions such as The Ghana Reads Project, Reading Improvement for Primary Education (RIPE), Donations on Teaching learning Materials, Peace Road curriculum (PRC) constructing of disability friendly facilities with changing rooms and monitoring educational activities with community members and volunteers

3.7.4 Youth for Change Organisation - Youth for Change School Project

Youth for Change (YFC) is a local Non-Governmental Organisation aimed at bridging the gap between those privileged and less privileged. The need propelled YFC to strengthen and empower the positive development of Ghanaian youths to realize their potentials. YFC was founded in 2004 with the vision to inspire the future generations to make informed decisions regarding the sustainable development of individuals, communities and environments in aspects of poverty, health, education, pollution and water and sanitation.

The mission of YFC is to provide all children with a primary education and supportive environment through effective advocacy, training and service delivery.

Programme Activities

YFC has established a Primary School with a total population of more than three hundred pupils, providing educational materials to the children, educated more than two hundreds parents on the need to educate their Children, received both educational and health materials from 100% to Children in Denmark, Donated health materials (mattresses, beds, plasters, resuscitation equipment, clutches, etc.) to Asuofua Health Centre and Cedar Crest Hospital and donations and voluntary contributions from individuals and institutions both in Ghana and abroad

YFC embarks on educational projects that area school that currently exceeds over 320 children, comprising 4 educational sections: Nursery, Kindergarten, primary and Junior High school. Through volunteering and cultural exchange projects, YFC seeks to advance the knowledge of pupils so as to enhance local, national and international relationships. YFC is also twinned with several schools across Europe, as well as working with various organisations such as 100% to the Children - Denmark, Global Contact - Denmark, and RungstedGymnasiun -Denmark to share

and integrate knowledge. Operational areas are Asuofua, Asamang, Achiase, Nketia Amanfrom
Amoamang communities in AtwimaMponua District in Ashanti Region

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CHAPTER FOUR

DISCUSSION OF RESULTS

4.1 Introduction

Having reviewed secondary data on the M&E systems, mainly on the performance of selected NGOs, there is the need to assess the results of interviews with respondents from the implementing organizations. This chapter analyses and presents the results of primary data on the functions of monitoring and evaluation systems of the organizations and its effectiveness.

4.2 Response profile.

The response profile of the study is presented fewer than two different groups of respondents that is the staff from implementing organizations and field officers from the communities in which the projects are implemented.

4.2.1 Response rate

The study used questionnaires interview guide and focus group discussions as tools for data collection. The researcher targeted 40 respondents which constituted 12 Monitoring and Evaluation officers, 22 field officers and 6 Program Managers from the selected NGO's. 10 of the Evaluation officers were able to respond to the questionnaire items. Additionally, the 6 Programme Managers granted the researcher an opportunity to interview them. The researcher organized a focus group discussion among the 22 field officers in the field of where the various organizations operates. The target population for the FDGS in each community was at least 5 members on the field

But the survey ended up having a discussion with other stakeholders joining. In all the targeted population for the focus group discussions were 22. Table 4.1 shows the number of persons interviewed questionnaire administration and focus group discussions. In general the response rate was good.

Table 4.1: Number of persons interviewed, administered questionnaires and focus group discussions

Targeted NGOs	Number of Program Managers Interviewed	No of M&E Officers	No of Field officers
SYTO Ghana	1	1	5
WVI-Ghana	2	5	8
Care International	2	4	6
YFC	1		3
Total	6	12	22

Source: Authors Construct, November, 2016.

4.3 Educational projects/programmes for the selected NGOs

The study identified a number of educational programmes that are undertaken by the selected NGOs. Table 4.2 illustrates a summary of educational programmes and projects implemented by the four selected NGOs and their state of implementation.

Table 4.2: Summary of Education Programs and projects of Selected NGOs in Ashanti Region.

Institutions	Projects/Programme	District	Years of implementation	Status of Projects
SYTO	Opportunity Education Foundation program	Kumasi Metro District	10 years	On going
World Vision	Literacy boost project	Sekyere East District	3 years	On-going
	Education and Life Skills project			
Care International		SekyereAfram Plains	6 years	On-going
	Complimentary Education Program			Just completed
Youth for change	Youth for change School project	AtwimaMponua District	12 years	On-going

Source: Selected NGOs: World Vision, Care Int., SYTO and Youth for Change, 2016.

Common among all the projects/programmes implemented by the NGOs objective is to improve access to quality education for primary school children. The educational programs and projects identified were more of services provision and few on physical infrastructure development to support quality of education at their various areas of operations.

Specifically, SYTO is currently running Opportunity Education Foundation program which concerned with supporting children education. The support comes in the form of teaching and learning materials supplies to the government less endowed basic schools. SYTO has a specific budget allocation for the conduct of M&E on the program. Regarding the World Vision, the scope and span of educational projects determines the size of budget that will be allotted. It implication is that budget allocation varies from specific projects to others. This system has the capacity to ensure adequate funding to carry out M&E for educational projects provided there is

commitment of management. There is no budget allocation for monitoring and Evaluation for Youth for Change organization whiles CARE International has also about 10% budget allocations for monitoring and evaluation respectively. The later cases have a tendency to encounter budget failures relative to the size and span of project cycles. However there is a high management commitment, efficient and effective use of limited financial resources in carrying out monitoring and evaluation activities.

4.4 The Nature and Extent of M&E Adoption among Selected NGOs (Monitoring and Evaluation systems/Frameworks)

The study sought to describe what M&E systems adopted in NGOs in Ghana looks like. Almost all organizations are expected to have systems that enable them to collect, analyze, summaries and use information. This section identified the system appreciation of the basic elements/factors necessary for an effective and efficient planning and implementation of monitoring and evaluation systems practiced by the selected NGOs in the study.

4.4.1 Case study: The Student and Youth Travel Organization. (SYTO Ghana)

A structural set-up of the organization was examined which revealed that the programs organized by the organization has an informal M&E systems in place. The programs sponsored by donors have a laid down documents like the logical framework that guides implementation of M&E activities. The entire logical frameworks used are adopted from the partner with contributions for changes required by the organization. The organization has no full time M&E officer that accounts to all M&E matters. Program Managers responsible for programs are the same people who do all M&E activities of the programs or projects in charge. Data base designing, data capturing and updating are responsibilities of the Program Managers and assisted by the program

officers and field offices. Normally external evaluators are contracted to evaluate project progress and performance on activities based on indicators outlined in project logical framework. Regarding reports examined, there are no structured reporting guidelines. Reports and recommendations are done on quarterly basis and sent to donors for records. According to the Program Managers interviewed at SYTO, they have both semi structured and unstructured M&E activities. The structured ones are influenced and are seen as donor requirements. Both structured and semi structured activities by the organization have significant bearing on the success of the programs because the periodic monitoring and evaluating the program performance against program objectives. Such opportunities allowed for adjustments in implementation which otherwise would have been impeded by various situations. The Program Manager of Opportunity Education Program said ***“Our presence at the various schools during monitoring motivates both the teachers and us because it made us feel and see the impact they are making to the children. The teachers are always also motivated with our presence to monitor them because they learn new methodologies and ideas from us”***

4.4.2 Case study 2: World Vision International -GHANA.

M&E systems concept is well known and understood in the organization. The World Vision has a department to carry out the M&E mandate. There is specific M&E mandate with elaborate procedures, functions and activities. A set of M&E tools and techniques is available for use. Availability of up-to-date M&E plan (PMP) for all interventions. Adequate resource and M&E concepts, tools, techniques and relevant skills are well known, understood and applied in all projects/programs. Regular reporting is done and feedback received. Information synthesized and disseminated to cross section in and outside. Information and analysis ploughs back into the planning regularly. A functional MIS (manual or computerized) exists. However the program

officers interviewed recommended the need to improve on the budget even though the financial support is made available. One can say that world vision had an elaborate formal M&E systems present and well-functional... A question was asked whether is because is an international NGO. The response was ***“Yes. The programs and projects of World Vision are sponsored by foreign individuals and they are very circumspect in accurate data and reporting.”*** Respondents revealed that the organization takes its M&E systems seriously especially staff capacity to implement the systems. Staff training and skill on employee development has enhanced their performance of their organization. The planning and designing of their programs are designed in consultation with stakeholders. There is availability of baseline data.

4.4.3 Case Study 3: Youth for Change (YFC) Organization.

A study of the organization appeared to be similar to what Khadija described in her chat as Scenario 1. Where the concept of M&E systems is well known but there is no specific mandate with regard to M&E activities. The importance of M&E systems to the performance is not known. There is no M&E systems functioning in the organization, that is M&E plan, no specific person is assigned to conduct M&E functions. However, on the contrary, a kind of M&E is practices prescribed by the higher management are being done due for donors as and when it is required. Normally specific events are carried out to show the successes of their activities. Generally, looking into their documents, the organization is performing very well even though they do not have clearly defined performance indicators, an M&E plan for reference, the officers confirmed in their administered questionnaire as their performance rating to excellent. This nature of system confirms Khadija scenario of non-formal M&E system.

4.4.4 Case Study 4: Care International –GHANA

Then study revealed that the structure of M&E system at Care International is similar to that of World Vision International, however there are few differences that need to be strengthened to meet the required standard. The study revealed that the organization does not have an M&E departments or units taking care of all monitoring activities. However, there are full time M&E Program Managers and officers who are responsible in ensuring effective operations of M&E systems in their program implementations. This was buttressed from the secondary data analyses. The analysis, which also corresponded to the Program Managers response, revealed that their roles are to “ensure effective planning and management of monitoring and evaluating systems. Evaluate project progress and performance on activities based on indicators outlined in project logical framework; Conduct beneficiary impact assessments and assess project effectiveness from the perspective of the beneficiaries served by the project; Make necessary recommendations on the way forward to improving project outputs; and Ensure donor regulations are met in implementation of project activities” (Care International M&E responsibility CBE report 2016). Regarding the resource allocation, both the Managers and officers confirmed that the work load for the M&E activities does not commensurate to the budget allocated for the program. Inadequate tools, lack of transport, time was noted to contribute to irregular and infrequent monitoring and to an avoidance of monitoring visits during rainy seasons or periods of bad weather.

4.5The Effectiveness of M&E Adoption on selected NGOs Performance on their program implementation.

Onyeje (2008) argues that a description of an M&E system that focuses only on the tools and approaches used by M&E workers does not fully represent a functioning M&E system in terms

of dynamic complexity. A dynamic approach to describe an M&E system has to do with defining all the elements one will pay attention to when assessing an effective and efficient M&E system. This study focuses on the four main elements of the M&E systems to program performance.

4.5.1 Monitoring and Evaluation Planning and Ngo Performance

“Planning is often considered integral to M&E which is why many organizations talk about PME (participatory Monitoring and Evaluation) systems”(see Bakwell2004).An M&E plan is a pre-requisite for an effective and efficient M&E framework. The study revealed that all the selected NGOs with the exception of Youth for Change organization have an M&E plan (or PMP) which is up to date for all education projects or programmes being implemented. It follows that success of interventions is positive in the three as compared to Youth for Change organization. However, adequate, reliable and valid data is required for feasible, realistic and workable plans to measure targets of their interventions correctly. The M&E plan from the three NGO’s indicated implementation timelines, persons responsible for each activity, including roles for the program/technical staff and implementing partners. This affirms the general assertion from various authorities from literature as measurable indicators for assessing best practices in design and implementation of M&E framework. The organizations have the capacity to achieve project success by meeting timelines. Interventions will therefore achieve intended benefits and impacts on target populations. About 95 % of the respondents apart from the NGO’s with the exception of Youth for change reported they were privy to M&E plans for their projects which contained identified performance indicators.

Program Managers from World Vision confirmed that the M&E plan was developed with stakeholders’ involvement. Responses from FDGs of the World Vision also indicated 100 percent involvement in the preparation and designing of monitoring and evaluation plans for

their educational interventions. As put forwards by Aune (2000) and other authorities in literature, participation brings out a downward accountability from project managers to beneficiaries. Accountability within the system is a catalyst to ensure efficiency, effectiveness and maximum use of resources to produce desired ends of projects. The study identified that World Vision involves stakeholders at all levels of planning and implementation of M&E plans. The case was not the same for CARE International, Youth for Change and SYTO. All the others with the exception of World Vision practice partial involvement of stakeholders in their monitoring and evaluation system. The partial participation involves the stakeholders only for data collection. It is ideal that participation is ensured at all levels of planning and implementation. Participation is a drawback in the M&E systems of most local NGOs in Ghana. The element of ownership of the process and programmes is likely to be missing in the effort to ensure sustainability of the educational interventions.

SYTO had logical framework matrices. These contained indicators for performance and outcomes and also the underlying assumption which determined the success of the project goals. Brignall & Modell, (2010) noted that “some important considerations for an M&E plan were resources like money and time needed to conduct project monitoring and evaluation, internal capacity, and whether the proposed activities were realistic”. M&E plans analysed, made available by the three organizations showed that indeed, there was a budget for each NGO and that a timeline was scheduled and key responsibilities were also assigned. It was clear that the Measures ensured that monitoring and evaluation was something that was achievable and consequently can influence project performance.

Care International utilized the model proposed by Nyonje, Ndunge, & Mulwa, (2012) in developing M&E plans for its projects. This was buttressed on the below points : (i)

Identification of indicators to be measured, (ii) Setting target values for indicators (iii) Performing measurements (iv) Comparing measured results to the predefined standards, (v) Making necessary changes. By following these steps they ensured that all that was needed to measure project performance was indeed in place. One difference noted however, between M&E plans for the two international organizations and SYTO was how information was shared and communicated. Whereas the World Vision International and Care International M&E plan had information dissemination guides, SYTO did not have. In SYTO, feedback was given directly to donors while both the international organizations, information dissemination were on continuous basis. Feedback was given during the regular partners' meetings. This difference of no plan for dissemination of findings affects the stakeholders and beneficiaries to see the performance of NGO's like SYTO. Importance of how each M&E plan worked as the goal of disseminating M&E information was still achieved at the right time in accordance to plan.

According to Gyorkos (2003) the baseline study is conducted at the beginning of a project/programme to assess the current population and situation on the ground before implementation of the intervention. The study identified SYTO to have a partial baseline data before or within the first 12 months of project/programme implementation. World Vision, Youth for Change and Care International on the other hand had baseline data to serve as benchmarks for measuring project/programme outcomes. Generally, about 85% of NGOs in Ghana are secured with baseline data before implementation of their projects/programmes. This implies that NGOs in Ghana are making positive strides in meeting the expectations of donors to ensure sustainable financial resource security to support the achievement of their organizational targets. In effect, SYTO has a relatively weak and ineffective monitoring and evaluation system compared to the other selected organizations. Organizations which fail to have baseline data may not be accurate

in their findings from measuring variations in their indicators. In most cases, it is a donor prerequisite that a baseline study is carried out as part of the programme process. Since M&E is fundamental for any donor to institute future project success, they might, and always do induce implementing organizations to carry out baseline studies.

4.5.2 Human Resource Capacity of M&E use and NGO performance

It is required as best practice for NGOs to have adequate resource for M&E systems to be functioning. These include personnel, financial tools, techniques required to be applied in all projects/programs. This study identifies four (4) main people expected to be involved in the monitoring exercises of the NGOs for effectiveness. These are project officer, project manager, project finance officer and project M&E officer. A combination of these four main officers is envisaged to produce quality Monitoring of educational project/programmes. It is assumed that an organization with qualified personnel occupying these offices has a strong human resource capacity necessary to meet standards expected from any monitoring activity. The study on the four NGOs showed that not all the organizations have all the four officers involved in the monitoring activities. This is attributed mainly to over tasked officers with multiple duties and therefore is unable to have time to participate actively in the monitoring of their projects/programmes. SYTO is experiencing that of inadequate resource capacity since program managers does all the M&E activities. Youth for change Organization has a similar personnel capacity issue as SYTO. World Vision and CARE International have all the four officers involved in monitoring their interventions. These two organizations have an improved monitoring structure so far as human resource is concerned.

According to the respondents, majority of the respondents rated the effect of availability of staff to vary large extent especially on the skill training. Program Managers, officers as well as field

officers from both the international rated the state of their skills as very good. They also confirmed the frequent training to build on their capacity to meet the current changes. With regards to SYTO, the Program officers learn on the Job. The Program Managers from SYTO confirmed that “there is no budget allocated for training. We learn on the Job or an expert is contracted for the work as required.” Youth for Change had no specific person or no staff embarking on monitoring activities

4.5.3 M&E Information Dissemination Use on NGO’s Performance.

M&E as the bridging point for the cyclical nature of project planning and implementation, is supposed to establish feedback mechanism through information and lessons collected during the process to improve project/programme performance during implementation. The study identified a weak link between information from M&E exercises at SYTO and Youth for Change and their programme performance. This is because they mainly focused on activities and budgets as required by their donors. These NGO’s ensure that they only fulfill accountability obligations to their donors.

World Vision International and CARE International on the other hand depends 100 percent on the information generated from M&E activities to influence their projects/programmes performances. World Vision is able to incorporate all findings from monitoring and evaluation activities and therefore may stand better chance of getting higher project/programmes returns compared to the others. In effect, World Vision International makes the best out the investments into M&E activities. An argument can be made for World Vision to have the highest financial support by donors, adequate budget allocations and commitment of leadership to undertake monitoring and evaluation activities due to the premium and priority given to the feedbacks to improve their project/programmes performance. Youth for Change disseminate information as

and when required by a donor on a specific project that they had funded. CARE International has a bulletin that disseminates information to all their stakeholders. CARE is able to disseminate their M&E information within and outside the country such as media Houses, CSOs, Traditional Authorities, academia and Research institutions. In a nut shell, World Vision has a stronger system than all the other three NGOs on the grounds of the use of information and dissemination. However, the success stories of interventions of Youth for Change and SYTO may depend on complexity of variables which is beyond only the feedback from M&E activities.

According to Nigel Simister, in his paper published by International NGO training and research centre in October 2009 mentioned the importance of data analysis and the use of data. “An organizational M&E system, depending on the purposes for which it was designed, might need to enable and support learning. It might need to demonstrate results for accountability purposes. It might need to generate information in a systematic way that can be used to support international or regional advocacy work or campaigns. And it will often be used to identify stories that can be used for marketing, public relations and fundraising”. To some extent, all these functions need to be built into an organizational M&E system to ensure that the right kind of information collected and analyzed, and that it gets to the right people or departments in a timely and methodical manner” Out of the 6 Programme Managers interviewed, the 4 Managers from World Vision and Care International admitted to utilizing monitoring and evaluation findings. This indicates that NGOs are keen on using previous monitoring and evaluation information to improve project implementation and learn from tracking activities.

CARE International has fully incorporated findings from past evaluations (including mid-term and end of term) which have resulted in program improvements in ongoing projects. World Vision and SYTO have partly made use of findings from previous M&E exercises to improve

on-going project/programme. In a nut shell, a perfect monitoring and evaluation system underlined with all the best practices defined in literature and authorities such as UN and UNDP still has more to be done by the NGOs in Ghana.

Also, it was realized that monitoring findings accessible to relevant technical staff and manager(s) by the NGOs. In the case of CARE International, programme/project staff share monitoring findings with implementing partners. The same is practiced at World Vision. However, the local NGOs normally shared their findings to the donors and the government but not at the lower levels.

4.5.4 Information Technology Use of M&E Systems and NGO performance.

The study showed that only the International NGOs operating in the country have computer software and programmes they use in undertaking their M&E activities. CARE International has several of such tools such as the e-platform, open Data Kit and others they use for data management and analysis. World Vision has similar of such tools and computer software to carry out monitoring and evaluation activities. The field officers from the two international organizations reported participating in data collection using new technology that they were trained. One mentioned in the questionnaire administered that it makes the work easier and they do not spend time making a lot of inputs. The program officers added that the exercise helped them understand project expectations as they could see trends developing over time. The story was different at SYTO. Computers and software are used for data analysis and report writing for all projects at SYTO. The traditional methods/techniques are used to collect data and for analysis. The introduction of technology in M&E and research has not only improve analysis of data but has also made it possible to conduct several tests, hypothesis, wide range of analysis and easy presentation of research findings as well as communicating the findings. The study

identified that World Vision has an improved M&E system by heavily depending on computers and software in the monitoring and evaluation activities. World Vision uses computers and software's in report writing, questionnaire preparation and administrations; data analysis, data storage, communication of findings and data collection for all their projects. This makes it easier to draw linkages between past lessons from projects implemented with on-going projects. It also reduces the bulkiness in the traditional filling system of papers documents and its related problems. However it was revealed by some of the program officers that they do not see the results of some of the key in reports and recorded database. The results are seen by their overseas partners of whom they are not privy to the results. This was revealed by interviews with the project team. ***“Sometimes, the camera used to take the photos of the children is very complicated to understand and use. If there is a mistake, you have to restart the camera again” said the M&E officer at World Vision.***

Integration of modern technology into the NGO sector in regards to the improvement of the M&E systems. ICT will provide efficient management of the M&E systems and engage more stakeholders. The management should identify ways to integrate technology in to the project activities as well as ensure a good interaction between the employees, procedures, data and key stakeholders. The study therefore recommends that the management must to innovative as well as interrelate with all aspects of the M&E system

In all the rating on the influence of information systems on project performance by the 12 respondents from the entire organisation was an average as compared to M&E planning and M&E resource allocation for program performance.

4.6 Challenges/Issues that Confront NGOs in Monitoring and Evaluation Systems

The NGOs have individual challenges that determine the strength and effectiveness of their M&E systems. Some of the issues are cross-cutting and therefore common to all the organizations. The identified challenges with the NGOs so far as their M&E systems are concerned, are not so much different from the one generally found in the review of literature. The subsequent paragraphs highlight the peculiar challenges faced by the NGOs in the design and implementation of the monitoring and evaluation systems.

4.6.1 CARE International

The research unearths three main challenges at CARE International so far as their M&E system and implementation of projects/programmers is concerned.

First of all, inadequate human resource capacity/ people who are trained in M&E are a challenge at CARE. The officers in charge though have high academic qualifications (postgraduates), the institutions still questionnaire administered indicated the challenge with their level of technical know-how to effectively implement projects/programmers and conduct monitoring and evaluation. Another issue is the lack of allocating adequate resources for M&E activities was also one of the challenges. This affects the credibility and the quality of the data and this also affects them in bidding for new projects.

Although CARE has a bulletin for publishing news and development efforts to their stakeholders, it was identified that dissemination of the information was also a challenge.

Some staff and partners sometimes do not effectively go through all the monitoring processes due to time constraint. This sometimes affects the quality of results gained

4.6.2 World Vision international

It was realized that World Vision also falls short in bureaucracy in the operational environment. There is unduly delay some of the M&E processes, especially bureaucracy in the procurement process.

Not only that, lack of an effective communication strategy to inform policy development and the beneficiaries. Stakeholder participation, information dissemination and the use of the information to improve on-going projects is a problem at World Vision. Communication plan and budget allocation for the dissemination of the plan are inadequate in the efforts of the organization's monitoring and evaluation system

4.6.3 SYTO-Ghana

The above mentioned challenges are identified with SYTO as well. Human resource capacity and financial resources was a challenge. M&E officers have no formal training. Most of their training has been through in service training. There is also a challenge of inadequate resources for M&E activities.

Communication strategy to inform policy development and planning is also ineffective. It was realized that stakeholders are not adequately informed from the findings and lessons derived from project/programmes implementation. Timing has also been one of the challenges.

M&E technology/ system to collect information easily and systematically also affect data and findings. There are also inappropriate M&E implementation strategies which peculiar to the local organizations. The absence of an M&E officer at SYTO can explain the many setbacks that confront their system.

4.6.4 Youth for Change Organisation

Key to note among all the challenges outlined by Youth for change is the issue of the awareness of the importance on the part of senior managers to be committed to M&E as a priority. There is the challenge of trained and experienced personnel. Not only that, Youth for Change has the problem of clearly defining what to monitor and evaluate. There is also the issue of difficulty in identifying priority areas in their monitoring and evaluation system. The complexity of these challenges has negative effect on the success of educational interventions implemented.

CHAPTER FIVE

FINDINGS, RECOMMENDATIONS AND CONCLUSION

5.1 Introduction

The research brought up interesting revelations that need to be attended to so far as the effects of the M&E systems on performances of the NGOs are concerned. Summary of the findings from the analysis give basis for suggesting plausible recommendations to improve or otherwise correct adverse outcomes. The recommendations are for both International and local NGOs planning and policy purposes to make headway in creating a sustainable M&E system that has positive impacts on the performance of the organizations. A general conclusion that summarizes all the findings and processes of the research is presented.

5.2. Summary of Findings

5.2.1 The Nature of M&E systems among NGO's in Ghana

The four NGOs showed that M&E systems considered generally in the M&E frameworks of the organizations in Ghana. A general interpretation based on the interviews indicates that the NGOs in Ghana have fair consideration of the M&E systems implementation that meets donor expectations. This implies that a lot is needed to be done in terms of capacity improvement for the NGOs to sustain donor confidence in investing their financial and technical supports to implement their desired ends.

The study brought out that both the international Organisation; Care International and World Vision have an excellent monitoring and evaluation systems practiced. The organizations had an elaborate formal M&E systems present and well-functional. World Vision stands out in terms of

human resources and dissemination of findings. The interest further builds on to compare the success stories of the organizations to find basis to establish whether an effective M&E system is the only underlining factor to determine the success of project/organization performance. However, Care International had a fair consideration of some of the components of M&E system not functioning well. SYTO Ghana would be considered in the third scenario of an M&E system where some of the components are not functional and Youth for change organization had no M&E systems in place. SYTO and Youth for change require strengthening in their monitoring and evaluation system to have the maximum outcome to see their performances.

Regarding the Monitoring activities among the NGO's the study identified that monitoring of programmes/projects is done often depending on schedules stipulated in the logical framework according to World Vision. Similar experience was mentioned at CARE International. In the case of CARE International, monitoring of interventions are done as demanded based on the nature and scope of the project, this project design influences monitoring schedules. SYTO has a three (3) times strict monitoring schedules annually for their programs. Youth for Change operates a 'donor-driven-monitoring' system. The organization tailors its monitoring along the expectations of donors. They do not have an institutional laid down monitoring approach.

The study further identified that 1 out 4 of the NGOs has functional M&E department. Only World Vision has an established M&E department. All the NGOs have M&E plan (PMP) to guide education project/programmes implemented. The PMP has defined indicators, time frame, role casting and implementing agencies. The local NGO'S M&E plan is mostly adopted from their donors with minimum input. It was identified that World Vision has considered about the best effective systems put forward by International development agencies. Care International has fair consideration of the systems that needs improvement. Whiles SYTO and Youth for change

have weak system and do not meet the standards to achieve result oriented M&E system. In general, NGOs in Ghana have fair considerations of M& E systems. For evaluations, findings from the survey showed that all the three selected NGOs have explicitly outlined in their M&E plan to be conducted for all projects/programmes that are currently being implemented. The organizations mainly conduct mid-term and ex-post evaluations for their projects/programmes implemented. It was realized that the NGOs depends on past evaluations for lessons to improve project performances. It was ascertained by CARE International that local capacity of their staff is built when external experts are secured to conduct evaluation of projects/programmes. The situation was different for the local NGOs: SYTO and Youth for change. There was no direct impact on the capacity of the M&E staff of these NGOs from external experts contracted to conduct evaluation exercises as demanded by donors and partners. In their view, evaluation mainly focuses on data collections within the project environment and are of the view that external facilitators for Monitoring, Evaluation and researches on ongoing projects are contracted when is required by the donors. Again, the NGOs often document findings and lessons learnt from on their project implementations to their donors and not much is done to implement the lessons learnt. Documentation is also very critical for improving projects/programmes performances during the implementation. Further, lessons documented is found to reduce the time and money spent on implementing similar interventions and prescribing solutions to challenges that confronts implementations of similar projects by all the selected NGOs.

5.2.2. The Effectiveness of M&E Adoption on NGOs Performance in Ghana

World Vision Ghana and CARE International have reliable and timely information necessary to improve project outcomes than SYTO based on the frequency of conducting M&E. SYTO has a limited/restricted number of times for monitoring projects/programmes. According to all the

Program Officers, the success of programs or projects depends on how effective an M&E systems is. According to the questionnaire administered, constant monitoring with the required tools and techniques allows the opportunities to compare how projects are performing as against project plans opportunities allowed for adjustments in implementation which otherwise would have been impeded by various situations in beneficiary institutions

The M&E plans of SYTO had no baseline study analysis report. This means the on-going projects/programmes do not have information from the existing situation for bench marking and improvement in the performance of the interventions. This is a problem for local NGOs as Rogito (2010) had earlier reported and confirmed in his findings that any project implementation without baseline study would face problems with results. Tracking becomes a problem for SYTO Ghana. This finding could be seen similar in a lot of the local NGO's in Ghana especially NGO's operating under no donor funding projects

The study, established that the approximate percentage of the money used on Monitoring and evaluation was between 10 and 20%. The study also found that the quality of evaluation was dependent on the level of funding. The amount used to fund the evaluations was dependent on the amount of funding from stakeholders.

On adequacy of the training, most of the respondents said that they considered the trainings inadequate especially the local NGOs, Availability of staff, level of skills (training), staff retention and staff motivation were also affecting quality of evaluations to a very large extent in all the organizations. The availability wireless facilities including mobile phones, internet, and audio/video communication made it possible to share information across boarder without losing time spontaneity.

5.2.3. The Challenges and Prospects of M&E Systems adoptions among the selected NGOs in Ghana

All the NGOs surveyed have some challenges in their M&E system which impacts negatively on their performances. The local NGOs lack human resource capacity and personnel development in an organization is a key for performance. Peculiar to all are inadequate financial resources to fully implement the system. Another challenge is the findings of information. Most local NGOs are not articulated well and this creates the question like what did they used the funds for. There also exists gaps in communication with regard to sharing knowledge and experiences among various functional and management levels which may lead to uninformed decision at the top with implementation difficulties at the subsequent levels.

The prospects an effective M&E systems on NGOs should be built in such a way that there is a demand for results information at every level that data are collected and analysed. A structural support for M&E is needed such as an evaluation department or one person is assigned to be responsible for the implementation of the system. Moreover, “the systems must be consistent with the values at the heart of the organisation and work in support of the strategy” (Rick, 2001). The prospect for NGOs is also for the government to set up an Authority to monitor and evaluate their activities in the Country.

5.3 Conclusion

Monitoring and evaluation system has greater impact on the performance of organizations in terms of project/programmes implementations. All international, multilateral and bilateral development agencies are keen of M&E systems as one of the pre-requisites to donate to NGOs to implement interventions that meet their organizational goals. The research supported the

argument that an ineffective monitoring and evaluation system which lack most of the generally accepted best practices by the international development community have a down turn on the performances of the organizations. The study revealed by the respondents that an effective monitoring and evaluation systems affects performance of NGOs in program outcomes to a great extent and helps organizations to make informed decisions regarding programme operations and service

In a nut shell, NGOs in Ghana have made strides in considering some of the best practices. However, challenges that hinder the operations of the NGOs imply that not all of these best practices are embraced in their M&E systems.

The researcher concluded that NGO's performance of the two international organisations having the high performance rating as compared to the locals could be attributed to adherence to M&E plans and information dissemination which addressed compliance to project plan and allowed for periodic reviews of project performance.

5.4 Suggested Recommendations

The role of government in Monitoring and evaluating the activities of NGOs in Ghana is key. The government should reinforce and implement the policy for all NGOs to incorporate M&E systems in all their operations in the country. There is need for a regulatory framework to guide monitoring and evaluation of NGO's in Ghana. Ghana Governments need to enact the necessary legislation that will spearhead the growth of monitoring and evaluation while providing a framework of operation for monitoring and evaluation among NGO's

Maximum utilization of M&E findings to create awareness and informed the public about the impact of implementations would put NGOs especially local NGOs in the best position for donor

funding and confidence. Information communication plan should be given priority in project design, implementation, monitoring and evaluation by the NGOs. New and updated technologies and software programmes should be adopted especially the local NGOs

Management of the NGOs should conduct In-service trainings and on-the-job trainings frequently and periodically to enhance the capacity of the M&E staff of the organizations. NGOs ought to ensure that there is a named personnel or a group or a department set to be responsible for maintaining the organizational M&E systems, making adjustment when necessary, ensure sustainability and remain relevant to the growth of NGOs .

This study therefore recommends that financial independence among the NGO's is key to a paradigm shift of NGOs activities to the development and changes of development of where they operate. Budget allocation for M&E activities regarding sustainability of programs should be well looked after

Measuring from M&E Studies (2015), UN, (1995) and UNDP (2009) standards and the empirical data from the sampled NGOs indicate that about 85% of NGOs in Ghana have the capacity to promote the best practices if awareness and training is provided especially to the local NGOs in the country. Capacity of the NGOs in the areas of skills, technical, financial among others should be improved if quality standards and best practices to foster rigorous and effective M&E system that can impact on project outcomes will be achieved as argued by Jill et al (2001) and other authorities.

Finally, M&E should focus more on the internal development of the organizations to enable them engage in the best practices of M& E systems.

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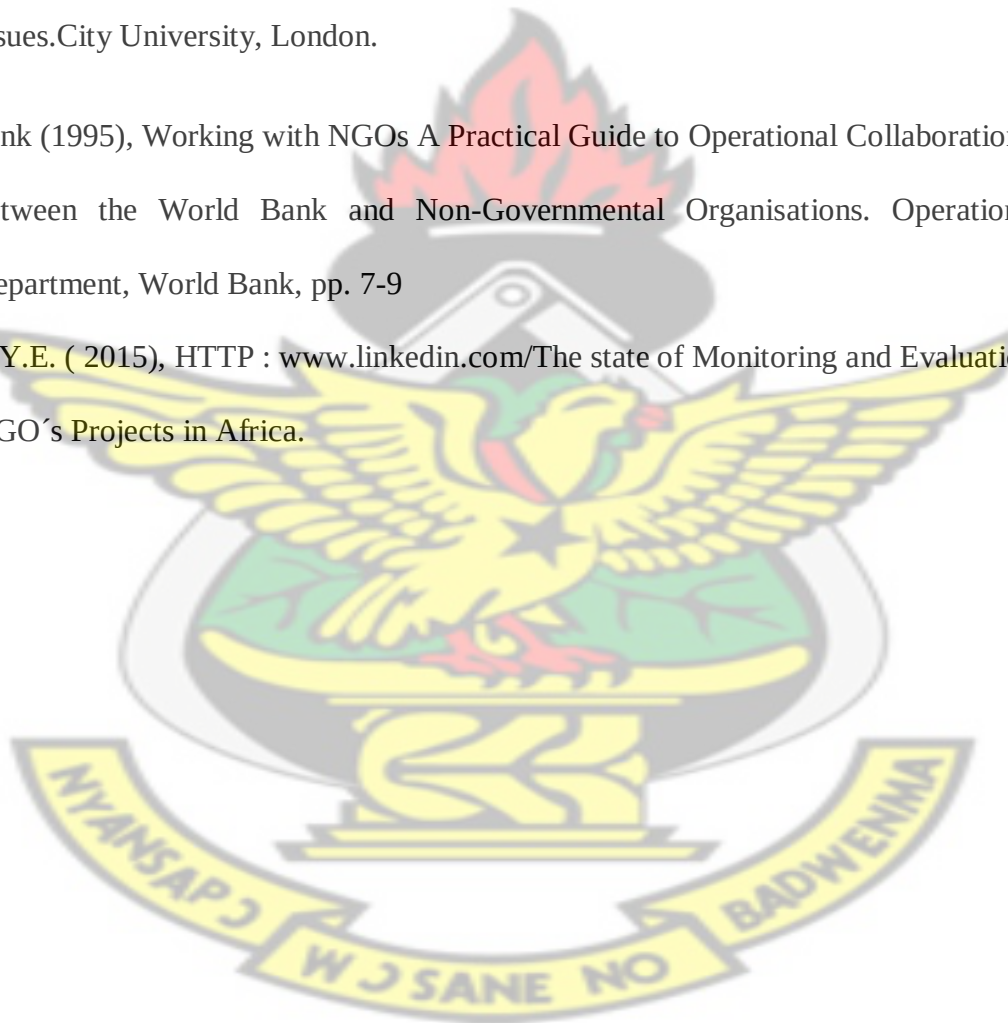
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APPENDICES

Appendix 1. Interview guide for Program Managers

The purpose of this interview guide is to request you to provide information about the nature and the effect of how the following components affect NGO's performance. Your contributions to some challenges you faced and opportunities would be appreciated. Information supplied will be used for purely and exclusive for academic purpose and will be treated with a lot of

1. Name of the organization:
2. How many years have you worked for the organization?
3. Specify the educational programs and projects being implemented by your organization

Program/Project Name	Donors	Duration Years/Months	In	Status

4. What is your coverage of services in terms of districts?
5. Do the projects/ programs have an M&E budget? Yes [] No []
6. How much is allocated for M&E for Projects in Percentages?
7. Which organization funds the project?
8. Does your organization have an M&E Department?
9. How many staff work at the Department

Nature of M&E systems in your organization

10. Briefly explain the nature of your M&E system in your organization?
11. Did the organization develop the system or it was sent to you by Donor?
12. Briefly explain what is functioning at the M&E system of a project/ program in your organization. Are there easy to understand?
13. Please can we have evidence of the documents that you stated yes?

Tick as upon seeing the document.

Evidence of M&E related documents	Yes (✓)	No (✓)
Log frame/M&E plan or PMP		
Annual reports		
Baseline report		
Monitoring report		
Evaluation		
Report on success stories and Lesson learnt		
Other (specify)		

14. How would you rate the state of M&E in your organization (tick appropriately).
- A) Excellent B) Very Good C).Good D) weak E) Very weak
15. How do you perceive M&E systems and practices in your organization?
14. How have the M&E practices on the project influenced the perception about the performance of the organization in the community?
15. What are your projects performance indicators?
16. Do you see the indicators' in accordance with the Project strategy? Yes [] No []

17. How have M&E systems / practices affected the performance of the following in your

Organization:

Organizational learning (please give examples)	
Funding for the organization	
Staff Skills development	
Project progress	
accountability	
sustainability	

18. Do you have any difficulty in using the M&E systems? Yes [] No []

If yes what do you think is contributing to the difficulty?

19. How can M&E system be improved in your organization?

Appendix2: Questionnaire for Program officers

The purpose of this interview guide is to request you to provide information about the nature and the effect of how the following components affect NGO's performance. Your contributions to some challenges you faced and opportunities would be appreciated. Information supplied will be used for purely and exclusive for academic purpose and will be treated with a lot of confidentiality.

3. Name (optional)

4. Gender: Male [☐] Female [☐]

5. Academic qualification:

Education Level	(Area of Education e.g.: B.Sc. Agriculture, MPhil. Educational Administration)
HND	
B SC/BA/Bed	
MA/MPhil	
PhD	

6. Name of your organization:

7. How many years have you worked for the organization?

a. Less than 1 years

b. 2 years

c. 3 years

d. 4 and above years

8. Mention the type of educational projects does your organization implement?

9. What is the primary objective of the project?

10. What is your coverage of services in terms of districts?
11. For how long has your organization been carrying out these projects?
- a. Less than 1 years, b.2 years c. 3 years d. 4 and above years
12. Which people are involved in these monitoring exercises?

Role	Yes (√)
Project Officer only	
Project Manager only	
Project Finance Manager	
Project M&E officer	
Stakeholders in the community Only	
Beneficiaries only	

13. How are the monitoring findings accessible to relevant technical staff and manager(s)?

Use of monitoring findings	Yes (√)	No (√)
Programmed/Project staff share monitoring findings with communities		
Programmed/Project staff share monitoring findings with implementing partners		
Programmed/Project staff use the monitoring findings to inform resource allocation, planning and implementation of ongoing projects.		
Project M&E officer is the sole person who conducts monitoring and file the monitoring results in the office		

14. Are evaluations explicitly outlined in the M&E plan to be conducted for all projects/programmes that are currently being implemented? Yes [] No []
15. How often is evaluation done? A. Mid-term of on-going projects []
B. end of project implementation []
16. Are reports of any past evaluations are available for use by staff?
Yes [] No [].If No, why?
- 17 When evaluations have been conducted, local capacity has been built as part Of the process? Yes [] No [].If No, why?
- 18 How often do you involve an external facilitator for Monitoring, Evaluation and researches on ongoing projects?
a. Often [] b. sometime [] c. when is required by the donor []
19. How often do you document lessons learned on the project implementation
a. Often [] b. Sometimes [] c. except when required by donor []
20. We use computers/ software's in monitoring and evaluation activities in the following ways:

	Yes	NO
Report Writing		
questionnaires		
Analysis of Data		
Storage of data		
Communications of findings		
Collection of data		

Please mention any other uses if not included:

M&E SYSTEM /Frameworks

M&E PLAN

21. Where you privy to the M&E plan? A). Yes b). No

22. Did the M&E plan help in understanding project expectations?

a) Yes b). No

23 On a scale of 1-10 (10 being the highest), rate the influence M&E plans on project performance. *Enter zero for abstaining*

HUMAN RESOURCE CAPACITY

24. Did the M&E training help in understanding project expectations?

a). Yes b) No

25. On a scale of 1-10 (10 being the highest), rate how M&E training influenced Project performance. *Enter zero for abstaining*

26. Did you participate in M&E training for the project?

a). Yes b). No

27. Please indicate what is functioning at the M&E system of a project/ program in your organization.

	Yes	No	Partly	Notes
Questions	(√)	(√)	(√)	
Is there an M&E plan (or PMP) which is up to date for all projects or programmers being implemented currently by your organization.				
The up-to-date M&E work plan showing implementation timelines, persons responsible for each activity, including any M&E-related roles for the program/technical staff and				

implementing partners?				
There is strong and committed leadership supporting the system				
Adequate financial resources are made available for M&E activities and Processes				
Baseline data is available before or within the first 12 months of project/programmed implementation?				
There is adequate resource and M&E concepts, tools, techniques and relevant skills are well known, understood and applied in all projects/programs				
The system is based on M&E plans prepared through participatory process at all levels				
Do the indicators have clear definitions, data sources with baselines and targets? Were indicators selected in collaboration with national/international M&E partners? Is indicator data linked with the National M&E system?				
Monitoring and Evaluation is done as a routine, mandated and carried out.				
The M&E information generated is used to improve on the project management				
The M&E information is disseminated to Donors only				
The M&E information is disseminated within and outside the country such as media Houses, CSOs, Traditional				

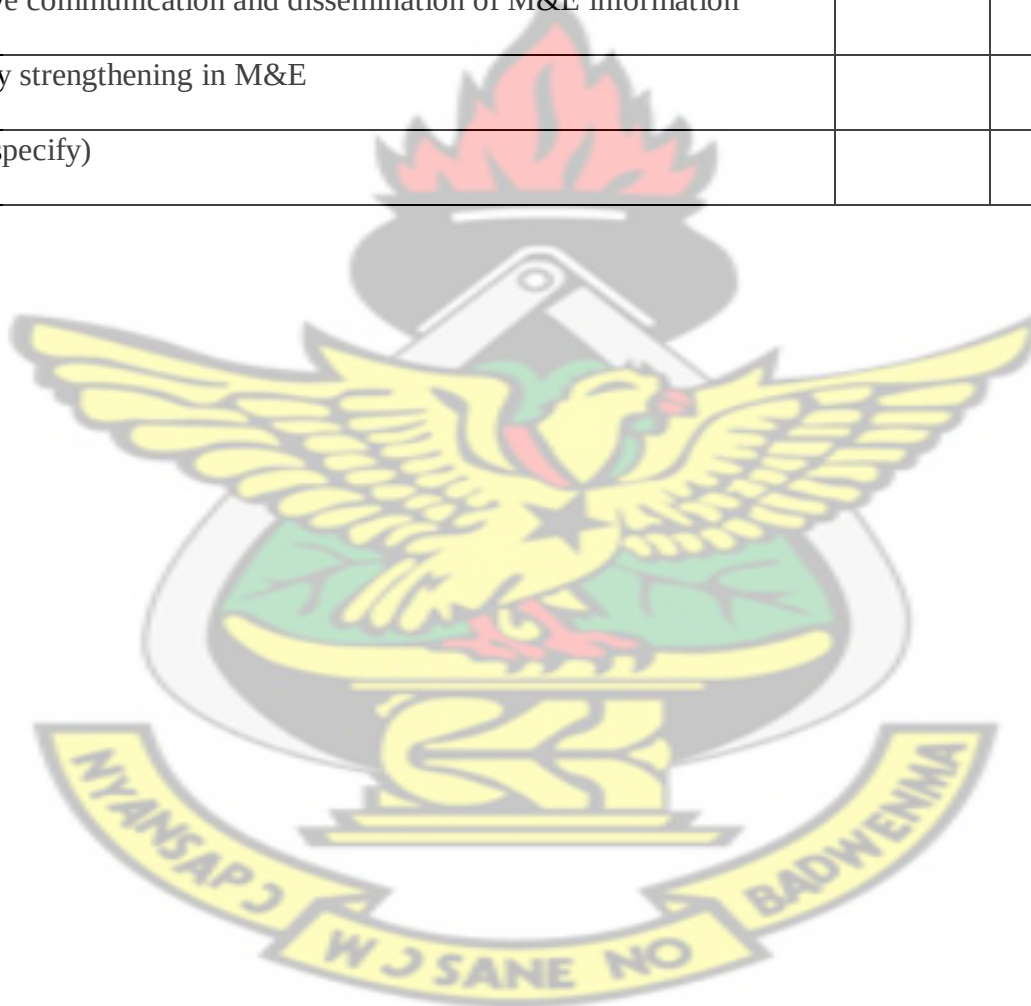
Authorities, academia and Research.				
There is a functional M&E COMPUTER SYSTEMS in the organization.				
Program/technical staff at the lower level (field) are familiar with key indicators and results pertaining to their program/technical area				
Implementing partner(s) have a copy of standard guidelines describing reporting requirements (what to report on, due dates, data sources, report recipients, etc.)?				
PMP for all programmers/projects includes indicators for outputs, outcomes and where relevant, impact/goal indicators, and the indicators are linked to the project objectives?				
Findings from past evaluations (including mid-term and end of term) have resulted in program improvements in ongoing projects?				
Other (specify)				

28. What do you think are the main challenges relating to M&E systems in your Organization? (Multiple responses – you can tick as many statements as applies as well as add if need be)

Challenges	Yes (✓)	No (✓)
Inadequate human resource capacity/ people who trained in M&E		
Lack of allocating adequate resources for M&E		
Lack of adequate and skilled personnel in M&E		
Not viewed as a priority by senior managers		
M&E technology/ system to collect information easily and systematically not in place		
Inappropriate M&E implementation strategies		
Inadequate training		
Identification of agreed on priority areas for M&E		
Lack of an effective communication strategy to inform policy development and planning		
Consultants trained in M&E that are available to assist		
Monitoring and Evaluation is “donor driven”		
Inadequate attention to M&E during Program/ Project design		
Lack of participation of stakeholders in the development of M&E systems		
Clarity about what to monitor and evaluate		
Lack of contextualizing M&E systems		
Other (specify)		

29. How can M&E system be improved in your organization? (Multiple responses – you can tick as many statements as applies as well as add if need be)

M&E improvement in future programming	Yes (✓)	No (✓)
More regular reporting mechanisms		
Employ more staff who are trained and responsible for M&E information		
Proactive communication and dissemination of M&E information		
Capacity strengthening in M&E		
Other (specify)		



Appendix 3: Interview Guide to Focus Group Discussion

1. Please indicate Gender and Age Range

Males	
Females	
Youth	

2. Number of participants :

3. Date of the discussion:

4. Location:

5. Please specify what projects are implemented in your community?

6. Please what roles did you play in implementing the project in the community?

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7. Please explain how you were involved in the planning of the project. What roles did you play?

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8. How does training of staff on M & E strategies affect the performance of projects?

9. How do the participants interviewed perceive participation of monitoring and evaluation of the project in the community?

10. What is the importance of training employees on Monitoring and evaluation systems?

11. How has the project influenced perception about the performance of the NGO in the community?

12. What did the focus group participants appreciate the most in the M&E practices they received during the project or what did they least appreciate. Please describe Concrete examples of increased knowledge and skills on the project among the focus group,

13. What did the focus group participants appreciate the most in the findings they receive from the NGO or what did they appreciate the least in the findings. Please describe.

14. Has the education Project brought any impact to the community?

(Changes that have come out of implementation of the school project: positive and negative)

If yes or no, Please give concrete examples

15. How can the NGO improve its practices to improve its activities in the community?

