

CHRISTIAN SERVICE UNIVERSITY COLLEGE

**DETERMINANTS OF EFFECTIVENESS OF A MONITORING AND
EVALUATION SYSTEM FOR PROJECTS IMPLEMENTATION: A CASE
OF NON-GOVERNMENTAL ORGANISATIONS IN THE UPPER EAST
REGION OF GHANA**

BY

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**DISSERTATION SUBMITTED TO THE DEPARTMENT OF PLANNING
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REQUIREMENTS FOR THE AWARD OF MASTER OF SCIENCE DEGREE
IN MONITORING AND EVALUATION**

SEPTEMBER 2023

DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature Date

Name: Maxwell Babilo Banu

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the Christian Service University College.

Supervisor's Signature Date

Name: Dr Charles Dwumfour Osei

ABSTRACT

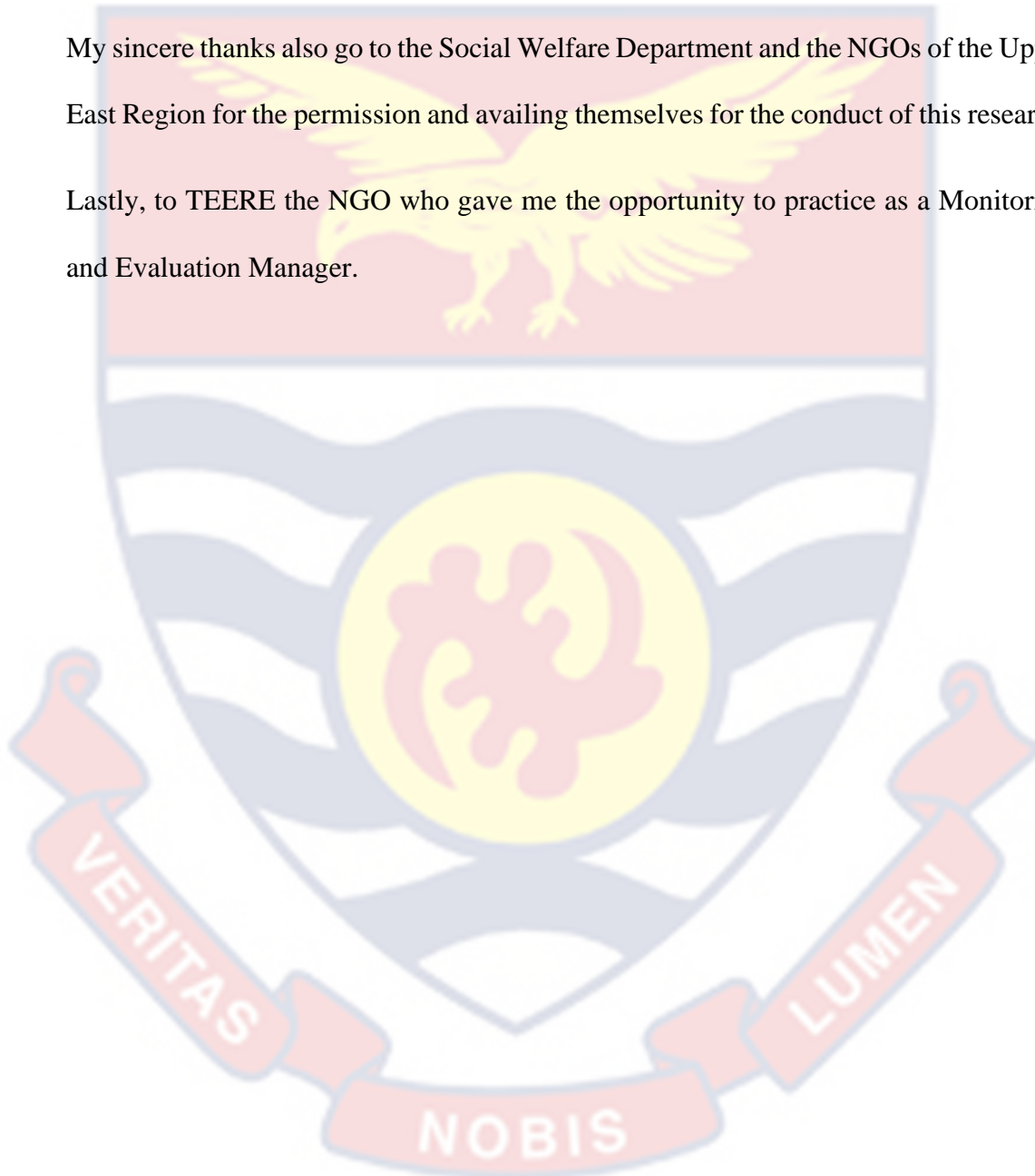
Donors in recent times have made monitoring and evaluation as assessment criteria for awarding projects to Non-Governmental Organisations. Monitoring and Evaluation practices are an integral part of the project cycle and of good management practice in development projects. The study sought to examine the determinants that influence the effectiveness of a monitoring and evaluation system for project implementation in the Non-Governmental Organisations in the Upper East region of Ghana. The research was guided by these objectives; to establish the extent to which availability of funds influence the effectiveness of M&E system, to assess the extent to which stakeholders' participation influence the effectiveness of M&E system and to determine the extent to which organization leadership influences the effectiveness of M&E system. The study was guided by program theory, theory of change and the dynamic capabilities theory. The study adopted a descriptive survey research design and employed mixed method approach to investigate the research problem. The study captured 136 top level staff of NGOs that included finance and administration, M&E and programme managers and the heads of the organisations. Both open and close ended questionnaire were used to collect primary data, interview guide was also used to capture qualitative data. The subject was investigated using a descriptive survey method that employs both qualitative and quantitative techniques to collect and analyze data using instruments such as questionnaires and interviews. Data collected was coded for data analysis using SPSS statistical package. The data were analyzed using correlation, linear regression, means, standard deviation, percentages and frequencies then presented using tables. The study confirmed that availability of funds, stakeholders' participation and organizational leadership were critical influencing factors for the effectiveness of monitoring and evaluation of project implementations.

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My sincere thanks also go to the Social Welfare Department and the NGOs of the Upper East Region for the permission and availing themselves for the conduct of this research.

Lastly, to TEERE the NGO who gave me the opportunity to practice as a Monitoring and Evaluation Manager.



DEDICATION

To my children Mbelinwiise and Baadan Banu.



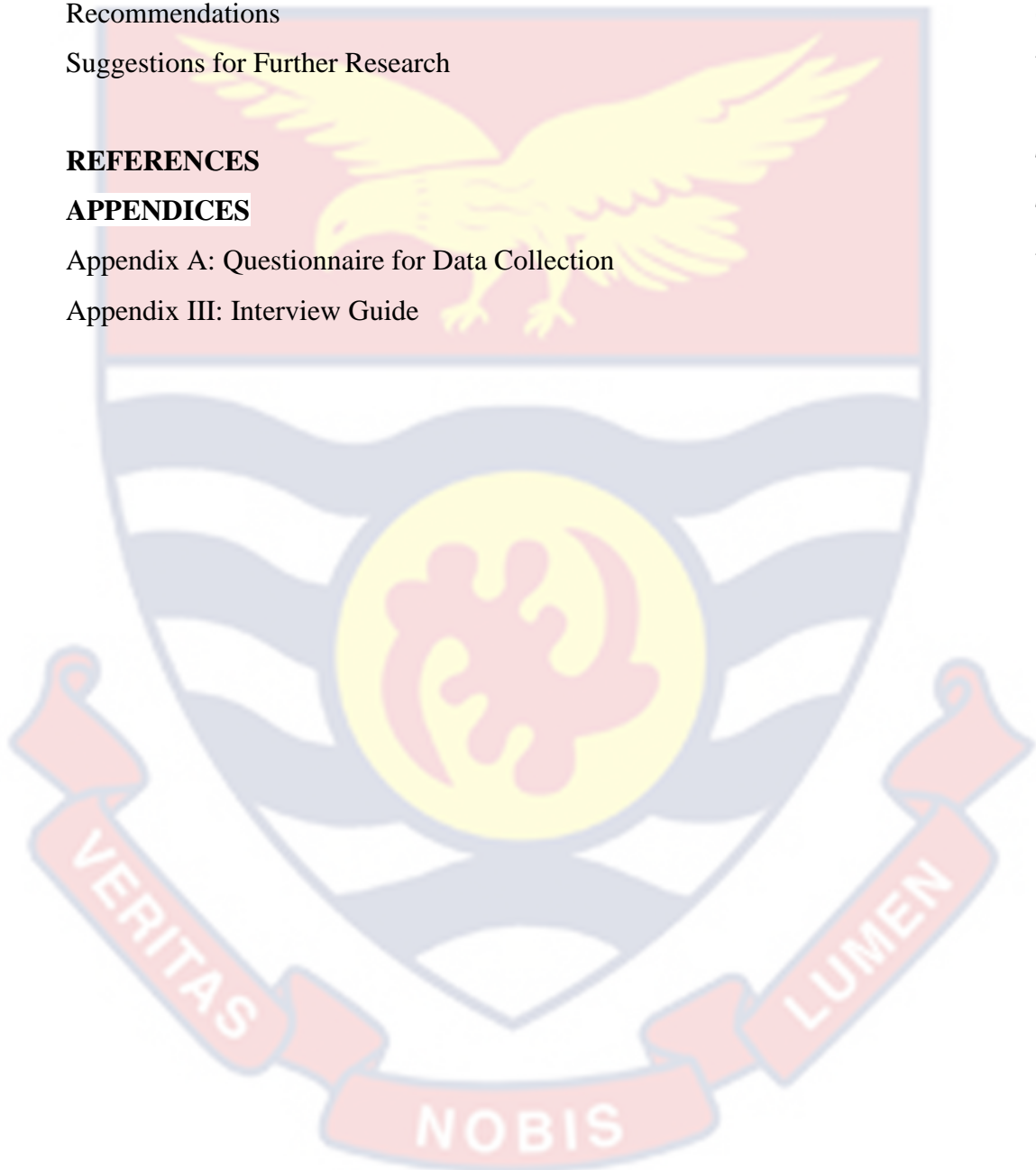
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LIST OF ACRONYMSThe background of the page features a large, semi-transparent watermark of the University of Cape Coast logo. The logo is a shield-shaped crest with a yellow eagle with outstretched wings in the center. Below the eagle is a yellow sun. The shield is divided into three horizontal sections: red at the top, white in the middle, and blue at the bottom. A red banner at the bottom of the shield contains the Latin motto "NOBIS". Two red banners curve around the sides of the shield, with the words "VERITAS" on the left and "LUMEN" on the right.

AIDS	Acquired Immune Deficiency Syndrome
CSO	Civil Society Organisation
DA	District Assembly
DMTDP	District Medium Term Development Plan
DPCU	District Planning Coordinating Unit
HIV	Human Immunodeficiency Virus
KSDA	Kwahu South District Assembly
MDA	Municipal District Assembly
MOF	Ministry of Finance
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organisation
NPO	Non-Profit Organisation
NDPC	National Development Planning Commission
OECD	Organisation for Economic Co-operation and Development
PMBOK	Project Management Body of Knowledge
SPSS	Statistical Package for Social Sciences
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
USAID	United States Agency of International Development

CHAPTER ONE

INTRODUCTION

Background to the Study

Project management is the process of mobilizing and controlling knowledge, skills, tools and techniques to undertake activities to meet project requirements. Many of the processes involved in project management are iterative in nature relatively due to the existence of and the necessity for continuing expansion in a project throughout the project life cycle. It entails mobilizing, organizing, planning and controlling of organization's resources for a short-term objective that has been set to complete specific goals and objectives. Project management applies the methods approach to management (PMBOK, 2021). A project is a relatively short endeavour undertaken to produce a unique product, service, or result (PMBOK, 2021). A project can also be said to an intervention with a unique process consisting of a set of controlled activities within a timeline implemented to achieve set objectives that usually conform to specific requirements that include constraints of time, cost and resources.

Monitoring and evaluation is not only significant to projects but it is a component of project design (PMBOK, 2021). Monitoring and evaluation has been used in project management over several decades as a tool. Monitoring and evaluation is a critical component of the project life cycle for good management practice (Parmenter, 2015). Monitoring and evaluation is essential if the project goals, objectives and success are to be accomplished. Monitoring and evaluation improves overall the effectiveness of planning, management and implementation of projects. The overall aim of monitoring and evaluation is to ensure compliance to project requirement, the measurement and assessment of performance to be more efficient in resource management leading to outcomes and outputs known as development results Otieno,

2012). Monitoring and evaluation ensures improve execution and achieve results. Monitoring and evaluation also helps organizations obtain appropriate information from ongoing activities that can be used as the basis for improving program designs, adapt and future planning. Deprived of actual monitoring and evaluation, it would be challenging to assess if project implementation is running in the right direction, whether progress and development can be claimed, and how potential efforts might be improved (UNDP, 2012).

Monitoring and evaluation of activities comprises of tracking, assessing, and controlling the progress to meet the performance goals established in the project management plan. Monitoring comprises of status reporting, progress assessment and prediction. Performance reports provide useful information on the intervention's performance with regard to scope, timelines, cost, human resources and quality which can be summed up as inputs to other processes (PMBOK, 2021). World Bank (2011) explains monitoring as the process of periodic and systematic collection of data, analyzing and reporting of information about an intervention's inputs, activities, outputs, outcomes and impacts. It is a way of improving efficiency and effectiveness of an intervention by presenting the management and stakeholders with project development and achievement of its goals within the allocated resources.

Evaluation is a methodical based assessment of the strengths and weakness of a project (Wong, 2012). It is a distinction of factual and what was planned or projected. Evaluation is a fact checking of examining efficiency, effectiveness and influence of a project. The 3 main types of evaluations are: Formative evaluation, it precede project commencement; Process evaluation which is performed during the project execution and Summative evaluation is carried out when the project has ended. Evaluation involves looking at what the activities or program intended to do, examining progress

towards what was expected, looking at the success of the project strategy, opportunity costs and sustainability of the project, efficient use of resources, and the consequences to the various stakeholders (Musau, 2016). Evaluation is a systematic and objective valuation of the ongoing or ended projects in terms of design, implementation and results to judge issues such as activities or program relevance, effectiveness, efficiency, impact and sustainability (Parmenter, 2015).

Monitoring and evaluation of projects is of remarkable essence to various stakeholders including donors and it goes further to ensure similar projects are reproduced or scaled up to another place and not only revolving around a few areas. Monitoring and evaluation falls within control functions of program management. It provides periodic feedback that supports the organization activity schedule, track costs, organizational development, human resource, economic and financial results and evaluate what was planned to actual performance (Emmanuel, 2015). Monitoring and evaluation, although critical in improving performance, it can also be very complex, multisectoral and requires skill intensive processes (Kimweli, 2013). Building a result-based Monitoring and Evaluation system is necessary for the growing weight to improving performance and also one of the requirements by the Non-Governmental Organisations and funders to check on the effective use of the funds, impacts and benefits brought by the project intervention. There is a seeming demand on organizations worldwide to be more accountable to demands from stakeholders to ensure transparency regarding the management of financial resources (Albert, 2012). A good monitoring and evaluation system is judged as a cornerstone in developing a successful project (Njama, 2015). Donor agencies and multilateral development banks (MDB) have also played a vital role in pushing for effective M&E systems. A typical donor is the United States Agency of International Development (USAID) that has a

requirement of allocating up to nine per cent of project expenditure to monitoring and evaluation. Other financiers demand proof of effective monitoring and evaluation systems before getting into any financial commitment (Molapo, 2019). Overly, effective monitoring and evaluation system of projects is a critical component of project management when it is implemented properly, it enhances the successful delivery of projects in an effective and efficient manner (Kissi, et al., 2019). Sufficient skilled staff and financial resources are essential components in developing an effective M&E system (Ivan, 2019). Failure to ensure adequate resources are spent on M&E of project management is likely to impede internal learning and result in the management of the M&E system. Globally, Non-Governmental Organisations are presently in the process of assessing ways in which M&E can obtain greater consistency and efficiency (World Bank, 2011). According to UNDP (2012), Monitoring and evaluation enable Non-Governmental Organisations to judge the impact of projects and make recommendations on how future interventions can be improved. One shortcoming of the Monitoring and evaluation system on a global scale is that there are no set criteria for measuring its quality (Molapo, 2019). It is therefore biased and relies on the rule of thumb. Although M&E is used predominantly for assessing the impact of a project as well as establish whether it meets its objectives, it is also a compulsory requirement for most of donor funded programs. Donors use M&E to decide the judicious use of their funds by recipient organizations. Research has shown that Non-Governmental Organisations in Ghana obtain at least 70% of their sources of funding from foreign donations and assistance from Ghana's bilateral and multilateral partners (Arhin et al. 2015). For example, Kumi (2017) found that external donor funding constituted between 80% and 90% of the total budgets of NGOs in three regions (i.e. Upper East,

Northern and Greater Accra) of Ghana. The Global perspective also shows that 10% to 15% of all aid to development countries is channeled through NGOs (Askari, 2011).

Global fund (2004), acknowledges that monitoring and evaluation is one of the cornerstones of a country's response to fighting HIV and AIDS, TB and Malaria and strengthening health and community systems. It provides the information needed to make evidence-based decisions for program management and improvement, policy formulation and advocacy. According to Wong (2012), M&E ensures that results at levels of impact, outcome, output, process and input can be measured to provide the basis for accountability and informed decision making at both program and policy levels. Actually, the Ministry of Finance (MOF) of China which is leading in the world's economic growth expressed the keenness to strengthen mechanisms of monitoring and evaluation to ensure funds are well-spent (Wong, 2012).

In Chile, the Monitoring and evaluation systems for the general public organizations were initiated in 1994. Monitoring and evaluation systems development and setting up was originally tendered and left to external experts, however, with time the government introduced procedures and standardized measures for all organisations acting within public space. Through the set standard procedures and technologies, the organisations have been able to adopt appropriate budget analysis and setting up benchmarks for performance (Alotaibi, 2011). In a research, Alotaibi (2011) opined that Saudi Arabia lacked an applicable construction contractor for executing evaluation framework and the exploration and identification criteria and sub-criteria for choosing of an evaluation framework. Absence of an Monitoring and evaluation framework has a negative consequences on the effectiveness of the system which hinders the success of projects.

In Ghana, notwithstanding several government's effort for a harmonized M&E system, there have been a numerous of challenges ranging from inadequate operational technical capacity, financial mismanagement, and absence of coordination between stakeholders and those in charge of projects. To address this, there is need to set up better institutional capacities that will help to improve the effectiveness of the M&E systems (CLEAR, 2012). The Kwahu West District Assembly (formerly as part of the Kwahu South District Assembly), like all DAs in Ghana, has prepared three DMTDPs. The first and second DTMDPs were implemented under the auspices of the KSDA in accordance with agreed development goals, targets and schedules. The broad expectation of development stakeholders (i.e. the DA, donor community, CSOs/NGOs, Communities and Individuals) is that poverty reduction interventions, programmes and projects outlined in the DMTDP will reach the targeted beneficiaries. On the contrary, the general perception is that there were severe implementation constraints to the extent that resources have been wasted, intended beneficiaries have not been reached with satisfactory services, transparency and accountability have not been fairly exercised (NDPC, 2014).

In order to achieve the desired impact with the DMTDP, MDAs are being tasked to initiate and institute M&E systems that will significantly validate, through evidence based information, that interventions are having the predictable impact and absolutely influencing lives of all recipients. In that way the vision of decentralisation that encourages “responsive and accountable governance at local levels that allows effective participation, equity in resource allocation, and effective delivery of services, especially for the poor” is giving prominence. The Monitoring and Evaluation process is one tool that responds to this requirement. It is a system that will help the DAs to track the progress on poverty decline within the common National development framework. As

NDPC noted “... Monitoring and evaluation the Districts offers District Authorities, development partners, the government and the general public with better means for learning from experience, enhancing service delivery, planning and resource allocation and demonstrating outcomes as part of accountability to key partners (NDPC, 2014).

In some instances, the element of effectiveness of Monitoring and evaluation system is not evidently highlighted. There are calls and growing demands to improve projects performance and indicate results in organizations especially those depending on donors. Monitoring and evaluation is leaning towards results hence results-based M&E. According to Shapiro (2011), the top determining factor of effective M&E systems are technical capacity of the M&E staff, leadership, budgetary allocation for M&E activities and data quality. Their study focused on the construction industry in Ghana, Nigeria, and South Africa conducted a survey that provided respondents with the opportunity to indicate the level of influence of nineteen (19) determinants of effective M&E system. This study endeavored to delve into the determinants of effectiveness of a monitoring and evaluation system for project implementation, a case of Non-Governmental Organisations in the Upper East Region of Ghana. The variables under study were organization’s leadership, availability of funds and stakeholders’ participation. The research aimed at determining the extent to which these factors influence the effectiveness of M&E system.

Monitoring and evaluation play an indispensable function in the nonprofit sector. By meticulously collecting and analysing data, nonprofit organisations can evaluate the efficacy of their programmes, monitor progress, and make informed decisions. M&E promotes transparency, accountability, and learning, thereby enabling organisations to maximise their impact and fulfil their mission of fostering positive

social change. M&E allows NGOs to allocate resources more efficiently and effectively.

Statement of the Problem

M&E is becoming an area of growing prominence for many institutions, organizations and development community at large. It permits those players in development activities to learn from experience, to obtain better outcomes and to be more accountable. There are increased demands in monitoring and evaluation among the development community resulting to an intense focus on the results produced by projects. Monitoring and evaluation processes allow participants to assess the impact of a specific activity, examine how it could be improved and indicate what action is being employed by diverse stakeholders. This should indicate a more transparent and effective way of working (World Bank, 2011). Lack of effective monitoring and evaluation, it would be hard to know whether the envisioned results are being attained as planned, what remedial action could be required to ensure delivery of the projected results, and whether initiatives are making progressive contributions concerning human growth (World Bank, 2011).

Poorly planned and managed M&E systems can do more destruction than good. Misleading outcomes can hinder the effective use of resources. Establishing international standards for methodological rigor, ethical practice and efficient management processes in monitoring and evaluation is an ongoing challenge. Done well, Monitoring and evaluation has the ability to make huge contributions to development practice and theory. A good monitoring and evaluation can make projects work better, measure the impacts, improve strategy, increase ownership by stakeholder, strengthen the capacity of stakeholders to demand program financiers and implementers

to account and share learning (Jennifer, 2014). Ensuring the comprehensiveness, integrity and quality of M&E systems are vital for reaching reliable and accurate conclusions to determine what works and what does not work in projects and programs. Global standards highlight the need for suitably skilled experts, objectivity, conducting the process, proper tools and techniques, stakeholders' participation, timeliness, adequate funding support from the management, and identification of appropriate indicators (World Bank, 2011).

A comprehensive and effective M&E systems are important requirement for the projects and programs to be impactful and meet set objectives and goals. It is extremely unpersuasive for any funding organisation to release funds without satisfactory monitoring and evaluation system and framework being put in place by the recipient organisation (Emmanuel, 2015). Several organizations have been undertaking out M&E as a way of satisfying donor requirements. In many organisations, monitoring and evaluation activities are considered as ordinary. It is not assigned autonomy and resources it requires to ensure its effectiveness. Projects implemented in Ghana by NGOs are unique with sensitive and cultural issues that includes governance health, gender education and poverty but little effect has been made due to insufficient functional monitoring and evaluation systems. There are inadequate research on the factors influencing effectiveness of M&E systems especially in Non-Governmental Organisations in Ghana. Thus, this reseach sought to fill the gap by carrying out a study on the determinants of effectiveness of a monitoring and evaluation systems for projects execution in the NGO sector in the Upper East of Ghana. The research aims at establishing to what extent does organization leadership, availability of funds, stakeholders' participation influence effectiveness of M&E system.

Purpose of the Study

The purpose of the study was to have an in-depth understanding of the factors influencing the effectiveness of a monitoring and evaluation system for projects implementation in the Non-Governmental Organisations in the Upper East Region.

Objective of the Study

1. Determine to what extent does organization's leadership influences the effectiveness of monitoring and evaluation systems for project in Non-Governmental Organisations in the Upper East Region
2. To examine the extent to which stakeholder's participation influence the effectiveness of monitoring and evaluation system for project in Non-Governmental Organisations in the Upper East Region
3. Establish to what extent does availability of funds influences the effectiveness of monitoring and evaluation systems for project in Non-Governmental Organisations in the Upper East Region.

Research Questions

The research sought to provide responses to the following questions through the collection of data from industry players and secondary data;

1. What leadership role influences the effectiveness of monitoring and evaluation systems for project in Non-Governmental Organisations in the Upper East Region?
2. What role does stakeholder's participation influence on the effectiveness of monitoring and evaluation systems for project in Non-Governmental Organisations in the Upper East Region?

3. What role does availability of fund play in the effectiveness of monitoring and evaluation systems for project in Non-Governmental Organisations in the Upper East Region?

Significance of the Study

This research would particularly help Non-Governmental Organisations, public organizations' staff, private, donor organisations and project managers in acquiring deeper understanding of the monitoring and evaluation systems and how to enhance them to ensure improved monitoring and evaluation and also meet the expectations of the partners, and also give valuable information for future activities. It could inform policies leading to setting up M&E systems. M&E can be used as a powerful management tool to enhance the way organizations and partners can obtain greater transparency and accountability. The research may, therefore, be of great benefit to project managers, private and public organizations' staff, donor agencies and project management practitioners who are involved in the designing and implementation of result-based and effective monitoring and evaluation systems.

Results could be used for project planning, implementation, organizational learning and enhance project management. It could enable the project staff and managers to comprehend and appreciate the dynamic environment. The findings of this research may be adopted by any department of government institutions to plan and design its projects policies to improve the overall performance. It may additionally give a greater insight to practitioners of M&E.

The researchers, policy makers, academicians and planners could also benefit by attainment new areas of research and developments. Overall, the research recommendations could enhance effectiveness of M&E in projects and programmes,

and give adequate guidelines to setting up and implementing a M&E systems by avoiding the drawbacks that could lead to its failure. The research also indicated areas of interest to monitoring and evaluation that may demand further research.

Scope of the Study

In Ghana, there are so many Non-Governmental Organisations (NGOs) working in the country and each of them faces varied challenges. The challenges confronting them normally prevent them from obtaining desired results in carrying out developmental interventions effectively. In the context of this research, the aim is on the determinants of the effectiveness of a M&E systems for projects implementation by Non-Governmental Organisations in the Upper East Region.


Limitations of the Study

Some limitations were faced conducting this study. One issue that posed the greatest challenge by the researcher was the unavailability and inaccessibility of unpublished data because of data gaps circumstances in the country.

Another limitation of this study relates to time, funds and logistics constraints, which put so much burdens on the researcher in reaching out to the respondents. Some of the respondents had to be visited multiple times to get them to complete the questionnaire.

The researcher was also challenged with some respondents' inability to complete questionnaire on time and revert. This limited the number of respondents who were involved in the study despite the researcher's efforts and approaches to explain the potential benefits of the study to them.

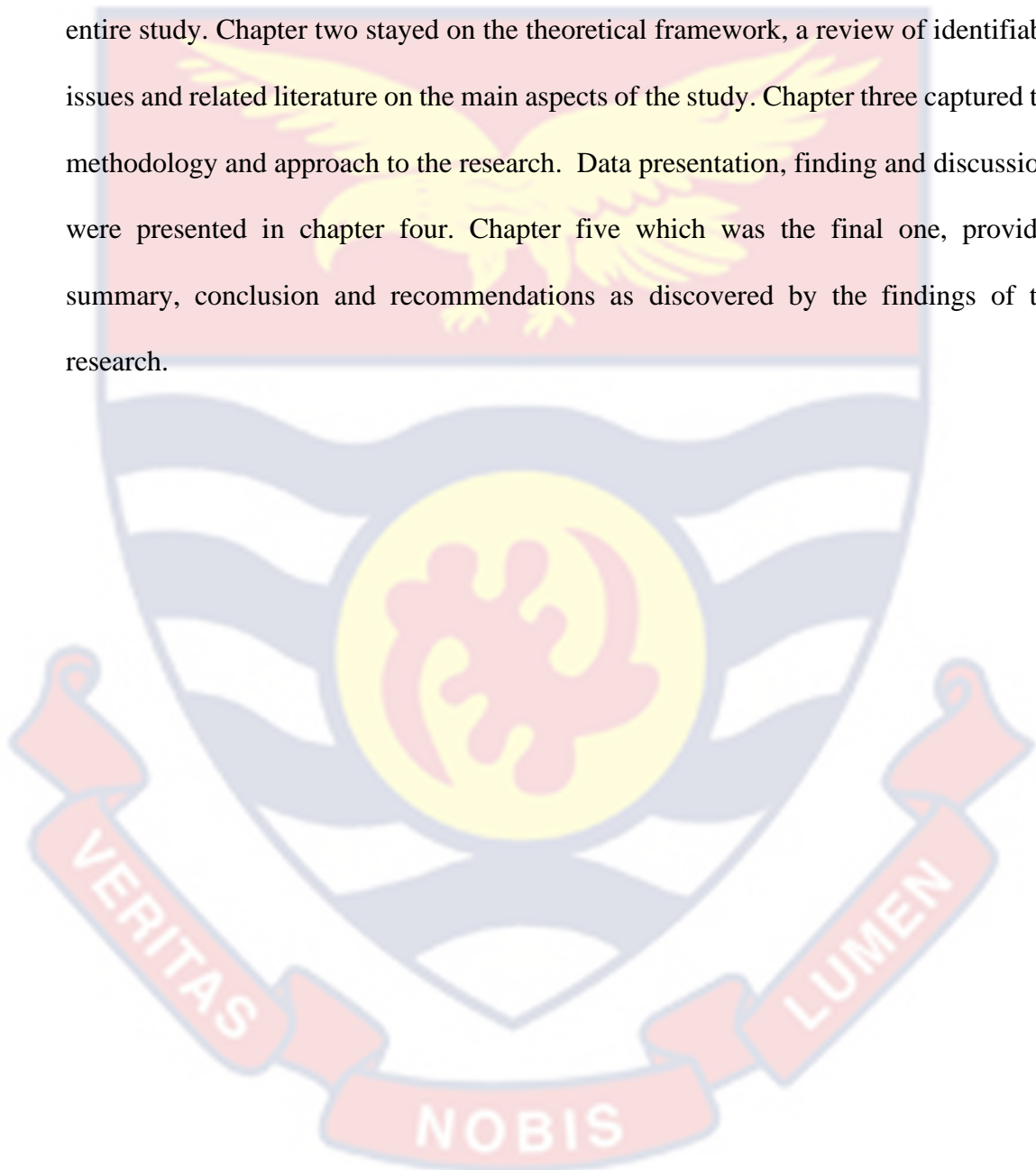
Definition of Terms

The background of the page features a large, semi-transparent watermark of the University of Cape Coast logo. The logo consists of a shield with a yellow eagle with outstretched wings in the center. Below the eagle is a banner with the Latin motto 'VERITAS NOBIS LUMEN'.

Monitoring	It is the periodic tracking of priority information about an activity or project and its projected objectives
Evaluation	It is the systematic collection of information about a specific program, project or activity that ensures stakeholders to better understand the intervention, improve its effectiveness and or make decision for future programming
Effectiveness	The extent to which a program or project is successful in producing a desired result.
Leadership	It is the art of motivating a group of people to act toward achieving a common goal
Stakeholder	It is any person, organization or social group that has an interest in a program or project that affect their lives.
Participation	It is the process during which individuals, groups and organizations are consulted about or have the opportunity to become actively involved in a project or program of activity.
System	a set of interacting or interrelated principles or procedures working together towards a common goal.
Determinant	It is a factor which influences the outcome of a program or project.

Organisation of the Study

This research was presented in five chapters. Chapter one presented initial introduction by providing background information of the study, statement of the problem, objective of the study, research questions, and the organisations of the entire study. Chapter two stayed on the theoretical framework, a review of identifiable issues and related literature on the main aspects of the study. Chapter three captured the methodology and approach to the research. Data presentation, finding and discussions were presented in chapter four. Chapter five which was the final one, provided summary, conclusion and recommendations as discovered by the findings of the research.



CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter examine all the literature associated to the research variables. This chapter will undertake review of the concept of effectiveness of M&E systems for projects and examine the independent variables and how they affect the effectiveness of M&E system for projects. The chapter also discusses the theories that underpin the research. Finally, the chapter will provide a graphical representation of the relationship between independent and dependent variables in a form of a conceptual framework.

Theoretical Review

The study was based on Theory of Change, Program Theory and Dynamic Capabilities Theory. The theories are described below.

Program Theory

Program theory has grown in its application over the past decades. It evaluates whether a program is designed in such a form that can achieve its envisioned outcomes. The program theory is a control theory in the assessment of projects as it indicates the capacity of the program to attend to particular difficulties that need to be reviewed in a project. It further provides direction on what areas need to be stressed on during the assessment process (Donaldson, 2012).

The application of program theory gives the advantage of providing information that could lead to extra explanations concerning the problem, the solutions and the alternative actions to be undertaken in order to obtain the desired results. Additionally, it can be used to improve decision making and enhance ideation to any project problems. Nevertheless, this theory is constrained by its principles as it need excessive

dependance on a collection of data to guide in the evaluation process, and this could be costly for projects that are working under restricted budgetary allocations.

Theory of Change

The application of theory of change to social change processes represents a thinking action alternative to other supplementary rigid planning approaches and logics. The theory of change explains pieces and steps essential to bring about a long-term goal. Theory of change also defines the types of interventions that bring about desired results (Rogers, 2008). Theory of Change entails a set of assumptions and abstract projections regarding how partners perceive reality could be untold in the future. This is grounded on a realistic analysis of present context, self assessment about their abilities of process facilitation and a critical and explicit review of the research, perception of community participation in M&E and a process that supports monitor intentionally and critically individuals and as well collective way of thinking (Rogers, 2008).

The theory of change supports to describe how disputes may occur within different levels of a project without sure prediction being made. It highlights how these variations can be changed through tactical intervention measures. This theory was key to the research as it allows project team and partners to focus energy on particular future certainties that are basic to the achievement of the project aspects.

Dynamic Capabilities Theory

The dynamic capability is the organization's ability to get involve, build-upon and redesign internal and external organizational resources and functional skills to deal with the environment which is continually evolving (Teece, Pisano and Shuen, 1997). It is an organization's behavioral orientation continually to integrate, redesign, renovate

and innovate its resources and competences and most significantly, upgrade and rebuild its core competences in response to the dynamic environment to achieve and sustain competitive advantages (Wang et al. 2007). Dynamic capability is the organization's potential to systematically resolve problems, formed by its proclivity to sense prospects and threats, to make timely and market-oriented decisions and to modify its resource base (Barreto, 2010). Having the mixed use and interpretation of terminologies, the definitional matters of dynamic capabilities, makes an effort to resolve the concept of dynamic capabilities by basically connecting it to market dynamism (Wang et al., 2007).

Strengthening dynamic capabilities relates especially to the environmental and technological detecting apparatus which the organization has secured, the choice of organizational form and the ability to plan. Organisation with robust strategic standings have more choices and a higher chance of success in times of disorder. The reason being that the yields of market leaders are not only higher than those of market supporters but are also more steady. The capability theory will be of great significance to this research in holding how the organization is able to make satisfactory resources in terms of personnel and availing enough funding to M&E. Moreso, the theory was of great assistance in conceptualizing how the organization handled external issues such as regulatory and compliance in improving its monitoring and evaluation systems.

Concept of Effectiveness of Monitoring and Evaluation System for Projects

Monitoring and evaluation are finely dissimilar components in the project management cycle yet are extremely dependent and equally of great importance to project sustainability (UNDP, 2012). Monitoring is described as the process by which the critical parts of project implementation such as record keeping, usage of funds reporting and analysis of the project outcomes are periodically tracked with an aim of

guaranteeing the project is being implemented as per the plan (Uribe et al. 2020). Monitoring is carried out on a continuous base to serve as an internal driver of resource management within the organization's project implementation and its main target is to develop a control system for projects (Xiong and Thomas, 2017). Evaluation is a systematic process which help to review an ongoing project to make sure it meets the objectives or goals (Xiong and Thomas, 2017). M&E should provide adequate and useful data that will help decision-making (Wanjiru, 2013). Project evaluation serves numerous purposes; to inform decisions for project enhancement by giving useful information for decision-making regarding setting priorities, facilitating modification, resource allocation, refinement of project activities and structures and also indicating need for additional human resource (Wanjiru, 2013). Evaluation gives a process of learning, learning of the past experience to able to improve the future. Moreso, evaluation supports project managers to acquire new skills, offer themselves to the capacity of constructive self-criticism, to neutrality and to enhance future development as a result. By extension, evaluations helps and organization to conduct a SWOT analysis because the strengths, weaknesses, opportunities and threats of the projects are taken into consideration (Spaulding, 2014). Evaluation develops future benchmarks to support the evaluations of other projects. It also supports in generating knowledge repository for management and development partners which is an ideal trend for improving learnings (Calder, 2013). Evaluations helps project managers to assess how projects performed in terms of meeting the budgetary confines and in terms of efficiency (Spaulding, 2014).

A monitoring and evaluation system is an element devised to examine, track and distinguish the project outcomes against the stated or planned outcomes (Kerzner, 2013). It is a thorough undertaking that provides guidance in the examining and

tracking of an running a project, collecting data and systematically analysing the data for comparison reasons in line with the project's set targets (Kerzner, 2013). Monitoring and evaluation systems are an inherent system of reflection and communication assisting project implementation that is planned for and managed during project's lifespan (Nyonje, et etal. 2015).

Major aspects of M&E are the setting up of the systems, using the systems, involving every partner and sharing the results of the M&E process. A monitoring and evaluation systems should be useful as much as possible to the organization to enable its trustworthiness and independence (Gaarder & Briceño, 2010). A good monitoring and evaluation systems should ensure to provide convincing information that can effectively be applied towards much success in project implementation. Through the system, any partner would be able to recognize the potential benefits of the project, ways of improving screening and tracking of the project and as well as give an summary of the challenges, successes and opportunities for future projects (Benington and Moore, 2011).

To foster the assistance of the employees, an effective M&E system should aim at enhancing communication and discussion among the project staff who will support to build up teamwork in the project. Likewise, the participation of the project partners should be cherished as they would be the beneficiaries and owners of the intervention (Benington and Moore, 2011).

Effectiveness of a monitoring and evaluation systems focus on anticipated target and accomplishments, contextual factors, processes, investigating the results chain and causality, to understand achievements or inadequate achievement. The goal of an intervention should be consistent with the needs of beneficiaries and organization's

strategy, and additionally the extent to which they are addressing to the organization's vision and human development needs. Development interventions and their targeted outputs and outcomes must be consistent with local and national priorities and policies (Gaarder and Briceño, 2010). Monitoring and evaluation system enables the stakeholders assess whether the body carrying out the project implementation has legal mandate and adequate technical strength to execute projects on their behalf (Kerzner, 2013). Summative evaluation is done to compare between plans and actual impact of the project. Evaluation examines what the project managers designed, their achievements and how they attained them (Kerzner, 2013).

Resources allotted to projects should be used efficiently since they are mostly inadequate. Projects that are piloted or intended to be replicated or scaled up must pay critical attention to the efficiency element. Employing monitoring and evaluation system is therefore a foundation for assessing the effectiveness of project delivery processes (Fonkem, 2012). Monitoring and evaluation systems are described as the examination of project achievement, objective factors, time, cost and quality objectives, and subjective factors which dealt with the assessment of stakeholders' satisfaction. Proactive project managers carefully and periodically assess progress against the planned budget and quality elements of the project. Periodic reviews permit challenges to be detected early so that remedial action can be taken to keep the project on track. The assessment can give clear and sufficient information to conduct monitoring and evaluation. An M&E budget must be separated within the overall project budget to give the M&E function the autonomy and independence it plays in project execution (Fonkem, 2012). Efficiency of project designing enhances overall monitoring and evaluation of projects, implementation and management with the main aim of achieving an impact on the economic status and improves the socio-political environment. Data

about project should be obtained in an organised and systematic manner as the project is running. Monitoring is undertaken in accordance with the set targets and its activities are predetermined during the designing phase. These activities guarantee that everything is on track and would ensure that the project team detect early enough when deviations happen. If monitoring is undertaken as projected, it becomes an important management tool that serves as a basis for project evaluation, availability of enough resources or otherwise is determined. Basically, project monitoring involves an organised and constant assessment of how the project is being executed against originally set plans, actions and other deliverables (Fonkem, 2012)

To ensure project sustainability, three key dimensions should be considered; Project, household and community resilience, institutional and environmental sustainability. Institutional sustainability ensures functional institutions could be self-sustaining when the project ends. Household and community resilience aims at resilient communities that are readily capable to adapt to change through clear decision making processes, management of resources internal, collaboration and external to the community. Environmental sustainability is how receptive the environment would be to changes; avoid over exploitation of renewable resources, keep a stable resource base, preserve biodiversity and structural change where the structural dimensions of poverty are delt with through the empowerment of the marginalized rural households and the poor (Buvinic et etal. 2020). Other factors, such as external policies and institutional context, will also have a direct influence on project monitoring and evaluation, but are typically outside project control (IFRC, 2011). For instance, the sustainability of community based projects interventions are likely to be compromised in areas characterized by weak institutions, inadequate markets, non-existing income generating opportunities, or in conflict prone environment. (World Bank, 2011).

Projects must scientifically identify, examine and respond to risks in a way that enables the sustainability of the gains made by the project after completion. Projects should seek ways to enhance the capacities of communities, individuals, households, formal and informal institutions that will enable them to cope with future shocks (IFAD, 2008). Projects must cause 'no harm' to the environment and must meet the desires of the current generation without compromising the capability of future generations to meet their desires (IFAD, 2008).

Monitoring and evaluation help to identify and measure the impact of a project. Impact implies the unintended or intended positive, direct or indirect negative changes produced by an intervention. Measuring the impact entails ascertaining the influences of an activity on social, economic, environmental and other development indicators. Measurement of impact is crucial because it creates useful data for decision making and supports transparency and accountability for delivery of results.

Availability of Funds and Effectiveness for a Monitoring and Evaluation System

The budget for a project should give a clear and make adequate provision for M&E activities. The monitoring and evaluation budget should distinctly be delineated from the entire project budget to ensure M&E unit is given some level autonomy in making expenses of its resources (Kerzner, 2013). Monitoring and evaluation budget should be about five to ten percent of total projects' cost and that will provide adequate resources to enable M&E activities be carried out effectively (Gwadoya, 2011). Gitonga (2012) opined that there is no specific percentage to be allotted to monitoring and evaluation but would usually vary between 2.5% and 10% in relation to the overall project budget. Gitonga further indicates that M&E budget would be more if it employs participatory approach. Gikonyo (2008) agrees with Gitonga by asserting that there is no limit or set formula for allocating funding to M&E. Most funders and donors

recommend between three to ten percent of the project's budget. The general rule of thumb would tell us that the monitoring and evaluation budget should be too adequate to ensure the credibility and accuracy of results and should not also take up much resources to the extent of interfering with other activities of the projects. Monitoring and evaluation activities and their budget should be projected and estimated properly to ensure the funds needed are sufficiently allocated. This should be done at the project planning stage to ensure funds are allocated purposely for M&E activities and are accessible to implement M&E tasks (Chaplowe, 2008). Resources apportionment should be carried out within organizations towards their M&E system in a controlled manner to ascertain that this does not cause a challenge to the implementation of their strategies (Mugambi and Kanda, 2013). Inadequate resources is a challenge to the success of the M&E systems. Organizations must ensure they have dedicated and adequate funds to support monitoring and evaluation activities (Gwadoya, 2011). Oluoch (2012) also opined that inadequate funds impedes performance of the monitoring and evaluation systems.

In some organizations, M&E has not been allocated funds even with having sufficient funds for the projects. The resultant result is poor performance of the M&E system yielding to poor delivery of activities and eventually failure (Chaplowe, 2008). In research by Mushori (2015) on determinants of effective M&E of county government projects, he observed that monitoring and evaluation is normally costed for yet no specific provision for its activities. Barasa (2014) in his research noted that finding for monitoring and evaluation activities in the strategic plan is key and some projects had halted or underperform because of underfunding. He indicated that the budget should be comprehensive taking into account all related cost and expenses. Resource availability is crucial to executing and managing a strong and effective M&E system.

IFAD (2008) detects that many developing countries are encountering challenges of applying sound monitoring and evaluation due to inadequate control on their budget. Hence, the funders must put more emphasis on the establishment of sound M&E systems through adequate funding (World Bank, 2011).

Stakeholders' Participation and Effectiveness of a Monitoring and Evaluation Systems

Stakeholders or partners in monitoring and evaluation are people or organisations who have an interest in the projects and programmes. They are people who make decisions with regards to the monitoring and evaluation data and findings. These stakeholders include the beneficiary community whose condition the programme seeks to improve, project staff who undertake activities, programme managers who supervise programme operation, donors and other decision makers who determine the course of action with regards to the programme, critics and other partners (Fonkem, 2012).

The growing demand in the global aid community in participatory approaches to development activities started from lessons learnt in the past experience (Pfeiffer, 2011). It was discovered that involvement by the community level implementers programme, stakeholders, central level decision makers and communities affected by the programme, in programme design, implementation, monitoring and evaluation, improves programme quality and helps address local development needs. It strengthens the sense of local and national ownership of programme and eventually promotes the prospect that the programme activities and their impact would be sustainable. Nonetheless, what programme partners are involved in monitoring and evaluation differs according to the objective of M&E and the overall institutional responsiveness to the use of participatory approaches. In each case, programme managers must

determine which group of partners or stakeholders should be included, to what degree and how (UNDP, 2012). The level of involvement of stakeholders in evaluation largely depends on the evaluation questions and circumstances. Participatory evaluations are principally useful when questions about implementation challenges or activities effects on diverse stakeholders or when data is needed on stakeholders' knowledge of project's goals or view of progress. The involvement of stakeholders in assessments is not undoubted, though, some writers question to what level can stakeholders be trusted to appropriately assess the multifaceted environment in which they find themselves. Sometimes stakeholders might not have the prerequisite skills or competencies to build consensus for effective monitoring and evaluation (Kerzner, 2013). A general concern about stakeholder involvement processes is that stakeholders are resourceful in one competence or the other leading to a unique solution to a difficult problem that is complex apply in other contexts.

The degree to which diverse stakeholders and partners are involved at different stages in the process will be different (UNDP, 2012). Some need to be involved at the decision making level, others need to be just informed. Monitoring and evaluation have valuable capacity development and learning dimensions, choices about who is included and at what stage would impact upon the outcomes. Overall, the greater the level of participation the more possible it would be that evaluative learning would be used. It is vital to note that greater involvement of stakeholders or partners or both often suggests that greater costs and at times could lead to a reduction ineffectiveness and inefficiency. However, by particularly involving partners and stakeholders, participatory monitoring could positively influence the level of ownership of the outcomes and ensure sustainability. Working closely with key partners and stakeholders through the monitoring and evaluation process promotes knowledge creation and mutual learning,

supports to transfer skills, and building of capacity (UNDP, 2012). The partners also give valuable feedback that could be used to enhance performance and knowledge. Good practices at the center stage of M&E are continually strengthened, making a positive input to the overall effectiveness of programming. Participation relies on the evaluation circumstances and questions. Participatory monitoring and evaluation is especially useful when there are questions concerning implementation challenges or programme effects on different partners (Oluoch, 2012).

An important feature of the process of M&E is to identify key partners or stakeholders who have a high interest in the intervention (Shah, 2013). There are those with a direct or indirect interest in the project implementation, they are all essential in ensuring the success of a monitoring and evaluation system (Kerzner, 2013). During stakeholders' engagement, there would be acceptance and reliance in the outcomes of the monitoring and evaluation process. The whole process of monitoring and evaluation depend on the assessment of those who have a special interest in the outcomes of the process; it would be more beneficial to work in tandem with the beneficiaries (Askari, 2014). This is important particularly for projects that are dynamic, which leaves key partners as the ideal ones in handling any weaknesses or change in conditions. Nevertheless, participation by too many partners or stakeholders could crowd out the autonomy of the unit owed to massive pressure or stakeholders controlling the process to meet their desires (Shah, 2013). A research by Askari (2014) showed that stakeholders' participation in monitoring and evaluation are very critical but too much participation could lead to excessive influence on the process.

Stakeholders would be more involved in the monitoring and evaluation process if they are consulted from the initial stage (Oluoch, 2012). Consulting and the involving stakeholders would create fertile grounds for unanimous support for the process. This

would make stakeholders volunteer their resources and support in diverse ways to ensure the project or programme is successful. The data that is collected by the M&E exercise could only be reliable and credible if it would in the end meet both the requirements of the program and the desires of the stakeholders (Otieno, 2012). It is however important to work with those in demand of monitoring and evaluation data to ensure its usefulness. Additionally, the participation by the management in the management of a monitoring and evaluation system inhibits the effectiveness of the systems (Wanjiru, 2013). This happens particularly where the involvement of the management is extremely low or highly oppressive. Extreme demands by partners and stakeholders would make it difficult for the M&E systems to meet their goals (Oluoch, 2012).

A research by Mushori (2015) in the United States of American (USA) involving 140 NGOs revealed that choices of monitoring tools were the most popular reason for conducting recently completed, current, evaluation and there can be little uncertainty concerning the value of focusing on outcomes and benefits to partakers. Several researches have addressed the dynamic trends and focus on M&E performance assessment in project management (Benington and Moore, 2011)). The development of trends in M&E from focusing on financial accountability, participant related assessment, programme outcomes, quality of delivery, performance indicators and stakeholders satisfaction to the more current trend to assess achievement outcome. Hanik (2011) argued that Indonesia has undertaken major reviews since the 1998 economic crunch. These reviews have happened in a highly challenging conditions with the type of stakeholders and numbers were more complex caused by Indonesia's newly decentralised government structures.

Organizational Leadership and Effectiveness of a Monitoring and Evaluation Systems

Organizational leadership is progressively being considered as a prominent theme on ensuring effectiveness of monitoring and evaluation. The organization's leaders should be involved and support in the monitoring and evaluation activities for the process to be effective and impactful. Managers of projects should be directly involved while the involvement of senior management staff should be indirect. In fact, it is essential for them to conduct some monitoring activities as part of their general work and periodically to monitor and evaluate their performance. Management involvement improves the integrity of the monitoring and evaluation process and guarantees increased acceptance of the outcomes (Gwadoya, 2011).

Management plays a pivotal role in apportionment of resources, developing the system, sharing of outcomes and taking important decisions which affect projects, monitoring and evaluation activities. The commitment by management to the operation of M&E systems are paramount. When management gets to know the implementation of monitoring and evaluation then they would ensure that adequate funds are allotted to monitoring and evaluation activities. If the organisation's management does not demonstrate goodwill and support then the monitoring and evaluation system would perform poorly leading to ineffectiveness (World Bank, 2011).

The involvement of the organizations' leaders in executing, throughout the program or project cycle guarantees ownership, learning and sustainability of outcomes, mobilization of resources to fill gaps and creates effective communication. This also guarantees the usage of data obtained and lessons learnt for future interventions and for decision making (Chaplowe, 2008). One of the outcomes of effective monitoring and evaluation system is to generate and provide data for short and

long term decisions making (CARE International, 2018). Outcomes from monitoring and evaluation could be used to enhance the project charter and performance. It is important to share and discuss monitoring report with all relevant partners or stakeholders to ensure mutual learn and collectively find solutions together. In a research by Wanjiru (2013), she realised that the role of leaders in monitoring and evaluation is central in ensuring the process is effective and successful. The management should rely on information from monitoring and evaluation to make decisions. They should respond promptly to project concerns to enhance effectiveness. Feedback to donor agencies require balance between success and mistakes, planned activities and the actuals.

It is the responsibility of the senior management to communicate or share project outcomes with the assistance of project managers (Nyonje, Kyalo and Mulwa, 2015). The Monitoring and evaluation process should be committed to strengthening the lateral relationships among programme staff and project, including feedback processes, for learning purposes. Examination of the current or possible relationships across programmes and projects should be as vital, unbiased and exhaustive as practicable.

One key role by organisational leadership in building monitoring and evaluation systems is to ensure that strategic policy exist and combined with effective supervision, regulation, and consensus building. The demand for greater accountability happens when there is increasing demand to demonstrate results particularly when there is an increased funding. Accountability is an fundamental aspect of governance that relates to the management of linkages between various stakeholders in the Non-Governmental Organisations, households individuals, , communities, private and public firms and

other entities that have the responsibility and capability to fund, monitor (Gwadoya, 2011).

Additionally, the integrity of the findings and valuations depends to a greater extent on the way in which M&E is carried out in the community project. Result oriented leadership focuses on outcomes and follow-ups (UNDP, 2012). It seeks to understand what is working well and what is lacking or living up to expectation in terms of development towards intended outcomes. It then generates report on intended and unintended outcomes, provides recommendations and remedial actions. Productive and effective M&E systems are anchored on an appropriate design (Oluoch, 2012). If a project's designed is based on wrong assumptions, then a good monitoring and evaluation system would not be able to guarantee positive deliverables. The development of a realistic results matrix of outputs, outcome and impact is pivotal to positive project delivery with its accompanying achievements (UNDP, 2012).

Govender (2013) conducted research on Efficacy and Efficiency of Monitoring and Evaluation Systems (MES) for an intervention financed by the Bank Group in Mozambique, Mauritania, Burkina Faso and Rwanda. The findings revealed that monitoring and evaluation systems were not yielding to their mandatory requirements as decision making tools by the organizations. The activities were viewed as regulatory by an administrative management. Data and information can be generated and examined at every stage of the project life cycle to provide feedback. This would enable evidence-based decision making by decision makers, the public, stakeholders and other.

Conceptual Framework

A conceptual framework explains a research problem and summarizes the linkages between dependent and independent variables, their indicators in relation to

the research objectives. The framework outlines the variables and the hypothesized relationships. It indicates the linkage of the variables under investigation and assists to maintain the research work focused on the set objectives of the research. Under this research, the independent variables are stakeholder's participation, availability of funds and organization's leadership. Effectiveness is the dependent variable in monitoring and evaluation system for projects whereas moderating variable is the organization's policy.



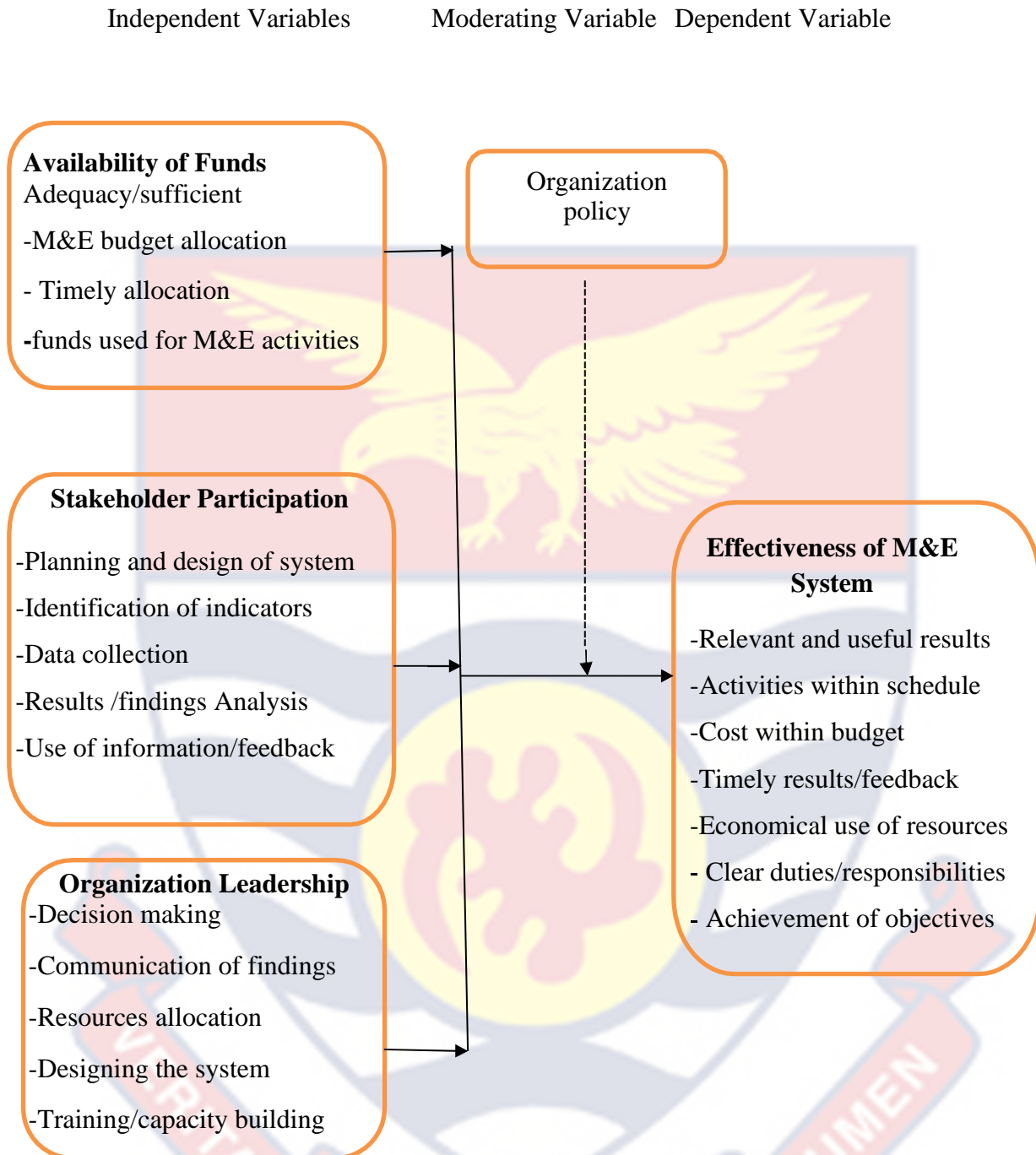


Figure 1: Conceptual Framework

Interpretation of the Conceptual Framework

The conceptual framework displays the connection between the variables. The research aimed to establish the degree to which stakeholder's participation, availability of funds and organization's leadership influence the effectiveness of a M&E systems

in an organisation. The conceptual framework also shows the indicators to be employed to assess the variables.

Monitoring and evaluation activities could be carried out effectively if there are adequate funding dedicated to it. Monitoring and evaluation activities should be clearly outline and particularly delineated from the entire project cost to ensure the autonomy that the monitoring and evaluation unit deserves in carrying out its mandates (Gwadoya, 2011). What is of the utmost concern is the timeliness and accessibility of funds apportioned for purposes of conducting monitoring and evaluation activities. Participation by stakeholders plays a key role in effectiveness of a monitoring and evaluation systems since the beneficiaries of the intervention may be affected by outcomes and decisions made about an intervention and may as well influence the monitoring and evaluation processes. Stakeholders and partners would be more functional in the monitoring and evaluation process when they are consults from the beginning and to the end. Consultations and involvement of all key stakeholders would help to build consensus to facilitate the process and ensure ownership of the outcomes. The role of organizations' leadership crucial in enabling effectiveness of a monitoring and evaluation system. Management on the other hand plays a pivotal role in resources allocation, developing the system, sharing results and taking critical decisions that determines monitoring and evaluation and project's activities. Stakeholders can actually volunteer a lot of intangible support to facilitate the monitoring and evaluation process.

The intervening/moderating variable (organizational policy) in the conceptual framework try to describe the catalytic influence of independent variables to improve the performance of monitoring and evaluation systems in an organization. The

independent variables and Other factors like organizational policy may not be an end themselves but catalytic enough to influence the performance of an organisation.

Research Gap

The growing demands about the absence or inadequate of effective monitoring and evaluation in regard to factors such as organizational leadership, stakeholder's participation and availability of funds implies that there is a high probability of influence by these determinants on the effectiveness of the monitoring and evaluation systems and processes.

Organisational Leadership

Rubia and Kimaru (2022) undertook a research on the Influence of Monitoring and Evaluation Practices on Implementation of Road Construction Projects In Kiambu County in Kenya. The research objective focused on the effectiveness of monitoring and evaluation systems the implementation of road construction project in Kiambu County. The research employed a descriptive survey design. Descriptive survey research design was employed in collecting quantitative data in response to the research questions which aimed at carrying out measurement of the effectiveness of monitoring and evaluation systems on the execution of road construction projects in Kiambu County. The research concluded that road construction projects in Kiambu County involves a number of monitoring and evaluation practices that strengthened monitoring and evaluation team in achieving successful implementation of road construction projects in Kiambu County. The research concludes that having monitoring and evaluation unit with the task of adequate staffing is key in designing, developing objectives and setting out the sequence of action to accomplish the set objectives, project management and undertake periodic field visits. The study did not, however, establish the influence of leadership in the implementation of monitoring and evaluation system.

Stakeholders' Participation

Rumenya and Kisimbi (2020) conducted research on the Influence of Monitoring and Evaluation System on Performance of Project in Non-Governmental Organizations: A Case of Education Projects in Mombasa County, Kenya. The objective of this research was to assess the influence of monitoring and evaluation system on the performance of project in non governmental organisations: A case of educational project in Mombasa. To accomplish this objective the research examined how organizational structure and staff capacity for monitoring and evaluation influence project's performance in non governmental organisations in Mombasa County. A descriptive research design was employed in this research while using structured questionnaire to generate the data. The research established that the performance of project in the educational sector significantly and positively interrelated with organizational structure for monitoring and evaluation. It also established that involvement of stakeholders played an important role in determining monitoring and evaluation systems once they were consulted. The research gap identified in this study is at what level did stakeholders get involved in the project cycle and how that influence the effectiveness of M&E system.

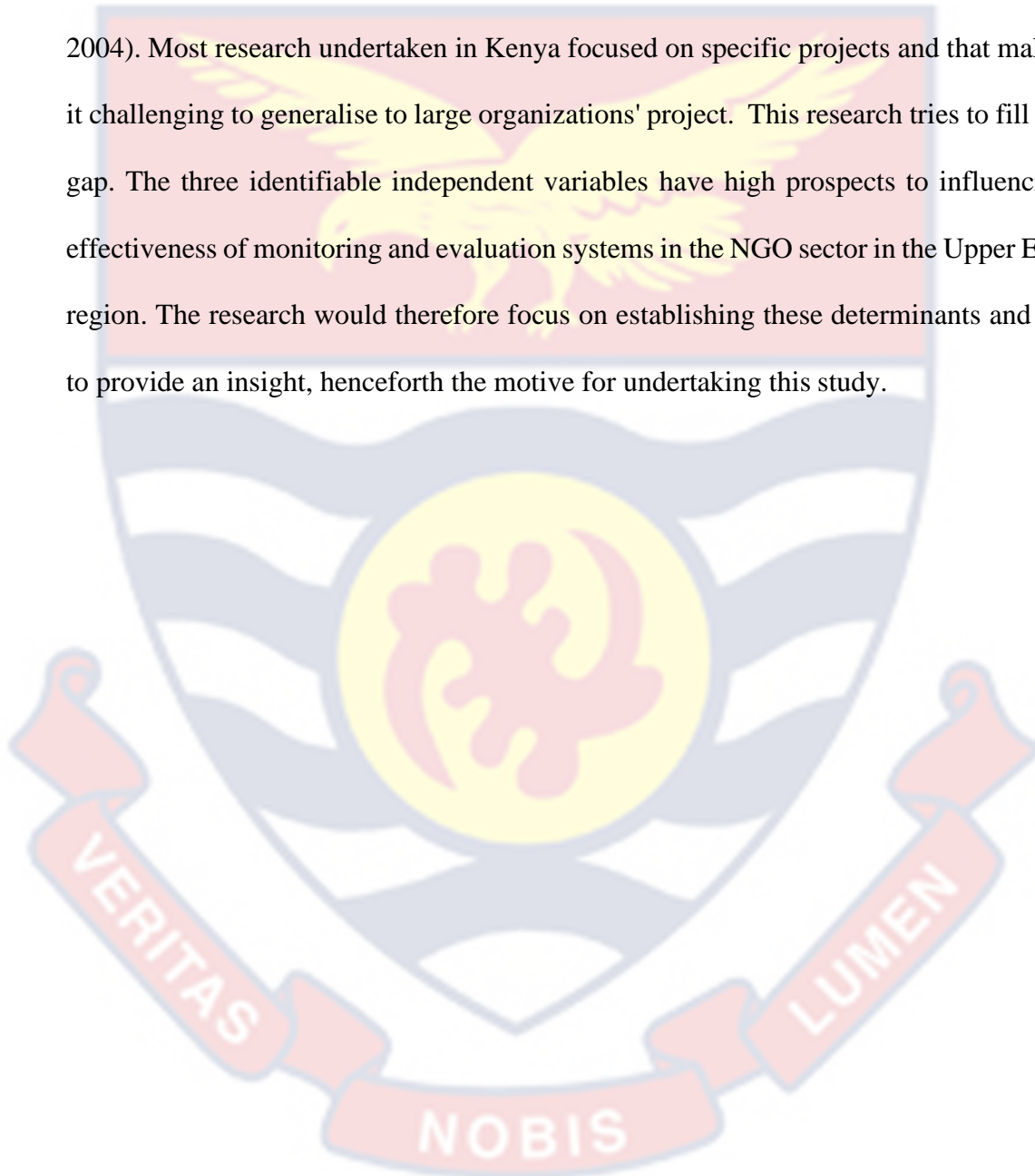
Availability of funds

Barasa (2014) conducted a study on Influence of M&E tools project completion in Kenya: a case of constituency development fund projects in Kakamega County, Kenya.

It was established from the research that provision of budget in the strategic plan was central in determining M&E tools, projects had halted because of inadequate funding. A proper project budget should be comprehensive. The research focused on

budget influence on the level of project completion with little attention to monitoring and evaluation.

Data from literature points out that in Sub-Saharan Africa significant monitoring and evaluation achievements in development work were rare (UNICEF, 2004). Most research undertaken in Kenya focused on specific projects and that makes it challenging to generalise to large organizations' project. This research tries to fill the gap. The three identifiable independent variables have high prospects to influencing effectiveness of monitoring and evaluation systems in the NGO sector in the Upper East region. The research would therefore focus on establishing these determinants and try to provide an insight, henceforth the motive for undertaking this study.



CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter presents on the methodology employed in this research to respond to the research objectives. It described the research design, research approach, geographical location of the research, sample size, population, sampling techniques, data collection methods and the analysis of data. Additionally, this chapter also discussed validity and reliability of the data and finally the ethical issues.

Research Approach

This research combined both qualitative and quantitative research methods within the descriptive design to get a get and insight into the relationship between variables in the research problem. The quantitative method used questionnaire while qualitative method employed the use of interviews that gave the researcher the opportunity to generate insightful information for understating characteristics of interviewees in the circumstance and helped to discover the rationale for their decisions (Kothari, 2014). In general, the mixed methods of qualitative and quantitative approaches were employed for several reasons. Primarily, the research sought to understand the determining factors of effectiveness of a monitoring and evaluation systems for project implementation within NGO sector. Secondly information generated was intended to supplement data from interviews.

Research Design

The research design has been described by Kusi (2012) as “a plan for undertaking a systematic exploration of the phenomenon of interest.” All the preparation made by the investigator to plan the research constitute the design of the study.

This research employed descriptive survey design because the study is concerned with describing the characteristics of the problem with description of evidence and characteristics of groups, individuals or conditions that the research is investigating (Kothari 2008). Cooper and Schindler (2003)) also reiterated that descriptive survey design involves examining people and collating their views for analysis. The reason for employing descriptive research design is dependent on its capacity to produce the required data from the respondents for analysis.

Area of Study

The Upper East Region is in Northern Ghana as the second smallest of the sixteen administrative regions in Ghana with a total land surface of 8,842 square kilometers or 2.7% of the total land mass of Ghana. The administrative regional capital of Upper East is Bolgatanga which is sometimes referred to as Bolga. (Ghana Statistical Service, 2010).

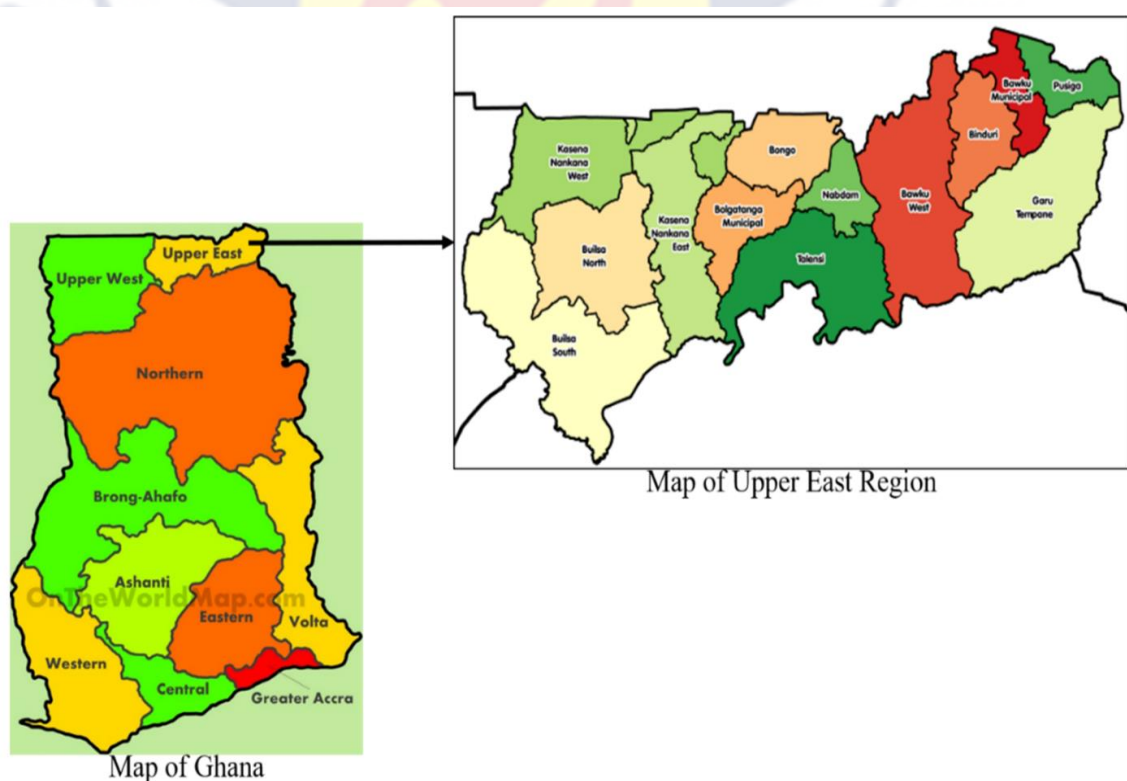


Figure 2: Map of Ghana and Upper East Region

Population

Population is defined as a group of items or individuals with a common characteristics for data generation ((Cresswell, 2006). The targeted population is staff of NGOs in the Upper East region. Specific staff that the research targets include Head of the NGOs or Programme lead, Finance & Administrative and Monitoring and Evaluation managers.

The study population was generated from the registered non-governmental organizations operating in the Upper East region with legal identity from the Non-Profit Organisation (NPO) Secretariat of the Republic of Ghana. Non-Profit Organisation Secretariat is the mandated body to register and coordinate the activities of NGOs in the Upper East Region and Ghana at large. The NGOs in good standing at the time of identifying the population was 37 with an average staffing capacity of 6. Therefore, the target population for the study was 222 (<https://npos.mogcsp.gov.gh/not-in-good-standing/>)

Sample size

The sample size (n) of the research was generated employing the Yamane formula (1967). The sample size can be calculated at a percentage of 3, 5, 7 and 10 precision (e) levels. The confidence level employed was 95 percent with the degree of variability (p) equal to 50% (0.5).

$$n = N / (1 + N (e)^2)$$

Where:

n signifies the sample size

N signifies the population under study

e signifies the margin error

$$n = 222 / (1 + 222(0.05)^2)$$

$$n = 222 / (1 + 222(0.0025))$$

$$n = 222 / (1 + 0.5)$$

$$n = 222 / 1.5$$

$$n = 148$$

In the study, the sample size was calculated at precision level of 5% ($e = 0.05$).

Sample size used in this research is 148.

Sample and Sampling Procedure

A sample size is described as a portion of the targeted population under study and that representative of the population of the study (Kothari, 2014). Information collated on the sample can be inferred to the general population of the research when samples taken reflect the population characteristics. The targeted population for the research was 222 with a sample size of 148. The staff identified for the study included Heads of the NGOs, Finance & Administration, Project Managers and Monitoring and Evaluation Officers.

Specifically, purposive sampling procedures were used in that the prospective respondents were identified prior to the selection, and it's based on the fact that the sample has the required experience and knowledge to contribute to the research (Flick, 2009). In homogeneous kind of purposive sampling, you choose to include items or sites in your research since they have a shared characteristics or trait (Cresswell, 2006). The principle demands that you first establish the characteristics that you have an interest in and seek for people who demonstrate such characteristics for the study (Kusi,

2012). This sampling strategy was appropriate and fits the study since the main trait that the researcher needed were Programme, Accounts and M&E Managers in the NGOs sector in the Upper East Region. Patton (2002)) opined that the power of purposeful sampling and logic depends on selecting information oriented cases for in depth study

Research Instrument

The instrument employed to collate data were a semi-structured questionnaire and a semi structured interview. The questionnaires were considered suitable for the research because respondents were required to answer themselves. This approach enables large amounts of data to be collected from respondents in a short space of time and also in a moderately cost-effective manner. Moreso, respondents who were busy with little time to spare could fill and revert later.

The research used primary data that was generated using semi structured questionnaire which had open and close ended questions. The questionnaire consisted of two parts. The initial part required about demographic data of the respondents and the later part consisted of questions about the three identifiable independent variables (availability of funds, organization leadership and stakeholder participation) and the dependent variable (Effectiveness of M&E Systems). An interview guidelines were used to engage informants within the organisation. These were heads of the organisation, M&E officers and finance and administrative officers. The interview guidelines were employed to generate qualitative data and also gave the opportunity to harvest deep seated concerns that interviewees had concerning the influence of the effectiveness of M&E system.

Pre-test

A pilot study was undertaken with 5 NGOs with 10 respondents in the Bolgatanga Municipality. Piloting the research instrument ensured that the investigator re-examined the questionnaire prior to the real field work. Piloting was a process of scrutinising the questions for its intended purpose and also understood by the research population.

Validity of the Instrument

Validity describes the degree to which the assessment of the concept, accurately examine the concept. It shows the degree to which the instrument assesses the constraints under study (Mugenda and Mugenda, 2013). This employed construct validity, content validity and criterion validity. Content validity is guarantee through reviewing of the questionnaires by research consultants authenticate the data that is generated represents the content that the test is design to assess. Bordens and Abott (2011) opined that, content validity is to improve the questionnaire through expert assessment in developing the instrument items. The investigator also made use of basic English language to enable respondents comprehend the questions with much ease. The pilot exercise enabled the investigator to develop precise questionnaires with the assistance of the supervisor.

Reliability of the Instrument

The reliability refers to the resilience, consistency and stability in a given context. It is the resilience of the questionnaires assessment over time, whether it gives the exact results on repeated trial. Reliability described as a characteristic of an instrument that determines the degree to which the questionnaire provokes dependable responses (Wallen & Fraenkel, 2001). Prior to the actual data collection, pretesting of the questionnaire was done. The questionnaire was sent out to 5 NGOs with 10

respondents working in various positions such as finance, head of organization, programmes and M&E managers. Mugenda and Mugenda (2013) opined that 10% of the targeted population or sample is suitable for pretesting. A total of 10 respondents were identified for the pretesting. Pretesting enabled the investigator to test the consistency of the instrument. An internal reliability and consistency of the data questionnaire were assessed using Cronbach alpha. Cronbach's Coefficient Alpha is computed using SPSS to determine how items correlate among themselves. Reliability of at least 0.70 or higher is recommended for Social Science Research (Mugenda and Mugenda, 2013). The Cronbach's reliability coefficient was 0.85 which was more than 0.7 and therefore the instruments were deemed to be reliable.

Data Collection Procedure

Data was gathered through the self-administered questionnaire and interview. The questionnaire was given to the respondents to fill in and those who did not have time could take it home, fill it and return in a week's time. This became more relevant as some of the targeted populations were hardly had time for the interview and requested to fill the questionnaire on their own.

The face-to face interview is presented as enabling a 'special insight' into subjectivity, voice and lived experience (Kusi, 2012). One hundred and eleven questionnaires were administered and 25 were selected for the interview session. A fifteen minutes interview guide was also used to interview key informant persons within the organization. These included heads of the organisations, M&E officers and programme managers and finance and administrative officers. No matter what style of interviewing you use and no matter how carefully you word questions, it all comes to naught if you fail to capture actual words of the person being interviewed (Patton,

2002). The interviews with interviewees were recorded using a digital recorder which was later transcribed.

Ethical Considerations

The general agreements shared by researchers about what is proper and improper in the conduct of scientific inquiry (Babbie, 2004). These include seeking permission, voluntary participation, no harm to participants, informed consent, anonymity and confidentiality (Babbie, 2004). Sekgobela (2008) contends that ethical guidelines direct researchers so that their studies are of a high standard. Consequently, these ethical issues were upheld in high esteem throughout the conduct of this research.

Since the study was carried out in the field, the researcher sought permission from the organisations and heads of departments before administering the questionnaires. A letter to this effect was written and delivered in person. The letter clearly states the objectives and purpose of the study so that respondents will be in the known to offer their best.

(a) Anonymity

Research participants' wellbeing and interests need to be protected. Participants' identities in the study should be masked as far as possible (Trochim 2006). The people who read the research and the researcher should not be able to '... identify a given response with a given respondent' (Babbie ,2004). The names of participants are not revealed anywhere in this study. A coded system was employed to conceal the identity of respondents. The 136 respondents were coded as X1 to X136.

(b) Confidentiality

According to Strydom (2002), confidentiality '... indicates the handling of information in a confidential manner.' This definition implies that the researcher must

jealously guard all the information disclosed by the participant so that only the researcher has access to it. To this end, the researcher was the sole custodian of documents used and information collected in this study. The researcher's colleagues did not have access to the raw data which was treated as 'privileged information' (Strydom 2002). A tape recorder was used during the interviews and permission was sought from the participants. After such information had been transcribed the tape recordings were deleted.

Data Analysis Techniques

This is the process of collecting, modeling and transforming data in order to highlight useful information, suggesting conclusions and supporting decision making (Sharma, 2005). The Researcher collected the data, using questionnaires, interview guides and document analysis. The data that was collected was examined and checked for completeness and clarity. Quantitative data was analyzed using descriptive statistics while qualitative data was also analyzed using content analysis. However, Qualitative data was transcribed, coded and analyzed by using SPSS in accordance with the main objectives of the study. Finally, correlation and linear regression analysis were employed to determine the relationship between the variables and the independent variables.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, AND INTERPRETATION

Introduction

This chapter presents data analysis and discusses the results of the study obtained from respondents of the research. This is based on interview data from respondents' observation and questionnaire administered. The results focused on having an in-depth understanding of the factors influencing the effectiveness of a monitoring and evaluation system for projects implementation in the Non-Governmental Organisations in the Upper East Region. Findings have been presented in the form of tables and figures, narratives have been provided for each of the tables.

Response Rate

Out of 148 questionnaires which had been administered to the interviewees, 136 of them were returned for analysis as indicated in table 1. This translates to 92% return rate of the respondents. According to Mugenda & Mugenda (2013), a response rate of more than 80% is sufficient for a study.

Table 1: Response Rate

Category	Frequency	Percentage (%)
Responded	136	92
Did not respond	12	8
Total	148	100

Source: Field data (2023)

Demographic Information of the Respondents

The respondents were asked to provide information on their gender, age bracket and level of education.

Gender of the Respondents

Respondents were asked to indicate their gender and findings are as shown in Table 2. The responses received indicated that 86% of the respondents were male while 14% of them were female. The results showed a larger percentage of men were involved in completing the questionnaires as compared to that of female. This is an indication that there is gender imbalance in staff distribution within the NGO space in Upper East region as indicated in table 2.

Table 2: Gender of the Respondents

Gender of the Respondents	Frequency	Percentage (%)
Male	117	86
Female	19	14
Total	136	100

Source: Field data (2023)

Age Bracket of the Respondents

Table 3 illustrates the findings that indicated that most of the respondents 64.7% are within the age bracket 31-40 years. The next highest age bracket of 19% is within 41-50 years and this is followed by 8.8% of those within 21-30 years. No one was captured below the age 20 years, the reason is that the staff targeted were all senior level positions with consideration years of experience and only 7.5% of respondents were 50 years of age or older. The findings therefore reveal that majority of the senior level employees within the NGOs space in Upper East region of Ghana were at their most productive age bracket and were matured people who were advantaged with knowledge in M&E and thus can help in determining effectiveness of monitoring and evaluation system of projects.

Table 3: Age Bracket of the Respondents

Age Bracket of the Respondents	Frequency	Percentage (%)
Below 20 years	0	0.0
21-30 years	12	8.8
31-40 years	88	64.7
41-50 years	26	19.0
Above 50 years	10	7.5
Total	136	100

Source: Field data (2023)

Level of Education of the Respondents

From Table 4 revealed that many of the respondents 64% indicated they have undertaken undergraduate studies, 28% of them have obtained postgraduate studies and only 8% of them have achieved tertiary studies. This indicates that while a fraction of the respondents were professional to be able to understand and deliver on the job, majority of them are unprofessional to understand the critical role of M&E and its effectiveness in project execution.

Table 4: Level of Education of the Respondents

Highest Level of Education	Frequency	Percentage (%)
Tertiary/College	11	8.0
Undergraduate	87	64.0
Postgraduate	38	28.0
Total	136	100

Source: Field data (2023)

Work Duration of the Respondents

Table 5 indicates that the majority of the respondents, 36% stated that they had work for their NGOs for a period of 1-3 years followed by 32.4% of respondents whose time lagged between 4-6 years. Other respondents, 15.4% and 9.6% (5) stated that they

had worked for their NGOs for a period of 7-9 years and less than 1 year respectively. Only 6.6% of the respondents indicated they had worked for more than 9 years. The results revealed that most of the respondents had worked with their organisations between 1-6 years.

Table 5: Work Duration of the Respondents

Work Duration of the Respondents	Frequency	Percentage (%)
Less than 1 year	13	9.6
1-3 years	49	36
4-6 years	44	32.4
7-9 years	21	15.4
9 years and above	9	6.6
Total	136	100

Source: Field data (2023)

Extent to which Availability of Funds Influences the Effectiveness of Monitoring and Evaluation System for Project in NGOs in the Upper East Region.

This section provides the result and discussion on the research objective: To establish the extent to which availability of funds influences the effectiveness of monitoring and evaluation system for project in NGOs in the Upper East Region.

Allocation of Funds for M&E

The respondents were asked to indicate if the organization allocates funds for M&E activities.

From the findings indicated in Table 6, the majority of the respondents, 94.9% indicated that the organization allocates funds for M&E activities. A relatively small number of the respondents, 5.1 indicated that their organization did not allocate funds for M&E. Further probing indicated that there are always funds allocation for M&E activities for donor funded projects. The project budget should provide a clear and

adequate provision for monitoring and evaluation activities. The M&E budgetary allocation should clearly be delineated from the main project budget so that M&E unit is accorded some autonomy in utilization of its resources (Kerzner, 2013)

Table 6: Allocation of Funds

Allocation of Funds	Frequency	Percentage (%)
Yes	129	94.9
No	7	5.1
Total	136	100

Source: Field data (2023)

Availability of Funds

The study sought to establish to what extent does respondents agree or disagree with the following statements concerning M&E related activities in their organization's projects. The responses were rated on a five-point Likert scale where: 5 – Strongly agree, 4 – Agree, 3 - Not sure, 2 – Disagree, 1 – Strongly disagree. Table 4.7 shows the mean and standard deviations.

Table 7: Statements on Availability of Funds

Availability of Funds	Mean	Std. Deviation
The organization provides sufficient funds for M&E activities (5%-10% of projects budget)	2.18	0.623
There is a separate budget allocation for M&E system	4.29	0.460
There is independency in the budgetary decisions for the M&E unit.	2.12	0.475
The organization ensures there is timely provision of funds for M&E	3.80	0.800
Funds allocated are used for M&E activities only	1.18	0.385

Source: Field data (2023)

From the results as indicated in Table 7, majority of the respondents disagreed with the statements that the organization provides sufficient funds for the monitoring and evaluation activities (5%-10% of project budget) and that there is independency in the budgetary decisions for the monitoring and evaluation unit with mean scores of 2.18 and 2.12 respectively. A greater number of the respondents also agreed with the statement that there is a separate budget allocation for M&E system with a mean score of 4.29. However, some respondents were not certain with the statement that the organization ensures there is timely provision of funds for M&E with a mean score of 3.80. The majority of the respondents also strongly disagreed with the statement that funds allocated were used for M&E activities only with a mean score of 1.18. This means that other project activities were funded from monitoring and evaluation allocation. Sufficient funding is therefore crucial for an effective M&E system to take place. According to Gitonga (2012), there is no specific percentage to be allocated for M&E but normally varies between 2.5% and 10% depending on the overall budget and the project. Gitonga further states that the more participatory M&E is, the higher its budget. Gikonyo (2008) concur with Gitonga by stating that there is no set formula for proportion of project's budget to be allocated to M&E. Most donors and organizations recommend between 3 to 10 percent of the project's budget. The general rule of thumb is that the M&E budget should not be too little as to affect the accuracy and credibility of results and neither should it consume much resources to the extent of interfering with other projects activities

Availability of funds and its influence on effectiveness of M&E systems

The projects funds must have adequate allocation for monitoring and evaluation activities. M&E funds should be more carefully estimated and the actual expenditure on the evaluation should be carefully monitored. Donors should put emphasis on

ensuring M&E activities are adequately budgeted for before approving any proposal for funding. This should be done at the project design stage so that funds are allocated specifically to M&E and are available to implement M&E tasks (Chaplowe, 2008). Resources allocation should be undertaken within organizations towards their monitoring and evaluation system in a controlled manner to ensure that this does not pose a challenge to the implementation of their strategy (Mugambi and Kanda, 2013). The availability of funding will ensure that project outcomes are achievable as far as implementation, strengthening and sustainability of monitoring and evaluation system is concerned. Program managers often ask what proportion of a project's budget should be allocated to monitoring and evaluation. Many authors and M&E specialists recommend about 5-15% of the projects' budget. A general rule of thumb is that the M&E budget should not be so small as to compromise the accuracy and credibility of results neither should M&E allocated funds be diverted to other project activities.

Extent to which Stakeholders' Participation Influence the Effectiveness of Monitoring and Evaluation System for Project in NGOs in the Upper East Region

This section presents findings and discussions on research objective: To assess the extent to which stakeholders' participation influence the effectiveness of monitoring and evaluation system for project in NGOs in the Upper East Region.

Stakeholders in M&E are those people who have a stake in the projects and programmes. They are persons who take decisions using the M&E data and findings. These include the community whose situation the programme seeks to change, project field staff who implement activities, programme managers who oversee programme implementation, funders and other decision- makers who decide the course of action related to the programme, supporters, critics and other stakeholders who influence the programme environment (Fonkem, 2012).

In Table 8, the findings revealed that majority of the respondents, 83% indicated that stakeholders were involved in the M&E activities and processes. Some respondents, 23% indicated that they were not involved as stakeholders in the M&E process. The results therefore indicated that most respondents agreed that the organization involves the stakeholders in M&E thus leading to high level of participation and this influences to a large extent the effectiveness of M&E system towards achieving expected results. In each instance, programme managers must decide which group of stakeholders should be involved, to what extent and how (UNDP, 2009)

Table 8: Involvement of Stakeholders

Involvement of Stakeholders	Frequency	Percentage (%)
Yes	113	83.0
No	23	17.0
Total	136	100

Source: Field data (2023)

Level of Stakeholders Participation

From the findings, the mean score of 4.43 and 4.25 is an indication that majority of the respondents agreed with the statements that stakeholders' feedback is sought during M&E processes and stakeholders are involved in M&E data collection processes respectively. Majority also agreed that stakeholders are allowed to take part in preparing the timetable for M&E system with a mean score of 4.06. Other respondents were not sure with the statements that stakeholders are adequately involved in designing and planning of M&E systems and activities with a mean score of 3.50, that the organization assigns clear responsibilities to stakeholders for planning and M&E results and findings are communicated to the stakeholders with mean scores of 3.86 and 3.41 respectively. Some of the respondents disagreed with the statements that stakeholders are involved

in M&E decision making process, stakeholders participate in the organization's planning of formal meetings for M&E and that the organization involves stakeholders during the identification of indicators with mean scores of 2.76, 2.12 and 2.08 respectively.

The results therefore indicated that most staff of NGOs disagreed that stakeholders are involved in M&E decision making process, stakeholders participate in the organization's planning in a formal meeting for M&E and the organization involves stakeholders during the identification of indicators. The level to which different partners and stakeholders are involved at different steps in the process will vary (UNDP, 2002). Some need only be informed of the process while it would be important for others to be involved in a decision-making capacity. Because M&E has important capacity development and learning dimensions, decisions about who is involved and to what degree will impact upon the results. In general, the greater the level of involvement the more likely it is that evaluative knowledge will be used. It is important to note that greater participation of partners or stakeholders or both often implies greater costs and sometimes can lead to a reduction in effectiveness and efficiency. It is best to involve key stakeholders such as volunteers, community members, local authorities, partners and donors in the entire M&E processes. Stakeholders' participation will ensure different perspectives are considered and that also gives them some legitimacy to own the findings and results.

Table 9: Level of Stakeholders Participation

Stakeholders Participation	Mean	Std. Deviation
Stakeholders are adequately involved in designing and planning of M&E systems and activities	3.50	0.985
Stakeholders participate in planning of formal meetings for M&E	2.12	0.475
Stakeholders feedback is sought during M& E processes	4.43	1.269
Stakeholders are involved in M&E decision making process	2.76	1.464
Stakeholders are involved in M&E data collection process	4.25	1.093
The organization involves stakeholder in identification of indicators	2.08	1.111
Stakeholders are involved in preparation of M&E timetables	4.06	1.008
The organization assigns clear responsibilities to stakeholders for planning	3.86	1.342
M&E results and findings are communicated to the stakeholders	3.41	1.169

Source: Field data (2023)

Issues Pertaining to Stakeholders' Participation

Participation of stakeholders will provide better perspective that reflects the community needs and aspiration. This will therefore stimulate people's interest in the implementation of M&E. Stakeholders' involvement has become increasingly important as large and more complex projects are planned and implemented. Consulting stakeholders at the decision-making stage or project design level gives them the legitimacy for a long-lasting involvement even after the intervention has ended. Partnering closely with key stakeholders throughout the M&E process promotes shared knowledge creation and learning, helps transfer skills, and development of capacity

(UNDP, 2002). Stakeholders can participate at various levels of which the lowest is information sharing at a higher level is consultancy for decision making. However, too much stakeholder participation could lead to undue influence on the evaluation.

Establish the Extent to which Availability of Funds Influences the Effectiveness of Monitoring and Evaluation System for Project in NGOs in the Upper East Region.

This section presents findings and discussions on research objective: To establish the extent to which availability of funds influences the effectiveness of monitoring and evaluation system for project in NGOs in the Upper East Region.

On commitment by top leadership and statements on organizational leadership.

Commitment by Top Leadership

Table 10 shows that 89% of the respondents agreed to a very great extent that the level of commitment by top leadership determine the effectiveness of monitoring and evaluation system while 8.8% of them agree to a great extent that the level of commitment by top leadership determine the effectiveness of monitoring and evaluation system. Only 2.2% of the respondents were in agreement to a moderate extent that the level of commitment of by leadership determine the effectiveness of monitoring and evaluation system for projects. These outcomes suggested that majority of the staff working within the NGO space agree that the level of commitment by top leadership determine the effectiveness of a monitoring and evaluation system for projects. If there is no goodwill and support from organization's management, then the M&E system will perform poorly leading to ineffectiveness (World Bank, 2011). Top leaderships are responsible for making key and crucial decisions that affect M&E system.

Table 10: Commitment of Top Leadership

Commitment of Top Leadership	Frequency	Percentage (%)
Very great extent	121	89.0
Great extent	12	8.8
Moderate extent	3	2.2
Total	136	100

Source: Field data (2023)

Statements on Organizational Leadership

Table 11 reveals that, majority of the respondents were in agreement with the statements that management takes part in some of the M&E activities, organization's policy supports M&E and that senior management recognizes and support the role of M&E with mean scores of 4.92, 4.20 and 4.14 respectively. Management involvement enhances the credibility of the M&E process and ensures increased acceptance of the findings (Gwadoya, 2011). Some respondents were not sure whether the organization uses M&E findings in decision making, leaders ensure that staff are trained on M&E regularly and that there is supportive supervision and guidance from leaders with mean scores of 3.75, 3.49 and 3.00 respectively. However, some of the respondents disagreed with the statements that leaders always and clearly communicate M&E results, leaders take active part in designing the M&E systems and that the management ensures sufficient resources are allocated to M&E with mean score of 2.31, 2.24 and 2.02 respectively. The findings therefore indicated that most employees within the NGO sector disagree that leaders always and clearly communicate M&E results, leaders take active part in designing the M&E systems and the management ensures sufficient resources are allocated to M&E. Majority of the staff felt that the organization's leadership has a great and crucial role to ensure a functional M&E system. The organization's leaders involvement in implementation and throughout the project or

program cycle ensures ownership, learning and sustainability of results and creates effective communication, mobilization of resources to fill gaps. This also ensures use of information obtained and lessons learnt in future interventions and in decision making (Chaplowe, 2008)

Table 11: Organizational Leadership

Organizational Leadership	Mean	Std. Deviation
The organization uses M&E findings in decision making	3.75	1.181
Leaders always and clearly communicate M&E results	2.31	0.812
Leaders take active part in designing the M&E systems	2.24	1.784
Management ensures sufficient resources are allocated to M&E	2.02	1.191
Leaders ensure that staff are trained on M&E regularly	3.49	1.377
Organization's policy supports M&E	4.20	1.329
Senior management recognizes and supports the role of M&E	4.14	0.849
The management takes part in some of the M&E activities	4.92	0.440
There is supportive supervision and guidance from leaders	3.00	1.114

Source: Field data (2023)

Effectiveness of M&E System

This section presents the findings on the statements on the effectiveness of M&E System and determinants of effectiveness of M&E systems.

Statements on the Effectiveness of M&E System

From table 12, majority of the respondents agreed that results from M&E are relevant and useful, the M&E activities are carried out within schedule and feedback from M&E are timely with mean scores of 4.22, 4.11 and 4.33 respectively. Other respondents disagreed with the statements that the cost of M&E is always within the budget and that M&E resources are economically utilized with a mean of 2.09 and 2.22 respectively. Some respondents were unsure whether M&E objectives are largely

achieved and that M&E responsibilities and duties are clearly outlined with a mean score of 3.10 and 3.31.

Table 12: Effectiveness of M&E System

Effectiveness of M&E System	Mean	Std. Deviation
Results from M&E are relevant and useful	4.22	1.306
The M&E activities are carried out within schedule	4.11	1.101
The cost of M&E is always within the budget	2.09	1.131
Results and feedback from M&E are timely	4.33	1.125
M&E resources are economically utilized	2.22	0.979
The M&E objectives are largely achieved	3.10	1.163
The M&E responsibilities and duties are clearly outlined	3.31	1.230

Source: Field data (2023)

Determinants of Effectiveness of M&E System

Table 13 shows that 80% of the respondents indicated that organizational leadership has the highest influence on the effectiveness of a monitoring and evaluation system, 11% of the respondents believes that stakeholder participation has the highest influence on the effectiveness of a monitoring and evaluation system. Other respondents, 9% stated that availability of funds has the highest influence on the effectiveness of a monitoring and evaluation system. The findings suggest that most staff agreed that organizational leadership is critical and the highest factor determining effectiveness of a functional monitoring and evaluation system. It takes a strong and consistent leadership and political champion to institute the system” (Kusek and Rist, 2004).

Table 13: Determinants of Effectiveness of M&E System

Determinants of Effectiveness of M&E System	Frequency	Percentage (%)
Availability of funds	12	9.0
Stakeholder participation	15	11.0
Organizational leadership	109	80.0
Total	136	100

Source: Field data (2023)

Inferential Statistics

Table 14 shows that a total of 136 observations were collated for the research. The mean obtained was 3.9 and the corresponding standard deviation was 0.417 for the dependent variable (Effectiveness of M&E systems). The mean score for stakeholders' participation was 4.12 with a corresponding 0.316 standard deviation. The mean score for availability of funds was 3.94 with a standard deviation of 0.484, while 4.97 was the mean score for organisational leaderships with a corresponding standard deviation of 0.5. The results showed that stakeholder participation and organisational leadership obtained the highest mean scores. This indicates that stakeholder participation and organisational leadership were the strongest determining factors that influence the effectiveness of monitoring and evaluation systems among the three identifiable independent variables.

Table 14: Descriptive Statistics

	N	Mean	Std. Deviation
Effectiveness of M&E system	136	3.8992	0.41727
Availability of funds Stakeholders participation	136	3.9373	0.48413
Organizational Leadership	136	4.1176	0.31616
	136	4.9717	0.49980

Source: Field data (2023)

Correlation Analysis

The results indicated a strong positive connection between organisational leadership and effectiveness of M&E systems with a correlation coefficient of 0.736. This suggests that the use of effective leadership is directly proportional to the level of effectiveness of a functional monitoring and evaluation system in the NGOs.

The results did indicate that the availability of funds correlated strongly with the effectiveness of monitoring and evaluation systems with a correlation of 0.489. This indicates that the availability and adequate funds will enhance the effectiveness of a functional monitoring and evaluation systems.

The study revealed a strong correlation between the effectiveness of monitoring and evaluation systems and stakeholder's participation with a correlation figure of 0.565. This indicates that much involvement of stakeholders in the NGOs sector can positively enhance the effectiveness of M&E systems.

The findings demonstrate the results attained from the analysis for the targeted population for the period of research at significance level 0.05.

Table 15: Correlation Analysis

	Effectiveness of M&E systems	Availability of fund	Stakeholder's participation	Organisational leadership
Effectiveness of M&E system	1			
Availability of funds	0.489*	1		
Stakeholders' participation	0.565*	0.302*	1	
Organisational leadership	0.736*	0.374	0.364	1

* Correlation at 0.05 significant at level (2-tailed).

Source: Field data (2023)

Regression Analysis

Regression analysis was undertaken to examine the connection between the independent variable and the effectiveness of monitoring and evaluation systems presented in Table 4.16 below.

A. Predictors: (Constant), Effectiveness of monitoring and evaluation systems, Organisational leadership, Availability of fund, Stakeholders' participation.

The analysis captured in table 4.16 indicates that, the coefficient of determination, (R^2) is equal to 0.755 which implies that availability of fund, stakeholder's participation and organisational leadership describes 75.5 % only of effectiveness of monitoring and evaluation system.

Table 16: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.869 ^a	0.755	0.493	0.3871

Source: Field data (2023)

Table 17: ANOVA.

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	1.303	3	.434	2.758	.003b
Residual	7.403	47	.158		
Total	8.705	51			

a. Dependent Variables: Effectiveness of monitoring and evaluation systems

b. Predictors: (Constant), Organisational Leadership, Stakeholders' participation, Availability of fund.

Source: Field data (2023)

The results (P - value of 0.030) as indicated in the table 16 above revealed that there was a positive connection between the independent variables and the dependent variable. Variance between the groups (An F ratio) divided by the variance within the groups. A large F ratio indicates that there is more variability between the groups (produced by the independent variables) than there is within each group, termed as error term. A substantial F test demonstrate that we can throw away the null hypothesis that the population implies are equal.

Table 18: Coefficient Distribution

Model	Coefficient ^a				Sig.
	Unstandardised		Standardised	t	
	Coefficients		Coefficients		
B	Std. Error	Beta			
(Constant)	1.837	0.803		2.287	.027
Availability of fund	0.053	0.124	.061	.425	.673
Stakeholders' participation	0.230	0.190	.174	1.212	.232
Organizational Leadership	0.228	0.119	.273	1.916	.061

a. Dependent Variable: Effectiveness of monitoring and evaluation systems

Source: Field data (2023)

The regression model;

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where Y is dependent variable

β is the intercept

X_1 is the independent variable one

X_2 is the independent variable two

X_3 is the independent variable three

α is the intercept term

ε is the error term

According to the analysis, the equation ($Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$) becomes; $Y = 1.837 + 0.061X_1 + 0.174X_2 + 0.273X_3$. The regression expression shows that keeping the 3 variables at 0, the effectiveness of M&E systems would be 1.827.

The regression coefficient value for availability of fund is 0.0061 with a p-value of 0.003. This implies that the relationship that exist between the availability of fund and effectiveness of monitoring and evaluation systems is positive. This indicates that availability of fund yields positive actions throughout monitoring and evaluation of project and that improves the effectiveness of monitoring and evaluation systems.

The value 0.174 is the regression coefficient for stakeholder's involvement. This explains the positive relationship that exist between the stakeholder's participation and effectiveness of monitoring and evaluation systems. This means that stakeholder's participation is directly proportional to the effectiveness of monitoring and evaluation systems.

The value 0.273 obtained from the analysis is the regression coefficient for organisational leadership. This indicates that the relationship that exist between organisational leadership and effectiveness of monitoring and evaluation systems is positive. This suggests that an enhancement in organisational leadership would lead to effective monitoring and evaluation systems.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter summarises the major findings of the study discussed in chapter four followed by some conclusions. The chapter also made some recommendations following on the feedback from the respondents and outcomes from the research. Finally, suggested area for further research.

Summary of the Findings

The following summary has been made following the findings from the research and according to the research objectives. The objective of the research was to find out investigate how the effectiveness of the monitoring and evaluation systems was influenced by availability of fund; stakeholder's participation; organisational leadership.

Extent to which Organisation's Leaderships Influence the Effectiveness of Monitoring and Evaluation Systems for Project in NGOs in the Upper East Region

The findings from the research indicated that 89% of the respondents showed that top level leadership in the organisation largely influences the effectiveness of monitoring and evaluation systems. Only a fraction 8.8% of the respondents largely agreed that the level of commitment by topmost leadership determines the effectiveness of monitoring and evaluation systems. These outcomes indicated that majority of the staff working within the NGO space agreed that the level of commitments by the topmost leadership determines the effectiveness of a monitoring and evaluation systems for project. Top leaderships are responsible for making key and crucial decisions that determine the effectiveness of the M&E system in an NGO.

Extent to which Stakeholder's Participation Influence the Effectiveness of Monitoring and Evaluation Systems for Project in NGOs in the Upper East Region

It came to light from the findings that 83% of the respondents revealed that they involved stakeholders in the monitoring and evaluation activities and processes. A few of the respondents 23% showed that they did not consult the stakeholders in the monitoring and evaluation processes. Nevertheless, it was established that involvement of stakeholders was limited to some lower-level activities. These included data generation, providing feedback and developing M&E timetables. Stakeholders were not adequately consulted in some key areas and higher level activities such as decision-making processes, development of indicators and sharing of monitoring and evaluation findings. Stakeholders' participation has become progressively essential as big and multifaceted projects are designed and implemented. A correlation of 0.565 indicates that there is a strong positive correlation between stakeholder's participation and effectiveness of monitoring and evaluation systems.

Extent to which Availability of Fund Influences the Effectiveness of Monitoring and Evaluation Systems for Projects in NGOs in the Upper East Region

In terms of the availability of fund, the research revealed that 94.9% respondents indicated that their organisation allocated funds for monitoring and evaluation activities while only 5.2% of them indicated that the organisation does not allocate fund for monitoring and evaluation activities. The results demonstrated a positive correlation between availability of fund and the effectiveness of monitoring and evaluation systems with a correlation of 0.490. Many of the respondents did agree that monitoring and evaluation activities have separate budget allocation with a mean score of 4.29. Nonetheless, most of the respondents did disagree with the assertion that adequate funds for the monitoring and evaluation were made available, provision of fund is

timely and there is independency in the budgetary allocation for the monitoring unit with mean scores of 2.18, 2.12 and 3.80 respectively. Adequate funding is therefore a critical requirement for an effective M&E system. It is critical for M&E specialists to weigh in on M&E budget requirement at the project planning stage to that funds are allocated particularly to the implementation of monitoring and evaluation task.

Conclusion

The research underscored the influencing factors that determine the effectiveness of monitoring and evaluation systems for project implementation in the non governmental organisations.

Extent to which Organisation's Leadership Influences Effectiveness of Monitoring and Evaluation Systems for Project in NGOs in the Upper East Region

The research also concluded that the commitment level of the top leadership in the non-governmental organizations determine to a greater extent the effectiveness of monitoring and evaluation systems for project implementation. It also came to light that top level leaders do not sometimes and clearly communicate monitoring and evaluation results to lower-level stakeholders. The study concluded that the role of leaderships in M&E systems play an essential role in designing, setting out deliverables and determine the course of action to achieve the set objectives, project organization, human resource management and influence implementation projects.

Extent to which Stakeholder's Participation Influence the Effectiveness of Monitoring and Evaluation Systems for Projects in NGOs in the Upper East Region

The research established that stakeholder's participation has a strong positive influence on effectiveness of an monitoring and evaluation systems. It came to light

that participation was only restricted to some lower-level activities and more so stakeholders were inadequately involved in major areas.

Extent to which Availability of Fund Influences the Effectiveness of Monitoring and Evaluation Systems for Projects in NGOs in the Upper East Region.

The research established that there is a strong relationship existing between the availability of fund and effectiveness of monitoring and evaluation systems. The organizations created a separate budgetary allocation to monitoring and evaluation activities, nevertheless the funds are inadequate coupled with low level of independence in budgetary decision for the M&E unit.

Recommendations

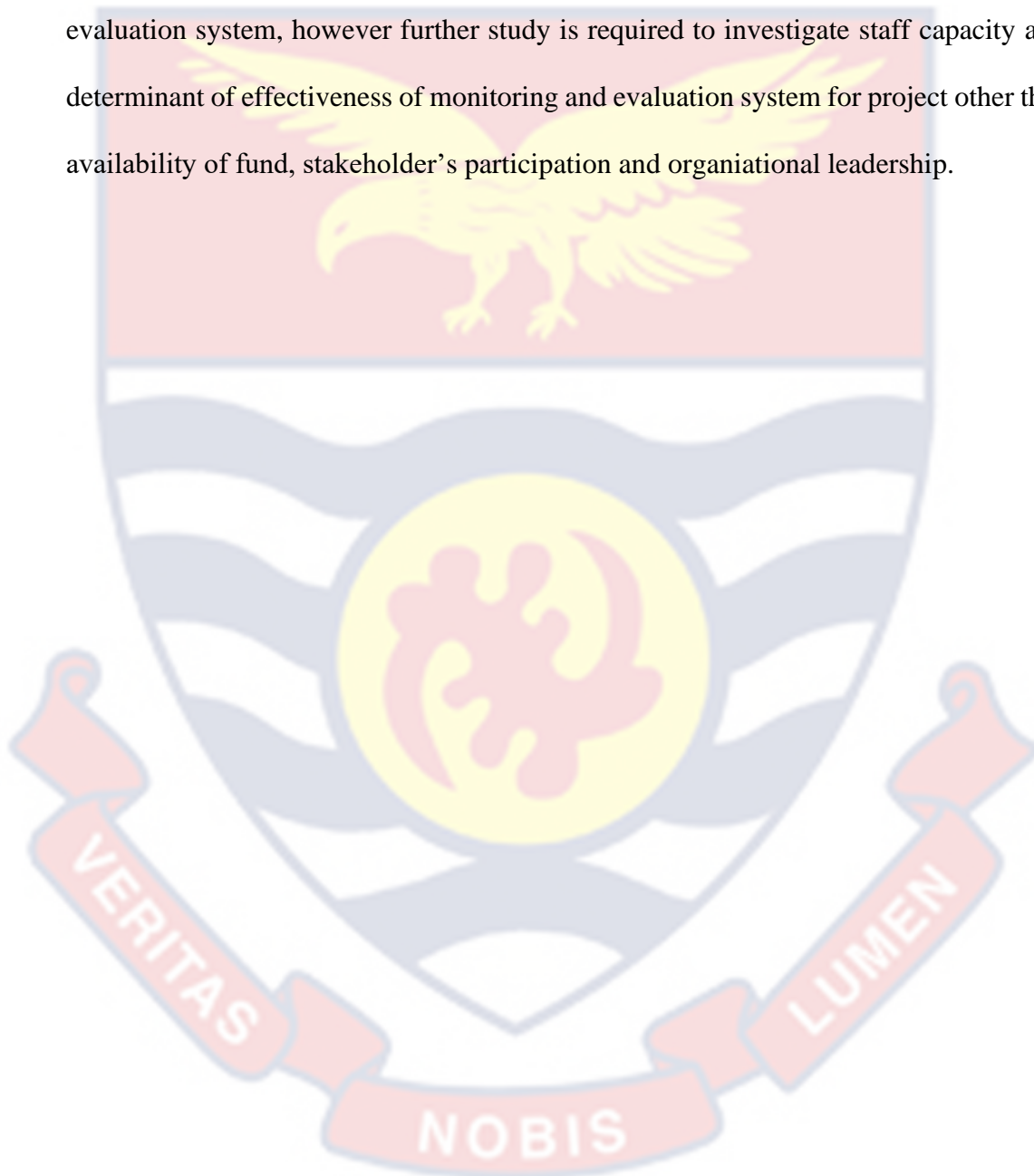
Based on the findings of the research, it is recommended that:

1. The NGOs should apportion adequate funds to monitoring and evaluation activities with a minimum of 5% to a maximum of 10% of entire project budget and accord the independency in application of the fund.
2. Participatory monitoring and evaluation should be encouraged to facilitate volunteerism and ownership of the intervention. Stakeholders should be consulted from the problem identification stage, project planning state and all through the project life cycle. This will help co-create the intervention and ensure ownership and sustainability even when funding comes to a stop.
3. Leaders should endeavour to work closely with employees and all partners who has stake in the intervention to ensure that they give the desirable assistance to ensure a functional and productive monitoring and evaluation system.

Suggestions for Further Research

Monitoring and evaluation system has become a critical component of project proposal and a major requirement by donors before any project is approved for funding.

The study has indicated some key determinants for the effectiveness of monitoring and evaluation system, however further study is required to investigate staff capacity as a determinant of effectiveness of monitoring and evaluation system for project other than availability of fund, stakeholder's participation and organisational leadership.



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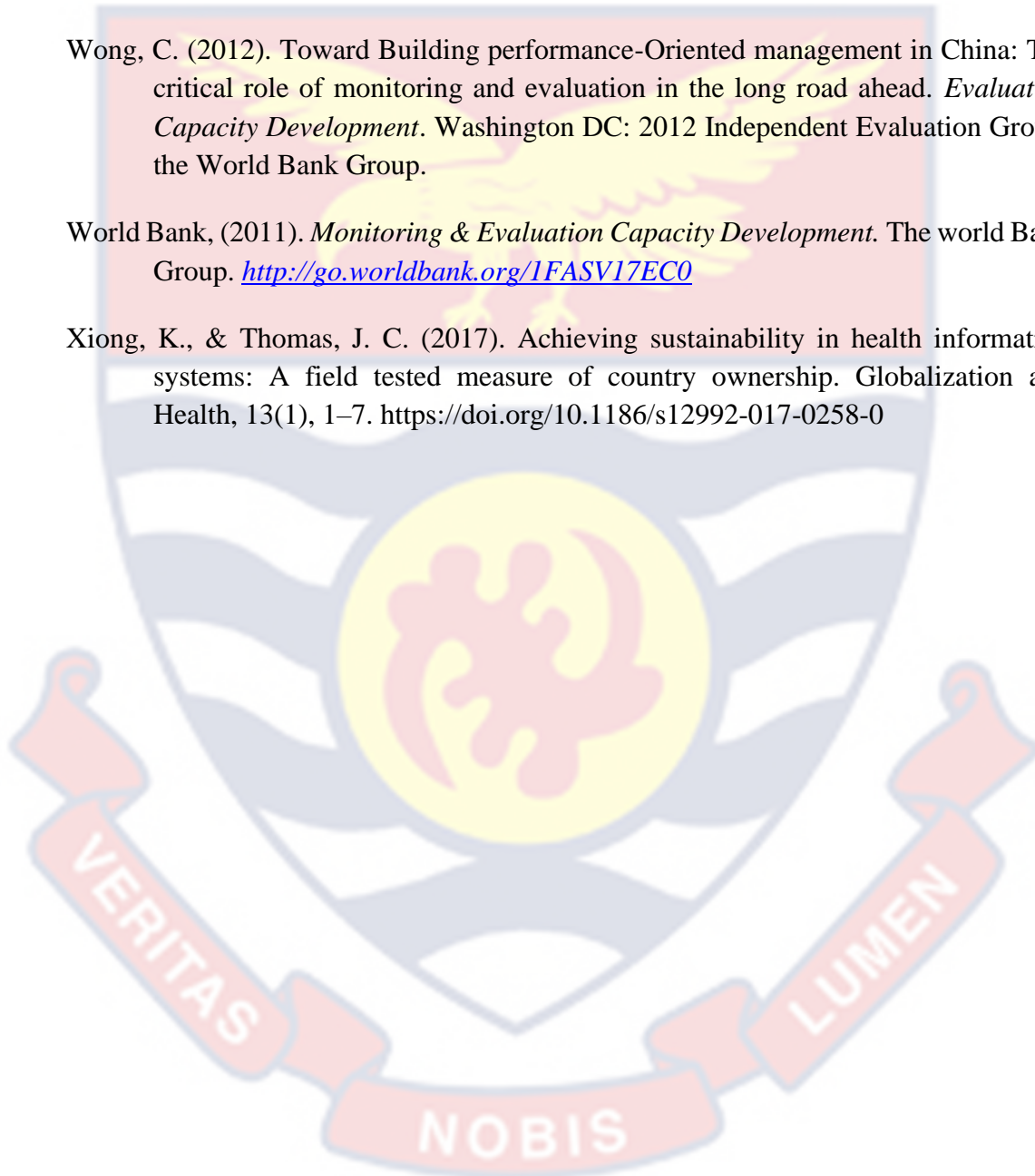
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APPENDICES

Appendix A: Questionnaire for Data Collection

Determinants of Effectiveness of a Monitoring and Evaluation System for Project Implementation in the NGO Sector

Part. A: Demographics.

1. Gender of the respondent
 - a. Male
 - (b) Female
2. Could you kindly indicate your age bracket?
 - a. Below 20 years
 - b. 21-30 years
 - c. 31-40 years
 - d. 41-50 years
 - e. Above 50 years
3. What is your level of education?
 - a. Tertiary/College
 - b. Undergraduate
 - c. Postgraduate
4. What is your designation in the NGO?
 - a. Programmes Manager
 - b. Monitoring and Evaluation Manager
 - c. Finance and Administrative Manager
 - d. Head of the organization
 - e. Other, specify.....
5. How long have you worked for the NGO?
 - a. Less than 1 year
 - b. 1 – 3 years
 - c. 4 – 6 years
 - d. 7 - 9 years
 - e. More than 9 years

**Part. B: Determinants of the Effectiveness of Monitoring and Evaluation System
for Projects Implementation.**

Organization’s Leadership

By ticking in the space provided, indicate the extent to which you agree or disagree with the following selected attributes concerning organization leadership and M&E.

5 – Strongly agree, 4 – Agree, 3 - Not sure, 2 – Disagree, 1 – Strongly disagree

Attributes of Leadership	1	2	3	4	5
Leaders ensure that staff are trained on M&E regularly					
Leaders always and clearly communicate M&E results					
Leaders take active part in designing the M&E systems					
Management ensures sufficient resources are allocated to M&E					
The organization uses M&E findings in decision making					
Organization’s policy supports M&E					
Senior management recognizes and supports the role of M&E					
The management takes part in some of the M&E activities					
There is supportive supervision and guidance from leaders					

1. In your opinion, to what extent does the level of commitment of organization leadership/ management determine the effectiveness of monitoring and evaluation system for projects?

- a. Very great extent
- b. Great Extent
- c. Moderate Extent
- d. Less extent
- e. Not at all

Stakeholder Participation

2. Are stakeholders involved in the M&E process?
 - a. Yes
 - b. No

By ticking in the space provided, indicate the extent to which you agree or disagree with the level stakeholders’ participation in the following aspects of M&E process

5 – Strongly agree, 4 – Agree, 3 - Not sure, 2 – Disagree, 1 – Strongly disagree

Stakeholder Participation	1	2	3	4	5
Stakeholders are adequately involved in designing and planning of M&E Systems and activities					
Stakeholders participate in the organization’s planning of formal meetings for M&E					
Stakeholders feedback is sought during M&E processes					
Stakeholders are involved in M&E decision making process					
Stakeholders are involved in M&E data collection process					
The organization involves stakeholders in identification of indicators					
Stakeholders are allowed to participate in preparing the timetable for M&E activities.					
The organization assigns clear responsibilities to stakeholders during M&E process					
M&E results and findings are communicated to the stakeholders					

3. What other issues pertaining to stakeholders’ participation would you acknowledge as having an effect on monitoring and evaluation systems?

.....

.....

Availability of funds

4. Does the organization allocate enough funds for monitoring and evaluation activities? Yes [] No []

By ticking in the space provided, indicate the extent to which you agree or disagree with the following statements concerning M&E in relation to projects in the organization.

5 – Strongly agree 4 – Agree 3 - Not sure 2 - Disagree 1 – Strongly disagree

Availability of Funds	1	2	3	4	5
The organization provides sufficient funds for monitoring and evaluation activities (about 5%-10% of projects budget)					
There is a separate budget allocation for M&E					
There is independency in the budgetary decisions for the monitoring and evaluation unit.					
The organization ensures there is timely provision of funds for M&E					
Funds allocated are used for M&E activities only					

5. In your own words in what other ways does availability of funds influence the effectiveness of monitoring and evaluation systems?

.....

Effectiveness of M&E System

By ticking in the space provided, indicate the extent to which you agree or disagree with the following selected attributes concerning effectiveness of M&E System.

5 – Strongly agree, 4 – Agree, 3 - Not sure, 2 – Disagree, 1 – Strongly disagree

Effectiveness of M&E System	1	2	3	4	5
Results and findings from M&E are relevant and useful					
The M&E activities are carried out within schedule					
The cost of M&E activities is always within the budget					
Results and feedback from M&E are timely					
M&E resources are economically utilized					
The M&E objectives are largely achieved					
The M&E responsibilities and duties are clearly outlined					

From the below factors, which would you consider as highest determinant of effectiveness of a monitoring and evaluation system? Indicate with 1, 2, or 3 with 1 being the highest and 3 being the lowest.

Availability of funds	
Stakeholder Participation	
Organization's Leadership	



Appendix III: Interview Guide

1. How would you describe the input of the stakeholders in the M&E system, process and activities? In your own opinion are the stakeholders adequately involved?
2. Who funds the monitoring and evaluation activities within the organization? How would you describe the funding? Is it adequate?
3. Does monitoring and evaluation section has separate allocation in the budget? Is allocation and provision of funds done in time?
4. Does the organization management support monitoring and evaluation of projects?
5. Is the support sufficient and if not what more should they do?
6. Does M&E contribute in the decision made in the organization? May you describe how in your own words.
7. From your own observation how would you describe the knowledge of the organization's personnel on the existing monitoring and evaluation system?
8. Does the organization engage in training of the employees on monitoring and evaluation systems? How often?
9. Does the organization involve external expertise in setting up the monitoring and evaluation systems and during M&E processes?
10. What factors would you rate as the main determinants of the effectiveness of a monitoring and evaluation system for projects?