Factors Affecting The Effectiveness Of Monitoring And Evaluation Systems Among Faith Based Organizations In Kenya: A Case Study of the Kenya Young Men's Christian Association in Nairobi County

by

Caroline Maneno-Oketch 12-0408

A thesis presented to the School of Human and Social Sciences

of

Daystar University Nairobi, Kenya

In partial fulfillment of the requirements for the degree of

MASTER OF ARTS

in Monitoring and Evaluation

May 2016

APPPROVAL

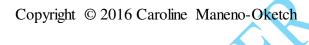
FACTORS AFFECTING THE EFFECTIVENESS OF MONITORING AND EVALUATION SYSTEMS AMONG FAITH BASED ORGANIZATIONS IN KENYA: A CASE STUDY OF THE KENYA YOUNG MEN'S CHRISTIAN ASSOCIATION IN NAIROBI COUNTY

by

Caroline Maneno-Oketch 12-0408

In accordance with Daystar University policies, this thesis is accepted in partial fulfillment of requirements for the Master of Arts degree.

	Date:
Dominics Ayaa, PhD, 1 st Supervisor	
Jane Kositany, MA, 2 nd Supervisor	
Solomon Nzyuko, PhD, HoD, Development Studies	
Kennedy Ongaro, PhD, Dean, School of Human and Social Sciences	



DECLARATION

FACTORS AFFECTING THE EFFECTIVENESS OF MONITORING AND EVALUATION SYSTEMS AMONG FAITH BASED ORGANIZATIONS IN KENYA: A CASE STUDY OF THE KENYA YOUNG MEN'S CHRISTIAN ASSOCIATION IN NAIROBI COUNTY

I declare that this thesis is my original work and has not been submitted to any other college or university for academic credit.

Signed:

Caroline Maneno-Oketch

Date:....

(12-0408)

ACKNOWLEDGEMENTS

My deep appreciation goes to my family for their continuous support and prayers, specifically to my son, Baraka Oketch for his inspiration and motivation. I am deeply appreciative of my supervisors, Dr. Dominic Ayaa and Mrs. Jane Cheruiyot, for their scholarly advise and encouragement that led to my total commitment and successful completion of this thesis. I cannot fail to mention Dr. Solomon Nzyuko and Dr. Kennedy Ongaro for being my academic mentors during my years of study at Daystar University. I wish to thank the Management of Kenya YMCA and all respondents who through their immense and sincere responses made this study a success. Above all thanks be to God for His guidance, wisdom and knowledge.

TABLE OF CONTENTS

DECLARATION	
ACKNOWLEDGEMENTS	
TABLE OF CONTENTS	
LIST OF TABLES	
LIST OF FIGURES	
LIST OF ABBREVIATIONS AND ACRONYMS	X
ABSTRACT	
CHAPTER ONE	
INTRODUCTION AND BACKGROUND TO THE STUDY	
Introduction	1
Background to the Study	1
Statement of the Problem	6
Purpose of the Study	7
Objectives of the Study	8
Research Questions	8
Justification of the Study	8
Significance of the Study	9
Significance of the Study	10
Scope of the Study	11
Limitations and Delimitations of the Study	11
Limitations and Delimitations of the Study Definition of Terms	11
Summary	12
CHAPTER TWO	
LITERATURE REVIEW	13
Introduction	13
Theoretical Framework	13
General Literature Review	17
Empirical Literature Review	24
Conceptual Framework	27
Summary	
CHAPTER THREE	
RESEARCH METHODOLOGY	
Introduction	30
Research Design	30
Population	31
Target Population	31
Sample size	32
Sampling Techniques	32
Data Collection Instruments	33
Data Collection Procedures	33
Pretesting	34
Data Analysis Plan	35
Ethical Considerations	35
Summary	36

CHAPTER FOUR	37
DATA ANALYSIS, PRESENTATION AND INTERPRETATION	37
Introduction	37
Analysis, Presentation and Interpretation	37
Key Findings	51
Summary	
CHAPTER FIVE	53
DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS	53
Introduction	53
Discussion of Key Findings	53
Conclusion	
Recommendations	57
Areas for Further Research	58
REFERENCES	59
APPENDICES	62
Appendix A: Questionnaire	
Appendix B: Interview Guide	66
Appendix C: Sampling Process	67
Appendix D: Kenya YMCA Constitution	
Appendix E: NACOSTI Certification.	

LIST OF TABLES

Table 3.1: Study Population and Sample Size at Projects	32
Table 4.1: Distribution of Respondents by Years of Formal Education	
Table 4.2: Distribution of Respondents in Terms of the Duration at Kenya YMCA	
Table 4.3: Factors Affecting Effectiveness of M&E Systems in Kenya YMCA	
Table 4.4: Strategies for M&E Effectiveness	50



LIST OF FIGURES

Figure 2.1: Conceptual Framework	28
Figure 4.1: Gender of the Repondents	38
Figure 4.2: Existence of an Monitoring and Evaluation System at Kenya YMCA	40
Figure 4.3: Participation in Monitoring and Evaluation Activities	40
Figure 4.4: Frequency of Monitoring and Evaluation in Projects	41
Figure 4.5: Strengthening of External Links	4 42
Figure 4.6: Extent to which M&E is Key in Project Planning	
Figure 4.7: M&E and Budget Controls	
Figure 4.8: M&E and Project Sustainability	
Figure 4.9: Needs Assessment	
Figure 4.10: Mid-term Evaluation of Projects	
Figure 4.11: End Term Evaluation	

LIST OF ABBREVIATIONS AND ACRONYMS

AIDS Acquired Immune Deficiency Syndrome

CSO Community Based Organization

FBOs Faith Based Organizations

HIV Human Immunodeficiency Virus

M & E Monitoring and Evaluation

NGO Non-Governmental Organization

Novib Dutch Organization for International Development Cooperation

PBO Public Benefits Organization

U.S.A United States of America

YMCA Young Men's Christian Association

ABSTRACT

This study examined factors affecting the effectiveness of monitoring and evaluation systems among FBOs with a specific focus on Kenya YMCA. The specific objectives of the study were to establish the role of Monitoring and Evaluation systems in Kenya YMCA as a Faith Based Organization in Kenya, examine the extent to which monitoring and evaluation systems are used in Kenya YMCA, analyze factors affecting the effectiveness of M&E systems in Kenya YMCA and recommend strategies that would enhance the effectiveness of M&E systems among FBOs in Kenya. A descriptive survey of 105 respondents from YMCA branches within Nairobi County was conducted using mixed method. The main instruments of data collection instruments included self-administered questionnaire, key informant and focus group discussion guides. response rate of 95% was achieved. Data analysis using computer programs ENVIVO (Version 11) for qualitative analysis and SPSS Version (22) for quantitative analysis and content analysis revealed the various factors affecting effectiveness of M&E systems at the Kenya YMCA. The study found out that the role of M&E systems was mainly in project planning. It also found out that M&E systems were greatly used during needs assessment. On factors affecting effectiveness of M&E systems in Kenya YMCA, the study found that donors had strong influence in effectiveness of M&E systems. The key strategy to enhance the effectiveness of M&E systems was skilled and professional staff. The study recommended institutionalization of M&E systems in FBOs to enhance programming. The study also recommended utilization of M&E systems in all stages of the project cycle, sufficient budgetary allocation and stakeholder involvement for improved accountability.