

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

APPROVAL

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,
1st Supervisor

Jane Kositany, MA,
2nd Supervisor

Solomon Nzyuko, PhD,
HoD, Development Studies

Kennedy Ongaro, PhD,
Dean, School of Human and Social Sciences

Copyright © 2016 Caroline Maneno-Oketch

DAYSTAR UNIVERSITY

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
(12-0408)

Date:.....

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	iv
ACKNOWLEDGEMENTS	v
TABLE OF CONTENTS	vi
LIST OF TABLES	viii
LIST OF FIGURES	ix
LIST OF ABBREVIATIONS AND ACRONYMS	x
ABSTRACT.....	xi
CHAPTER ONE	1
INTRODUCTION AND BACKGROUND TO THE STUDY	1
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
Assumptions of the study	10
Scope of the Study	11
Limitations and Delimitations of the Study	11
Definition of Terms.....	11
Summary	12
CHAPTER TWO	13
LITERATURE REVIEW	13
Introduction.....	13
Theoretical Framework	13
General Literature Review	17
Empirical Literature Review	24
Conceptual Framework	27
Summary	29
CHAPTER THREE	30
RESEARCH METHODOLOGY	30
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	52
CHAPTER FIVE	53
DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS	53
Introduction.....	53
Discussion of Key Findings	53
Conclusion	56
Recommendations.....	57
Areas for Further Research.....	58
REFERENCES	59
APPENDICES	62
Appendix A: Questionnaire	62
Appendix B: Interview Guide.....	66
Appendix C: Sampling Process	67
Appendix D: Kenya YMCA Constitution.....	68
Appendix E: NACOSTI Certification.....	72

LIST OF TABLES

<i>Table 3.1: Study Population and Sample Size at Projects</i>	32
<i>Table 4.1: Distribution of Respondents by Years of Formal Education</i>	38
<i>Table 4.2: Distribution of Respondents in Terms of the Duration at Kenya YMCA</i>	39
<i>Table 4.3: Factors Affecting Effectiveness of M&E Systems in Kenya YMCA</i>	49
<i>Table 4.4: Strategies for M&E Effectiveness</i>	50

DAYSTAR UNIVERSITY

LIST OF FIGURES

<i>Figure 2.1: Conceptual Framework</i>	28
<i>Figure 4.1: Gender of the Repondents</i>	38
<i>Figure 4.2: Existence of an Monitoring and Evaluation System at Kenya YMCA</i>	40
<i>Figure 4.3: Participation in Monitoring and Evaluation Activities</i>	40
<i>Figure 4.4: Frequency of Monitoring and Evaluation in Projects</i>	41
<i>Figure 4.5: Strengthening of External Links</i>	42
<i>Figure 4.6: Extent to which M&E is Key in Project Planning</i>	43
<i>Figure 4.7: M&E and Budget Controls</i>	44
<i>Figure 4.8: M&E and Project Sustainability</i>	45
<i>Figure 4.9: Needs Assessment</i>	46
<i>Figure 4.10: Mid-term Evaluation of Projects</i>	47
<i>Figure 4.11: End Term Evaluation</i>	48

DAYSTAR UNIVERSITY

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

DAYSTAR UNIVERSITY

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. A 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.