



DETERMINANTS OF MONITORING AND EVALUATION ON PERFORMANCE OF HUMANITARIAN AND DEVELOPMENT AID ORGANIZATIONS: A CASE OF FINN CHURCH AID

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ABSTRACT

This study assessed the role of Monitoring and Evaluation on performance of Humanitarian and Development Aid organizations. The case study focused at Finn Church Aid as a Humanitarian and Development Aid organization. Insufficient capacity in Monitoring and Evaluation continues to cause a non-sustainable outcome for many projects. The study examined the research objectives in the context of the general objective and specific objectives. The general objective of the study was to establish how Monitoring and Evaluation determines the performance of Humanitarian and Development Aid organizations, a case of Finn Church Aid. Whereas, the specific objectives of the study determined how Staff Capacity, Survey and Surveillance, Feedback Mechanism and Donor Policy influence Humanitarian and Development Aid organization performance. The study in pursuit of effective Monitoring and Evaluation sought to give insights on how Monitoring and Evaluation influence performance of Humanitarian and Development Aid organization. The research design used for the study was descriptive survey. This was because some of the characteristics in Monitoring and Evaluation performance were perceptions, beliefs, opinions and knowledge. The target population was 180 employees from Finn Church Aid Eastern Africa Region. The researcher used Slovenes formula to derive a sample of 90 respondents for the study. The study used both primary and secondary data as collection instruments. Primary data was collected from the sample size using questionnaires, while secondary data was collected through reviews of both theoretical and empirical literatures. Pilot testing process entailed use of 10 questionnaires to asses' questions validity and reliability factoring Cronbach's Alpha rule. In regards to inferential statistics, Pearsons Product Correlation coefficient for regression analysis was used to link the independent variables and dependent variable.

Key Words: *Monitoring and Evaluation, Staff Capacity, Survey and Surveillance, Feedback Mechanism and Donor Policy*

INTRODUCTION

In recent years many organizations are aligning their way of management to results based components. The results based management (RBM) entails gathering evidence in empirical order so as to achieve intended results (Mayne, 2007). In process of implementing effective RBM there is need to have an M & E component enshrined to it (Rist et al, 2011). M & E is therefore an essential component for all appropriate systems and procedures of RBM. It is through M & E that design and delivery can be improved to account for performance in achieving intended outcome.

The major area of application of M & E is project management. In regards to project management in organization it entails application of scientific modern tools of application which are: planning, execution, and control to the closure of the project. Apart from the commonly known tool there are also project resources which are: people, money, time and scope. The above tools and resources make as one of the second oldest profession, (Raymond, 2009). Shapiro (2011) stated that M & E is an essential component of a project and help the managers how to change tact and plan when conditions change.

According to Khan (2012), monitoring and evaluation is defined as systematic assessment and tracking of the operation and/or outcomes of a program or policy compared to a set of explicit or implicit standards as a means of contributing to the improvement or adjustments of the program and policy. Grounding, from the above stated strategic role of monitoring and evaluation, it has proven to be an important tool for social, economic, political and financial progress in both the private and public sectors. Moreover, monitoring and evaluation has permeated through every field, human activity, and humanitarian and development aid organizations.

The M & E entails two different processes: monitoring and evaluation. The monitoring is a process of improving effectiveness and efficiency of

project by providing management and stakeholders the progressive achievement and development within the stipulated budget funds (World Bank, 2011). The monitoring process primarily keeps track of work projects and informs the management when things go wrong. The core processes in monitoring are: establishment of valid indicators, setting up systems to collect information and finally using the collected information to make informed decisions (Shapiro, 2009). Hunter (2009) found out that evaluation is a scientific based appraisal technique that examines strengths and weakness. Evaluation as means for checking effectiveness and efficiency has two forms of processes: Formative evaluation and Summative evaluation. In regards to formative evaluation it entails carrying out appraisal when the project is on-going. Summative evaluation is an appraisal done at the completion of the project.

For the past five decades, organizations worldwide in the private and public sectors have established M & E functions to improve their performance outcomes. Hitherto, growing importance of the monitoring and evaluation all-over the world has been embraced, many projects have identified its benefits and are trying to establish it in their operations (Baker, 2011). Ashbaugh (2004) examined that government projects have been occupying the role of main service providers over the past few years. At national and international scales, sustainability criteria and indicators for M & E are important tools for project management towards goals, and influencing policy and practices. At sub-regional and regional scales M & E is important for assessing the sustainability of local practices, and can be an important tool to assist with planning of management in non-government projects (Margoluis 2010).

The history of Humanitarian and Development Aid organisation dates back in the 19th century and particularly the formation of the International Committee for the Red Cross in 1864 under the Geneva Convention. After the Second World War, the United Nations was formed and since then other important sectorial departments have been formed each having a

scrutiny of important aspects of human and nature (Riddell, 2007). Most Humanitarian and Development Aid organisation are deemed Non-Governmental Organisation (NGO). The NGOs have made greater strides in addressing and dealing with issues like environmental management, human rights, mitigation of catastrophes and human development (Lewis, 2007). The structures of the Humanitarian and Development Aid organisation are somewhat complex since it's neither run by government and has no motive of making profit whilst offering an alternative to the cost effective ways of offering services to the public sector (Ishkanian, 2006). The Humanitarian and Development Aid organisation usually operate on international platforms because the funding comes at international level (Bebbington et al, 2008). In as much as Humanitarian and Development Aid organisation are executing their roles with zeal, there has been some criticism from fellow governments due to conflict of ideas and knowledge (Igoe and Keisall, 2005).

In Europe, the Europe Union has brought out the essence of monitoring and evaluation of its member states through a policy paper called the European Cohesion Policy. It is enshrined in the European Social Fund (ESF). The latest monitoring and evaluation rules and guidance have been stipulated from the year 2014 to the year 2020. The thematic issue of the European Cohesion Policy is to give an overall support to member states; the support needed in monitoring and evaluation processes. Since ESF plays a substantial contribution to bringing out smart, sustainable and inclusive growth to the European Union budget. The link between the ESF and Europe 2020 strategy lies at the heart of operational programmes (OP). The OPs help member states in preparation of their national reform programs which are integrated in the 2020 strategy.

In African context, evidence shows that Kenya mostly relies on traditional and informal control

structure to fulfil their welfare agendas. Formal monitoring and evaluation systems as practiced in Kenya have not fully been incorporated in the government projects control systems under monitoring and evaluation (Abdulkadir, 2014). Likewise, in Kenya, most of the development plans including the vision 2030 have provision for monitoring and evaluation as a means of feedback to the interventions outlined; normally found in the last chapter of the development plans, both at the national and at devolved levels. The governments' blueprint project, vision 2030 identified monitoring and evaluation to provide the progress made on the vision development interventions and further establishes the National Integrated Monitoring and Evaluation System (NIMES) as the body to spearhead all monitoring and evaluation (M & E) activities in the country. The progress in implementation of vision 2030 has been done through the annual progress reports which are based on the M & E framework in the country as provided by NIMES. However, over the years the establishment of monitoring and evaluation system has not been successful as expected despite several attempts to do so in the country. This means that the feedback mechanism on development intervention is affected. M & E is an area that has not been given much attention in terms of doing research and considering the major roles it's currently playing in Kenya (SIDA, 2014).

Finn Church Aid (FCA) is a Finnish non-governmental (NGO) specializing in humanitarian aid, development cooperation and advocacy. FCA mainstreams rights-based principles at all stages of its work, guided by the international human rights standards and principles. FCA operates in 15 countries, focusing on three interlinked themes; Right to livelihoods, Right to peace and Right to Education. Currently, FCA has a guideline manual on monitoring of projects. The guideline highlights monitoring procedures and processes; for both FCA and FCA partner staff on monitoring the implementation of projects, as well as ensure projects follow a common program approach. Despite all the activities it is involved, a comprehensive monitoring and evaluation is yet to be developed. It is therefore necessary to assess

how M & E influences performance of humanitarian and development aid on non-governmental organizations and based on its findings propose recommendations on appropriate planning interventions that would facilitate integrated M & E systems and performance influence in humanitarian and development aid non-governmental organizations (FCA, 2016).

Statement of the Problem

In developing countries, lack of M & E capacity continues to cause non-sustainable outcome of the projects, because the outcomes of many projects are not benefited after being implemented (Angelo, 2008). Hyvai (2006) conjectured that the failed rate exceeded 60% for projects that had ineffective monitoring and evaluation practices. The non-governmental organizations in humanitarian sectors have a score rate of above an average of 60% because of well synchronised M & E practices as compared to state owned corporation in Kenya with the score paltry below an average of 40% (KNBS, 2012).

The major challenge is finding employees with the capacity for open M & E positions and establishing how best to manage and capitalize on the talents of a workforce that is increasingly diverse in terms of age, race and national origin (Galagan, 2010). Moreover, employees' expectations about work are also changing. They value feedback about their job performance, opportunities to develop their skills, and work that is challenging and personally fulfilling yet contributes to their organizations' goals. In accordance to Karanja (2014), financial management, appropriate training and leadership are the major determinants that influence the sustainability of the projects in Kenya.

The monitoring and evaluation exercise in most organisations was carried out so as to fulfil donor policy. The demand for an M & E system in Sub-Saharan Africa was been driven by donor driven initiatives and demands. Many organisations had

not fully embraced the need for M & E since it had not been in the original organisation structure. The process of designing an effective M & E system in most organisations has been plummeting due to lack of full participation and proper skills from other departments and stakeholders (Gorgens & Kusek, 2010). A study by Porter and Goldman (2013) on determination of demand and supply of integrated M & E in nine Anglophone countries in Sub-Saharan Africa as a synthesis, found out that the demand aspect surpassed the supply hence the need to fill the gap of unmet need. The M & E process entails the data collection and respective management of data. There are no local and international accepted and standardized processes for improving the most crucial and critical aspects of the M & E. This study through review of its literature and data collection will contribute to knowledge of basket of general improvement of M & E study.

Studies agree that monitoring and evaluation practice is a factor to organization performance (Prabha ar 2008; I a et' al 2012; Chin 2012; Yusuf et' al 2015). However, M and E practices of projects in Finn Church Aid are not strong due to poor documentation, lack of monitoring plans, tools to facilitate data collection and inadequate indicators to measure project progress were identified as major gaps (FCA, 2018). This has resulted to projects being delivered behind schedule, over budgeted and time frame thus affecting quality and performance (Ike, Diallo & Thuillier, 2012).

The researcher in pursuit of effective monitoring and evaluation systems sought insights on how M & E influences performance of humanitarian and development aid non-governmental organizations. There was need to assess how: staff capacity, survey and surveillance, feedback mechanism and donor policy as components of M & E influences performance of humanitarian and development aid non-governmental organizations.

Objectives of the Study

The general objective of the study is to establish how Monitoring and Evaluation determines the performance

of Humanitarian and Development Aid organizations, a case of Finn Church Aid. The specific objectives were:-

- To assess how staff capacity influence performance of humanitarian and development aid organizations
- To assess how survey and surveillance affect the performance of humanitarian and development aid organizations
- To establish how feedback mechanism affect performance of humanitarian and development aid organizations
- To assess how donor policy influence performance of humanitarian and development aid organizations

Theoretical Review

Theory of Change

This theory postulates that M & E it is introduced at any level of intervention even when activities have been identified and planned beforehand. The notable areas of intervention are strategy, policy, a program, an event or a project. The theory of change depicts how activities that produce a series of results finally contribute to the intended impact. The theory of change can be used in identifying current needs and opportunities and what can be done to shift to other intended side. This breeds to designing of realistic goals vivid accountability and understanding of strategies for an M & E course (Bandura, 2001).

Monitoring is mainly concerned with regular gauging of change occurrences within the components of a project and the surrounding environment, which was considered as a result of the interventions from the project (Muchelule, 2018). Correspondingly, theory of change is a model that explains how an intervention leads to intended or observed impacts. Every so often referred to as results chain, the program theory, program logic model or attribution logic (TOC origins 2015), the theory of change illustrates the series of

assumptions and links identifying the presumed relationships and has great relevance to planning and coordination as well as research and surveillance.

General Systems Theory

Systems theory also known as the general systems theory or systematics studies systems as a whole. It was founded by Ludwig Von Bertalanffy, William Ross Ashby and others between 1940s and 1970s. The theory is a model that accommodates interrelationships and overlaps between separate disciplines. Systems theory prompts the value of integration of parts of a problem. Noting that, problems cannot be solved, if considered in isolation from interrelated components.

A system can be defined as a set of consistent components enclosed by a boundary which absorbs information from other systems and transforms them into outputs that serve a function in other systems. General systems theory was based on the principle that all systems could be vague so that general properties, irrespective of the system, can be determined. General systems theory focuses on the following goals as described by Skyttner (2006):- formulating generalized systems theories including theories of systems dynamics, goal-oriented behaviors, historical development, hierarchical structure and control processes; working out methodological ways of describing the functioning and behavior of systems objects and elaborating generalized models of systems. To date, various scientific and technological disciplines have applied general systems theory. Introductions of electronic communications and technology later on lead to advance the systems and information theory, resulting to the development of information systems. It is important to note that, information systems are used to communicate process and store data, make forecasts and much more.

Human Capital Theory

The human capital theory was postulated in 1950 and traces its basis of argument from macro development theory (Becker, 1993). This theory states that peoples capacity to learn are comparable in value the goods and

services in which they are involved in (Lucas, 1990). The Human capital theory in context of the organisation state that organisations that invest more in educating and training their staff, are more productive than those that don't invest in training and education. This theory further postulates that education and training will lead to improved productivity in the organization.

The relevance of human capital theory in the study lies on the effect of staff capacity influence on humanitarian and development aid organisations. The more the organisation invests in quality training and education the better the services will be realised and more so the monitoring and evaluation aspects. Despite the good development in staff capacity this theory has some limitations.

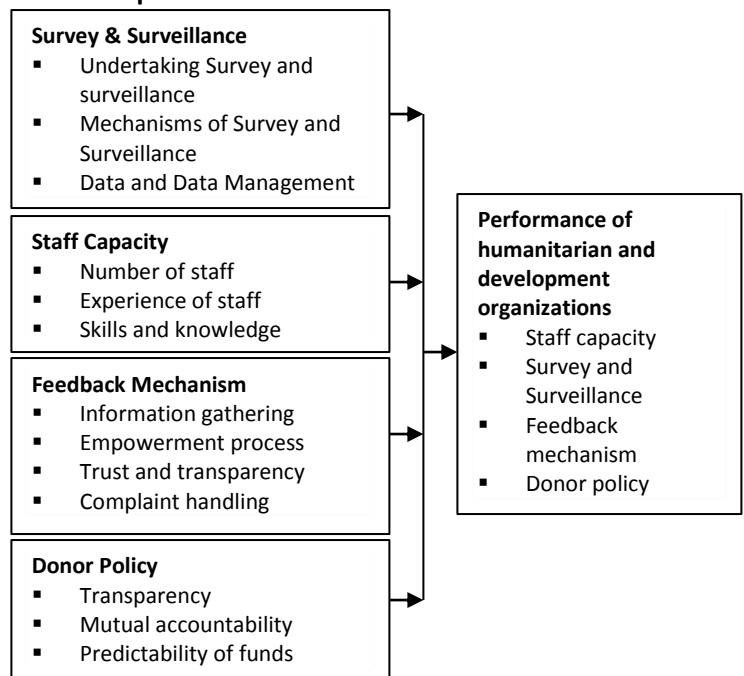
Utilitarian Theory

This theory was postulated by two pioneers at various study periods. The two pioneers in the postulation were: Jeremy Bentham (1748-1832) and Jacob Stuart Mill (1806-1873). Benthans initial view of the theory stated that there was need to sacrifice the rights and freedom of the minority in the society for sake of the happiness of the majority in the society. On the other hand mill in an effort to rescue the definition of the theory defined it as composing sacredness and morality in the society ultimately depended on the justice system in place as long as the majority were happy (Sidgwick, 2010). The theory basically can be summed up to state that righteousness and wrongness is dependent of the factual aspects of maximising the well-being of the majority in the society.

The relevance of this theory is actually pegged on the aspect of the feedback mechanism as the study objective. The feedback mechanism entails having the major stakeholders' views and perceptions being put in one basket so as to make more and better informed decisions. This theory is based on five major characteristics. The characteristics are: individuality aspect, welfare aspect, maximizing of

chances, dealing with consequences and aggregation of facts. The consequential aspect of this theory examines the aspect of rightness and wrongness. In regards to welfare aspect two components are examined: goodness and badness of affairs in the state. Individualism aspect examines the wellness that can be found in individuals in a society. This theory has shortcomings in its principles. The judgemental aspect in the theory is seen as implausible in the day to day operations of organisations. Another shortcoming of the theory relates to rules and regulations state in place to favour the majority. In as much as the majority are favoured in course of well-being for the society, the minority whose rights and freedom are interfered upon also matter in the society (Smart and William, 2008).

The conceptual Framework



Independent Variables

Dependent Variable

Figure 1: Conceptual Framework

Source: Author (2018)

Empirical Review

Staff Capacity

Nabris (2002) on the study of human capacity on M & E stated the need to have a full experienced and trained

staff for M & E. When the monitoring and evaluation process was carried out by untrained and inexperienced persons, the program or project is bound to be time consuming, expensive and the generated results would be irrelevant and impractical. UNDP (2011) noted that the lack of opportunities and capabilities to train the staff of the required technical skills is a factor to be put into consideration. Generally the staff held responsible for the monitoring and evaluation exercise should possess rudimentary knowledge of reporting the monitoring and evaluation systems. Alan (2002) also stated the need to have a continuous process of training in planning, reviewing, monitoring and general impact assessment for both partners and program staff in stipulated projects. The training kit should encompass skills for literacy, numeracy, interviewing and monitoring the quantitative and qualitative aspects. Lest it's forgotten, the training should have the staff participating in the monitoring and evaluation of the management information system. Murunga (2011) also stated the various training skills should make it possible to also include the results based management techniques for monitoring and evaluation. The nexus of staff capacity and performance of humanitarian and development organization comes about by the overall observance of key performance indicators. When the right staff capacity is in place, it is virtually replicated in the performance indicators. This is because the right number of staff in M & E with the right qualification will eventually strive for the best in their performance.

Survey and Surveillance

Edmunds and Marchant (2008) in the study of logical framework stated that the M & E process becomes more challenging as one moves up the log frame whereby the emphasis component shifts from monitoring performance to measuring results. On the other hand Bakewell and Garbutt (2005) in the study of logical framework analysis noted that it

is used for M & E and the focus is on logical framework. They noted that the logical framework had some shortcomings in that it laid more emphasis on the expected achievements in the matrix rather than the actual work itself. In the study Bakewell and Garbutt (2005) noted that one representative of donor community was of the view that the NGO stakeholders reviewed their logical framework but the logical framework didn't need any changing.

Donaldson et al. (2006) in study of program theory as an evaluation model of identifying key elements in program and articulating them so that they can relate to each other. The planning process of data collection are made within the framework to ensure that each measure and occurrence have chance in the system. First and foremost the data in the program is usually collected by different methods from different sources and the preceding elements then triangulated (Patton, 2010). The data collected in the process is then compared to what was originally intended for the kind of program in question. Another proponent of the program theory is Weiss (2004) who recommended the use of path diagram in modelling the sequential steps in a program and the desired outcomes. The use of the path diagram model, it enables the evaluator in identifying the variable to be used in evaluation and also the sequential steps in the model which help in identifying chains in the event the sequence breaks down.

Feedback Mechanism

AusAID (2000) study report indicates that a feedback mechanism in course of project implementation, it requires active participation from local community, local project staff and ability of beneficiaries to communicate their opinions challenges and compliments, a feedback mechanism should contain a good baseline data coupled with on-going consultation with the beneficiaries of the project. Hunter (2009) noted that baseline data needs frequent assessment to provide information needed against improvement of the project. A good feedback mechanism should be comprehensive of beneficiaries' needs and situation before project implementation. In

line with baseline data a baseline study is also critical in establishing what is already available and ways of improving quality of activity for future implementation of development results (USAID, 2002). A study by Duighan (2007) in the UK based on the largest NGOs; he noted that they were in struggle with complex issues associated with aggregating their experience on large scale. The researcher in his own view saw that an effective M & E system helped in solving the dilemma of executing projects in the recipient countries. Usually the recipient countries have a more localized M & E system modelled to suit their local expectation.

Donor Policy

A study by Khan (2003) on donor policies noted that there were regular reporting of progress conducted to give an account of activities undertaken and immediate outcomes but missed out on qualitative aspect, if the project or program achieves target or falls short of target. The quantitative indicators are the best requirement to reassure the donors that their money has been well spent and it has made a significant difference. Hailey and James (2003) however cautioned on over-reliance on quantitative data. It meant that more emphasis on quantitative data eroded the real essence of change being recorded or understood.

A study by White (2013) on M & E best donor policies and practices towards development of NGO indicates they encountered numerous challenges. When implementing and managing projects one of the key challenges encountered is the insufficient capacity in the M & E where a staff may advise in more than one project at a time having assignment in regional or sectorial component. When staffs takes on too many individual projects, it usually leads to rapid burnout on the M & E staff thereby creating a limitation on the organization expertise to support M & E development. Mibey (2011) in study of a project in Kenya called 'Kazi Kwa Vijana'

recommended capacity building as an add-in to various projects in Kenyan Country. This holistically leads to enhanced investment in training and human resource development of technical and crucial areas of M & E system.

Performance

A study by Amott (2003) stated that there was great need for Humanitarian and development organisation to have well instituted M & E framework in place, through the well instituted frameworks the organisation can be able to recognise additional sources of income for them and reduce the over reliance on the donor funding. Through the local generation of income the humanitarian and development organisation can have a profound strides in achieving their goals.

Khan and Hare (2005) in their study of performance of NGOs conjectured that there was great need to establish well instituted internal systems that have sound M & E frameworks. It's through well and internally organised systems that an organisation can be able to execute its function including M & E. The need to improve performance is pegged upon the element that donors are keen in examining the excellency and self-sufficiency of humanitarian and development organisation.

METHODOLOGY

The research design used for the study was the descriptive survey design. The preference of this research design was due to portraying accurately the characteristics of M & E. Some of the characteristics in the M & E performance are perceptions, beliefs, opinions and the knowledge (Cooper & Schindler, 2005). By using perceptions, beliefs, opinions and knowledge the study was able to meet its objectives. The target population for the study was 180 employees of Finn Church Aid Eastern African Region (Finn Church AID, 2017). Finn Church Aid staffs were used to give their understanding, perceptions and preferences in reference to the M & E in the organisation. To determine the sample size, the target population was split into different strata, in this case separating out staff into the different

relevant departments. The study used both the primary and secondary data as collection instruments. Questionnaires were the Primary source of the study. The questionnaires designed contained the demographic aspects of the respondents. The data was coded and input into the SPSS version 22 for analysing process. The aspect of correlation coefficient of the variables was determined by use of the Pearson's product correlation coefficient. The regression analysis model was:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where;

$Y = M$ and E performance on humanitarian and development aid organisations,

X_1 = Staff Capacity,

X_2 = Feedback Mechanism,

X_3 = Survey and Surveillance,

X_4 = Donor Policy,

$\beta_0 \beta_1 \beta_2 \beta_3 \beta_4$ are the coefficient of the variables.

ϵ = is the error term

RESULTS

Knowledge of M and E

There was need to establish the level of knowledge and understanding of M and E amongst the respondents. This is depicted in table 1 below.

Table 1: How well do you understand M & E

		Frequency	Percent	Cumulative Percent
Valid	Excellent	15	17.2	17.2
	Good	67	77.0	94.3
	Fair	5	5.7	100.0
	Total	87	100.0	

The table 1 above showed that 67 respondents (77%) stated to have good knowledge on M and E issues. The excellence portion was the second with 15 respondents (17%). The least proportion was that of fair knowledge with 5 respondents (6%). In regards to the poor category understanding of M and E, it had zero response. This meant that

respondents who participated in the study had a fair understanding of M and E.

Staff capacity

As a study objective there was need to examine staff capacity as a determinant in monitoring and evaluation performance of humanitarian and aid organisations. This was depicted in the table 2 below.

Table 2: Staff Capacity

Statements	Mean	Std. Deviation
Number of staff sufficient for M & E	3.25	.955
Staff experienced in M & E	3.43	.858
Staff have basic skills & Knowledge in M & E	3.67	.773
Frequent training in M & E at the Organization	3.17	1.340

The table 2 above showed that the respondents agreed to a moderate extent that the number of staff was sufficient for M and E in the organisation, Finn Church Aid. This is shown by the mean value of 3.25 (moderate extent). The respondents also stated that the staff at Finn Church Aid had moderate experience in M and E. This is supported by a mean value of 3.43. It was also noted that the respondents stated the training frequency was done

moderately with a mean value of 3.17. Lastly, the respondents stated that they agreed to a great extent that the staff had basic skills and knowledge in the M and E, at Finn Church Aid as an organisation, with a mean value of 3.67

Survey and Surveillance

The researcher sought to know the survey and surveillance impact as study objective in M and E

performance in the Finn Church Aid as an organisation. This was depicted in table 3 below.

Table 3: Survey and Surveillance

Statements	Mean	Std. Deviation
Survey and Surveillance done by Organization	3.59	.995
Survey and Surveillance done on regular basis	3.57	1.030
Survey and Surveillance Information used for decision making	3.52	1.077
Survey and Surveillance implementation is effective	3.41	.800

The table 3 above had statements in relation to survey and surveillance as a study objective. The first statement: survey and surveillance being done by the organization was agreed upon to a great extent by the respondents. It had a mean value of 3.59. The second statement stated that survey and surveillance was done by the organization on regular basis and this was also agreed upon by the respondent to a great extent with a mean value of 3.57. The other statement was that the survey and surveillance information being used for decision

making. This was agreed upon by the respondents and had a mean value of 3.52. Lastly the respondents agreed to a moderate extent that the survey and surveillance implementation in the organization was effective with a mean value of 3.41.

Feedback Mechanism

In relation to feedback mechanism as a study objective there was need to examine it if form of statements that are related to it. This is subsequently shown in table 4 below.

Table 4: Feedback Mechanism

Statements	Mean	Std. Deviation
Accountability plays biggest role in Feedback mechanism	4.28	.872
Staff and Stakeholders get feedback after evaluation of Project	3.41	1.029
Complaint handling process transparent to stakeholders	3.64	.876
Feedback Mechanism complies with internal and external requirements	3.64	.952

Table 4 above depicted that accountability played the biggest role in feedback mechanism for the organisation. It was to a very great extent agreed upon and had a mean value of 4.28. The respondents also stated that complaint handling process was transparent to the stakeholders and was agreed upon to great extent with a mean value of 3.64. The respondents also agreed to a great extent that the feedback mechanism at Finn Church Aid complied with internal and external requirements at a mean value of 3.64. However the

staff and Stakeholders getting feedback was moderately agreed upon by respondents with a mean value of 3.41.

Donor policy

There was great need to examine donor policy as study objective in determining the performance of M and E in humanitarian and Aid organisations. This is shown in terms of statements associated with it with donor policies in table 5 below.

Table 5: Donor Policy

Statements	Mean	Std. Deviation
Donors have indicative budget ceiling	3.87	.950
Donors offer training on effective project implementation and Management	3.18	.959
Donors adopted common M & E Systems that are easy to use in Organization	2.99	.869
Donors have established procedures & policies for inclusive decision making	3.32	.723

Table 5 above indicated the various statements in regards to donor policy as given by the respondents. The first statement was that donors had indicative budget ceiling, which was agreed upon by the respondents to a great extent with a mean value of 3.87. The respondents to a moderate extent stated that donors offered training on effective project implementation and management and this is shown by a mean value of 3.18. In regards to donor adopting common M and E systems that are easy to use in organization the

respondents agreed to it by a moderate extent, with a mean value of 2.99. It was also noted that respondents agreed to a moderate extent that donors had established procedures and policies for inclusive decision making with a mean value of 3.32.

Performance of M and E Determinants

There was great need by the researcher to examine the performance of the study objectives. This was depicted in the table below, table 6.

Table 6: Performance of M and E

Statements	Mean	Std. Deviation
Staff Capacity	4.07	.832
Survey and Surveillance	3.71	.987
Feedback Mechanism	3.82	1.029
Donor Policy	3.55	.985

The table 6 showed the study objectives effect on the performance of M and E in Finn Church Aid as an organisation. The study objectives for the study are: staff capacity, survey and surveillance, feedback mechanism and donor policy. Staff capacity was agreed upon by respondents to have an impact on the performance of M and E to a great extent with a mean value of 4.07. Survey and surveillance was also agreed upon by the

respondents to have a great extent of impact on the performance of M and E, at Finn Church Aid as an organisation with a mean value of 3.71. Feedback mechanism was also agreed upon by the respondents to impact the performance of M and E, at the organisation, Finn Church Aid, with a great extent and a mean value of 3.82. Donor policy had moderate effect on the performance of M and E to Finn Church Aid with a mean value of 3.55

Table 7: Correlation Coefficient

		Staff Capacity	Survey and Surveillance	Feedback Mechanism	Donor Policy
Staff Capacity	Pearson Correlation	1	.732**	.694**	.662**
	Sig. (2-tailed)		.000	.000	.000
	N	87	87	87	87
Survey and Surveillance	Pearson Correlation	.732**	1	.760**	.739**
	Sig. (2-tailed)	.000		.000	.000
	N	87	87	87	87
Feedback Mechanism	Pearson Correlation	.694**	.760**	1	.698**
	Sig. (2-tailed)	.000	.000		.000
	N	87	87	87	87
Donor Policies	Pearson Correlation	.662**	.739**	.698**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	87	87	87	87

** . Correlation is significant at the 0.01 level (2-tailed).

Table 7 depicted the correlation that exists amongst the independent variables: Staff Capacity, Survey and Surveillance, Feedback Mechanism and Donor policy.

There is a strong positive correlation between staff capacity and survey & surveillance. The two variables are significant and positively correlated at 0.01 levels.

There is a strong positive correlation between staff capacity and feedback mechanism. The correlation for staffing capacity and feedback mechanism.

There is a strong positive correlation between survey & surveillance and Feedback mechanism.

The correlation of survey & surveillance and feedback mechanism is significant at 0.01 levels.

There is a strong positive correlation between staff capacity and donor policy. The correlation between staffing capacity and donor policy is statistically significant.

There is strong positive correlation between survey & surveillance and donor policy. The correlation value of survey & surveillance and donor policy is statistically significant.

There is a strong positive correlation between feedback mechanism and donor policy. The correlation value between feedback mechanism and donor policy is significant at 0.01 levels.

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.426 ^a	.482	.442	1.509

a. **Predictors:** (Constant), Donor Policies, Staff Capacity, Feedback Mechanism, Survey and Surveillance
The model summary in table 8 showed that the predictors of the study (Donor Policy, Staff Capacity, Feedback Mechanism, Survey and Surveillance) have an R value of 0.426. This means that the performance of M and E in the organization correlate positively with the predictors up to 42.6%. There is a variation of 48.2% since the R² value is 0.482. This means that 48.2% of variation is

explained for by the regression model. The remaining 51.8% of variation can be explained by other factor not included in the model.

The standard error of estimate is 1.509. This value means that in the goodness of fit, the average distance of the data points to the fitted line is about 1.5% units.

Table 9: Analysis for Variance for the regression

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	41.526	4	10.381	4.557	.002 ^b
	Residual	186.819	82	2.278		
	Total	228.345	86			

a. Dependent Variable: Performance of Organization

b. Predictors: (Constant), Donor Policy, Staff Capacity, Feedback Mechanism, Survey and Surveillance
An examination of the regression and residual values depicts that the model is statistically significant in predicting how the independent variables (Donor Policy, Staff Capacity, Feedback

Mechanism, Survey and Surveillance) impact on the dependent variable of the research. This is because the p values were less than 0.05.

Table 10: Regression Coefficients^a

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
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	B	Std. Error	Beta		
(Constant)	11.409	.817		13.965	.000
Staff Capacity	.087	.307	.044	.282	.779
Survey and Surveillance	.886	.301	.537	2.940	.004
Feedback Mechanism	-.712	.264	-.449	-2.691	.009
Donor Policy	.226	.262	.137	.862	.391

a. Dependent Variable: Performance of Organization
The regression model above shows the derivation of Beta values of independent variables and the subsequent t values and the p values.

The examination of the Beta column, the regression equation can be obtained as follows

$$Y = 11.409 + 0.087 X_1 + 0.886 X_2 - 0.712 X_3 + 0.226 X_4$$

The equation is relevant because all the four aspects considered (Donor Policy X_1 , Staff Capacity X_2 , Feedback Mechanism X_3 , Survey and Surveillance X_4) were found in determination of financial performance significant because the p value was below 0.05 in the ANOVA table.

The regression model above means that if all the factors affecting the performance of M and E are held constant, then the organisation performance will increase by 11.409 units of scale. It is worth noting that the feedback mechanism had the impact of decreasing the organisation performance in M and E by 0.712 units as compared to the other independent variables.

CONCLUSION

It was concluded that that there is need to increase the staffing capacity at the organisation in relation to the monitoring and evaluation. Staffs play the greatest role when it comes to implementation of monitoring and evaluation because of the skills and knowledge involved. There was need to have a mechanism in place so that the staffing experience can be improved for the organisation. There is need for more frequent trainings in monitoring and evaluation for the staff involved directly and indirectly in the organisation.

It was concluded that survey and surveillance exercises were majorly done the organization, Finn

Church Aid. Lesser exercises were outsourced to organisation with the expertise in survey and surveillance. There is unmet need to do more survey and surveillance exercise frequently so that the organisation can collect more data in the organisation so that the monitoring and evaluation exercises can be carried out with more ease. The information gathered during the survey and surveillance exercises is used in making decision that relate to monitoring and evaluation. There is need to fully implement survey and surveillance exercises in the organisation so that the monitoring and evaluation can be fully successful.

It was concluded that of all the factors affecting the feedback mechanism, accountability affected and played the biggest role in the monitoring and evaluation. The feedback mechanism did not fully account to the staff and the stakeholders involved in the monitoring and evaluation exercises. The complaint handling process, in the organisation was noted to be transparent to the staff and the stakeholders. It can also be concluded that feedback mechanism complied with both internal and external regulations slated for the organisation.

It was concluded that of all factors affecting the donor policy, donor setting indicative budget ceilings for donor recipients affected and played a major role in monitoring and evaluation. It was confirmed that donors do offer training on effective project implementation and management, adopted common M and E system that was easy to use as well as provided well established procedures and policies for decision making process.

RECOMMENDATIONS

The study recommended that for improved monitoring and evaluation exercise in regards to staffing and capacity, there is great need to have more training for staff that is both in house and external. Secondly, there is need to adopt newer capacity building and newer monitoring and evaluation approaches that involve trends and actual participation. Thirdly, the study recommends that to keep staffing and capacity abreast in monitoring and evaluation, there is need for setting adequate budgets on refresher training. Fourthly, the study recommends an integration of monitoring and evaluation to all programs and the terms of references of the staff. Fifth, the study recommends for more on the job follow up rather than in-classroom training. Lastly, the study further recommends that the organisation through staffing and capacity should include the monitoring and evaluation exercise in the program development cycle.

The study recommended that there is need for the monitoring and evaluation exercises to do more simplification of the survey process like the use of digital tools to improve efficiency. Secondly, the study recommends need for regular exercises for surveys updated procedures in surveillance. Thirdly, there is need for organisation to integrate technology in projects data collection and monitoring process using tested platforms. Fourthly, the study also recommends that to improve data collection and monitoring process using tested platforms. Fifth, the study recommends that to improve data collection and analysis and timely reporting of issues and therefore giving decisions makers' opportunity to resolve them in good time.

The study recommended that the feedback mechanism should be designed in a way that it accommodates the local language needs. Second, the study recommends that a policy should be made that is vivid and makes feedback mandatory. Third, the study recommends a continuous

sensitization on communities and beneficiaries on how to log in their complaints to avoid any anonymous complaints. Fourth, the study recommends need to device a simple feedback mechanism that can excite project participants to give feedback. Fifth, the study recommends streamlining of action points on feedback so as to increase openness and transparency in the feedback and mechanism process. Sixth, the study recommends deploying of appropriate technology to assist in the collection of feedback and opening up of multiple channels through which beneficiaries can communicate to others in the organisation. Lastly, the feedback mechanism processes should establish field level monitoring and evaluation focal points and be conducted more frequently.

The study first recommended that there is need to improve the already existing systems procedures so as to accommodate donor policy in relation to monitoring and evaluation exercises. Secondly, the study recommends for management in organisation to stick to the indicative budget ceiling on grants so that funds allocated for one budget cannot be used to fund other projects. Thirdly, more staff should be included during the trainings done by donors for effective implementation and management. Fourthly, the organisation should set up and adopt more simplified monitoring and evaluation system that are open and easy to use.

Suggestion for Further Study

The study only examined Finn Church Aid as a humanitarian and development aid organisation. There is need to examine other organisation that have the monitoring and evaluation exercises in different sectors like the public sector, regional trade and integration and the supply chain management.

Since the explored variables were found to be significant in explaining the determinants of monitoring and evaluation that impact performance of humanitarian and development aid organization. A study should be carried out using other factor not factored in the study so as to evaluate the impact on

monitoring and evaluation determinants on performance of organisation.

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