



Exploring how Monitoring & Evaluation practices empower Soweto Community Home-Based Care NPOS

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DECLARATION

I declare that this research report titled ‘Exploring how M & E practices empower Soweto Community Home-Based Care NPOS’ is my own, unaided work. Moreover, all the sources consulted in this study have been acknowledged and referenced accordingly. I hereby submit it in partial fulfilment of the requirements of the degree of Master of Management (Public sector monitoring and evaluation) in the University of the Witwatersrand, Johannesburg. I have not submitted this report before for any other degree or examination to any other institution.

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THE ABSTRACT

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Thesis Title: Exploring how Monitoring & Evaluation practices empower Soweto Community Home-Based Care NPOS

Monitoring and evaluation practices are useful management techniques for projects and programmes and their utility is widely lauded in the development sector. However, Soweto Community Home Based Care NPOs grapple with implementation of M & E practices because of inadequate resources to develop and maintain capability for M & E systems. The goal of this research paper was to explore how M & E practices empower Soweto Community Home-Based Care NPOS. Qualitative research method coupled with a multiple case study layout were used in this study. The study was done with 10 Soweto Community Home Based Care NPOs and they were selected using purposive and snowballing sampling techniques. Data was gathered through a semi-structured interview guide and further analysed through thematic analysis process. The results of this research presented that M & E practices are very critical for the implementation of CHBC Programme within CHBC NPOs as it empowers them to remain accountable to the reporting mandates of donors. Moreover, when funding is made available and adequate for M & E activities this assist the CHBC NPOs to enhance, build capacity and institutionalize M & E so that it empowers their decision making and enhance programme implementation. The conclusions were that, when more resources are directed at M & E activities then indeed M & E practices empowers CHBC NPOs. Overall recommendations were that future studies must look at addressing the gap of misaligned policies in relation to M & E practices within CHBC NPOs and look at the role of donors in the implementation of M & E practices. Lastly professionalizing M & E and training all personnel employed by CHBC NPOs to address Human capacity challenges experienced during M & E implementation is fundamental.

Keywords: Monitoring and evaluation, Practices, empower, Community Home-Based Care, Non-Profit Organization.

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LIST OF ACRONYMS

CCGs – Community Caregivers

CHBC- Community Home-Based Care

CHBC NPO – Community Home-Based Care Non-Profit Organization

DPME – Department of Public Sector Monitoring and Evaluation

GDSD- Gauteng Department of Social Development

GWM&E – Government wide Monitoring & Evaluation framework

M & E – Monitoring and Evaluation

NDA – National Development Agency

NDP – National Development Plan

NDSD – National Department of Social Development

NPO- Non-Profit Organizations

PEPFAR – President’s emergency Plan for AIDS Relief

PFASP – Policy on Financial Awards to Service Providers

PFMA – Public Finance Management Act

PSS - Psychosocial Support Services

SANGOCO – South African National Non-Profit Organisations Coalition

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CHAPTER ONE

INTRODUCTION

1.1 Introduction and Background

The South African government ascribes to the National Development Plan 2030 and the Sustainable Development Goals to improve the lives of citizens. This allows for different stakeholders and government to partner with Community Home Based Care Non-Profit Organizations aiming to address issues of poverty, gender-based violence, unemployment, and other related social ills. It is important that CHBC NPO's are equipped with the necessary resources to strengthen their M & E practices to assist the government in the achievement of national and global development objectives (The United Nations and Civil Society ,2017; DSD, 2016, DPME, 2014, NDA, 2011, National Treasury, 2011, NDA Act 108 of 1998).

The Southwestern Township (Known as Soweto) is amongst the oldest, historical township of Gauteng Province in South Africa. This township was established in the early 1930's through the Apartheid policy of segregation (Joburg Archives, 2008). Soweto has a population of approximately 1.8 million and attracts local and international migrants looking for better employment opportunities in Southern Africa's economic hub (Stats S.A, 2016). However, in most cases this does not materialize thus increasing the high rate of unemployment, poverty and inequality, drug abuse and crime (DSD, 2016). More so, these problems often lead to many other social ills and frustrations amongst the local community members of Soweto (DSD, 2016).

There is an increased growth on numbers of Non-Profit Organizations in South Africa due to the inability of government to solely deliver all social welfare services to local communities (Patel, 2015; David, Theron, & Maphunye, 2009). The Non-Profit Organization mandate is provided by the NPO Act 71 of 1997 to cater for specific areas such as rendering of psychosocial support services; food aid and security, variety of services to children, older persons, youth, skills development by conducting different awareness programmes aimed at emancipating those that are affected by the chains of poverty, HIV and AIDS (DSD, 2016).

NPOs are entitled to source funding from different donors for their operations (City of Johannesburg, 2018; DSD, 2012). Community Home-Based Care Non-Profit Organizations (CHBC NPOs) are of particularly significant because they provide critical social services in South Africa. (Banks, Nicola, Hulme & David, 2012; Kumaran, Samuel, and Winston, 2012).

There are over 1000 registered NPOs in Soweto and of these, more than 750 are CHBC NPOs that receive funding from government to render psychosocial support services in line with the Older Persons Act 13 of 2006, Children's Act 38 of 2005, Youth Skills development Act etc. (City of Johannesburg, 2018; DSD, 2016). The psychosocial support services include community based and early intervention programmes which are therapeutic, rehabilitative, promotive in nature to the respective communities (McNabb, 2017; DSD, 2016).

The achievement of the developmental goals of NPOs can be supported by implementing Monitoring and evaluation (M&E) practices. In the global context, M & E practices are an essential management tool for different organisations across government, private sector, and Non-Profit sector (IFRC, 2011). M & E practices are useful for assessing the progress of projects from: planning throughout implementation and generally guide the processes during project implementation. M & E practices should assist CHBC NPO's to assess the progress of their interventions and programmes. More so, increasingly, M & E practices have become a stringent requirement for CHBC NPO's to ensure effective accountability with regards to fund usage and improving performance of their programmes (Wanjiru, 2015).

M & E practices should be embedded within the activities and programmes of CHBC NPO's (Warinda, 2019). Effective M & E practices are needed within the NPO's as they assist NPO's to identify risks, stumbling blocks during the implementation of their programmes and further come up with solutions in mitigating these challenges. A reason that NPO's continue to struggle with implementing effective M & E practices is due to the limited resources available to strengthen the M & E practices within the NPO sector (PEPFAR, 2017; DPME, 2014). Similarly, government funding is often not intended for building capacity or strengthening M & E practices within NPOs. Thus, the lack of funding from state and non-state partners limits NPO's from building and strengthening the of M & E practices (Struyk, Damon and Haddaway, 2011). Nonetheless funding for M&E systems is vital and there are NPOs that do access funding for M&E (McNabb, 2017; DPME, 2014).

Moreover, when initiatives to build and strengthen M & E practices are done they tend to be done in an unsystematic manner. Another key issue is that, that the approach taken to implement M&E is separated from contextual factors such as socio-economic, political and governance practices (South African NGO Coalition, 2017). Therefore, building capacity and strengthening M & E practices can never be a one size fits all approach because it is context specific. One can deduce that, there is always no correspondence between the supply and demands factors in building capacity and strengthening M & E practices within NPO sector. M & E practices are

very fundamental empowerment tools for NPOs as well because they assist NPOs to keep track of their programme design, implementation, and management.

According to PEPFAR (2017), emphasis is made for donors and the state to work together in ensuring that M & E practices are strengthened at all the times so that CHBC NPO's are better equipped and able to account accurately for their programmes. The reason behind this, is to ensure that funding, and resources donated to CHBC NPO's are utilised correctly and accounted for systemically to enable CHBC NPO's to learn from their mistakes, develop, and grow.

Extensive research has been conducted on M & E practices focusing on other aspects of M & E, including data collection, analysis, and management (Mapitsa & Khumalo, 2018; Mofolo, Mkunyanane & Skade, 2014; Maphunye, 2014; Monyane, 2014). However, there is a paucity of research knowledge on the experience of how NPOs operationalise M&E particularly in densely populated urban settings of developing countries that presents an opportunity for this study.

1.2 Problem statement

World-wide M & E practices received acknowledgement for being useful in ensuring that there is improvement in any project. Research conducted in Sub-Saharan Africa on CHBC NPOs presented that most CHBC NPOs often experience several challenges in establishing M & E practices, (UN, 2017; Muzinda, 2013). Challenges confronting CHBC NPOs often hinder the implementation of M & E practices, and this exacerbates further problems due to that these NPOs fail to assess progress of their programmes and their intended goals.

Soweto CHBC NPOs also grapple with implementation of M & E practices because of inadequate resources to build capacity for M & E systems. Research conducted by HIVSA (2017) and FHI360 (2014) confirmed that there are efforts put by donors in allocating funding and resources for M&E systems to CHBC NPOs, although it is inadequate. Building the M&E capacity of CHBC NPOs must be strengthened by donors and government because CHBC NPOs are seen as a crucial government partner in the delivery of social and health care services within Soweto (Surrender & Walker, 2013; Naidoo, 2011).

To address M&E implementation challenges, additional support is offered by donors and government. In some cases, an M & E champion is made available to assist CHBC NPOs with developing basic M & E practices which is for a stipulated limited period as per signed contract with the donor or government (DSD, 2016; HIVSA, 2017). Most common challenges are that CHBC NPOs fail to accurately report on their services, manage, assess the progress of their programmes and account to donors (Luthuli, 2018; DSD, 2016; Patel, 2012). Furthermore, in the

year 1997 the NPO Act 71 of 1997 was enacted, while the wide government M & E framework was also enacted in 2007, both do not address the enactment of M & E practices inside NPO sector. None the less this study does not focus on that. The reality is that inadequate funding and resources aimed at building capacity and strengthening M & E practices within CHBC NPOs remains a challenge (DSD, 2016; DPME,2014; National Treasury, 2011).

M & E practices are critical components of results-based management as most organisations use them as management techniques to assist them in managing their programmes in an improved and evidence-based fashion (Rist, Boily & Martin, 2011). A study conducted in Australia by Spooner and Dermott (2017) found that, building capacity of M & E practices is a very lengthy process that requires a significant amount of time, commitment, and investment on supplies.

On the other hand, Clark (2012) argues that it takes repeated attempts before M & E systems can be embedded within a particular organisation or public policy. Taplin, Clark, and Colby (2013) emphasize that there is a need for M & E practices for NPOs and therefore, funding should be ring-fenced and made available to empower NPOs. In addition, Rist et. al (2011) highlighted that, despite the little resources given by donors to NPOs for M & E practices, there are far more challenges experienced with regards to sustainability and maintenance of M & E practices because they are in most cases donor driven, hence the need for building internal capacity of M & E practices within NPOs.

Therefore, despite the critical role M & E practices play in programme design, implementation, and management within the NPO, very little is known about how M & E practices empower Soweto CHBC NPOs. Several studies conducted before on M & E focused on e.g., the readiness of implementing M & E, Institutional M & E, Inadequate functioning of M & E, Funding issues within NPO sector (see for instance Mapitsa & Khumalo, 2018; Mofolo, Mkunyanne & Skade, 2014; Maphunye, 2014; Monyane, 2014). With that said, there is paucity on research studies conducted on how M & E practices empower Soweto CHBC NPOS. It is therefore based on the aforementioned that this study will explore how M & E practices empower Soweto CHBC NPOs as this will contribute to conceptualization of empowering M & E practices within CHBC NPOs.

1.3 Justification of the study

The research study will contribute to the in-depth understanding of how M & E practices empower Soweto CHBC NPOs. The findings of this study may positively impact and inform the M & E practices within the Soweto CHBC NPOs in that it will assist them in addressing issues of improving organizational policies which will in turn create a more conducive environment and M & E practices that are effective in the design and implementation processes. This research study is foundational in that it will contribute to knowledge base of M & E practices as there is a lack of knowledge in this aspect of inquiry.

1.4 Purpose of the study

The purpose of this research study was to explore how M & E practices empower Soweto CHBC NPOS. According to the Five capabilities framework M & E practices enable organisations to function efficiently, effectively and in a sustainable fashion (Barrett, van Wessel and Hilhorts 2016). Based on this framework M & E practices must enable CHBC NPO's to act and commit, achieve, and deliver on their objectives by improving the ability to: adapt to change; reinforce social learning, be reflective in terms of assessing if the implementation of its objectives are still in line with their set outcomes; and lastly attain the intended results consistently (Coffman and Beer, 2015; Coe and Majot, 2013; ECPDM, 2011).

1.5 Research methodology

The qualitative research approach was used in the study, as well as a multiple case study design. The research was conducted with 10 Soweto Community Home Based Care NPOs. The purposive and snowball sampling methods were used by the researcher participant selection in the Soweto CHBC NPOs. An interview guide comprising of semi-structured research questions was utilised as the research instrument for gathering information. Thematic content analysis was utilised to analyse the data and present the study's results.

1.6 Preface of the Report

This research report is prearranged as follows:

Chapter one provided the contextualised background of the study. Chapter two provides a review of related literature and theoretical framework for the empirical research component. Chapter three gives in a comprehensive discussion about the research design and methodology utilised by the study. Chapter four gives a detailed presentation of the findings. Chapter five presents an analysis the findings presented in chapter four. Chapter six which is the final chapter of the research report summarises the overall findings, conclusions, and recommendations from the study.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Introduction

The literature review will focus on an overview on CHBC NPOs in Africa and South Africa, give an overview of the relevant legislative framework that NPO operate within, highlight the challenges confronting NPOs, the importance of M&E for NPOs. Finally, the theoretical considerations that informs the study's conceptual framework is given. M & E is no longer a new concept in the Sub-Saharan Countries as it is slowly being introduced in a fast pace to any organization sharing similar interests with donors. The inception of M & E came up about from the United States of America post the colonial era. Recent studies about M&E shows that the implementation of the M & E practices especially within the Non-Profit organizations, is accompanied evidence showing variety of successes and challenges over the years. A discussion on the related literature is presented below.

2.2. International and Regional Definition of Non-Profit Organizations

Globally, the term “NPO” originated in the year 1945 when the United Nations was established. NPOs are recognized as third sector which is made up of a variety of non-state organisations and include words terms such as ‘Voluntary’, ‘Non-voluntary’, Civil society and community-based organisations of which has its own contextual and ideological origins (Surrender, 2013). NPOs existence and mandate has been formalized by the NPO Act 71 of 1997 and this act is implemented by all provincial and regional departments of social development.

The NPO Act of 1997 defines an NPO as a public entity that is started to fulfil public needs and its income generation is only utilized for programmes and not distributed amongst the board members. The overall purpose of NPOs is to advocate for rights and inclusivity on behalf of those that are marginalized, social and economically excluded from economic and social empowerment. Hence, they are known as movements of those that are prone to any form of vulnerability and are poor (South African Non-Government Organizations Coalition, 2017).

Recently, NPOs have included specialized fields such as Drop-In Centres – whereby service recipients come to the organisation and receive a comprehensive variety of psychosocial support services. On the other hand, this study focuses on the CHBC organisations aimed at taking the psychosocial support services to the home context of the service recipients (DSD,2016; The White paper on social welfare services, 1997).

2.3. Theories influencing the inception and evolution of NPOs

Non-Profit Organizations did not just come into existence, however there were some theories that influenced their inception. According to Lewis (2001), the subsidy concept grounds its arguments in favour of the existence of NPOs on the idea that NPO subsidies are substantially responsible for the growth of NPOs. For example, in the Republic of South Africa the Tax Amendment Act of 2000 and the NPO Act of 1997 were formally inaugurated with the intention of establishing an enabling context for the NPO sector to thrive. As a result, non-profit organizations benefit greatly from a range of donor subsidies, including tax breaks and favourable work circumstances through unemployment tax regimes (Powell, 1987). As a result of this the subsidy theory gives a background about the existence of NPO's as it discusses tax exemptions for non-profit organizations based on the funding they get from funders. Additionally, this philosophy is strongly related to the NPO Act of 1997, which was founded with the goals listed below.

"Moreover, the NPO Act regulates the NPO sector, and it was founded with five particular objectives: to promote and assist NPOs in their commitment to delivering social welfare services and addressing the needs of the public."

The Act aims to:

1. Establish a conducive environment in which NPOs can thrive and grow.
2. Provides for a structure that administrates and regulates the functioning of NPOs
3. Allow NPOs to enhance and strengthen transparency, accountability, and good governance.
4. Creates a database accessible to the public of NPOs that are compliant in terms of governance.
5. Enables NPOs to collaborate with different stakeholders such as the government, donors both local and international in the interest of providing relevant services to the communities.

Swilling and Russell (2012), highlighted that NPOs obtain subsidies through a centralized institution, the National Development Agency (NDA), and the Lotteries Act of 1997. The aforementioned is specified in the NPO Act No. 71 of 1997.

In addition to the above, Powell (1987) proposed that non-profit organizations exist to create essential public services. His justification for such a notion was that the state and its organizations prefer to supply essential services only at the level that satisfies the median voter, and as a result, some residual unhappy recipients are expected. NPOs are formed to address this residual need by providing psychosocial support services locally in addition to the services given

by the government. The assumptions of the theory of public goods states that a certain service from Non-Profit organizations must be aligned to the donors' requirements in that recipients must be willing to purchase goods or services, which is a basket of services through the psychosocial support services. Furthermore, the theory predicts that if the quality of public services is too poor or minimized, citizens/donors will be discouraged from making donations to Non-Profit Organizations that seem to be eager and competent to provide the essential services.

The theory appears relevant to discuss in this study because it discusses financing from donors in relation to the services delivered to communities by non-profit organizations in which NPOs must remain accountable for the funding at the end of project implementation. The primary critiques that may be directed against the aforementioned ideas are that they explain the function of NPOs primarily in terms of economic demands, ignoring the concept of social welfare and the government as a primary contributor of such organizations. According to Patel (2012), the social expenditure in South Africa has been reported to provide 62 percent of subsidies to NPOs for the purpose of providing psychosocial support services. The government and non-profit organizations have a complementary relationship in which the government primarily supports public services and non-profit organizations provide services to the poor.

Moreso, Powell (1987) further proposed that non-profit organizations (NPOs) emerged as a reaction to satisfying demand owing to a competing survival benefit over profit-making organizations. The theory of contract failure was formulated due to that many people were experiencing ill-fare in the Apartheid era and that resulted in the establishment of many informal and formal NPO's back then. People preferred to use non-profit organizations for services because they can readily monitor them and are less likely to be ill-treated, as appears to be happening in the for-profit sector, where monitoring issues are more prevalent. According to this notion, non-profit organizations are chosen as efficient mode for providing services, as opposed to the for-profit sector, which may take advantage of service end users ignorance.

NPOs are generally effective because they do not share the funding received from donors amongst its employees and as a result of that, beneficiaries of NPOs are not misled in terms of reliability of services they will receive due to the ethics and transparency they are obligated to helping them to account to funders at all times as per agreed standards. NPOs accomplish some duties better by functioning as indicators to recipients that the services they provide are free, as

opposed to the for-profit sector. On the contrary, the South African state's Neoliberal doctrine still does not provide favourable circumstances for non-profit organizations seeking public assistance. Because of the government's objective of boosting state capital by cutting state expenditure on Social Welfare programs, the state is obligated to reduce financing to NPOs and their functions in terms of funding.

2.4. Theories influencing accountability of NPOs to Donors

According to the theory of agency, the persons or organizations that provides subsidies and support to NPOs have different aims, motives, and priorities than the organizations that they sponsor (Panda & Leepsa, 2017). M&E is perceived to be an integral component that is included for discussion when donors and NPOs come to an agreement to work together in fulfilling specific objectives and interests (Panda & Leepsa, 2017). This theory suggests that both donors and NPOs needs to significantly dedicate more time and engage often to bridge the disparities between their disparate project interests and aims (Van Slyke, 2013).

Perhaps one could argue that this theory postulate that donors and NPOs will never find common ground during their partnership as there will always be differences such that a lack of confidence is assumed to be an important feature within the partnership, thereby necessitating a need to close the gap that comes as a result of different priorities. This is disputed, considering that there may not always be antagonism or conflicting interests amongst donors and the NPOs; otherwise, the urge for donors to collaborate with organizations on development initiatives would be exposed.

Despite the agency theory, there is also the stewardship theory which holds a totally different assumption clearly contradicting the 'Agency theory,' since it claims that donors and non-profit organizations (NPOs) have comparable interests, goals, and intrinsic motivations and wants to collaborate in order to achieve certain goals (Van Slyke, 2013). As a result, M&E activities are viewed as a technique of guaranteeing that the objectives wanted by both donor and NPOs are attained, since both service recipients and donors work together to achieve comparable objectives. As a result of this theory, the partnership between NPOs and their donors will be enhanced due to that they will be assessing similar project objectives in order to make sure that the outcomes that they've achieved are in line as per their contractual agreement (Davis, Schoorman & Donaldson, 2011). As a result, the performance of the project will improve, and awareness of good governance will improve. Consequently, M&E is viewed as a beneficial management tool that benefits both donors and NPOs. It is also necessary for both NPOs and

donors to agree and align their vision about a particular project that they want to collaborate on in order to achieve the expected results.

In addition to the above, the institutional theory argues that the environment determines the structures of an organizations and modes of operation (Akson and Tymchenko, 2020). Thus, M&E is thought to be used only when donors, including government are demanding reports stipulating outcomes and certain information on the successes of programmes. This also includes stakeholders that are influential in economic development (Scott, 2013; Lounsbury, 2011). Such external factors also influence how this information is gathered, since they decide whether traditional or scientific approaches should be employed to get an insight on how a specific project is performing. The aforementioned theory postulates that those expected to implement M & E are not able to recognize the importance of incorporating M & E until they are urged to implement it by external donors and stakeholders, which can be argued to be detrimental because such theoretical foundations might lead to a misinterpretation of the M&E practice. Moreover, monitoring process is defined as an on-going activity in which in the instance of the institutional theory it may lack an appropriate grasp of institutionalization of the M & E concept as a result that project managers would only undertake M & E when forced by donors or external stakeholders

2.5. History of African Community home based care

Globally, there is a rise in the number of persons suffering from chronic diseases that contrasts government's capacity to address these issues, which in turn presents a problem in the African continent given its weak social and health care practices (Mamba and Ntuli, 2014). The inception of CHBC in Africa was established in countries such as Zimbabwe, Kenya, and Swaziland as a strategy to address incapacity challenges encountered by government institutions (McCreary, Mkhonta, Popovich, Dresden & Mndebele, 2017). As a result of increased social and chronic illness and lack of government capacity there was more growth of CHBC NPOs in Africa (Merson, 2015).

The CHBCs main objectives is to bring and instil hope to clients with social and chronic ills, to ensure high quality life maintenance appropriate to psychosocial, physical, palliative, and spiritual care (Mamba & Ntuli, 2014; de Saxe Zerden, Zerden, & Billinghamurst, 2013). According to Hatlane (2014) and Kitzie (2017) the Community caregivers' scope is concerned with promoting and maintaining healthy living of the clients by providing awareness and educational

campaigns on social and health related challenges, assessment of members of the community and to provide palliative care to any individual, group, and families within a specific community. Murphy (2019) summarised the CHBC as Non-Profit organisations providing specialised services which includes caring for bed ridden clients, ensuring that they take their medication for the chronic illnesses on a short and long term based time frame, provision of different services including therapy, addressing needs of OVC, CHH, Food material support, blankets, clothing, practical and physical help in terms of bathing those that are bed ridden, advocating for their mainstreaming, helping with establishing food gardens to generate income and lastly awareness programmes.

Caregiving is not an easy job as indicated by Campbell, Gibbs, Maimane & Nero (2012) in that it requires dedication, efforts, and more resources to ease the work of the caregivers. Previously the caregivers did not get any form of remuneration as compared to recently wherein they do although it is little. In the current state, there has been very serious discussions with regards to increasing the stipends paid by government to the Community caregivers as it is way below the minimum wage (South African Civil Society, 2017). This debate was also emphasised by Murphy (2019) and Ingle (2012) who argued that there CHBC programme cannot be implemented successfully without the Community Care Givers being involved as they are the strategical drivers of CHBC programmes.

The formulation of these specialised programmes was aimed to close challenges experienced by government such as government incapacities and this talks to inadequate resources to address the health and social welfare needs of citizens. These NPOs focus on providing social and health care services HIV/AIDS, Orphans, and vulnerable children (OVC) and elderly persons challenges, often is seen as a preventative measure in managing social and chronic ill in developing Countries (Phaladzi & Madzibire, 2016).

Mamba and Ntuli (2014) also indicated that CHBC came about as a result that in most developing Countries citizenry who experienced social and chronic ill were either not admitted or discharged at hospitals without further observation due to shortage of beds, inadequate professionals, and resources such as M & E practices to oversee the CHBC programmes. Further, the HIV/AIDS pandemic together with other chronic ill that hit hard most of the African Countries is a contributing factor that saw the diverting from in-patient admissions and care at hospitals, to taking care of clients in their home context (Mataute, Thupayagale-Tshweneagage, 2013). On the other side, Tembo, Pengpid & Pettzer (2012) highlighted that CHBC organisations

also fail to deliver social and health care services to patients in their home context due to limited access to resources such as funding. This means that, CHBC NPOs were also overburdened by the need to provide services in the home context of those who needed them most despite the lack of resources to improve their services as they were getting inadequate funding aimed at building capacity of their M & E practices. CHBC NPOs are overburdened to provide services to vulnerable citizens and in addition to that they are also expected to improve services by implementing M&E systems.

2.6. History of Community home based care in South Africa

The Department of Social Development (2016, p.45) provides for the role for CHBC NPOs through an updated national framework for the CHBC programme and defines this concept as “the delivery of comprehensive and high-quality health and social services in the home and community in order to promote, rehabilitate, and preserve a person's optimal level of comfort, social functioning, and health”. Research has shown that CHBC NPOs do experience progress and challenges during implementation of this programme.

Matini (2019) argues that despite that CHBCs struggle with implementing the CHBC programme, the state in South Africa has tried to put measures in strengthening social, health and education practices through utilising CHBCs. Hatlane (2014), and Salamon, Solowski, Megan, and Tice, (2013) mention that previously CHBCs were only limited to caring for older persons, OVC and persons living with disability, but due to the increase in persons infected and affected by HIV/AIDS this fostered the CHBC programme to be expanded. Utanga (2013) highlighted that the rise in people suffering from the HIV/AIDS enlarged and strengthened the social role for the CHBC organisations through voluntary community caregivers who then provided psychosocial services to the recipients of CHBCs as explained here. Psychosocial Support services comprise basket of services that includes counselling, awareness programmes, life skills, Homework assistance, Provision of food material, clothing material, temporary shelter depending on the needs of the recipient. Care is provided until the recipient recovers or dies, thereafter bereavement counselling is offered to the family members. Key roles played by the CHBCs are to promote, restore and ensure that recipients are comfortable, can function until death that is dignified (Mamba & Ntuli, 2014).

According to Utanga (2013) the practices utilised by CHBCs have three components: medical care, patient out of hospital care and community based. In addition, these components are integrated in the CHBC model instituted with caregiving team, health care practices, social

welfare practices, patients, families, care for Orphans and vulnerable children, older persons, Child Headed households and largely different stakeholders in the community. As a result of the rise in people suffering from chronic illnesses including HIV/AIDS in the year 2000, this caused further negative impacts because children were left to fend for themselves due to parents' death. This also increased child headed households and the South African government responded by adopting the CHBC strategy to address its incapacities and shortfalls caused by Apartheid era (DSD, 2016; Hatlane, 2014).

According to Dippenaar, Chinula and Selaledi (2013) there is a need for different stakeholders to comprehensively collaborate to provide support to CHBCs and CCGs in terms of Financial, Social, technical, and psychosocial needs of CCGs and CHBCs. Collaboration should include the building of capacity for M & E practices within the CHBC NPOs because of the social role that these organisations play in society. It is also important to provide support by assisting CHBC NPOs with ensuring there is enough funding resources ringfenced for capacity building of their M & E practices (Rist et.al, 2011). Taplin (2013) also share similar sentiments in that, building capacity of M & E practices will ensure that services provided by CHBC NPOs are sustainable and improve over time and again based on the information drawn from the M & E activities conducted.

Mtshali (2015) and Nyaphisi and Obioha (2015). in their study on costing for CHBCs in South Africa, found that it is very true CHBCs are dependent on the CCGs due to that they are not expensive as compared to employing qualified professionals. More so, CHBCs organisations provide psychosocial services that are very cost effective as compared to inpatient admissions in a hospital setting. It is still the primary rationale for the adoption of this strategy in South Africa, owing to the delivery of CHBC services that is less costly in formal settlements than in informal settlements (Dippenaar et.al, 2013).

2.7. Overall Challenges confronting CHBC NPOs

The South Prior the democratisation of South Africa, the South African welfare systems were segregated due to the Apartheid era. After the democracy was adopted in the year 1994 welfare system was transformed to be more inclusive which has increased the demand for social services in the country. Non-Profit Organisations also encounter challenges related to lack of resources and funding to render social welfare services (Patel, 2012). Most common Community Home

based Care NPOs struggled to adapt to the stringent requirements of donors when it comes to accessing funding and resources (Surrender & Walker, 2013).

It is the reason CHBC NPOs grapple with building capacity of M & E practices due to inadequate resources. In contrast, having basic functional M & E practices appears to be significantly prioritized as a requirement for many donors and not having this aspect limits accessing funding for CHBC NPOs (Failing & Gregory, 2014). It is good to acknowledge that some CHBC NPOs do have basic M & E practices, and some do not have. Due to lack of accessing funding and resources CHBC NPOs are unable to employ M & E professionals who are responsible for M & E activities because they cannot afford to pay them deserved remuneration (MacIndoe & Sullivan, 2014).

Swilling and Russell (2012) share similar sentiments with the above authors above in that, most major problems encountered by NPOs generally are from the inability to access sustainable financial. In terms of funding resources for M & E practices, are sometimes allocated by some donors towards strengthening M & E practices (Coe & Majot, (2013); United Nations (2011), However this has not resulted in the embedding of M & E practices within NPOs. A study conducted by Tulema (2014) on costing for funding of M & E in NPOs found that funding opportunities, for example ringfenced figures of 4 to 5 percent set aside for institutional support for M & E remains significantly inadequate for building sustainable capacity of M & E practices.

This is highlighted because M & E practices assists in tracking progress of programmes, and it is important for M & E practices to exist beyond donor funding. It is critical to note that, donor funding comes with conditions attached and it is a situation of either taking it or leaving. A study by Chiranga (2011) explains the conditions as requirements that NPOs must meet prior funding allocations, and these includes basic M & E systems. However, the challenge then becomes that NPOs are expected to have these systems, yet they are given inadequate funding ringfenced for building capacity of the M & E practices hence they struggle to even qualify for funding in some countries. CHBC NPOs are at the centre of development and provision of psychosocial support services, therefore M & E practices are as fundamentally important during their programme design, implementation, and management (Margoluis, Salafsky & Brown, 2014). According to Karani, Bichanga and Kamau (2014) for NPOs to rely heavily on external resources comes at a very costly prices, which is loss of direction, autonomy, and independency. So CHBC NPOs must be flexible and open to learning about building capacity of M & E practices as opposed to always being reliant as this creates dependency on external resources (Chiranga, 2011).

2.8. Legislative frameworks enabling NPOs to function optimally

After democracy, the South African government found it difficult to implement and institutionalise welfare practices among NPOs due to capacity challenges. One of the key issues was funding for NPOs. The government formulated the following laws to assist and regulate partnership between itself and service providers, also tackling issues of accessing funding and capacity building resources for NPO's (South African Institute of Advancement, 2012).

2.8.1. Non-Profit Organization Act

This Act was formulated in 1997 (NPO Act 71 of 1997) with the aim of encouraging NPOs to register as formalized organizations, to be transparent, have good governance, be accountable to the public and government or donors, allows the public to access services and information of all registered NPO's and the types of services they offer (DSD,2016). After registration the NPO is requested to submit annual narrative reports to keep their registration status active and compliant with the NPO Act.

2.8.2. White paper on social Welfare Services of 1997

The White paper on social Welfare services of 1997 discusses issues of rational strategies of welfare, institutional arrangement, human resource development and costing in terms of budgeting. This whole process of restructuring of social welfare services is inclusive of NPO's as they are fundamental in rendering social welfare services. The Developmental approach was adopted for the following reason:

- Residual and institutional approach to social welfare were remedial and could not address really felt needs of the communities. These approaches are still implemented in collaboration with the Development approach as in this democratic era there are still NPOs providing services that are relief based instead of release and that does not remedy issues of building capacity.

Development approach aligns with the values envisioned in the constitution of South Africa. Hence it is inherent and suitable for guiding and putting actions to be implemented in the provision of services. The Developmental approach looks at institutional arrangements to provide different services in a layered approach. For instance, SANCA is funded to offer rehabilitation services to anyone affected by substance abuse whilst CHBCs offer variety of services under the umbrella of psychosocial support services. This is also supported by the

integrated services delivery model of (2006:5), in that several role players including NPO's are critical in provision of social welfare services.

2.8.3. Taxation laws amendment Act of 2000.

The purpose of this Act is enabling the NPO sector to be tax exempted so they can receive subsidies that are tax free from donors. Moreover, this Act aligns with the NPO Act in ensuring that NPOs do grow and flourish. This is also supported by the PFMA in that NPOs must comply with this Act by being transparent and accountable regarding the sources of funding they receive from donors. Political will of the government is also questioned in that the formulation of this Act does not cater for building capacity of NPOs in terms of self-sustainability of their programmes and M & E systems.

2.8.4. Policy on financial awards to service providers

The Policy on Financial Awards for Service Providers (PFASP) seeks to guide government and donors in response to provision of funding to qualifying NPOs in the social and health sectors. This Policy provides basis for transformation, decentralization of services through redistributive resources so that effective and efficient services are provided to the marginalized groups. As a result, the strategy is meant to enable the attainment of various government organizations' aims through the provision of developmental services to underprivileged populations (National Policy on Financial Awards, 2011). This policy is criticized in this study as it is focused on ensuring that funded services are monitored evaluated however it does not specify exactly the steps and procedures followed in implementing the M & E systems. The main area is funding for programmes to be delivered by service providers excluding funding aimed at building capacity of M & E within NPOs.

2.8.5. Public finance Management Act

The Public Finance Management Act, 1999 (Act No 1 of 1999) provides for the basis of securing transparent and accountable financial management systems for contracted service providers. This Act further aims at eliminating wasteful expenditure from public institutions and fighting corruption. (PFMA, 1999, p.18). The subsidies allocated to NPOs are also regulated under the PFMA and for them to keep qualifying to receive funding they must remain transparent, accountable and prove to donors that they hand handle their finances as per the financial procedures stipulated by the Act. This Act only discusses the compliance with finance management and nothing on implementing M & E for NPOs.

2.8.6. National Development Agency Act No 108 of 1998

Since the NPO Act 71 of 1997 allowed NPO's to register and be formalized as NPO's, Taxation Act of 2000 allowed NPO's to be exempted from paying tax, government realized that there is a gap in terms of which institution will regulate and manage the funding processes and they established the National Development Agency Act 108 of 1998 aimed at managing the huge sums of grants received from the government and disburse these funds to qualifying NPO's who comply with NPO and Public finance management Acts. The government gave authority for management of these huge sums of grants by the National Development Agency (NDA) because by then traditional organizations which recently registered as NPO's were not capacitated in terms of managing their own funding resources.

2.8.7. Fundraising Act No 107 of 1978

Worth (2012) mentions that the growing need to supplement financial resources to the NPO's is very important because there is a decline globally within the economy hence the government has limited funds to cover all programs or even fund all NPO's. Therefore, this Act aimed at allowing and encouraging NPO's to fundraise and meet the government halfway. Fundraising is critical in the NPO sector as it enables NPO's to be less dependent on the state or donor funding which strengthens and enhance NPO financial sustainability.

Maleka (2017) and Warinda (2019) criticized the NPO Act 71 of 1997 in that it does not make a provision for a clear M & E system that could assist Community Home-Based Care NPO's in assessing, diagnosing risks, progress of programmes and improving accountability and governance resulting in non-compliance with the said Act. Further, these authors recommends that institutionalizing monitoring and evaluation practices within Community Home-Based Care NPO's could yield positive results however the NPO sector does not have a unified M & E system. M & E practices can never be unified because different donors and state have their own different compliance criteria that they use when partnering and funding CHBC NPO's which makes it difficult for NPO's in general to subscribe to such criteria (PEPFAR, 2017; HIVSA,2014).

The above-mentioned legislations are very important within the NPO sector and are designed to strengthen the provision of social welfare services in South Africa. The government adopted the developmental approach to welfare in the South African and committed itself to deliver social welfare services to all citizens (Engelbrecht 2014, Patel and Hochfelld,2008). According to

Naidoo (2011) the legislations discussed above do not make any reference to building capacity of M & E practices within the NPO sector. This Author further stated that to build capacity of M & E practices requires a significant investment that most of the NPOs cannot commit to because of financial difficulties and many pressures from donors. This culminates to the need to build capacity of M & E practices in the CHBC NPOs through empowerment and ensuring that donors do provide sustainable funding ringfenced for such.

2.9. Importance of Monitoring and Evaluation in Non-Profit Organizations

Karani, Bichanga and Kamau (2014) argue that for programmes to attain intended objectives they should use M & E practices during the implementation. A conclusion made by Rabie, and Goldman (2014) was that M & E practices within many organisation aid and serve as management tools which helps project implementers to perform their activities more effectively and efficiently. Against this discussion, it is then deduced that M & E practices cannot be separated from management processes of project implementation of CHBC NPOs.

In an ideal world, effective M & E practices within NPO's are made up of well-integrated processes and practices which ensures that the organisations are effectively and efficiently implementing their programmes successfully to attain the desired outcomes (Guijt, Randwijk, & Woodhill, 2012). Effective M & E practices in an NPO must include the following practices: establishing M & E practices, set-up of M & E practices, M & E implementation, Project stakeholder involvement, M & E results communication, and dissemination (Guijt, et. al, 2012). DPME (2014) reiterates similar sentiments and further highlights that effective M & E practices are externally credible, independent, legitimize the accountability of programmes, funding resources and services rendered to assure stakeholders that NPO's do not deviate from their objectives and project scope.

Failing and Gregory (2014) argues that effective M & E practices tend to influence policy development in that, lessons derived during programme implementation are used to address immediate or future loopholes which may pose a risk to successfully programme implementation. This appears very critical in ensuring that stakeholders or donors needs are always met and addressed. It is further pointed out that effective M & E system helps organisations in assessing their performance against the intended end results and adds valuable organisational learning to enable NPO's to reflect on the work done and propose useful recommendations on the way forward. (Failing & Gregory 2014; Guijt, et.al, 2012).

Most importantly, effective M & E practices within NPO's are most likely to augment accurate data reporting processes aimed at providing evidence-based reporting for decision-making processes (Gill, Flynn, & Rensing, 2015; Hailey, 2012). Further to that, effective M & E practices support NPO's to demonstrate accountability to donors, stakeholders, and clientele (Margoluis, Stem, Swaminathan, Brown, Johnson, Placci, Tilders, 2013).

It must be noted that most NPOs in Africa have limited M&E skills and capacity (Paton & Foot, 2012). Hence many African NPOs experience unforeseen challenges during implementation of their programmes due to inadequate resources to strengthen the M & E practices (Boschken, 2014). It is the main reason M & E practices must be taken into consideration and strengthened so that they empower CHBC NPOs in their programme design, implementation, and management. M & E is vital for the improvement of programme planning and implementation.

A study by Mugo and Odhiambo (2015) argued that monitoring assesses and enhance programme implementation to determine improvement through lessons learnt during the implementation. Their study also noted that M & E encourages accountability, improves decision making through empowerment. Tache and Ispasoiu (2013) cemented these views in that monitoring requires an investment for its activities to be carried successfully. Moreover, monitoring is generally a process whereby inputs are translated into outputs, so basically monitoring concerns itself with the achievement of the outputs of a particular programme aims to attain. Whilst evaluation looks assessing the actual long terms impact of the programme implemented. Therefore, it can be deduced that effective monitoring of outputs becomes a central aspect of evaluation as alluded above and all these activities are implemented in an environment that empowers the NPOs.

2.10 Previous Research studies on M&E in NPOs

The next section below highlights studies conducted before and currently in relation to the proposed study. Maleka (2017), asserts that most CHBC NPO's struggle with internalizing M & E practices as management tools which inhibits the realization of intended outcomes of intervention programmes. Micah & Luketero (2017), state that NPOs struggle to struggle to keep up technology and as a result face challenges in putting M & E practices in place.

Similar studies reviewed revealed that there has been so much work done on monitoring and evaluation in NPO's. A study by Njoka (2015), assessed the readiness of implementing monitoring and evaluation within NPOs and the findings were NPO's lack human resource capacity. Mokoena (2020); Grassroots Soccer, 2018); Chibonore (2015); and Tulema (2014),

highlighted that NPO's lacked institutional M & E practices hence most of their programmes do not bring the desired results and impact. Other studies focused on government M & E challenges, Human capacity challenges pertaining to M & E and NPO funding issues (Luthuli, 2018, Mashego, 2017, Govender, 2014.) It is anticipated that this study will contribute to encouraging CHBC NPOs on building capacity building of M & E practices aimed at empowering, improving, and managing their programmes.

2.11. Theoretical Framework underpinning the study

M&E practices are useful management tools for projects and programmes. Freire's (1970) empowerment theory provides the basis for the study (Freire, 1970; Jacobs, Barnett, & Ponsford, 2018.). Empowerment is an active, collaborative process that gives people, groups, and communities more power, effectiveness, and social justice. In the context of this study empowerment is described as initiatives conducted by organizations that are directed at generating individual empowerment and organizational effectiveness in order to achieve intended outcomes Therefore, M & E is regarded as an empowerment for NPOs by ensuring that they reach their desired outcomes when implementing their programmes (Zimmerman, 2015, p.59).

Empowerment theory assumes that "Social ills exist as a result of inequality, uneven resource allocation and access" (Zimmerman, 2015, p.60). Empowerment theorists' further postulate that, organizations are well served by mutually utilizing help from their own resources and strengths amongst themselves and working for their own rights and needs not met by external resources. This is further supported by Rappaport (2011), who argues that empowerment provides basis for individuals, groups, communities, and organizations to master their strengths, use internal resources, and skills to implement M & E practices in their organizations wherein they take ownership of all the decisions and processes they embark on. This theory does not focus on professionals being the experts but rather encourages organizations to develop their own capacity of M & E skills to better manage and implement programmes successfully (Mackay, 2018; Fetterman, Kaftarian, & Wandersman, 2015).

Empowerment theory is viewed as a rights-based approach and focuses on building capacity of organisations, individuals, groups, and communities. The rights-based approach and capacity development are firmly related to the M & E practices in that these frameworks underpin and strengthen empowerment theory. A rights-based approach aligns to the South African constitutional values that underlies the country's commitment to development and should be reflected in national policies as well as the government wide M & E Policy Framework. O'Leary

(2017) confirms that empowerment approach concerns itself with encouraging and assisting organizations in asserting their rights to self-determination and not remain as latent “gift recipients” of donors.

Self-determination is a concept perceived to be critical in the empowerment theory., It is referring to the ability of any organization in charting and planning how they will implement social policies through programmes and remain accountable to their donors (O’Leary, 2017). Empowerment theory in relation to M & E assumes that organizations have the potential to self-actualize, self-direct. This means organizations have the potential to self-develop and build their own capacity of M & E when adequate resources and an enabling environment is provided for them by government and other donors (Maier, Meyer, & Steinbereithner, 2014). Similarly, in organizations remuneration is a form of empowerment for employees who have worked hard so they can meet their basic needs and live quality life. For instance, similar to the above statement the provision of adequate funding and resources aimed at M & E serves to empower the capacity of M & E within many organizations. In relation to this study, financial investment must be prioritized by donors to empower organizations to build capacity and implement M & E practices to prevent the erosion of M & E practices post donor funding (Fetterman, Campos & Zukoski, 2018). Therefore, autonomy, mastery and purpose are regarded as intrinsic rewards as factors defining employment satisfaction. However, within newly established NPOs the M & E Champions are paid less remuneration as compared to professional M & E personnel in well established NPOs hence the moral of those champions in newly established NPOs are always disatisfied as a result (Maier, Meyer, & Steinbereithner, 2014). M & E as a profession then becomes a prime area in which to focus. Are M&E staff paid more? How does fit into empowerment?

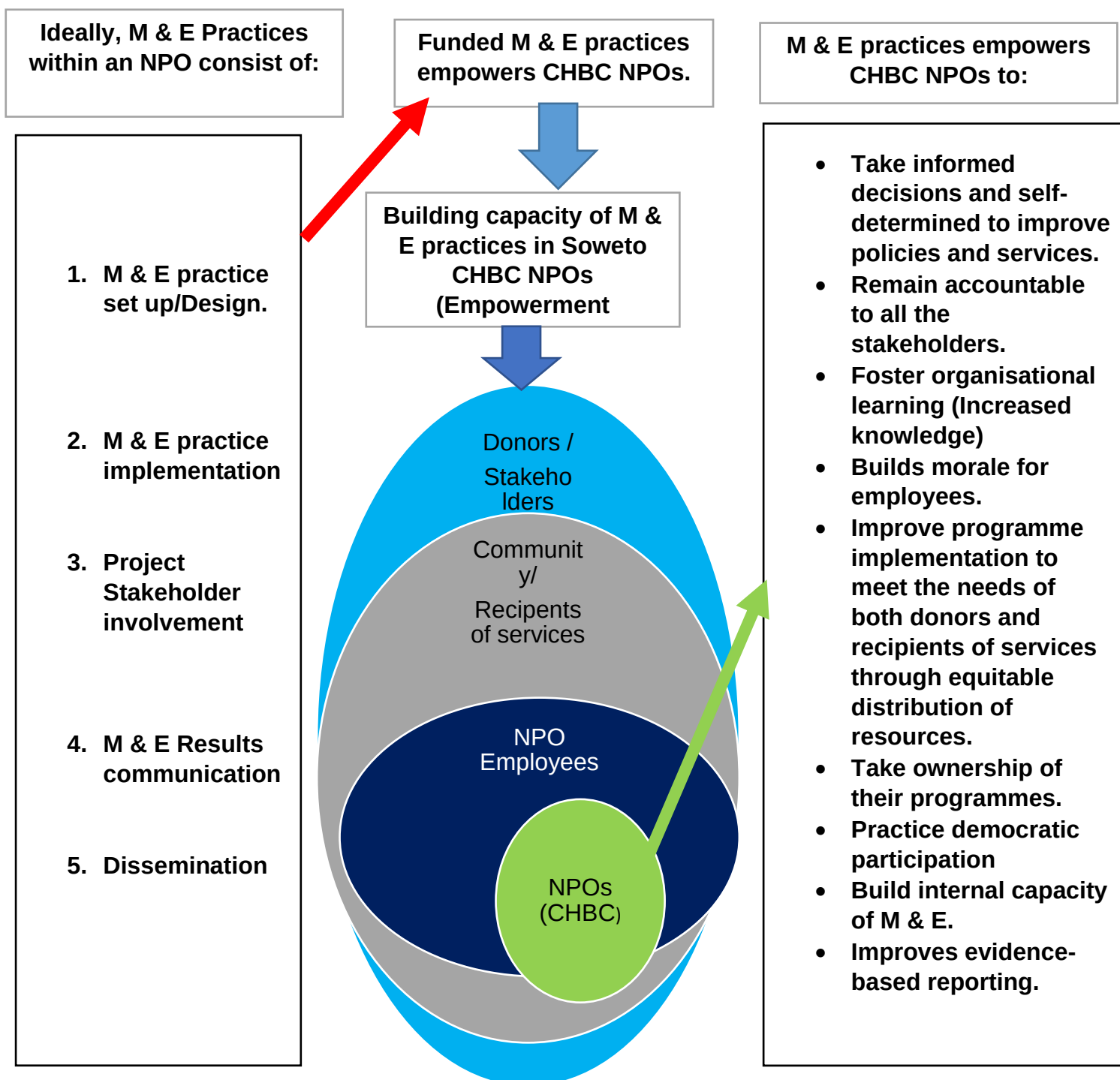
This study examined how M & E practices empower the Soweto CHBC NPOs when M&E is operationalized at grassroots level. Considering this, Lusthaus, Adrien, & Perstinger (2011), suggest that building capacity for M & E practices using empowerment theory or evaluations helps with enhancing and strengthening already existing capacities as compared to relying on donors to transplant external knowledge and capacities to enhance project implementation. Government and NPOs partnerships are critical within the process of development and provision of social services as shown earlier. Therefore, empowerment theory is relevant as a theoretical base in which NPOs are viewed as a central sector in M & E practices, which implements, consolidate, collate data, and report on their work as accountable organizations (O’Leary, 2017).

The empowerment theory as a rights-based and capacity development centred approach enables NPOs to stay motivated, capacitate themselves with relevant M & E skills which are central and vital to improving programme implementation (Lusthaus et al ,2011). Empowerment theory informs and underpins empowerment evaluations. On the other hand, empowerment evaluations provides basis for looking at how implementation of M & E practices empower NPOs to improve their programmes This process is based on the information drawn from M & E activities carried out during the design and implementation of their programmes (Podems, 2019). Hence it is critical that M & E practices within Non-Profit organizations empower them to effectively monitor and evaluate their programmes.

The figure on the next page represents the conceptual framework for this study. This conceptual framework looks at how an ideal M & E practice comprises of, and how funded M & E practices can empower CHBC NPOs to build their own capacity of these management tools.

2.12. Conceptual Framework on how M & E Practices empowers the Soweto CHBC

NPOs:



The conceptual framework above illustrates how M&E systems are expected to support and build capacity for CHBC NPOs. Non-Profit organizations are defined as organizations that addresses psychosocial and health needs of local communities in collaboration with different stakeholders. Moreover, NPOs are organizations that do not generate profit and they are generally known as

third world sector. Non-Profit Organization describes /various organizations that focused on common shared goals or a social cause without being paid for the services rendered. NPOs remain accountable to donors as they are the one's providing them with funding to provide for psychosocial needs to marginalized groups. This study focuses on the CHBC NPOs which form part of a specialized programme aimed at taking services to the home context of those that are for an example in frail care, bed-ridden and ill due to different reasons as alluded in the literature review.

CHBC NPOs play a very critical role in that, they are a strategy adopted by government and other stakeholders aimed at decentralizing CHBC Programmes and services to older persons, youth, and vulnerable households. To render the CHBC services they need support from donors to build capacity of their M & E practices. M & E are two distinct concepts that complements one another consisting of diverse tactical and scientific theoretical approaches. The distinct between M & E is that monitoring focuses on collecting and analyzing data to track programme implementation progress against the set goals and objectives. This is crucial because, it helps to determine what produces the desired end results and what does not. It further identified loopholes and inform decision making for programme implementation so to devise solutions aimed at addressing the loopholes and improves programme implementation (Hardlife & Zhou, 2013; IFRC, 2011; Kusek & Rist, 2010).

Contrary to that, evaluation is described as a methodological process within a specific programme completed or still being implemented, and it includes planning, set-up, implementation, and outcomes. Evaluation provides for basis of assessing whether the programme implemented is achieving its goals and if the outcomes has made an impact or not (Adhikari, 2017; Alkin, & King, 2016). Therefore, we can conclude that both concepts M & E involves a systematic procedure entailing the collection of data and analysis whereby the data collected informs programme implementers if they are achieving their intended goals. M & E practices within CHBC NPOs are generally consisting of M & E practice set up, M & E practice implementation, Project stakeholder involvement, communicating the M & E results and disseminating them to both donors, stakeholders, and service recipients. As per the conceptual framework presented by this study, an operational M & E practice should look or operate as follows:

Firstly, M & E must be prioritized by donors because if more and adequate financial resources are invested in M & E practices within CHBC NPOs, these CHBC NPOs can build and institutionalize M & E practices which empowers them to a greater extent of taking well

informed decisions based on evidence reporting, improves accountability to donors, encourages organizational learning whereby M & E information is shared amongst employees to build morale for employees so that they confidently implement programmes. This is achieved through democratic participation. Moreover, when funding is made available for M & E practices within CHBC NPOs, their programme implementation gets enhanced and improves drastically. This allows these CHBC NPOs to take ownership of their programmes. Therefore, the purpose of M & E practices as critical management tools within CHBC NPOs is generally about empowering these organizations to build capacity and institutionalize M & E, improves programme planning and implementation, improves decision making processes and accountability to donors and service recipients through evidence-based reporting.

2.13. Summary of the Chapter

Chapter 2 provided the outline of the history of CHBC Non-Profit organizations both in the Africa and South African. This Chapter presented a discussion on theories that provides for the inception and evolution of NPOs, regionally and internationally defined an NPO, and the challenges experienced within these CHBC NPOs. To add, legislative frameworks that enable the functioning of NPOs was also narrated.

Efforts were also made to discuss the challenges that are often experienced by NPOs generally when they provide social welfare services in South Africa. Legislative frameworks which enable NPOs to function were also discussed. The importance of Monitoring and evaluation in Non-Profit organizations was also emphasized and this led to the critical roles M & E play during programme implementation in NPOs. Further to that, empowerment theory was to be a suitable framework guiding this study because it focused on how M & E practices empower Soweto CHBC NPOs. Lastly the conceptual framework on how M & E practices empower Soweto CHBC NPOs shows that CHBC NPO should operate successfully provided that M & E practices are given priority by donors in terms of allocating adequate funding for M & E activities. This enables CHBC NPOs to function optimally, remain accountable to donors, improve decision making and enhance programme implementation. The Chapter that discusses the Research methodology adopted by this study follows next.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1. Introduction

This chapter gives an overview on the research approach, methods, and procedures that were used in conducting this research. Further to that, research tools, sampling, limitations, process of collection of data and analysis for the study will be provided.

3.2. Research Question

The research question for this research study was:

How does M & E practices empower Soweto Community Home Based-Care NPOs?

The research questions for data collection are found in **Addendum D**.

3.3. Primary aim

The study's main aim was exploring how M&E practices empower Soweto Community Home Based-Care NPOs.

3.4. Secondary objectives

As alluded above, the purpose of the study was exploring how M & E practices empower Soweto Community Home-Based Care NPOS.

The below were the study's objectives:

1. To establish factors that enable the set up and design of M & E practices at Soweto CHBC NPOs.
2. To explore experiences of Soweto CHBC NPOs in conducting M & E practices
3. To elicit views on how the Soweto CHBC NPOs could enhance and strengthen M & E practices post donor partnership.

3.5. Research approach and strategy

This research study employed a constructivism paradigm as it relates with the qualitative research approach. Cresswell and Cresswell (2018) cites that constructivist are of the view that reality is non-concrete, and that it is constructed by those who experience it in a specific context. More so, Bryman (2016) and Wagner, Kawulich & Garner (2012) assert that acquiring knowledge is solely dependent on observations and engagement of lived experiences of people due to that knowledge is subjective. Constructivism paradigm and qualitative research approach were found appropriate as they assisted the researcher on acquiring answers to the research question and problem based on lived experiences of the Soweto CHBC NPOs.

This was a qualitative study as described by Cresswell et. al (2018, p.206), qualitative research is commonly “uses words, observations, and questions that are open-ended aimed at exploring and gaining an in-depth understanding of the firsthand experiences of people who associate with different social or human problems”. The purpose for selecting a qualitative approach came because of the need to gain an in-depth knowledge of M & E practices empowering Soweto Community Home-Based Care NPOS.

Saunders, Lewis, and Thornhill (2016) assert that for a researcher to choose a particular research strategy they are guided by the proposed aims of the research and questions pursued. It became apparent that the researcher selected qualitative strategy because it was driven by the framing of the research questions asked to address the problem formulated in the study. This research study examined how M & E practices empower the Soweto CHBC NPOs and these M & E practices are systems and activities implemented by human beings and not machines hence the selected research strategy was suitable for enabling the researcher to acquire in-depth knowledge of lived experiences of implementing M & E practices from the CHBC NPO project managers and M & E personnel.

In addition to that, a multiple case study design was utilized because this method aided the researcher to collect data from multiple sources and cases. Monette, Sullivan, DeJong, and Hilton (2014), asserts that case study designs are well suited for qualitative studies because they are concerned with an in-depth study of a particular program, organisations, or different people. Therefore, case studies enhance the process of collection of primary data. Also, by using multiple case study design in connection to the qualitative approach enabled the researcher to contextualize the M & E practices empowering Soweto Community Home-Based Care NPOS (Cresswell et. al, 2018; Monette et al, 2014).

3.6. Research Tools and their Application

Case studies employ different data collections methods that includes interviews, documents, and focus groups (Bryman, 2016; Williams, 2015). The researcher collected data through interviews, direct observation and assessment of reports including annual reports of the CHBC NPOs. Kumar (2019) and Rosetto (2014) posits an interview guide is defined as a research instrument that directs and supports the interview process in an interactive discussion in which rich information is communicated between the interviewer and the participants.. More so, the goals of a semi-structured interview guide are to allow the researcher flexibility of questioning by further allowing the researcher to discover and explore underlying themes (Monette et al, 2014). Data from the interviews was collected using a semi-structured interview guide for the Soweto CHBC NPO's, Project Managers, and M & E relevant personnel. The instrument was tested through a pilot study, and it provided credible information that was required and expected according to the responses of the participants selected for the pilot study. The sampling process is discussed on the next section.

3.7. Data Collection

Polit and Beck (2017, p.77) highlight that, “a sample is selected within the population, and it is further concluded that since a sample is a subset of the population it should have similar characteristics”. Having said that, this research used both purposive and snowball sampling techniques because the researcher will select CHBC NPO's which will evoke the desired data as responses to the research questions (Bryman, 2016). Purposive sampling was found suitable for this research in that the required data will have to be collected from selected CHBC NPO's based at Soweto. The snowball sampling strategy, on the other hand, aided the researcher in being referred to other relevant study subjects to speak with.

The sample for this study were 10 Soweto CHBC NPOS from the 750 CHBC NPOs in Soweto that are funded by local, provincial government and other donors. The details on these CHBC NPOs are available from the Civil Society forum and Gauteng Department of Social Development.

The sampling inclusion criteria for CHBC NPOs included:

- CHBC NPOs who have been in operation for 3 years and more.
- CHBC NPOs located in Soweto (Region D as demarcated by City of Johannesburg)

The sampling inclusion criteria for M & E responsible personnel included:

- M & E Project officers, CHBC NPO Project Managers with minimum three and more in terms of experience

All CHBC NPO's that did not fall within this inclusion criteria were excluded.

3.8. Ethical Considerations

The study adhered to the following ethical considerations:

Wits Ethical clearance

The ethical considerations such as anonymity, confidentiality, and privacy, informed consent, protection against any form of harm were complied with and assured to the participants. Cresswell et. al (2018) cites that all research proposals must be subjected to research ethics review before researchers can commence with the data collection process. Ethics approval was sought by the researcher from the Wits Human Research Ethics Committee (Non-Medical). The researcher awaited ethics approval before attempting to approach the proposed CHBC NPOs that formed part of this study and requested for their permission letters to be part of the study (**Refer to annexure E**). In terms of anonymity, participants were assured that their identity and any identifying information would be kept anonymous throughout the data collection procedure. In addition, final research report was not to disclose any identifying information of the participants. Some of the participant maybe knowing the researcher from the Social Development field, however he does not have any form of working relationship with them as he is not responsible for the CHBCs programme within the GDSD.

The participant information sheet and consent form are attached to this proposal (**Refer to Addendum B**)

Ethical behavior during collection, analysis, and storage of data

The researcher awaited the ethical approval of the study and thereafter, started the process of acquiring permission letters first from the CHBC NPOs from August 2021 to conduct interviews however it was a very slow process. Then actual interviews were conducted in between September 2021 to December 2021 as some of the participants kept postponing interview schedules and that was out of control of the researcher. Whilst the researcher was collecting the data, he would start transcribing it immediately and conduct a mini analysis process to determine the themes that were emerging. By utilizing the semi-structured interview guide to collect data, it helped the researcher to gather first-hand experiences of the participants. The process of

analysis for the data collected was conducted through thematic analysis process, were further coded, and organized into themes emanating from the interviews.

Whilst the researcher collected the data, an explanation was given to the participants about the purpose of this study as exploring M & E practices empowering Soweto CHBC NPOs. This process aimed to aid them in involuntary participation (Lambert, 2011). Participants were free and allowed to discontinue being part of the research processes should they be no longer interested. Further to that, during data analysis process the researcher ensured that this process takes place in a very secluded environment which was access controlled so to enable the participants to engage freely.

Through abiding by the ethical considerations of confidentiality and privacy, information collected from the participants remained confidential and their identities were never be revealed as the researcher used pseudonyms to enhance their protection thereof.

Lastly, tape recordings, raw data, and transcripts were kept in a computer with an encrypted password without anyone accessing them besides the researcher. They were then kept safely for future reference in the academic space.

3.9. Trustworthiness

Salkind, (2016) suggest alternative means to ensure that the trustworthiness is validated in the qualitative approach as does Bryman (2016) which ensure dependability, credibility, confirmability, and transferability.

In ensuring dependability, the researcher made sure that all records and processes of the research were kept safe for use as a reference by other upcoming researchers. The researcher administered the interview guide, facilitated the interview processes, and lastly followed all the steps outlined in thematic data analysis process (Marshall & Rossman, 2016). The aspects of credibility, confirmability, and transferability are discussed under the process of analysis. The process of analysis follows in the next section.

3.10. The Data Analysis Process

The analysis of data in this research employed thematic analysis process. Data analysis becomes necessary to organize, bring order, structure, and meaning so that the data is broken down into smaller chunks of information that could be easily understood and interpreted (Bryman, 2016). The process of data analysis is an on-going process because the researcher must read, re-read the transcribed data, and out of this process develop relevant themes and sub-themes (Bryman,

2016). Data analysis starts simultaneously as the researcher collects the data from the participants (Kewulich & Holland, 2012).

Steps in thematic analysis that were followed included converting the recorded data into transcripts, reading through the transcribed data to unearth underlying meanings, further categorize similar topics or central issues by identifying emerging themes, code the emerging themes, further initiate a preliminary analysis by reviewing and checking if the emerging themes correspond with the extracts coded, and assess the emerging themes in comparison with what exists in literature and theory. The final step was writing up the report with the final analyzed data representing the phenomenon under study (Thomas & Mullaney, 2022; Yegidis, Weinbach and Myers, 2018).

In addition to the above, the researcher ensured credibility of the study by firstly abiding by the ethics in research, conducted triangulation to ensure that the findings of this research are valuable and represents the exact experiences of the participants as perceived in their real world. The researcher further described, the population targeted, setting, and conducted a comprehensive process of literature review. This was done to quality assure that the research findings are credible, authentic and can easily be accepted by other scholars.

In enhancing confirmability, the researcher used the recommendations by (Nieuwenhuise, 2016) highlighting that correspondence in terms of the theme's categorization must be conducted by the academic personnel supervising the research study. More to that, the researcher refrained from using his values in conducting this study so it comes out as pure as it should be. Lastly, the data collected was comprehensively written to enhance transferability.

3.11. Limitations, feasibility, and positionality

This study was conducted with ten (10) CHBC NPO's at Soweto and since Soweto is a township with diverse people, issues of language barriers could be easily addressed by the researcher as he has an elementary understanding of the languages used in Soweto. Further to that, there were delays in getting the permission letters from the CHBC NPO's, however, the researcher waited for ethics approval prior approaching the CHBC NPOs to request permission letters to conduct this study with. The researcher requested for permission from the CHBC NPOs and conducted follow ups with regards to acquiring the necessary permission letters from the CHBC NPOs. In addition, he also approached the Johannesburg NPO district steering committee and asked for help to fast track acquiring of the permission letters. The researcher secured funding for data collection and analysis prior the commencement of collection of data.

In addition, limitations that were experienced during this study were that this study was limited to using only qualitative research strategy coupled with multiple case design and this means that the generalization of the findings will not be possible to other programmes such as Victim empowerment programme, drop-in centres etc. Three CHBC NPOs who were approached before commencement of data collection decided to pull out of the study after having agreed initially and this limited the researcher from gathering other rich data from them as they were purposively selected because they have been in the NPO sector for many years. The researcher had to start again to look for three more CHBC NPOs replacing those who pulled out.

The data collections process took more than the anticipated time frame due to that, other participants kept rescheduling their interview dates and administering the semi-structured interviews was time consuming as compared to a structured interview guide. Some of the participants would at times provide information that lacked credibility and answering the questions rousingly. To address this the researcher compared the responses of all the participants through a triangulation process to increase credibility. From the interviews two participants refused to be tape recorded and this limited the researcher in terms of capturing most valuable information while he was busy scribing down responses of the participants. To address this limitation, the researcher kept using minimal encouragers to allow the participants to share and explain more.

In terms of positionality the researcher declared that he works for the GDSD as a M & E Social Worker whose work included recommendation of funding to NPOs in general, monitoring and evaluating social programmes implemented by NPOs as per their signed service level agreement. Therefore, there could have been some conflict of interest as outlined above. However, potential biases were avoided by selecting only CHBC NPO's that do not form part of his case load. This meant, it was CHBC NPOs providing services to older persons, youth and the researcher does not have a direct working relationship with as he is responsible for Drop-In Centres providing services to orphan and vulnerable children.

In cases where there were data contradictions, the researcher conducted an in-depth data verification process with the participants hence the researcher-built rapport with them. The boundaries of the individual case studies and the research overall were based on enabling the replication of the study across similar cases. Therefore, it is the reason that the researcher chosen the Soweto CHBC NPO's so that similarities and differences in the findings cannot differ much because these CHBC NPO's were from the same context in Soweto.

3.12. Summary of the Chapter

The Chapter three discussed and described the research design and methodology adopted by this research. This chapter further explained the aims, secondary objectives, research questions, sampling processes and procedures, processes of pretesting the research tool, collection of data and analysis, limitations, and delimitations of this research. It further highlighted challenges that researcher encountered whilst collecting the data, and this prolonged the anticipated timeframe set to complete the process of data collection however the researcher became patient with the process and kept reminding the CHBC NPOs of their appointments scheduled for data collection to try speed up the process a little. The researcher spoken to 10 CHBC NPO participants as per the selection criteria highlighted above. There were minimal challenges during data analysis as two of the sampled participants refused to be tape recorded and the researcher kept using minimal encourager to get some more information from them because the semi-structured interview guide allowed that without deviating from the actual research questions set in the instrument. Data collected from the 10 CHBC NPOs was analysed during December to mid-January 2022 and the write up of the following Chapter which includes discussion of findings was done simultaneously daily until it was completed. The ethical considerations were also discussed as there is no study that can be conducted before it is approved ethically. The upcoming chapter presents the information on the results derived from the findings of the data collected.

CHAPTER FOUR

PRESENTATION AND DISCUSSION OF FINDINGS

4.1. Introduction

The preceding chapter concentrated on the methodological approach; chapter four is on the presentation of the findings from this research study. The research findings of this study and research questions targeted at addressing the research problem formulation guide the discussion in this chapter.

Furthermore, the conclusions are obtained from the study's objectives, which are as follows: the factors enabling the set up and design of M & E practices at Soweto CHBC NPOs, exploring experiences of Soweto CHBC NPOs in conducting M & E practices and the views on how the Soweto CHBC NPOs could enhance and strengthen M & E practices post donor partnership. As a result, themes that emerge through analysis of data are examined.

4.2. Participants' Profiles

The participants who formed part of this study were key and relevant because they had the required experience in practicing the M & E within their CHBC NPOs. Six of them were M & E project officers and four were CHBC NPO project Managers. The ten CHBC NPOs were registered formally and compliant with all the legislation frameworks discussed in the literature chapter. These CHBC NPOs have been in partnership with the different institutions and other relevant stakeholders with similar goals.

The profile of the ten CHBC NPOs is presented below. In addition, pseudonyms were utilised to assure anonymity of the CHBC NPOs. For an example, CHBC A, CHBC B etc.

Table 4.2.1 Participants demographic details.

Participant	Position	Years of experience	Gender	Age	Education background
CHBC A	Project Manager	5	Female	49	Matric, Project Management Certificate
CHBC B	Project Manager	8	Female	35	Matric, Project Management Certificate and M & E diploma

CHBC C	Project Manager	9	Female	43	Matric, CHBC Management Certificate
CHBC D	Project Manager	13	Male	47	Matric, CHBC Management Certificate
CHBC E	Project Manager	7	Male	38	Matric, CHBC Management Certificate
CHBC F	Project Manager	15	Male	48	Matric, Project Management Certificate
CHBC G	M & E officer	9	Female	51	Matric, Advanced Management Certificate
CHBC H	M & E officer	12	Female	42	Matric, Advanced Management Certificate and a degree in organizational development
CHBC I	M & E officer	6	Male	39	Matric, Advanced Management Certificate
CHBC J	M & E officer	5	Female	45	Matric, Advanced Management Certificate and a degree in organizational development

Out of all the ten CHBC NPOs the research participants interviewed had different educational backgrounds. The first six CHBC NPO Project Managers have qualifications in M & E, Matric, project management qualifications and one of them has a recognized qualification in M & E. The four M & E Officers have advanced management qualifications with matric also, two of them have degrees in organisational development. This experience puts them in good stead to discuss the issue at hand, which is the enactment of M&E systems in CHBCNPOs. Lastly, all ten participants can hold a conversation in all the various vernacular languages spoken in their communities and English. The sample included 7 black females and 3 black males.

Table 4.2.2. Details of the CHBC NPOs

CHBC Pseudonym	Location in Soweto	Years in operation	Total number of employees	Targeted groups	Services rendered
CHBC A	Meadowlands	9	33	Older persons, Children, Youth and Vulnerable households	Provision of food material and other psychosocial support services
CHBC B	Freedom Park	5	19		
CHBC C	Dobsonville	18	33		
CHBC D	Pimville	4	15		
CHBC E	Doornkop	11	36		Psychosocial support Services, skills development, and educational support
CHBC F	Kliptown	17	36		
CHBC G	Ennerdale/Lawley	11	33		Referrals, Health care services for frail-care and bed-ridden beneficiaries, Food Parcels
CHBC H	Mofolo South	4	29		
CHBC I	Freedom Park	4	19		
CHBC J	Slovoville	17	29		Developmental services for older persons, educational and homework assistance for children in households, basic health care for bedridden older people and food parcels or daily meals depending

					on donors' expectations.
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According to Swilling and Russel (2012) most local NPOs are managed by black Africans as compared to their counter white parts who manage those that are national based, and this is the case with the Soweto CHBC NPOs sampled for this study. They all have employed a maximum of 15 to 36 organisational employees. These CHBC NPOs have been in operation for a minimum of 4 to maximum of 18 years which was one other aspect looked at during the sampling process.

The similarity of these CHBC NPOs is that they are all providing PSS to marginalized groups such as orphaned children, older persons, youth at risk and they offer food material, skills development, health care services for frail care and bed-ridden older persons, referrals to other stakeholders and sometimes provide daily cooked meals when they have a donor for such. Moreover, these CHBC NPOs operates at various locations within Soweto as depicted in the table above.

4.3. The findings of this study

The findings emanating from this study are presented below in a categorized format discussing all the themes derived from the process of data analysis.

4.4. Presentation of empirical research findings

4.4.1. Background of CHBC NPOs

Considering research topic of this study, it was deemed necessary to get some background information about the CHBC NPOs who formed part of this study. The aim was to understand and establish what are the programmes and services they provide, objectives of these programmes and services, their targeted beneficiaries and get clarity on how they ensure that quality services are received by the beneficiaries. Whilst on that part, the following three themes emerged which are Key CHCB programmes, services and targeted groups, Goals of CHBC Programmes and lastly the quality assurance and delivery of services.

The CHBC NPOs are providing several psychosocial support services (PSS) which is a basket of services targeting different groups of people in the community of Soweto. The PSS rendered by the CHBC NPO is not only limited to orphans and vulnerable children, but it also includes the households where these OVCs come from. The following theme from this question encapsulated as follows:

“At our organisation we are offering nutritional support to everyone who is in need, we visit people at their homes to assess their needs and address them. If we fail to address their needs, we then refer them to other stakeholders “

“We conduct home visits, identify people who assistance with material support, abused physically, emotionally so that we can provide protection services to them by ensuring that their rights are upheld they have food material, children are also assisted with homework’s as well”

Another participant mentioned:

“I make sure that our beneficiaries do get three meals a day, we fundraise with my team to provide these nutritious meals and at some point, we even deliver the food to homes of those that are bedridden because they are also worthy of life and these services”

The provision of PSS appears to be a very critical and foundational service amongst others and this theme was further explored by other participants who said:

“Currently, now that we have the Covid-19 pandemic, so many lives have been lost leaving children to fend for themselves and we come in right there by ensuring that all the needs of these orphans are catered for by providing food every month, counselling after the death of their loved ones, material things such as stationary for school, school uniform and many others”

Another participant highlighted that:

“Psychosocial support services are central to the services and needs of our people, therefore we make sure that all the services such as food parcels, balanced nutritious meal, counselling, skills development for youth are needs orientated”

It became evident in the quotations that psychosocial support services are very key in addressing issues of poverty, inequality in our communities. Psychosocial support services are primarily concerned with caring for and enhancing the psychosocial wellbeing of children, and they fall under the umbrella of a child rights perspective, which includes safeguarding children from harm, advocating for the child's best interests, spirit of Ubuntu; participation of children; care within the context of family; social justice and cohesion; social and community integration;

social development: collaboration within different sectors; encouraging provision of PSS; and proactive rather than reactive (DSD,2016).

4.4.2 Goals of CHBC Programmes and services

The CHBC NPOs have a variety of programmes that they offer to their targeted groups and as a result of that, these programmes are aligned to the needs of the targeted groups to avoid a service and target mismatch. According to the HIV SA (2019) about 75 percent of beneficiaries that benefits from these CHBC NPOs are orphan and vulnerable children and older persons is about 15 percent and 10 percent for youth respectively. The orphans and vulnerable children are offered school assistance and material support through the PSS, Youth is linked with skills development opportunities such as learnerships and older persons are provided also with health care services especially focusing on those that are frail-cared or bed-ridden (Groene & Branda, 2017; DSD, 2016). The programmes have got specific goals highlighted by the participants below:

“Most common goal of our programmes is to ensure that all those who needs the services are provided with free”

“To provide educational support and ensure access to appropriate education for beneficiaries who qualifies”

Another participant pointed out that:

“Our goal is to provide a safe and nurturing space that affirms life experiences of children youth and older persons by using arts, recreational activities and sports programmes to unite them in fighting for their rights and other related services”

It was further highlighted by other participants that:

“Our goal is to provide the unemployed people, youth and adults with effective training and tools to enable them to be employable, further create job opportunities for them through the EPWP programme”

“We strive to assist our communities by emancipating them from the vicious cycles of poverty at household level through provision of food parcels and skills development opportunities”

Participants stated in the above quotations that one of their core roles is to provide learning opportunities for the beneficiaries, and that when education is used as a tool to raise awareness, the community becomes more capable and aware of their surroundings, as well as how to react to various situations they may encounter using the skills acquired through small awareness campaigns. Poverty and inequality are targets of the National Development Plan (NDP) (2030). It promotes a more inclusive economy and encourages collaboration to build and grow South Africa together that will benefit everyone. Other the key areas emphasized by the NDP is expanding access to education and skills development for all.

4.4.3 Quality assurance of services to beneficiaries

The services are of critical importance to the beneficiaries and the CHBC NPOs find it easy to offer these services because they operate at the community level, and they understand the community dynamics and needs of the targeted groups. So basically, the CHBC NPOs uttered the following phrases on how they ensure that targeted groups do receive their quality services:

“Services to our beneficiaries are provided by our employees and we request beneficiaries to inform us if they are not satisfied by the services so that we can improve where applicable”

“We make sure that beneficiaries sign an attendance register for the services they receive as proof that they indeed received the services. And we keep these registers as proof for donors”

Three participants shared similar experiences and said:

“Registers are signed by beneficiaries to proof to donors that they did get services”

“It is without a doubt that we offer services to our beneficiaries that are of quality to them, and they are always free to complain if they are dissatisfied. Also, we network with different stakeholders to offer services that we do not have to our beneficiaries”

“Our organisation is an open book; beneficiaries always get good quality services free of charge and they are happy for that all the time”

“Our services are regulated under the norms and standards of the Department therefore we out to make sure we render quality services to the beneficiaries”

From these quotations it is imperative that the end users of services be provided with a platform to complain if they are not happy about the services rendered to them. Furthermore, CHBC NPOs are giving all the quality services to their targeted groups and so far, there has not been any challenges as beneficiaries are made to sign a register as proof that they indeed got the services. In terms of creating relationships with various stakeholders, the CHBC NPOs also indicated that networking is an important role they play to benefit themselves and their beneficiaries. Citizens and civil society organizations in democratic societies, such as South Africa, plays a vital role in organizing and forming support groups that are addressing their interests. Networking is critical for NPOs to provide layering of services to their beneficiaries (Swilling and Russel; 2012). The next section discusses the findings based on the M & E Practices.

4.4.3. Objective 1: To establish factors that enable the set up and design of M & E

practices at Soweto CHBC NPOs

According to IFRC (2011), monitoring is concerned with determining whether outputs are contributing to the accomplishment of intended outcomes, as well as knowing beneficiaries' views about the impact of the services delivered through programmes. This involves whether or not the project is finished on schedule and within budget. This research study explored how M & E practices empowers Soweto CHBC NPOs by highlighting the factors that impacts the set-up and execution of the M & E practices including problems these NPOs encounter whilst implementing M & E practices. **Under following research objective 1: to establish factors that enable the set up and design of M & E practices at Soweto CHBC NPOs**, the findings of this study highlighted the following themes:

4.4.3.1. M & E practices in NPOs

M & E practices within NPOs are understood differently and sometimes it is not easy to fully understand what is being required by donors during implementation of project. Monitoring is defined as the methodological process whereby the performance of the programme implemented is tracked. This is done through keeping records of every step and reporting. The purpose of this is to ensure that everything is going as planned. Various resources are invested in project implementation efforts, including funds, people, and equipment, all of which are closely monitored (Mueller-Hirth, 2012). On the other side evaluation is a systematic process conducted in the mid implementation and towards the end of project implementation. The above theme was encapsulated as follows:

“M & E is an approach that is used to assess if the project implementation is heading to the right direction or not and provides with corrective measures to be taken in order to steer the project to achieve its intended goals”

Another participant added:

“This is an instrument that assist us to collect data on our programmes and give a reflection of how we are implementing the programmes to our donors confidently”

It was highlighted also that:

“M & E is an evidence-based reporting strategy that we use in our NPO to implement our project successfully as it allows us to identify gaps and correct them during implementation as compared to only realising gaps at the end of project”

“My understanding is that M & E is a practice that is used by donors to ensure that NPOs remain accountable to them with the funds and all the resources given by them. However, it is understood differently by different people”

Another participant added:

“This is a management tool mostly used to account to donors in terms evidence-based reporting the information, successes, challenges we encountered during project implementation”

From these quotes most of the participants have some form of common understanding in terms of what is M & E even though it is understood differently by different people. They are also able to emphasise the relevance of implementing it during their project implementation and how it benefits their NPOs.

4.4.3.2. Synchronization of M & E and project plans dependent on Management style

Most of the project managers that were interviewed confirmed and outlines their responsibility in how M&E practices and approaches are coordinated within the project's overall plan. This is due to their recognition of the need to guarantee that M & E practices are set up and put into effect as an internally built aspect. According to the perceptions of the participants the habit of prior planning during initiation phase of projects, shapes and simplifies their set-up and direction of their M & E designs.

As a result, the participants stressed out that there is a need to integrate M&E practices and align them to their strategic programme implementation plans before the actual implementation of their project, as this allows them to develop a more robust, well-thought-out, and appropriate evaluation strategy. The study's findings suggest that leadership style across project planning processes, as well as funder expectancies, have an impact on how M&E strategies are developed. The following research participants described how M&E practices were included into the design of their CHBC project:

“I am of the view that M & E activities must be included in the project planning phases because they help in ensuring that the organization tracks project implementation and if there are faults it’s easy to address them. In our project we are incorporating M & E as in when we think of implementing any project”

An addition from another participant:

“M & E is very critical from the onset when you do your work plan, it must be detailed in terms of how you are going to assess the progress of project implementation and exactly what activities, or milestones will you be assessing. In addition, M & E outlines all the activities aligned to the project and its time frames, accounting people who will be able to produce evidence of what is being achieved, where the project lacks. For instance, our organization is funded by Hivsa and FHI360 so we have business plans that we used to apply for funding from these two organizations and they are used as monitoring and evaluation tools as they also outline what activities we need to carry out during project implementation”

Three participants shared similar sentiments by supporting the above quotes:

“I believe that M & E is important to incorporate during the planning of any project because if it is not then the project will just fail and have many gaps which we cannot identify and correct”

“In our project we make sure that at least we have M&E personnel in place even if he is not fully trained on the M & E processes, but the when and how to conduct M&E is just there at an earlier stage and we also ensuring that all relevant M&E tools are in place”

“At times I doubt if we have the correct M & E plans because all the time we try to align or implement them in our programmes we just fail or maybe we do not understand these processes”

Another participant added:

“During the conceptualisation of our project we made sure that M & E activities and plans are aligned to what we want to achieve so when you begin to implement the project it becomes easy because you had incorporated M & E in the initial phase of project planning”

The following participant uttered:

“All I can say is that there is no project plan without M & E set up and these two cannot be separated during project planning and implementation”

Another participant highlighted:

“M & E in our project has always been set up in line with our project plans and all of this is also dependent on the interest of the management of our organisation in terms of what the project wants to achieve, how and time frame given. For instance, if we want to reach out to 100 older persons and provide psychosocial support services to them by the end of October 2021, already this indicates an indicator name and time frame set up for what activities we are going to monitor and evaluate. Sometimes our manager does not take M & E process as something that needs to be aligned to our projects hence it is at times decided up at a later stage and I think that is one reason our M & E and programmes fails”

The above quotes highlighted that the Project Managers of CHBC NPO do acknowledge the vitality of incorporating and internalising M & E practices during project planning processes. This confirmed that leadership style adopted by the project managers when planning their projects determines an extent on how M & E is incorporated in the design phases of their projects. It is further argued that, not only the leadership style utilised by participants determine the implementation of M & E practices however, relooking at the implementation of the programmes holistically brings about certain interests that are very key in determining and shaping the M & E design. In most cases this is due to that, the leadership style implemented during project planning and interests can either enhance or deter the designing of M & E activities.

One may argue that management interests drive project scope, resulting in increased attention to areas deemed critical (Mthethwa, 2012). This also implies that management priorities determine the density at which the M&E plans and processes are being implemented. As a result, if the management involved is inclined in that direction, M&E run the risk of being perceived to be a process that afterthought and not allocated proper attention because of it being viewed as poorly constructed.

Ba (2021) points out that for M & E practices to be efficient it is necessary that the instruments used to monitor to monitor and evaluate a project be developed concurrently and aligned with the initial project plans. The above findings show that the research participants have developed their strategical plans for M&E plans when their programmes were planned, and this puts emphasis on proper management of M & E for their programmes.

The findings contradict previous research study conducted by Akanbang, Yakubu, and Dugle (2016), asserting that many M&E personnel lacked the essential skills to implement the M&E systems and practices envisioned during the program development phase. Moreover, this meant that participants utilized evaluation instruments that were not aligned to their programme development phase and these evaluations came to completely different findings.

A research study by Acquah, Zoogah, and Kwesiga, (2013); and Estrella and Gaventa (2010) revealed that certain managers were accused of viewing M&E as a different and non-inclusive process from the projects that were being evaluated, resulting in M&E systems being planned independently from project design. As a result, the issue has been to persuade managers that M&E is intimately related to project plans, execution and needs not be viewed as distinctive or detached from the rest of the processes however it designed in alignment with the project delivery. The quotes above highlighted that, raising awareness to management of NPOs in relation to M & E is very crucial and relevant because it determines how and when project goals can be attained in a specific time frame.

4.4.3.3. Different M & E tools utilised within CHBC NPOs

Management strategies for accounting to donors are important because the strategies assist organizations to improve performance management (Bamberger & Valadez, 2016). It is further highlighted by Matsiliza (2012) and LeBel (2011) that for any policy developed by organizations to succeed it must be measured through an evaluation to improve and enhance links and activities across project planning and implementation. Research has shown that there is a need for NPOs

to utilize evidence-based reporting and taking decisions based on data collected during programme implementation because it is critical in strengthening accountability.

As a result of the increased requirement for responsibility, there is a strong emphasis on empirically based reporting and judgment throughout project development and implementation. Donors must be able to take calculated risks that will aid in ensuring that organizations funded are able to account using proper M & E tools (Nelson, 2014). Nelson (2014) further argues that the incapacity of initiatives, failed project plans and policy implementation to reach their intended goals is a result of the incapacity of organizations to utilize correct M & E tools to correct mistakes implemented during project implementation.

Therefore, M & E tools are very critical when planning projects as they assist NPOs in determining failures of success of the project from its initial phase. Participants confirmed the use of M&E tools by their CHBC NPOs:

“We mostly use M & E tools such as intake forms because they consist of critical in-depth information of our beneficiaries and programmes they are enrolled for in our organization”

Another participant added:

“M & E tools are very critical in our organization as they help us to track progress of our programmes. So far, we use different tools such as attendance registers, distribution logs and surveys which are questionnaire based to gather information on project implementation”

It was also mentioned by the following participants:

“In our project we use different tools, for instance, some of our tools are quantitative based such as attendance registers to measure the number of people benefitting from our psychosocial support services”

“When we implement programmes such as protection of rights for older persons, we use tools such as distribution logbooks to count the number of pamphlets distributed to a specific area unlike percentage of people as per the equality of gender”

The following participant added:

“For us, in our organization we use service recording tool which assist us in recording participants who partake in our projects such as improving communication and behaviour change between adults and children in their home space. This also helps us in ensuring that, we are able to count a specific number of people who use a specific service and no other services, including counting how often do they attend that specific service”

Other participants added:

“We use survey questionnaire to assess perceptions or views of the recipient of our services in terms of how they feel about the implementation of our project, and this helps in improving such priorities our management deems critical in order to redress gaps and dissatisfactions identified by the recipients and project stakeholders”

“I sometimes prefer engaging people on an individual or group basis and observe them as I collect information from them based on the services they received”

Another participant also noted:

“Most of our projects are evaluated by evaluation form post implementation of project”

Mackay (2018) emphasized that M&E practices are critical for assessing the performance of any organization and demonstrated that M & E practice that is effective and efficient aids with the measurement of the effectiveness of organizational strategical plans, and programs. In addition, M & E practices gives an opportunity for NPOs to provide donors and government with proof of accurate performance about their programme implementation (Mackay, 2018). Acquaaah, Zoogah & Kwesiga (2013) shared similar sentiments in that, argue that M & E contributed to the collection of relevant information for improving project implementation and decision making, which also allows organizations to take calculated risks when deciding on how to implement a particular project

M & E is a performance management strategy that encourages transparency and accountability by generating both qualitative and quantitative information for improving organizational learning and decision making through evidence-based reporting by using different mechanisms and tools. encouraging the development of information and learning (Parker 2014). Therefore,

tools are very critical when implementing projects and they must be aligned to project plans and goals.

4.4.3.4. M & E practices are donor driven and dependent

Most of the participants raised some issues pertaining to stringent restrictions and criteria for M&E associated with donor funding. The participants observed that the way their M&E is implemented is heavily influenced by the demands of the donors. Basically, donors have more influence over NPOs especially because funding comes from them. Most of the participants stressed the need of aligning their M&E strategies with the deliverables expected by funders in order to sustain donor relationships, credibility and future funding opportunities.

Some of the participants stated that their donors do not always provide them with M&E strategies that guides them because donors care about the impact of the project implementation and not the actual processes and procedures to be followed leading to the actual realization of the aims of their projects. As a result, donors sometime allow management of organizations to develop and implement M & E practices to their best ability if they will still produce the expected results to the donors. Other participants reported that donors provide them with their preferred M&E designs for the evaluation of their projects leaving them without a say. The participants' responses below support this theme:

“In our project since it is funded by the government and other international donors, they have their own stipulations when it comes to M & E because they instruct us on how we are supposed to collect the information they want, further tell us how it must be reported to them, and we do not have powers to say anything because it is their funds, we are using to implement these projects”

Another participant said:

“Most of our projects are implemented with funds that are donated by different donors, therefore they have different requirements in terms of M & E practices and activities. We are then obligated to abide by their requirements. For instance, they will tell you that, you are supposed to aggregate the information according to areas, gender, disability etc and it needs to be reported per three months cycle”

“Since we are a small and newly established NPO, we sometimes feel that we do not have anything to say but just comply with anything the donors say or require of us because it is their funds we using to implement the programme”

The following participants highlighted that:

“Hey to be honest M & E activities are often imposed on us by donors because it is their money and not ours that implements the projects”

“Everything about M & E especially for small NPOs is dictated to us, we are just sent an M & E framework that we are supposed to complete, and we are at all times not sure how to articulate ourselves within the framework because we were never consulted when it was designed but what can we say we just comply with anything they say”

Other participants added:

“It is very rare to find a donor that allows you to design your own M & E practices and as they always impose theirs on us this makes it difficult to measure the impact of the project looking at that we operate at different contexts and different communities have different dynamics”

“It’s a matter of aligning ourselves to what the donor proposes despite that we understand M & E differently with donors. Sometimes M & E is politically motivated because we find ourselves monitoring and evaluating things that are off no benefit to us and do not help grow our organizations”

Another participant said:

“Some donors are flexible and not rigid because they contract with our organizations in a participatory fashion, we are given an opportunity to have a say in terms of how we think M&E could be implemented for a particular project however it differs per donor”

The preceding assertions illustrate that funders have sway over the design of M&E processes. One may argue that, to satisfy donor requirements, the managers' area of attention is determined by these donor expectations. As a result, such scenarios often result in the marginalization of management views from M&E procedures, even though they are the ones that have direct interaction with the recipients of services and experiences the project implementation as first-hand.

In most cases due to that, donors are considered as the primary decision makers in the financing relationship, they may have a detrimental influence on participative M&E implementation procedures due to their authority. According to Van Slyke (2013), this is in line with the

empowerment approach, which also favours the notion that donors and NPOs have comparable interests, aims, and intrinsic motivations and wishes to collaborate to achieve certain goals. As NPOs and their funders keep analysing their planned programme results to make sure that the impacts are mutually what they anticipated, this suggests that the partnership between them NPOs and Donors will improve (Davis, Schoorman & Donaldson, 2011).

Participants are clearly dissatisfied by donors imposing M&E practices at them, because they are forced on them and have been perceived as an impediment to the implementation of M&E, as evidenced by the following comments. As a result, while donors and NPOs may have similar objectives, donor stringent conditions are opportunistic in that they have the potential to stifle the partnership, even though they are working towards the same aims.

4.4.4. Objective 2: To explore experiences of Soweto CHBC NPOs in conducting M & E practices.

M&E practitioners have faced several hurdles since the inception M & E as a profession, according to research (Mviko, 2015; Myers, Petersen, Kader, 2014; Rabie & Goldman, 2014). This study explored the experiences of Soweto CHBC NPOs in conducting M & E practices and delved deeper into the difficulties that practitioners experience while designing and implementing M & E systems and practices. The research participants raised several issues, highlighting some of the hurdles that project managers experience during the implementation of M & E. The following are the main themes that emerged:

4.4.4.1. Clear project plans poorly implemented

On paper, the participants thought their proposals were wonderful, but the real implementation was fraught with obstacles and failures. M&E practices are believed to be in place and well-designed during initial phases of their projects, however they could not implement them successfully due to poor culture of M & E within their NPOs. This further discouraged them as they do not understand how to analyse the collected data to arrive at performance of the programmes being implemented. More so, senior managers in the management of the NPOs were seen as a barrier to the M & E practice. The following were highlighted by the participants as major challenges they experience when designing and implementing M & E practices in their CHBC project.

“Sometimes M & E on its own has so many challenges brought to us as implementing partners, because we at times have well drafted M & E plans in place however come time for implementation everything just goes south. This is because senior management of our organization does not take it serious from my observation”

Another participant added:

“M & E is not taken seriously as part of the project implementation according to how things have been happening at our organization. I however believe that it is very important despite that it is not implemented according to the plans of the project most of the time”

It was also added that:

“This is general especially with us in NPOs, in our organization we experience M & E as a really great tool however its implementation is not coherent with the tools in place despite having semi-skilled M & E personnel in place”

The following participant uttered:

“It is difficult to implement something that is not understood clearly despite being written down and articulated well. I still think as NPOs we need to try and position ourselves well to implement M & E correctly”

The preceding statements show that even when strong M&E strategies are in place, they are often poorly implemented. There are various contributing elements, such as a lack of managerial support to enable efficient implementation of M&E practices. This constitutes danger to the data gathering processes that are later deployed, as insufficient senior management support is frequently paired with insufficient budgetary allocation to the M&E budget. It may thus be claimed that the issues of having plans on paper but bad implementation in M&E are comparable to those experienced during the implementation of government policies especially because those who are expected to implement often lacks understanding of the theoretical concepts that drives the policies (Shava, 2019).

More evidence builds to the fact that M & E practices are not prioritized instead they are taken as a normal process incompatible with whether it is implementation produces good or bad results. Ideally, Project management and implementation must be inclusive of proper planning, organizing, controlling of resources, and leading the project towards its aimed goals however in

most organization if there are no good project management skills the implementation of M & E aligned with project plans is impossible.

4.4.4.2. Human capacity challenges

Participants identified a crucial gap as the scarcity of professionally educated M&E workers. Participants reported feeling overburdened by their workload because of being one of the few, if not the only, in their organizations having bit of understanding of M & E or having underwent some workshop in terms of M & E practices. Due to this, the participants felt that they have so much work to do because the other employees are reliant on them to complete M & E activities and that gives them additional work duties. Participants also expressed their understanding that M&E is quite a new field in South Africa especially in the NPO sector, resulting in a scarcity of trained personnel with regards to M & E.

The following were some of the responses towards the question addressing the challenges experienced by the project managers in designing and implementing M & E practices:

“M & E is a new thing to us because, not so many employees are familiar with it, and this does not mean that trainings are not offered but I think they are often less provided. For instance, I did a certificate with NFD organization and so far, M & E professional courses are offered by two institutions in South Africa which is Wits and University of Stellenbosch”

Another participant echoed:

“For the NPOs M & E is something that is learnt as one implement their job and so far, I do not remember being sat down and explained how all the concepts and processes of M & E works. All the information I have of M & E I learnt along the way. On my first day at work, I was informed that my duty will be to ensure that statistics is always compliant with the requirements of our funders and that was all. So, I had to figure out everything myself, in terms of how to collect the data and how do I clean and report it. I am the one who designs, logic model, theory of change and see it to fit in the project implementation which is very tough if you did not get any formal training”

One of the participants felt strongly about:

“It is very critical that institutional capacity is developed in South African NPOs because it is not good to always rely on external people to conduct our M & E activities as they charge crazy money. Therefore, training people from our organizations appears to be of most importance than before as this will build capacity of implementing M & E. Again, I tend to believe that since we as NPOs cannot implement M & E satisfactory it is due to that there is no standardized policy that guides implementation of M & E in our sector. For instance, the wide range government M & E framework does not talk to us but only institutions within the scope of government or public services”

Another participant highlighted that:

“M & E still needs to be given priority and attention in South African NPOs, basically a revamped strategy to ensure that it is standardised and implemented the same across. This is because, there is still very limited trainings and resources allocated to M & E activities especially in NPO sector”

“M & E is a critical profession however there is a shortage of professionals in this field hence most of our projects are done over and over again without any improvement or observed impact as we are not sure what to do with the data collected at times”

The statements above show that there is not just a paucity of professionally educated M&E employees, but that those who are there are now overburdened and frustrated. Due to job overload, M&E staff are at danger of inefficiency or poor delivery since they are unable to execute their duties optimally. According to Mouton (2010), several humanitarian organizations in the Republic of South Africa initiated the incorporation of M&E practices as a blueprint towards the implementation of programs during mid-1990s. In the 1990s, the evaluation of programmes started gaining admiration and were employed by many organizations to satisfy donor expectations through accountability (Mouton, 2010).

The government, led by Honourable President Zuma in 2009, had established a Department (DPME) that is entrusted with tracking the effectiveness of programmes delivered by the public sector (Mascia, Pailler, Thieme, Rowe, Bottrill, Danielsen, & Burgess, 2014; Mouton, 2010). The historical patterns of the field of M & E and the empirical results of this study, confirms the fact that the M & E profession is still emerging in South Africa and this is based on that the

participants voiced out and emphasized that there are challenges with incompetence technicalities in relation to the implementation of M & E practice from their CHBC NPOs.

As a result, the researcher argues there is an urgent need for academic institution that are accredited to teach M & E courses to market and encourage enrolment of public to professional trainings in M & E. Also, NPOs needs to also be obligated to fundraise more funds to send their employees for professional M & E training at academic institution to acquire recognised degrees.

4.4.4.3. Lack of understanding of basic M & E concepts

There are challenges with total knowledge of M&E ideas and concepts that have been identified as a significant barrier faced by project managers; as a result, personnel in their businesses typically do not adequately appreciate the many M&E features. Respondents highlighted a variance in how other team members see M&E, with the main source of confusion being the distinction between objectives and results. The following participant uttered:

“There is a lack of standardising the M & E concepts because for instance different employees maybe referring to one and the same thing without being aware of such. An example would be outcomes and outputs which is just a similar thing. M & E needs to be conceptualised in a manner that is strongly defining its core concepts clearly so to develop well managed programme plans and implementation”

Another participant stated that:

“I believe that different organizations have their own way of understanding the M & E concepts however that only aggravate the use of the M & E processes which then poses a challenge for many NPOs. Some concepts are used interchangeable whereas in some instances they are not due to being understood differently. An impact can be known as short- or long-term result of a particular activity in project implementation and that causes a lot of confusion”

The following participant said:

“It is a very difficult situation to comprehend the M & E concepts because if you are working on a project with many people the understanding may not be the same for all of us. Therefore, according to me, only a few people will do understand the M & E concepts as compared to the rest. I still have a long way in really learning and differentiating these concepts”

The statements above show a lack of grasp of not only M&E core principles and concepts, but maybe the broader South African M&E field at moment. The M&E practice or profession in South Africa is in its early phases of growth, with few staff who are appropriately qualified to do it. In turn, a lack of adequately qualified employees may impede the successful fulfilment of M&E's main value, which is to determine whether a project has reached its objectives to confirm the viability of feasibility of the project and relevance (Hamper & Baugh,2011).

Personnel with adequate training and a complete grasp of M&E ideas are crucial to the success of upcoming ventures. This implies that the complexities of M&E necessitate that all consultants must have received academic training in the discipline prior being employed as M & E specialists. In addition, there is a lack of reviewed literature that seeks to address the standardised understanding of M & E concepts in South Africa, illustrating that maybe there is an overarching assumption that M & E professionals do understand how this field operates which is completely not so true.

4.4.4.4. Inadequate funding ringfenced for M & E practices

The research participants stated that the majority of the time they have difficulties when it comes to the funds provided for their project. They all agreed that there are insufficient funds given for M&E activities, which has a negative influence on project delivery because their initiatives fail as a result.

More so, budgetary constraints pertaining to M & E activities do not only impede the project and M & E plans, but M & E implementation processes tend to affect the implementation of projects successfully. Due to this, funds allocation pertaining to M & E activities were observed as a real challenge that hinders the successful planning and implementation of M & E aligned to project plans as per donors' requirements

Participants responded by saying:

“In most cases grants managers are very stingy when it comes to fund allocation to M & E activities, and I believe it is solely because they are not interested in the M & E activities but the results of the project which is unfair to us as implementing partners”

Another participant said:

“At times we even do not have money to collect the data required by the sponsors and you would be told that the sponsor has given you 70 percent of funding for project implementation the rest of the 30 percent must be fundraised by the NPO as a partner”

The following participants echoed:

“It is even difficult to know exactly how these sponsors work out their budget because they expect so much good job from us yet when it comes to budget to ensure that projects are successful with the help of M & E there’s not much funds allocated in that respect”

“Due to that, donors have stringent expectations that alone makes it difficult for our project to conduct M & E activities successfully as we always do not have funds for that despite that our beneficiaries are just around the community; we sometimes fail to even verify if they received the services and just take word of mouth of those who conducts home visits”

“Funds allocation for M & E activities are a real limitation to successful implementation of our projects”

The following participant shared a different view:

“It is dissatisfying to learn that at times since we as NPOs are sponsor dependent we also fail ourselves by not budgeting to meet the sponsors halfway with regards to M & E activities and that is what really kills our projects”

The statements above show the issue of limited funding being dedicated to improving M&E procedures. M&E is obviously perceived like a formality and an annoyance that demands minimum attention and financial investment. M&E is introduced as a norm, indicating the issue that possibly supervisors do not completely understand the value of M&E in determining project success. This financial constraint is irreconcilable with the M&E value proposals, which regard M&E as a crucial tool for capacity building and efficiency (Bennett, Rodriguez, Ozawa, Singh, Bohren, Chhabra, 2015). It may be claimed that inadequate funding for M&E activities restricts the degree with which relevant data for upcoming projects can be gathered, because project managers are therefore confined to gathering information about the project that is aligned with funding allocated.

Bennett, et al. (2015) further reviewed that, low M&E resources limit the process of acquiring all necessary information, and managers are limited to only the most basic data to account to donors. This also suggests that, with insufficient money for M&E activities, the findings may be too inappropriate or irrelevant to make a clear conclusion or to provide clear recommendations to organizational management on what works or does not work.

One may also argue that the lack of enough funding for M&E reveals a disconnect between project managers' and funders' priorities in each individual project. This is congruent with the M&E Agency hypothesis, which says that donors have different aims, motivations, and interests than organizations effecting change with their financial backing (Ferris & Graddy, 2017).

M&E is thus viewed as a typical element of the contract obligation which donors and their trusted partners must agree on to achieve the desired results for both the donor and the implementing organization (Fitz - Gibbons, 2012). This might possibly explain why less resources and inadequate funding is dedicated to M&E activities, since management perceive M&E as a superfluous formality and ritual that must be accomplished to remain accountable to donors and help maintaining the donor relationship.

4.4.4.5. Completion of M & E practices to comply with donors' expectations

Participants noted that owing to the time-consuming nature of M&E activities, and extreme pressure associated with meeting donor deadlines and demands, team members frequently end up executing M&E activities and obligations for their projects partially to remain accountable to donors.

According to the findings of this study, M&E is frequently undertaken just when reports or evaluations are scheduled for submission, resulting in the generation of fake and falsified statistics as project managers believed that their other team members do this because they are pressed by the submission time frames and mostly are not schooled in terms of accurate reporting. This is viewed by donors as unethical as it gives a bad reflection on the CHBC NPOs in that they are observed to be implementing M & E in a very short period for the purpose of reporting, impeding a complete knowledge of the numerous dynamics at work throughout project execution.

The following quotes supports this theme:

“Sometimes as a project manager you may want to see the attendance registers whereby it is proof of how the beneficiaries have received the services and as a result of that you were not there when the services were being rendered you can see from some of the signatures that this activity was just completed for the sake of complying with the requirements of the donor”

Another participant added:

“M & E is only utilised to count numbers when we have to report to donors other than that we do not follow up on any services provided to beneficiaries due to pressure given by donors. And the painful thing is that we cannot even measure the impact as a result of only conducting M & E when it is time to report”

Another responded said:

“We do not normally go through the proper processes of M & E, and it is wrong however we just go in to collect information and get our registers signed so to report to donors by submitting our stats”

The following participants highlighted:

“I remember years ago we used to partner with some international organization and they were more interested in numbers more than the quality of the work in terms of our intervention so we therefore had to exaggerate the figures so that we report a high number of beneficiaries we have reached and that clashed with our government funder because those ones are more concerned about the quality of services so it became a very huge struggle to please both the funder that was concerned with figures and quality but we had to cook some figures to comply to be honest”

“As a result of conducting M & E just for complying with donor requirements we experience a lot of errors in our reports because this process is like you are being policed and watched for any mistakes you do during the implementation of your project and that is embarrassing but M & E is a good tool aimed at improving the implementation of our projects”

According to the assertions above, M&E reports are frequently obtained when it is time to report to funders, leading in unethical behaviour by M&E practitioners and their team members. Ortiz, Kuyama, Munch, & Tang, (2017, p. 8) posits that, considering the significance of senior management identifying and prioritizing M&E as a management technique, many managers in international companies regard it as a governmental need to validate their expenditure.

Consequently, management does not give it their all effort in implementing the M & E activities because they feel obligated to only complete it as a donor prerequisite, turning it into a 'tick-box exercise' for accounting to donors. Because of this research, the issue of conducting M&E activities rushing to report only leads to cooking statistics and reports submitted to donors which is unethical as noted by the research participants. The notion that M&E is performed in a rushing manner to satisfy donor demands demonstrates that it is a faulty process in general, since vital results that could be used to draw critical lessons for deciding on future projects will not be discovered because of lacking understanding for M&E's strategic importance. It is also consistent with a study by Panda and Leepsa (2017) whereby they argue that the M&E processes and activities are regarded as a standard component of the legal contract because donors and implementing organizations may have unaligned interests.

M&E is viewed as a police act mandated by funders and upper management to uncover deficiencies and inefficiency whilst projects are being implemented. This could be the reasons some of the project managers and their teams do cook the statistics as uttered by the respondents there is so much pressure overwhelming them when they must perform the M & E activities. To corroborate this conclusion, research has revealed that the notion of learning from M&E findings is frequently perceived negatively by project managers, who believe M&E to be primarily concerned with identifying faults and exposing their incompetence's when their projects are being executed ((Ferris & Graddy, 2017; Bamberger et al., 2016; World Bank, 2014).

M&E has been viewed and exploited as a type of 'surveillance camera' in some situations, culminating in the withdrawal and termination of funding by donors as M & E is used as a tool to evaluate project deliverable goals (Bamberger et al., 2016). It may also be claimed that donors should enforce inquiries pertaining to project implementation procedures on a regular basis so that they are informed in terms of deciding if it is a worthy course to keep funding a particular organization or not (Alfreda, 2015). Again, Ferris and Graddy (2017) highlights that there are several disparities among implementing partners and donors' interests during the implementation of projects As a result, there is no harmony or congruency in terms of interests between both parties involved.

4.4.5. Factors simplifying M & E

One of the enabling factors that has helped project managers to execute M&E with ease and produce the anticipated output has been the presence of a clearly articulated M&E plan or design that can be maintained throughout project execution. Participants also highlighted using the log frame as an organized strategy to ensure that M&E is carried out in a relaxed manner in order to fulfil donor expectations. The study also revealed that ongoing evaluations and having a complete benchmark to start with simplifies the implementation of M&E activities by making the essential information readily available and periodically evaluating it. Participants also stated that it is necessary to have a more simplified terminology in terms of language use that is less sophisticated as a method of easing the M&E processes and activities, given that most employees at NPOs do lack the professional expertise and training with regards to M & E. These below discussion covers the in-depth understanding of these themes as follows:

4.4.5.1. Clear Project goals aligned to systematic M & E plans

According to the findings of this study, the clarity and coherence of M&E plans are crucial to the approach during which M&E is implemented by all members of the team. Practitioners are of the view that simplistic but rational designs of M&E processes and activities should be implemented in a very empowering approach since they would be a useful guide for operations, by minimizing the number of mistakes, gaps, loopholes, and other stumbling blocks during the implementation.

The following quotes were echoed by the participants:

“It is very important that as an organization we have clear goals for our projects because they would guide us in terms of the mobilising resources equally to address our objectives, outputs, activities, resources and results. Without documented clear project goals our beneficiaries would not receive improved services all the time. So basically, a coherent project plan aligned with a good M & E framework result in a very successful project”

Another participant added:

“Our monitoring and evaluation framework that was developed 7 years ago is still aligned with the vision and mission of our programmes, works wonders when we deliver our services. This is because we can track the progress we have been making since 2014 through our interventions. We will be assessing our

implementation of M & E activities in comparison to the project plans we had set out to see if we are on the right track or not and if not, it will also inform us what we can do to improve what is not going right”

“Clear objectives of any project must be aligned with the M & E framework subscribed to. This is a chain of events which result in the impact the project being delivered gets measured or assessed through an indicator formulated for that. So, it is critical that the M & E practices are clear and aligned to the overall project objectives in line with the M & E framework”

The statements above emphasize the need of carefully thought-out M&E plans that ease the progression for M&E professionals. This implies that management must be conscious of and well-knowledgeable about M&E phenomena to create its systems in a way that meets project requirements. Again, this necessitates management appreciating the necessity of M&E as well as collaborating with donors, as previously described, donor requirements affect the design of M & E.

The need for consistent and perfectly designed plans is a vital value of M&E, as it will allow addressing inquiries from organizational management and donors about the progress of the project and its outcomes. It implies that in instances where donors impose the M&E procedure to the organizations, they must clearly articulate M & E frameworks that practitioners who implement at lower levels can comprehend and conform to. Effective M&E prioritizes continuous learning and risk avoidance to produce successful project outcomes which are harmonized with the objectives of the project. (Scriven, 1981).

4.4.5.2. Use of appropriate M & E tools

Most organizations prefer using the log frame as a tool for monitoring the M & E activities because it simplifies the design and implementation of their M & E. Further makes it easy to fast track the progress made through the implementation of a particular project. However, there are various tools being utilised by different organizations as per the quotes below.

Other participants said:

“We decide on tools that are in line with our project objectives most of the time”

“When an organization is more concerned about results and impact more than anything the most critical tool to use is log frame because log frames have got all

three components integrated which are the level of impact, level of outcome, and lastly the level of output”

The following participants added:

“In our project we have designed our M & E very well in that they are also guided by the log frame looking at how are we going to achieve the results, issues of resources, targets and means to verify the data we collect. For an example, if we want to monitor how many older persons received psychosocial support services, we simply look at the registers used when providing such a service against the number of days these services were provided to them then in that way, we are able to verify the information required”

“Log frames are very important M & E tools because they help us design and implement our projects better. This tells us from the onset how we want to achieve our objectives of the projects we are implementing and what will be their impact”

Other participants shared different views about tools they use:

“For us to decide which tool is relevant the M & E framework guides us as well, for instance that tool must be speaking about measuring the success of the project implementation and helps to identify gaps. We mostly use in take forms Registers, Home Visit Forms, Event/programme evaluation forms”

“We use tools that capture all the required information about the project implementation and how it is impacting positively or negatively to the recipients or beneficiaries”

“The tools must be relevant to our project and be centred around tracking progress of the project implementation against the set goals. We use mostly log frames and attendance registers”

The statements above emphasize the log frame's importance as a vital tool for simplifying M&E. Participants agreed that not only is the log frame necessary as a tool in and of itself, but that the professionals and managers who are using it must also be experts of this field; otherwise, as an independent instrument without human intervention, the log frame will not provide results. .

Also, Spreckley (2015) contends that the Logical Framework Approach (LFA) is required and beneficial in developing an organized project execution approach. One may contend that establishing a log frame necessitates the involvement of persons who completely comprehend

the scope of the project regarding the project goals, preconceptions, facts, and indicators that are successful in measuring the progress of project implementation.

It should be noted, however, that other techniques used throughout M&E practice, like problem trees versus objective three, Gantt charts and work breakdown structures, registers, and Timelines (amongst others), which aid in establishing time frames and performance requirements, are frequently not commonly used by the respondents questioned.

4.4.5.3. Complex M&E Terminology

Conferring to the findings of this study, M&E is seen to be quite complex and has scientific terminology that make it difficult for a layperson to easily comprehend. The complexity of implementing M & E and its concepts is experienced by CCGs who collect the data from home visits when they render services to the beneficiaries, then report the data to the responsible M & E officers or Project Managers. You find that the data sits with all of them and cannot be easily compiled and consolidated which causes more confusion. The confusion is mostly caused by that donor templates are not easy to understand, and it is difficult to transfer data collected in hard copies to systems designed by donor used on computers. Participants noted that the intricacies are the reason why so many individuals do not want to work in this profession, as well as why M&E implementation is bad owing to a lack of understanding and grasp of these "scientific" terms. There is a widespread belief that M&E is complicated, and because it is complex, everyone participating in M&E implementation performs it differently, and there is no uniform approach to implementation.

This participant said:

“M & E concepts are not easy to understand because for instance, sometimes words such as outputs and outcomes seem to mean the same thing etc.”

This participant added:

“The biggest challenge is understanding the terminology used by M & E professionals because it is too scientific according to me and that makes it difficult for just anyone to easily understand. In fact, the M & E framework itself is only understood by those who apply these things at the organization and not the rest of the team”

Another participant added:

“The language use in this field is very tough cause at some time understanding the M & E concepts is a challenge for most of us as we lack skills”

It was noted by the following participants that:

“I believe that we need to be skilled enough to understand the M & E terminology because once a word is said we tend to look at it as if it is a strange animal of which is not. The issue of M & E language is a pressing matter because everyone who works in an NPO sector does monitoring and evaluation one way or the other in parts of their work”

“I do M & E at work however when we meet with big organizations the terms, they use are very different as compared to my small English and understanding of what exactly it is meant by the terms used in this profession as most of the time it uses bombastic words to explain a series of intertwined different processes”

According to the statements above, M&E seems to have some scientific concepts and aspects that make it difficult for lay employees to apply without the expert assistance of a properly qualified personnel. Perhaps this is because of lack of proper M&E trainings that are scientifically accepted among those who practice M&E with organizational management personnel. As a result, one may argue that more user-responsive methods of applying M&E are needed to encourage the involvement of all members participating at the middle to senior management level within the NPOs. Nonetheless, given that M & E is not so a new field especially in the context of the sub-Saharan countries there is a paucity of published research addressing the mechanics of M&E within project execution in South Africa. If the NPO sector can be given a proper workshop on the terminology used in this field, it could help empower those who conduct this practice within NPOs.

Furthermore, the complexities of M&E demonstrate the necessity for relevance in people-Centred transformation where everyone should participate in M & E processes and activities. Language use and terminology is a critical instrument for enhancing the accessibility to involve beneficiaries and allow them participation so that they understand how their project is being implemented. This emphasizes the necessity for true growth and increased effort by key people in positions of authority to adapt to logical demands of legatees and all stakeholders to build a foundation for meaningful involvement throughout M&E procedures.

4.4.6. Impact of M & E

The M&E practice has several major advantages, that are discussed below. This study highlighted that, other advantages of M & E includes provision of accurate data that can be used to take informed decisions by organizational management with regards to the implementation of the project, as well as conducting an assessment on how the project implementation is bringing impact and the required change to the targeted recipients with regards to the project plans and purposes (Child Trends, 2011).

This implies that the way in which a particular project is being implemented, its performance, is always subjected to ongoing assessment and if M & E processes identifies that it is not going according to plan then changes to align the project resumes as a matter of urgency to close the gaps discovered. The aim of this study was to investigate how M & E empowers Soweto CHBC NPOs and the following themes emerged when responded highlighted the impact of M & E within their CHBC NPOs.

4.4.6.1. Accountability to donors

Participants identified accountability as one of the primary benefits of M&E practice in their NPOs. This is because when M&E processes are adopted, it enables NPO project managers to effectively meet donor and stakeholder expectations. Some accomplices stated that their donors are more concerned with results than with how M&E is carried out, hence the outcomes of such M&E processes and activities matter the most to provide donors with the necessary progress of project implementation. Others thought that M&E helps them obtain future funds since there is a lot of rivalry for funding, which means that one's capacity to meet donor prospects guarantee possibilities for future financing as donors including government grow trust in the NGO's dependability.

The following were uttered by the participants:

“M & E is very important in that it helps our NPO to be able to account to different donors who gives us any forms of donations and if the programmes being evaluated are found to have a great impact on the beneficiaries, then donors get happy”

“My own understanding is that M & E helps any organization to account because it is a management tool within the context of project management, therefore this helps to track if the activities of a project are going as per the set plans or not”

Other participants added:

“M & E is good as it helps us to yield the positive results expected by our donors and we are then able to account to them”

“We are able to account for the funds received, for the project delivered to the beneficiaries and also account for the beneficiaries in terms of whether they were the rightful and targeted groups or not”

Another participant highlighted:

“M & E helps us to justify to the funders on how we have used the money they gave us and demonstrate the impact of our projects”

According to the statements above, M&E systems helps to preserve a strong donor relation by meeting and accounting to their expectations. As a critical advantage of M&E, which has the power to either bond or break ties between donors and their beneficiary NGOs, M&E enables and enhances the capacity of NPOs to explain the use of donor support. As a result, trust between the two parties is strongly dependent on the outcomes of M&E and the impact of project implementation. Perhaps it is the demand for accountability that puts project managers under pressure to meet targets, which then leads to fake number fabrication, or cooking of statistics, because NPOs must assure that donors have faith in them, as expressed by participants. Similarly, Hobson, Mayne, & Hamilton, (2014) and IFRC (2014) state that M&E supports responsibility from the organizational administration because they are obligated to account to their donors and all stakeholders regarding the results achieved from funded projects. This requires managers to exert significant vigilance to guarantee the success of their projects, as continuous financing from donors is heavily reliant on the project's achievements, and continued public support is equally contingent on the successful effects of the programs that donors expect.

4.4.6.2. Enhancement of programmes and organizational performance

Participants selected program enhancement as a crucial benefit of M&E because the knowledge gained from M&E procedures could be used to greatly improve project implementation quality. M&E can thus be thought of as a tracking system that alerts project managers to any concerns that need to be handled while the project is still in progress. Participants underlined that M&E not only improves current project functionality, but also assists managers in better planning and improving new projects. As a result, it is seen as a useful tool for continual learning, and it can also be used to predict future lessons when carrying out tasks.

Participants highlighted the following:

“M & E helps our organization to improve the implementation of our projects for instance we are able to check if our targets set earlier on are being met or not so to derive plans to address and realign the implementation process. If our project is not being implemented to the required level, we are then able to make other plans in order to meet the deadlines accordingly”

“This allows us to check against the set plans if we are on the right track or not and if we are not, we then come up with strategies guided by M & E on how to improve our projects”

The following participant(s) highlighted:

“The information we collect through M & E activities assist us a great deal in helping our projects to keep up with the objectives set and if not, we then devise an improvement strategy thereof”

“M & E is empowering in its nature because without it we would not be implementing our projects successfully and meet all the donor expectations”

“According to me, M & E helps with improvement in service delivery by enabling our organization to track relevance of the programme in the community and to track set targets and groups-regarding whether are we reaching target or not”

The phrases above highlight the notion that M&E is regarded as an important activity that promotes program modification and hence improves service delivery to beneficiaries. It is regarded as a method that aids in the constant improvement of projects. One may add that M&E helps organizations maintain a positive reputation as a type of corporate image of performance and efficiency would potentially relate to NGO whose M&E processes create successful programmes with greater outcomes.

Again, successful implementation of change management strategy must be conducted by qualified M & E personnel to avoid directing efforts to projects not impactful and worthless. M&E managerial functions encompasses "ways of providing the required information so to adjust the activities in an improved fashion to meet the standards, provides information on the progress made against the desired objectives, identifying risks, and providing corrective measures to be taken and distributing organizational resources equally (Kanter & Summer, 2013; Powell, 1987). It should also be highlighted that the improvement of programmes does not only

happen easily but through taking initiative to implement all the lessons learnt from previous projects.

4.4.6.3. Early implementation of remedial measures

M & E activities are also found to be a great tool that helps organizations to identify risks and device early corrective actions that will address the mistakes or risks. This is crucial in that donors are interested in only the final impact or results of the project implementation and if NPOs can remedy situations that can potentially risk them losing funding then that is a great benefit for them.

The following participants said:

“Sometimes when we plan our project our plans have loopholes which we are not aware, and M & E exposed those to us during the implementation process and then we can correct how we implement our project”

“I support using the M & E process because when the project design is aligned to them it sets out clearly any problems that we may encounter during project implementation and as a result of that we are then able to solve those problems of mistakes”

Others added:

“Early detection of problems is better than later when the damage is already caused because it would be too late then”

“Project implementation is always a mess and when one uses the right M & E processes then they are able to address loopholes immediately”

Another participant added:

“This is like a gamble you either lose or win and if you lose you keep trying until you win so M & E does a great job for us because we are able to identify problems in our projects and correct them as early as possible”

4.4.7. Contribution of M & E

Every organization makes mistakes and fails at times. M&E creates a precise blueprint of everything that went good and bad throughout a project. Thorough M&E processes and documentation organizations are enabled to pinpoint failures rather than simply guessing what caused them. Organizations can frequently learn more from their shortcomings than from their successes. M & E strengthens programme management. The below presents contribution made by M & E according to the participants.

4.4.7.1. Improves decision making processes

Decision making should be guided by information collected through M & E. M&E procedures provide the vital information needed to see the big picture. Following project completion, a company with successful M&E may identify failures, accomplishments, and items that may be adjusted and replicated for future projects. Decisions are then influenced by what has been learned via earlier monitoring and evaluation. M & E enhance, strengthens, improves sustainability and partnership between donors and NPOs.

The following three participants explained:

“Without M & E we would not be able to take drastic decisions which changed how we implement our projects. When we were implementing psychosocial support for our beneficiaries in 2019 there were lot of gaps as such, we nearly lost funding from the Department of Social Development but because M & E helped us to decide and prioritise fixing our internal governance issues, we were able to pull through”

“Our decisions to implement our organizational policies are derived from M & E activities and that assist us a lot because we normally do not find ourselves having challenges to correct during the implementation of our projects”

“Having sufficient knowledge of M & E practices helps our programmes in terms of drawing better decisions because we would have been alerted of a loophole or error and then we sit down and try to come up with solutions on how it can be addressed”

One participant highlighted:

“Evidence based reporting is based on lessons learnt through conducting M & E activities as we get to learn about things we are not doing well and how to improve them. Most donors are interested in the end results of programme implementation more than anything hence it is important to make sure that our reports and evidence based and derived from evidence-based decisions and lessons”

Another participant shared a different view:

“M & E informed us when our project was going wrong, so our management decided to ignore that hence we have lost funding with government and other big NPOs who were sponsoring us”

From the quotes above it is clear that M & E does help NPOs to take decisions however some organizations management can still not follow the mistakes identified by the M & E as a management tool and that jeopardizes their relationship with donors, and they end up losing funding which is absolutely sad because a lot of people gets affected from such.

4.4.7.2. M & E practices creates database of knowledge for future lessons

This study demonstrated that M&E creates a basis for lessons learned that may be used by other NPOs implementing similar projects. M&E was recognized as a knowledge creation centre that could be organized in such a way that anybody looking at learning from project mistakes or triumphs may access it. This is with special reference to approaches that may be published as scientific content for public access because implementation of the project is about improving the quality of life of the recipients, and not competing about who implements the project better.

The participants uttered the following:

“I completely like M & E because it also produces knowledge that we can use in future to implement our projects better. M & E is a source of knowledge production and a research-based field”

“M & E is a learning practice because for instance in our organization we learn through publications from HIVSA on how to better implement psychosocial support with all four pillars of strength for our beneficiaries and that has assisted us a lot. I like that we learn from findings of a particular project all the time through M & E”

The following participant responded:

“During all the activities we perform at our organization in relation to M & E we are able to revert back and derive lessons because it is a form of learning cycle wherein, we learn things to improve our programmes”

Another participant added:

“M & E is very powerful in that it creates information basis which we learn from every day of our project implementation. Knowledge is power because once we are well informed, we perform even better and take very well-informed decisions as well aimed at taking our projects in higher levels so that change is observed clearly”

According to the quotes above, there is a need for better accessibility to and affordability of M&E results in the management of projects across NPOs from which other managers may learn and benefit. The critical thing to note is that M & E information and lessons learnt needs to be published so that others can learn from even if they are a different NPO. NPOs in comparable environments or carrying out similar initiatives can benefit from it, resulting in a cascade of successful programs derived from the lessons learned by others. Again, there is a risk of stigma and shortcomings involved with exposing project M&E systems since it might show management ineptitude.

However, empirical findings from M&E procedures, according to Rose (2014), are frequently not communicated across diverse project disciplines and organizations for all funders and sponsorships to learn from. This is because there is typically a negative connotation associated with M&E data that show poor program outcomes, which purportedly reflect negatively on the donors and organizations who conduct programs. It should be noted, however, that there is a paucity of published project experiences, which could be owing to people's desire to protect their organizations.

Hence, sharing genuine M&E encounters may disclose organizational shortcomings, endangering an organization's image in the eyes potential donors and other sectors. A study led by Binnendijk (2013) shown that, there is apprehension about sharing project experiences with international NPOs in sub-Saharan countries for a learning purpose. This was due to apprehension overexposing organizational shortcomings. As a result, it is possible that the conditions may have not improved even after some few decades. Nonetheless, there isn't enough scholarly material to back up this claim.

The next discussion presents the findings under the objective 3 of the study: To elicit views on how the Soweto CHBC NPOs could enhance and strengthen M & E practices post donor partnership.

4.4.8. Objective 3: To elicit views on how the Soweto CHBC NPOs could enhance and strengthen M & E practices post donor partnership.

Non-Profit Organizations have faced so many challenges when they implement M & E processes more especially because most of the cases these processes are donor driven. Donors have so much influence on how they want their projects to be achieved and that limits the NPOs a space to grasp and empower themselves through the implementation of the M & E processes hence it was necessary to afford them a conducive environment to voice out their views on how they could enhance and strengthen the M & E practices post donor partnership. The below themes emerged during the interviews.

4.4.8.1. Establishment of M & E practice forums within CHBC NPOs

Monitoring and evaluation forums are a way in which NPOs get together and discuss what works for them and what does not work pertaining to the M & E practice and processes. Therefore, it is critical that during these platforms they learn from each other on how they could improve and sustain the M & E processes when they design their projects. The following were highlighted by the research participants:

“As for me I am of the view that as NPOs we need to foster or establish forums where in we will discuss our M & E matters and by so doing this will enable us as NPOs to share information which is valuable and will assist our NPOs to grow when it comes to M & E design and implementation. This is very crucial for NPOs because donors come with their requirements and after the funding contract expires, we no longer implement M & E as it was required by them”

Other participants added:

“Forums and networking will help our CHBC NPOs to learn more on how to sustain M & E after donors funding has ended. These are critical steps we need to take in order to ensure that our M & E activities are sustainable and enhanced in the work that we do”

“For instance, with the Gauteng Department of Social Development we have something that we call NPO forum whereby we discuss all issues pertaining to

the implementation of the CHBC programmes and how it is monitored by the officials from the Department is developmental as they help with guiding us on how to address challenges during project implementation”

“Sustaining M & E practice in our NPOs needs a long process of discussions so that we can exchange information that is useful on the implementation of sustainable M & E after donor terminates funding”

Other participants said:

“I cannot stress this more because for me forums are the way to go, we need to strengthen them even if it means we are just a small group of NPOs from a small area that could help us a lot because we still have a long way to go”

“A platform to learn more about M & E processes will be great as we are in a process of struggling to even secure donors if we don’t get our M & E processes right and the Covid-19 pandemic just made things worse as there’s so many budget cuts by donors especially directed to M & E activities”

“I think to start something like a conducive space where NPOs can learn more about M & E and it should be crowd funded because there is so much competition within NPOs competing for donor funding in the same space which makes it difficult for all to qualify...so maybe we must focus on capacitating one NPO based on the lessons we have learnt whilst funded then move to the next until all NPOs in our circle have acquired similar M & E information so they can build their internal capacity of M & E driven and aligned to their constitutions and policies”

Another participant mentioned:

“Nothing beats stating truth, M & E is only prioritised by donors and we as NPOs we only conduct it to comply with the donor requirements however we forget that it is crucial that we are also equipped with the M & E knowledge to use in future”

As a result of these quotations above, it emerged that the NPOs really need help to strengthen and sustain their M & E practice post donor funding. This appears very important for them because that is how they attract other donors when other terminate their contractual agreements with them. Another finding was that the Covid-19 pandemic has also played a huge role in budget cuts aimed at strengthening M & E activities within their NPOs and as a result of that, M & E

activities only gets conducted for the sake of fulfilling the donor stringent requirements which leaves NPOs stranded at times and having to be left without institutionalized M & E practice and processes.

4.4.8.2. Promotion of professional M & E training

M & E must be professionalized because there is a great need for such especially within the NPO sector. This is as a result that most NPOs do not have M & E trained personnel and those that performs M & E activities do that in a manner that is at times not desired meaning they short cut some of the processes which hampers service delivery impact. M & E skills and knowledge is very critical for NPOs as they are the ones providing services at community level on behalf of different stakeholders such as government and donors. Research participants uttered the following:

“I believe that our M & E people need to be taken to some form of training that is accredited firstly because having to achieve or graduate on this skill will come a long way for our organization in helping to retain it”

“Being trained by experts will really be beneficial for improving our M & E processes and ensuring that we implement our projects successfully as per the requirements of donors”

Another participant explained:

“Without getting educated on this we will not be able to build capacity, enhance and strengthen M & E in our work therefore it is very critical that we get afforded an opportunity to be educated on these skills”

The following were also noted from the participants:

“I wish there was a way that government would ensure that we get bursaries to study towards M & E from universities since they are very expensive for us as NPOs, but I guess we have to push for that because there is no government without us and vice versa”

“It is very important and foundational that NPOs be given an opportunity to learn more about this M & E because in the near future no organization will survive and retain donors without enough inner capacity of M & E”

Other participants mentioned:

“Most donors put M & E as a requirement before even contracting NPOs therefore this only necessitates the emphasis on attaining professional skills and knowledge about M & E by our organization as that will empower our processes and improve project implementation”

“Having learnt knowledge will give more opportunities and enhance our decision making when we run our programmes, so I support educating NPOs with M & E skills”

“There needs to be diverse and sustainable investments and mobilizing of resources towards training, research and monitoring and evaluation which is in line with the South African NPO sector and international donors must learn not to use African Countries for research purpose as we are a different context all together”

The findings above asserts that it is important for NPOs to be professionally trained in terms of M & E and some of the project managers highlighted that it is sad that donors are only interested in them implementing projects in line with M & E activities however they do not care about building institutional capacity of M & E as this is very crucial for the NPOs to sustain and enhance their knowledge and skills of M & E after donor partnership has ended. The NPOs also highlighted that, government must intervene because in most cases they provide services on behalf of government and without government and other related stakeholders investing in their M & E it will only perish after donor partnership. Professional training pertaining to M & E appears as a matter of urgency however it is very expensive for NPOs as they are donor dependent and then this means there is a need for serious investment of funding and resources aimed at training and research for M & E within NPOs so to build capacity and institutionalize M & E.

4.4.8.3. Enriching, strengthening, and enhancing M&E through stakeholder engagement

According to the Alfreda, (2015) and World Bank (2014), stakeholder participation progresses through six stages. The first three phases of participation (information sharing, listening, and learning, and joint assessment) are more akin to consultation than participation. These levels could be regarded as Participation Requirements. The three engagement categories that follow (shared decision-making, collaboration, and, finally, empowerment) become more deeper and more meaningful. As they go from "shallower" to "deeper" levels of engagement, stakeholders

gain more influence and control over development decisions, actions, and resources. Working together with other stakeholders is important for NPOs because not only stakeholders provide support to them, but they also give valuable input in terms of how to improve their project implementation which has a direct impact on their M & E design. The research participants noted the following:

“Participatory processes with stakeholders and partners are key specially to enhance the skills and knowledge of M & E. I say this because networking with different stakeholders is eye opening especially if we share common goals on how to sustain our programmes for future”

“When our board members are contracted with a particular stakeholder, we make sure that at least from that stakeholder there is something that we learn from them that we keep with ourselves forever. In 2019 our organization partnered with HIVSA and through our engagement with them we learnt M & E skills that no one can take away from us as we are still practicing them even now as we are a flexible and adaptable NPO”

“Different stakeholders or partners play a huge role in transferring M & E skills especially for us NPOs therefore it is important to always try to maintain that relationship with them for future benefit of our NPO because through networking we build sustainable partnerships valuable to the growth and development creating sustainable programmes”

The following participants also explained:

“Networking with different sectors is very empowering especially because NPOs are funds driven and there is a lot of competition in relation to funding by donors. Most NPOs struggle to secure funding due to lack of proper M & E skills, knowledge and personnel and this not only affects their programmes but also their growth hence it is critical to adopt an empowering approach to enhancing M & E skills and practices through different stakeholders”

“I cannot stress this much because stakeholders empower us very much and they leave so much of valuable information that we use to draw lessons from and decide on how to enhance our programmes after donors pull out or contracts with them ends”

“Collective efforts towards enhancing and sustaining M & E can be derived through increased networking with different stakeholders using a bottom-up approach which is context relevant, and, in our case, we need well-coordinated structures that can enable our NPOs to share and learn M & E in a transparent manner. That on its own will leave us with so much information to use even after we have terminated partnership with donors. This process must then allow us ability to take ownership of our M & E practices and systems because I believe it will be very empowering from an empowerment approach view and through collective efforts a lot can be achieved in relation to enhancing and sustaining M & E as this will also improve policies that guides our programmes and how we implement them”

Other participants noted:

“Through different partners we are in better place to say that we have exchanged information and learnt a lot of M & E skills, concepts and systems which is something we would not have internalized in our programmes if we had not networked around, and this has assisted us to build capacity of M & E practices within our programmes”

“Our programmes perform better because we learn a lot of information from our stakeholders which we keep with ourselves beyond the partnership”

“In the NPO sector it is also good to work with any partner however we must not lose the vision of why we started our programmes because other partners are influential in terms of decision making, they may end up encouraging you to align your programme to their specific goals which no longer speak to your programme so by so saying I mean that NPOs must be assertive and have backbone to survive these trying times”

Based on the quotes above, the finding is that most of the NPOs are emphasizing that partnering with different stakeholders is very valuable for them because they get to learn more of information in relation to M & E skills, various systems, and practices. Therefore, it is also good to sustain and maintain their partnerships with all the stakeholders around them cause you find that they are all working towards the same common goal which is to address the needs of communities at different intervention levels. Furthermore, it was also highlighted by the participants that there should at least be collective efforts created towards enhancing and

sustaining M & E as this can also help organizations to improve policy and programme implementation. One participant also noted that NPOs must not be taken for granted by partners because other partners are very influential when it comes to developmental decisions which may end up working against the vision and mission of that specific NPO.

4.9. Comparison of research results with other studies

The above findings compare similarly with other previous studies in some aspects. According to Abrahams (2015) there is still a great need for the development of M & E practices within the Non-Profit Sector because the M & E activities conducted in this sector are only performed to comply with donor stringent requirements which is totally unsustainable for NPOs. This was highlighted by most of the participants in that despite receiving inadequate resources towards M & E activities which affects building capacity of M & E they still are resilient to continue rendering their services to those who needs them. A study by Latib (2014) and Kabonga (2018) found similar findings and they highlighted that there is a disparity between resources aimed at conducting M & E as compared to the work that must be carried and achieved by NPOs with the little resources they receive from donors resulting in M & E not taken serious by most project managers at NPOs.

This study further highlighted that, M & E is a very empowering tool of management if there are adequate resources targeted for its activities which goes back to the theoretical framework proposed by this current study to say that sustainable M & E that empowers the CHBC NPOs can be achieved through an investment of collective resources and that can leave NPOs with great capacity and enhanced M & E practices. In addition, the findings of this study are similar to those of Maleka et al (2017) in that most NPOs only conduct M & E activities specially to satisfy donors who are only concerned with the end results of their programme implementation. They further do not conduct evaluations aimed at highlighting to them how they can improve their programmes which is why post donor partnership all M & E activities vanish or never gets conducted again due to lack of resources which results in the death of their programmes.

Studies by Straume (2019), Ramothamo (2013), Patel (2012), further emphasized the findings of this study by asserting that, it is very critical that collective efforts be created through investment towards training, research, and M & E because it is the only way to enhance policy development and programme implementation in line with enhanced and sustainable M & E practices with which NPOs can adopt. Therefore, participants also highlighted support of this when they cited that M & E does empower them to improve their programmes if it is allocated adequate resources. They further said that it helps them to identify loopholes and apply corrective

measures to address them. It was also cited that M & E helps them to account better to donors and improve their programmes as they always draw lessons from mistakes they do and decide in an improved manner for future programmes.

4.10. Summary of the Chapter

In this Chapter, the researcher presented the study results that developed through the information gathered. The discussion and presentation of the results was guided by the primary aim of this study. The results demonstrated that most CHBC NPOs experience similar challenges when it comes to their design and execution of M & E practices. It became clear to the researcher that factors that enable the set up and design of M & E practice at Soweto CHBC NPOs are contextualizing M & E practices within the NPOs, synchronization of M & E and project plans dependent on Management style, different M & E tools utilized within CHBC NPOs. Relating to objective 2 of the study which is the experiences of Soweto CHBC NPOs in conducting the M & E practices the following were highlighted as challenges in implementing M & E, poor implementation of clear project plans, human capacity challenges, lack of understanding basic M & E concepts, Inadequate funding ringfenced for M & E practices, Completion of M & E practices to comply with donor expectations, M & E viewed as a policing activity. Participants also highlighted factors that simplify M & E as clear project plans in line with systematic M & E plans, utilizing only critical M & E tools, simplicity of language use. The impact of M & E was highlighted as the ability to account to donors, enhancement of programmes and improved organizational performance, early implementation of remedial measures and improving decision making processes. In addition, the participants noted the contribution of M & E as a tool that strengthens programme management, enhancement, improving sustainability and partnership between donors and NPOs, and creation of database of knowledge for future lessons.

On the third objective of the study, the participants shared their views on how the Soweto CHBC NPOs could enhance and strengthen M & E practices post donor partnership and they cited that this can be achieved through establishment of M & E practice forums within CHBC NPOs, promotion of professional M & E training and other stakeholder engagement. Lastly, this study reviewed a few studies who shared similar and unsimilar findings and they highlighted that, there must be collective efforts driven towards the training, research and M & E through adequate investments and resource allocation.

CHAPTER FIVE

DISCUSSION OF RESEARCH FINDINGS

5.1 Introduction

In this chapter 5 the researcher discusses the research findings that were presented in chapter 4, taking into consideration the literature review discussed in chapter 2. This discussion has four sections as per the set-up of the study questions. The first segment deliberates on the common background of NPOs that are categorized as CHBC. In the second section, discusses the findings in relation to the factors that enable the set up and design of M & E practices at Soweto CHBC NPOs. The third section discusses the explored experiences of Soweto CHBC NPOs in conducting M & E practices. The fourth section discusses the views on how the Soweto CHBC NPOs could enhance and strengthen M & E practices post donor partnership. In addition, the study has a section that ties back the research findings in terms of differences and similarities with the literature. This discussion is also based researchers' views that is informed by research findings. Sections 5.2, 5.3, 5.4 and 5.5 presents the discussions.

5.2 Background of CHBC NPOs

CHBC NPOs plays a very critical role in ensuring that social services moved to recipients' homes. CHBC NPOs are viewed as the solution to addressing caring for the ailed adults, orphan, and vulnerable children as part of government's development programs. This is due to the supportive environment of home care provided which is also cost effective. According to DSD (2016), one of the critical services rendered by the CHBC NPOs is the provision of Psychosocial support services with the aid of different donors. Psychosocial support service is a bunch of services such as food and nutritional support, skills development, access to education, economic strengthening, health, and social care.

The results of this study confirmed this in that the research participants echoed the importance of having CHBCs within their communities and that they do not only focus on individual level however they also cater for the holistic needs of the household they are working with. The findings further highlighted that, Psychosocial support services are very key in tackling issues of poverty and inequality in communities because they adopt different levels of intervention such as, individual, groups, families, and communities. This was found to be in line with the country's National Development Plan 2030 as well as the Sustainable Development Goals such as SDG 1: No Poverty, SDG 2: zero hunger, SDG 4, Quality Education access to education, health and

social care, SDG 10: Reducing Inequalities, SDG 16: Promoting inclusive and sustainable growth for long-term development, establishing a foundation for universal access to justice, and establishing effective, culpable, and inclusive institutions at all levels, as is the case because one of the roles of CHBC non-governmental organizations is to advocate for the rights of marginalized groups. The participants also strongly argued that, providing quality services to their communities was one of the most key drivers in addressing the aforementioned issues and that they are also mandated by both government to ensure that quality services are being rendered.

The CHBC programme is well designed in that, it does not discriminate recipients of services based on skin colour, race, gender, or place of birth. It is quite good that beneficiaries are also created a conducive space to lament about their dissatisfaction with regards to the service provided to them, so this is aligned to the Batho Pele principles of redress, Courtesy, openness, and transparency. It is very clear that CHBC NPOs play a very critical role in addressing may issues in partnership with government and many other stakeholders. Networking appears key in this instance. The participants regarded PSS as a basket of services critical for community development in many aspects of their lives as it caters for various services to the beneficiaries from CHBC NPOs. The next section discusses factors that enable the set up and design of M & E practices at Soweto CHBC NPOs.

5.3 Objective 1: To establish factors that enable the set up and design of M & E practices at Soweto CHBC NPOs.

According to Black (2018), Monitoring and evaluation is one of the most important management techniques for assessing the success of a program's execution because it reveals gaps and proposes methods for bridging them. On the other hand, IFRC (2011) argues that M & E practices are concerned with assessing whether outputs are driving the programme implementation towards the desired outcomes or not.

UNDG (2011), shared similar views with the above authors in that, M & E is the most important activity during the enactment of a programme because it allows project managers to be able to observe whether the programme goes in line with the proposed goals or not based on the data generated. Serati (2013), further mentioned that M & E practices do not just happen from nowhere, there should be systems in place for them to be designed, aligned to programme goals,

and implemented. In most cases, these M & E practices are driven by the management style of a particular organization, clear understanding of the tools to be utilized, donor driven activity.

The discoveries of this study were that research contributors understood the meaning of M & E within the context of their CHBC NPOs. They further echoed that, for them to set up M & E practices with a particular programme there must be some form of alignment between the M & E practices, project plans which is solely dependent on the style of their management. This is influenced by the management process because management and leadership of organizations are the ones that set out policies, design programmes to be implemented by their organizations drawn from the policies.

These participants stressed the need to internalize M & E practices within their CHBC NPOs because they felt that it is crucial for M & E to form part of the strategic planning for all the programmes they implement. In that way, this enables them to formulate a well thought M & E practice that is appropriate and can easily assist them to implement their programmes successfully despite that there could be challenges they encounter during programme implementation. It is also a huge challenge that in most NPOs the leadership styles utilized is not democratic which impedes flow of new and relevant information pertaining to M & E that could produce improvement during the implementations of programmes.

Donors were found to also play a role in influencing the design of M & E practices as they come up with their own terms and conditions attached to their contracts when they partner with NPOs and NPOs must just comply with those requirements as they are non-negotiable. Moreover, the findings of this study also highlighted that, the design of M & E practices within CHBC NPOs is strongly influenced by the leadership style, donors, and specific tools that they use to implement their programmes and generate data that gives them a direction in terms of where they stand with achieving intended goals for each of their projects. According to the participants this has a great deal of impact when it comes to the design of M & E practices in their CHBC NPOs as it also determined the level of extent to which their programme implementation becomes a success based on the donor requirements as well.

The finding here aligns with LeBel (2011), arguing that for a programme to be implemented successfully there must be a pilot test after the design of all the processes, and systems to be followed during the implementation so that it can be reviewed or evaluated in terms of whether it is driving the project to the intended goals or not. In addition to that, this cemented the notion highlighted by the participants that most of the time M & E is conducted when there are certain

objectives demanded by external influential stakeholders such as government or other donors hence sometimes there is no culture of the concepts of M & E within their CHBC NPO hence the finding that M & E is donor driven. So, donors have been very influential when it comes to the design of M & E when they partner with NPOs. On the other hand, the stewardship theory postulates a different view that, because it views M & E as a structural drive towards reaching the intended outcomes as per the expectations of the donors. The interpretation of the findings from this objective are pointing out to different factors such as that M & E is set up in line with the leadership style however donor tend to have more authority in terms of what they want because they are the ones that bring funding to the NPOs then there are disparities between these factors and that not only affects programme implementation but bot the donors and NPOs because programmes cannot be achieved with such gaps identified. Factors found to be critical during the design of M & E practices within CHBC NPOs were contextualizing M & E within the context of CHBC NPO, Leadership style, specific M & E tools and being a donor driven and dependent activity. The next section experiences of Soweto CHBC NPOs in conducting M & E practices.

5.4 Objective 2: Exploring experiences of Soweto CHBC NPOs in conducting M & E practices.

M & E practices are a very crucial component of project implementation however for CHBC NPOs there seem to be even greater deal of hurdles due to many factors. Most of the participants shared similar concerns that, their project plans are as crystal clear however they are poorly implemented. They are of the view that their M & E practice were clearly designed in the initial stages, but they failed to implement them because of poor M & E culture in their CHBC NPOs. This was pointed out several times by the participants to say that they do have good written plans of M & E but when it comes to implementation the opposite occurs. Few of these CHBC NPOs highlighted that since they fail to implement M & E activities successfully this looks like they do not have M & E plans in place, yet M&E plans exist but due to lack of the M & E culture it is the reason they fail. However, this finding differs with a study by Micah et al (2017) in that they found that most of the NPOs do have M & E plans in place however they are not aligned to their projects. A study by Wood (2017) cemented these concerns in that M & E practices really needs a good grounding and capacity building within NPOs generally. This is because, they can be well designed however if there is no proper capacity for implementation they will fail, and programmes will not generate the intended goals because of this. It is therefore imperative for

CHBC NPOs to also learn to build human and financial capacity to ensure that there is improved culture of M & E practices in their context.

Human capacity is also one of the findings that the study pointed out because there will never be M & E practices being conducted without warm bodies who are trained with M & E processes and activities. A study by Motsoeneng (2018) revealed that indeed human capacity is a huge challenge when it comes to the execution of M & E practices because systems on its own cannot implement themselves. This is also a problem even if there are people employed as M & E personnel as they often lack the expertise and M & E practices will fail due to that. According to Hill and Hupe (2014), shared similar sentiments and highlighted that the rational choice theory lacks within NPOs hence there are issues with human capacity to implement M & E activities. This means that, in any organization human resource will implement a particular policy through a programme successfully only when their incentives provided to motivate them which is the case with CHBC NPOs. This study further pointed out that due to the lack of rational choice theory being utilized during programme implementation by NPOs there is a gap pertaining to the programme implementation against the organizational arrangement or mandate.

In this instance building capacity of M & E practices needs to be prioritized by donors who partner with CHBC NPOs because they determine the sustainability of implementing project successful. Most of the participants highlighted that sometimes implementing M & E practices fails due to lack of professionally trained personnel in their CHBC NPOs. One other issue highlighted by the findings of this study was that there are disparities in terms of understanding the M & E concepts and this has led to many operating and conducting M & E activities being confused because they cannot distinguish between concepts that mean the same thing for an example, end results and intended outcomes may mean a similar thing to someone and something different to the other. Hamper and Baugh (2011), agreed with this finding in that, if there are no professionals who understand the terminology of M & E this may impede successful implementation of M & E and its overall goals. The researcher's experience is that as a result of inadequate financial support for NPOs pertaining to M & E practices confirm NPOs lack of trained personnel to implement M & E activities.

According to Govender (2014) and Hailey (2012), it was revealed that in most cases the partnership between Donors and NPOs is not equal in many aspects including financial support. Ferris and Graddy (2017) argued that there is no funding ringfenced to perform M & E activities and this is because of misalignment between the interest of Donors and NPOs. The most disturbing part is that NPOs are the ones who are left struggling to implement M & E whilst

Donors are expecting results. This is palpable in the results of this study because the project managers stated that, donors expect a lot of good outcomes from their project implementation, yet they allocate little funds for implementing M & E activities. The main reason most of the M & E practice implementation fails is due to lack of adequate resources, personnel who does not have expertise (Khan, 2016; Anderson, 2015). This is a very disturbing finding because these NPOs are expected to deliver whatever it takes with so little financial resources targeted to M & E activities.

There must be an improved budget allocation for these activities as they are crucial for successful implementation of projects. As a result of this M & E activities gets completed for the sake of complying with donors' expectations. This process of completing M & E activities to comply with donors' expectations has a ripple of negative effects because it robs the CHBC NPOs an important aspect of being empowered through learning and assessing whether the project implemented achieves the intended goals or not. So basically, implementing M & E whilst rushing and for the sake of satisfying donors generally implies that M & E is implemented as a faulty process. This corresponds to the conclusions of a research by Ferris and Graddy (2017), as they regarded M & E as a process to satisfy the legal contract between donors and NPOs despite the unaligned objectives.

This study also revealed that there are factors that simplify M & E when conducted by the CHBC NPOs. This is crucial for them because it helps in ensuring that, their project goals are clear and aligned with the systematic M & E plans. The participants highlighted that, it is very critical to have such alignment because it aids the implementation process to be easy and relaxed with less confusion for the M & E professionals. It was revealed by this study that since alignment of M & E plans with project goals appears critical, these also needs to be aligned with the donor expectations so that project implementation results in the expected outcomes by the donors. Therefore, donor requirements strongly influence the design of M & E, and this then means in situations where M & E is imposed to NPOs all the processes must be clearly articulated in a lay man's language so that employees of NPOs can comprehend easily.

The participants also highlighted that, using relevant M & E tools assist them by simplifying the M & E activities and processes because they have specific time frames per completion of each activity. The most preferred tool utilized by the CHBC NPOs according to this study is log frames, attendance registers and it should be noted that also these tools cannot produce the required results without human being involved.

The participants also highlighted that simplicity of language use during the implementation of M & E processes is very important because most of their NPOs have lay personnel implementing programmes so having these scientific concepts explained by professionals in the field really simplifies the work they have to carry out. From this study, it is also evident that M & E practices does have a great deal of impact as well for the CHBC NPOs.

According to Child Trends (2011), the impact of M & E not only is accountability but also reporting accurate data used to take informed decisions and brings the required change during project implementation. Accountability is important for NPOs as it is a way to reflect the progress implementation to donors, also how the funds are being utilized as per the signed contract between the donor and NPOs.

The participants echoed that M & E practices does have an impact on their programme implementation as they help with accountability to donors. This study also revealed that M & E practices are very empowering to the CHBC NPOs in that they help with enhancement of programmes and organizational performance. This is happening because M & E is a well thought tracking process that determines if there are issues during the programme implementation to be addressed. This is consistent with the empowerment theoretical framework adopted by this study in that it aims to create platforms for ongoing learning.

The respondents also highlighted that M & E act as an early alert for implementation of remedial measures to correct things that are not going as planned during programme planning and implementation which is also a strong point of impact for utilizing M & E. The findings based on the participants strongly pointed out that, M & E also contributes to improving decision making processes in their CHBC NPOs because they draw lessons from operationalizing the M & E activities. M & E practice results in creation of database of knowledge for future lessons wherein CHBC NPOs could go back to if they are confronted with similar challenges when implementing their programmes. It is evident from literature that, there is a need for an increased availability of M & E results in management of projects especially across CHBC NPOs because it will benefit the whole NPO sector. This is foundational as it will help CHBC NPOs to empower themselves and improve their design and implementation of M & E practices.

Therefore, there must be platforms whereby NPOs are able to share and learn from one another pertaining to M & E practices. This could improve their projects so that donors may find them attractive for future funding purposes. However, this also has shortcomings in that if NPOs are sharing their mistakes transparently with others it can endanger their brand in the eyes of

potential donors because they would have first-hand information of their failures. It is for this reason that NPOs must adopt lessons that could be helpful in taking their programme implementation to grater and improved heights only. This study further revealed that if donors could prioritize M & E practice by allocating adequate and sustainable funding to M & E activities there would be a much improvement and sustainability of programmes within CHBC NPOs as they play a very critical role in bridging the gap between what government can offer in terms of social and health care services pertaining to different aspects of life and levels of interventions. As highlighted by Simister, and Smith (2016), ineffective M & E practices results in NPO's being unable to assess and manage progress of their programmes, failure in assessing whether work being done is steering the programme towards its intended objectives, failure to inform decision makers on how future efforts and funding resources could be prioritised to build capacity and strengthen their M & E practices. The next section discusses objective 3 which is to elicit views on how the Soweto CHBC NPOs could enhance and strengthen M & E practices post donor partnership.

5.5 Objective 3: To elicit views on how the Soweto CHBC NPOs could enhance and strengthen M & E practices post donor partnership.

According to the empowerment theory one of its key objectives is to allow individuals and organizations to mutually work together in uplifting one another without the help of external resources hence it appears important for the CHBC NPOs to build their own capacity of M & E practices that is sustainable and able to adapt to any of the requirements of donors. Since empowerment theory is rights-based and focuses on capacity building it is good to let the CHBC NPO managers and M & E personnel share their views on how they could enhance and strengthen M & E post donor partnership.

According to Binnendijk (2013) donors have got so much authority and influence on how they want their projects to be implemented over NPOs so that means they generally impose most of the M & E processes unto the NPOs which then limits how them when it comes to independent designing of the M & E practices. However, sometimes it is difficult to build sustainable capacity of M & E without proper resources such as funding strictly allocated for M & E. It is evident from the outcomes of this research that, the participants believed that M & E forums would help them to get together to discuss issues that affect them pertaining to M & E practice implementation.

They are of the view that establishing such platforms would be of great help to them because they would learn from each other. However, the tricky part is that during such forums it must only be conducted amongst themselves so that potential donors do not get to be exposed to their shortfall as this can have a negative impact when they must apply for project funding in future.

Finn (2015) and Lekoko, and Modise (2011) cemented this finding by arguing that, NPO Forums fosters organizational learning and empowerment by ensuring that NPOs network and discuss real life issues affecting them and come up with solutions on how to address these issues in this instance being enhancing and strengthening M & E practices post donor partnership. It emerged from the findings that CHBC NPOs do need help with strengthening and sustaining their M & E practices after their contracts have expired with donors and this is foundational because it cannot be correct that they only implement M & E during donor funding and the practice disappears post donor funding. This must be a culture that is avoided by all cost, and this can be done by ensuring that all those that understand M & E practices and process share this information with those who have no idea.

This study findings also reflected strong views from the CHBC NPOs that there is a need for promotion of professional M & E training amongst all those that work with programme design and implementations in all levels within a CHBC NPO. This was uttered because most of the NPOs generally do not have professionally trained M & E personnel hence they are not able to keep and sustain the practice post donor funding.

This appears light but for the CHBC NPOs, M & E skills, knowledge is very important because in all the spheres of government NPOs are the only sector that advocates for the most vulnerable and marginalized groups, and they provide cost effective services at community level. This is because they are best located within the same communities they serve. The participants also raised concerns that most donors are only concerned about successful implementation of M & E aligned to their programmes, yet they seem not to care about assisting NPOs with funding aimed at investing to build capacity and institutionalize M & E within NPOs. This is fundamental for CHBC NPOs because it would help them sustain the knowledge and skills learnt through M & E and programme implementation post donor partnership.

One last finding as per this research study is that, participants reflected that there is a need to strengthen stakeholder engagement as it could also help them to enhance and strengthen M & E practices post donor partnership because stakeholders are influential over developmental decisions and this is not the only way to help CHBC NPOs however, collaborating with different

stakeholders tends to ensure that partnerships are strengthened and sustained between a chain of many stakeholders as they provide support towards one another and gives input on how to implement programmes better and in a sustainable fashion. When engaging with different stakeholders there is an element of formal and informal learning that takes place (Alfreda, 2015).

The researcher views partnership creation as a very fundamental and key process that would take the implementation of M & E practice within CHBC NPOs to higher heights because if for instance more CHBC NPOs are working in collaboration towards the same goals, work gets shared, experiences and lessons learnt are recorded for future use. This was highlighted also by the participants that, donor and NPO partnerships have punitive measures in nature instead of reward system because if they fail to successfully implement the programmes, they have signed for their contracts get terminated immediately and they are not given an opportunity to engage and they end up being reflected as incapable NPOs for future funding.

5.6. The similarities and differences of the findings in relation to the Literature

According to the proposed conceptual framework provided earlier, the importance of M & E practices within CHBC NPOs are highlighted as a key strategy of determining which steps must be followed by the CHBC NPO to attain the desired outcomes set in their project plans and it also identifies loopholes to correct in order to reach the desired results. The conceptual framework also highlighted that, there is a need for donors to prioritize funding M & E because it will help CHBC NPOs to build capacity and institutionalize M & E as a practice which strengthens CHBC NPOs to account better to donors.

The literature review confirm some of the the findings of this study in that, most of the CHBC NPOs fail to implement M & E as a result of inadequate funding for M & E activities and this was similar in a study by Maleka (2017) which postulated that CHBC NPOs are unable to institutionalize M & E due to lack of funding hence they struggle to realize their desired outcomes. In addition, most NPOs cannot keep up with the fourth industrial revolution in terms of technology usage as found by Micah & Luketero (2017). This was also echoed in the findings by the participants, that they also experience lack of well trained personnel to implement M & E activities due to that most of the funding they receive from donors goes to the actual programme implementation in terms of service provision and the less funding provided for M & E activities does not help them to asses whether their programmes deliver its expected outcomes. This finding corresponded with a study by Njoka (2015).

Some of the CHBC NPOs also mentioned that at times M & E practices are either driven by donors or management style adopted in their CHBC NPOs however due to lack of alignment of interests donors tend to over power the CHBC NPOs with their stringent requirements and the CHBC NPOs end up doing M & E activities for the sake of complying. This was highlighted in a study by Govender (2014) that there is always an unequal partnership between NPOs and donors. So this highlights that there is less room for CHBC NPOs to learn, build capacity, institutionalize the M & E practices especially if they are not prioritized financially by donors. In addition, the competition for funding is also a challenge amongst NPOs targeting similar donors.

The element of empowerment as envisaged by the theoretical framework also depicted that empowering CHBC NPOs through financial support specifically for M&E could go a long way in assisting CHBC NPOs with strengthening their accountability to donors, improve appropriate and accurate evidence based reporting, identification of gaps and addressing them immediately during programme implementation. So basically the conceptual framework ties well with the theoretical framework in that prioritization of M & E practices by donors through adequate financial support does empower the CHBC NPOs. Although most of the findings echoed similar sentiments as the authors in discussion, the difference was that there is disparity in terms of dominance by donors who funds newly established and well established NPOs. Participants highlighted that, newly created NPOs struggle to stand on their own and often have to accept what is put on the table by donors when they partner with donors as opposed to established NPOs who can negotiate better terms for their projects. So this emphasizes the need for donors to empower CHBC NPOs through provision of adequate funding for M & E practices.

5.7. Conclusion

In this chapter, the researcher discussed the findings of the study presented in chapter 4. The discussion was guided by the findings presented as per the formulated research objectives. In terms of the background of CHBC NPOs, it was clear that all the selected NPOs were CHBCs, and all provided quality psychosocial support services to their beneficiaries. The participants highlighted factors that enable the set up and design of the M & E practices, experiences of Soweto CHBC NPOs in conducting M & E practices. Lastly, they shared their views on how to enhance and strengthen their M & E practices post donor partnership. From the discussion the overall finding is that indeed M & E practices does empower the Soweto CHBC NPOs especially

if it is allocated adequate funding and being prioritized by donors despite all the challenges, they encounter during programme implementation.

CHAPTER 6

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter summarizes the research findings and connects them to the study's objectives, which were covered in Chapter 1. In addition, this chapter contains the research problem's concluding remarks, recommendations, as well as other possible studies to be conducted in the future.

6.1 Summary

Community Home-Based Care Non-Profit Organizations like any other organizations are under immense pressure to remain accountable to their donors and government, whilst being afforded an opportunity to track the progress of their programme implementation that is aligned to the specific project plans (Kathuri-Ogola, 2014). On the other hand, donors are not able to implement these programmes alone hence they partner with the Community Home-Based Care NPOs. This form of partnership is regulated by a signed service level agreement or what is known to be a contract between a donor and NPO. As much as partnership is foundational between donors and NPOs there are still disparities due to the lack of adequate resources aimed at building capacity and institutionalizing M & E practices for CHBC NPOs. Most of the time donors as developmental partners impose their M & E processes to the CHBC NPOs because they know how they want their programmes to be implemented and that limits the process of organizational learning and contextualizing the M & E practice because it does not find its valuable purpose in the benefit of the NPO.

Oramasionwu, Daniels, Labreche and Frei (2015) cemented this narrative by highlighting that it is of great importance that there is an alignment of donor expectations and interests of CHBC NPOs when it comes to partnership aimed at addressing similar goals or needs of communities. In addition to that, the partnership must be embodied by democratic principles and aimed at empowering the CHBC NPOs post donor partnership. This mean that CHBC NPOs must be afforded an opportunity of empowerment in relation to the M & E practices in line with their organizational arrangements to programme implementation. This study's purpose was exploring how M & E practices empower the Soweto CHBC NPOs. This study did not look at NPOs in general but focussed on Community Home-Based Care NPOs which is a programme with the notion of taking social and health care services to the home context.

This study responded to one main research question: How are the M & E practices used in empowering Soweto CHBC NPOs. This research question had 3 objectives in which the semi-structured interview guided was formulated based on, namely:

1. To establish factors enabling the set up and design of M & E practices in Soweto CHBC NPOs
2. To explore experiences of Soweto CHBC NPOs in conducting M & E practices
3. To elicit views on how the Soweto CHBC NPOs could enhance and strengthen M & E practices post donor partnership.

The below sections provide conclusions and recommendations to this study.

6.2 Conclusions

During the analysis of this research several disparities were highlighted between the reality and the imagines implementation of M & E practices. This study explored how M & E practices empower the Soweto CHBC NPOs. M & E practices could facilitate improved programme implementation to the Soweto CHBC NPOs provided they are given adequate resources such as funding ringfenced for M & E activities. The analysis of the problem reveals that implementation of M & E practices by CHBC NPOs is a complex process particularly due to the scarcity of resources aimed at enhancing and strengthening M & E practices. This confirms the underlying reasons why most of these CHBC NPOs fail to implement M & E due to inadequate resources allocated by donors for M & E activities.

This study has brought to the attention of the researcher that the Government-wide Monitoring & Evaluation (GWM&E) framework is not aligned to the NPO sector as voiced out by the participants. Furthermore, the GWM&E framework was not designed to work within NPOs, and this could also be a reason why the CHBC NPOs are implementing M & E ineffectively despite that some donors do give budget allocation for the M & E activities (DSD, 2016, DPME, 2014). This study further exposed that the arrangements of M & E implementation at CHBC NPOs needs so much support regarding resources for capacity building and ensuring that M & E practices are institutionalized. As a result, that most CHBC NPOs are reliant on external donors for funding, and it must be stressed that the organisations do not view themselves as developmental and catalysts of change but rather as implementers of M & E for the purpose of compliance to donors who are not concerned with the results of their programme implementation. Further to that, carrying M & E activities for the sake of complying with donor requirements makes it hard for these NPOs to determine of their programme implementation

yields the intended goals or not because they do not conduct evaluations post implementation of their programmes. Generally, the overall findings of this study pointed out the reality that inadequate funding aimed at building capacity of M & E remains a challenge as pointed out in the literature and findings of the study. Moreover, M & E practices within CHBC NPOs are yet to be institutionalized.

Another significant finding was the identification of the need for professional M & E training for personnel within CHBC NPOs because this could mean that once all employees are trained, they will keep reminding each other about the skills and knowledge of M & E. By so doing, organizational learning can take place. Ongoing workshops or forums were proposed as a way of keeping up with new skills and expertise pertaining to M & E practices. This could be real empowerment for the CHBC NPOs as they will be more accountable, take best decisions drawn from lessons learnt, improve programme implementation and evidence-based reporting that is sustainable as compared to the imagined implementation.

CHBC NPOs needs to examine the purpose of partnering with different donors and government in relation to the implementation of the M & E practices. This is critical because, when donors impose their M & E practices and stringent requirements, it proves that the CHBC NPOs are not provided with empowerment to build capacity of M & E. This is said because, it can be concluded that donors are only concerned with the end results of M & E implementation and not the process of getting to achieve those end results. Looking at this can improve organizational learning in terms of the overall role of implementing M & E practices by the CHBC NPOs. Moreover, this can provide a conducive environment for empowerment by enhancing and strengthening project plans and M & E practices that yield the intended goals. The alignment of organizational policies, project plans and M & E practice can also be achieved as CHBC NPOs would know their exact roles in the M & E implementation. In conclusion M & E practices does empower the CHBC NPOs if donors allocate adequate resources aimed for M & E activities and this creates sustainable capacity of M & E practices within CHBC NPOs.

6.4 Recommendations

This study makes several recommendations. There needs to be future studies conducted looking at addressing the misalignment of the wide range M & E framework within the NPO sector so that this could help shape this policy and best practice models can be observed as well. This will help with reviewing and aligning the policy on financial awards, NPO Act 71 of 1997, Public

Finance Management Act 1 of 1991, for the NPO sector so that the misaligned policies regulating the partnership between donors and NPOs are standardized.

This study further recommends that future studies should look at what exactly are the role of donors in the execution of M & E practices since they provide CHBC NPOs with inadequate resources yet expect them to yield the expected outcomes. Role clarification must be clear between donors and implementers being the CHBC NPOs. In addition to that, it is recommended that beneficiaries must form part of programme planning and implementation because at times programmes are designed and implemented for the sake of utilizing funding from donors only to find that they are not addressing the real needs of the service recipients.

A study by Abrahams (2015) postulated that M & E must be professionalized so that the knowledge and skills of M & E practices are instilled to human beings to build a culture of institutionalizing M & E. The findings from this study highlighted that human capacity challenges to implement M & E impedes successful implementation of CHBC programmes hence they cannot attain their goals. It is recommended that donors need to prioritize training for all the employees at CHBC NPOs so that they all have necessary capacity to implement different M & E skills and knowledge to their programmes. This would be consistent with the theoretical framework adopted by this study which is the empowerment theory.

It is further recommended that CHBC NPO must also be knowledgeable on what M & E practice entails so that this can be used to draft their well thought strategical plans embodying their comprehensive project plans which are aligned to well-structured M & E practices. This appears important to improving the performance of their programme implementation and in turn the impact can be observed through the quality-of-service delivery. This study also recommends that donors must relook and prioritize the increment of resources allocated for performing M & E activities when partnering with CHBC NPOs as this determines the success of the programme implementation as compared to NPOs only carrying out M & E for the sake of compliance with donor requirements. If more resources could be directed at M & E practices most programmes can improve a lot (Bennett et al., 2011).

Lastly, it is recommended that Policy developers in the developmental space must develop an M & E framework that aligns with all the major policies of South Africa from government, private sector and all the way to the NPO sector to ease and improve implementation of M & E that is standardized in the NPO sector. This appears to be more important than ever before, as CHBC

NPOs must develop and be sustainable to support the government in providing social and health care services, as well as contributing to the economy through job creation.

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List of Annexures

Annexure A



Participation Information Sheet

Exploring how M & E practices empower Soweto Community Home-Based Care NPOS

Good day,

My name is Maxwell Luthuli; I am a post graduate student registered for the degree Master of Management in the field public sector Monitoring and Evaluation at the University of the Witwatersrand. This serves to also disclose to you that I am a Monitoring and evaluation Social Worker within the Gauteng Department of Social Development, in the sub-directorate HIV and AIDS. I am responsible for funding recommendations, monitoring, and evaluating of social and behaviour change programmes for children in Drop-In Centres within the said directorate. As part of the requirements for the degree, I am conducting research on Exploring how M & E practices empower Soweto Community Home-Based Care NPOS. It is hoped that the information gathered from the study will provide insights with regards to how M & E practices empower Soweto Community Home Based-Care NPOs. It will inform both governments, donors, and other relevant stakeholders by highlighting innovative practices of M & E practices within CHBC NPO's.

I therefore invite you to participate in my study since you do not form part of my direct case load, meaning we both do not have a direct working relationship between myself as an employee of the Gauteng Department of Social Development and your CHBC NPO as you provide services to older persons. Your participation is entirely voluntary and refusal to participate will not be held against you in any way. There are also no financial or material benefits that you will get from participating in the study. If you agree to take part, I shall arrange to interview you at a time and place that is suitable for you. The interview will last approximately one hour. You may

withdraw from the study at any time, and you may also refuse to answer any questions that you feel uncomfortable with answering.

With your permission, I would like to tape record the interview with a digital tape recorder. Information gathered will be shared with my research supervisor. The recorded tapes and the interview schedule will be stored in a locked cabinet for two years following any publications or for six years if no publication emanates from the study. Please be alert that your name and personal details will be kept confidential and no identifying information will be included in the final research report.

Please feel free to ask questions regarding the study. I shall answer them to the best of my ability. I may be contacted on 074 328 1875 or at 770733@students.wits.ac.za or my supervisor Dr Angelita Kiwekete on 072 210 9615 or at angelita.kiwekete@wits.ac.za. Should you wish to receive a summary of the results of the study; an abstract will be made available on request. If you have any concerns and complaints about the study, please contact Human Research Ethics Committee (non-medical) contact details: Chairperson: Jasper.Knight@wits.ac.za or the administrator: Shaun Schoeman on 011 717 1408 or shaun.schoeman@wits.ac.za.

Thank you for taking the time to consider participating in the study.

Yours sincerely

Maxwell Luthuli



CONSENT FORM FOR PARTICIPATION IN THE STUDY

Exploring how M & E practices empower Soweto Community Home-Based Care NPOS

Name of researcher: Maxwell Luthuli

I, ..., agree to participate in this research project. The research has been explained to me and I understand what my participation will involve. I agree to the following:

(Please circle the relevant options below).

I agree that my participation will remain anonymous	YES	NO
--	------------	-----------

My participation in this study is voluntary and I may withdraw from the study without being disadvantaged in any way.	YES	NO
--	------------	-----------

I may choose not to answer any specific questions asked if I do not wish to do so.	YES	NO
---	------------	-----------

My identity and any information that may identify me, will be kept anonymous. It will also be removed from the interview transcript.	YES	NO
---	------------	-----------

I agree that the interview may be audio recorded	YES	NO
---	------------	-----------

I agree that the information I provide may be used anonymously after this	YES	NO
--	------------	-----------

**project has ended, for academic purposes
by other researchers, subject to their own
ethics clearance being obtained.**

Name and Surname of Participants:

Date:...../...../.....

Annexure C



PARTICIPANT DEMOGRAPHIC INFORMATION

Proposed research topic: **Exploring how M & E practices empower Soweto Community Home-Based Care NPOS**

Age	
What is your job title at this organisation	
How many years have you been appointed in this position?	
Share with me what are your key responsibilities in this position?	
What is your level of Education	



Interview guide for the Research Participants:

Primary research question

How are the M & E practices used in empowering Soweto Community Home Based-Care NPOs?

Research Questions for acquiring information on the background of the NPO and M & E practices

Background of the NPO

- What are the programmes and services rendered by your CHBC NPO?
- What are the objectives of these programmes and services?
- To whom are the programmes and services targeted and why?
- How do you ensure that the targeted beneficiaries do receive the services?

M & E practices

To establish factors that enable the set up and design of M & E practices at Soweto CHBC NPOs.

- What is your understanding of monitoring and evaluation within the context of NPO?
- How do you set up and incorporate M & E in the design of the CHBC project?
- What is the M & E tools you use to monitor and evaluate the activities within the CHBC project?
- How do you decide on which tools to use?
- What are the roles played by donors on how M & E practices are conducted in the CHBC project?

To explore experiences of Soweto CHBC NPOs in conducting M & E practices

- Tell me about the challenges you encounter during the design and implementation of M & E practices in your CHBC project?
- What are the factors that simplifies how you implement the M & E practices in your NPO?
- What is the impact you observe in using the M & E practices in your CHBC project?
- What do you think are the contributions of M & E practices for both Donors and NPOs?

To elicit views on how the Soweto CHBC NPOs could enhance and strengthen M & E practices post donor partnership.

- Please share with me what are your views on how CHBC NPOs could enhance and strengthen M & E practices post donor partnership?

Annexure E



Research Office:
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Research Ethics Chair:
Rekgotsofetse Chikane
Tel: 011 717 3869
Email: rekgotsofetse.chikane@wits.ac.za

28 July 2021

Dear Maxwell Luthuli,

Title: Exploring how M & E practices empower Soweto Community Home-Based Care NPOS
Student Number: 770733
Degree: Master in Management in the field of Governance
Ethics Clearance Number: WSG-2021-31

All candidates must satisfy the University's ethical standards for research. Your ethics application has been received and reviewed by the Wits School of Governance Human Research Ethics Committee.

Your ethical clearance has been approved subject to you getting permission to conduct research from all sites where research is conducted. The letter(s) of permission to undertake research must be submitted to the WSG Research Office and kept on file with your final proposal and other ethics documents.

You may commence your data collection under the guidance of your supervisor. In the event that the scope, methodology or nature of the research changes, you are required to submit another ethics application reflecting the changes.

The onus is on you as the candidate, with support from your supervisor, to ensure your research complies with university human research ethics policies and protocols at all stages of the research process.

It is recommended that you keep this letter in a safe place as you are responsible for ensuring you have proof of ethics clearance and have lodged the ethics clearance / protocol number with Faculty before final submission of your research report. If you do not have an ethics clearance number, you are not permitted to graduate.

Please do not hesitate to contact me if you have any queries.

Rekgotsofetse Chikane

Yours sincerely

Rekgotsofetse Chikane
Research Ethics Chair

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