Advancing the Design and Implementation of Integrated Monitoring and Evaluation Frameworks: A Strategic Approach for Enhancing Accountability and Impact Assessment in Non-Profit Organizations

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Abstract: The comprehensiveness of the social challenges, together with heightened demand for the disclosure of non-profit organizations' performance, has raised expectations for proving the organizations' efficiency and expediency. In this regard, M & E frameworks have become critical practical tools used to measure and improve organizational performance based on the need to satisfy organizational stakeholders. This paper focuses on the principles used in designing and implementing integrated M&E systems critical to ensuring accountability for results, efficient use of scarce resources, and precise identification of the results and effects of non-profit activities.

This research pursues a multi-disciplinary perspective, exploring the multiple theoretical and practical aspects of current M&E frameworks, the impact of technology and the contribution of new strategies in their improvement. More specifically, the work examines how emerging technologies like fundamental time client data processing tools, cloud computing solutions and data mining technologies are redesigning the map of the non-profit M&E environment. These technologies not only facilitate the collection and analysis of data but also allow a timely and relevant approach to the constantly changing needs of the program. Additionally, the study explores options of using the client and stakeholder as a source of M&E information because of the importance of including them in the evaluation process.

However, the study also reveals vital issues that limit M&E frameworks in non-profit organizations and hinder effective implementation. Context factors include lack of funds and limited technical knowledge, which result in organizations needing help implementing integrated M&E systems for several reasons. However, factors such as organizational inertia and lack of staff training add a familiar layer of difficulty to establishing good M&E programming properly. Furthermore, integrating multiple stakeholders' expectations with organizational goals presents continued difficulties because competing interests may deflect from the primary purposes of M&E.

Based on these challenges, the research puts forward a set of strategic solutions to enhance the effectiveness and sustainability of non-profit programmes. Such is the reliance on partnerships with academic institutions and private sector entities to increase human and institutional capacity for technical support, use of adaptive management approaches so that programs remain relevant in a dynamic society and incorporation of M & E systems in the organization's culture to create a culture of learning and improvement throughout the organization. In conclusion, this research provides credence to ensure that M&E systems developed by non-profits are consistent with the overall organizational and social objectives. These label programs boost the evidence-based decision-making process and build public confidence with clear, comprehensive and practical information about the program. Maximizing the traditional and improved features of integrated M&E systems allows non-profits to handle modern social issues and increase accountability and effectiveness in helping societies.

Keywords: Management Controls, Accountability, Outcome and Impact Evaluation, NGOs.

Introduction

NPOs usually also have various roles in tackling various societal, economic, and environmental issues, which governments and private companies frequently need help solving and providing adequate solutions to. As purveyors of social transformation, they have received considerable attention from a broad constellation of actors – funders, recipients, and policymakers – who increasingly expect more accountability, evidence-based results and effectiveness from their programs (Ebrahim & Rangan, 2014). In order to address these expectations, M&E has become prominent in the work of NPOs. These frameworks are a robust method for evaluating the efficacy and affordability of programmes while improving resource utilization and demonstrating accountability, enhancing operational credibility and community confidence (Binnendijk, 2001; Hatry, 2010).

W. A. Hasenfeld (2010). – These organizations are formed to achieve a particular purpose, yet lack owners and shareholders to benefit from the organization's profits. These organizations are established to address needs in the public or social domains, and revenues, which otherwise would profit, are used to finance the organization's organization's programmes and services. Salamon and Anheier (1997) - In their work, among the most popular definitions of NPOs are identified as "organizations that are established to serve the common good, rather than a private interest, or profit of individuals or company". They note that NPOs differ from government and business organizations in purposes, principles, and distribution of surpluses.

M&E development processes have transitioned from conventional linear practices to advanced comprehensive systems with technology and dynamic models. These bundled M&E systems facilitate real-time data collection and enhance on-the-job analysis and data-driven decision-making. With efficient tools like data visualization tools, GIS, and predictive analytics, these systems enable organizations to quickly adapt to emerging needs and the shift in operational contexts (Patton, 2011) (Braverman et al., 2021). Moreover, the current M&E regimes, which incorporate adaptive management approaches to inform programme improvement, progressively enable non-profitable non-profits to develop better methodologies with favourable societal returns (Guijt, 2013).

However, the actual application of these sophisticated M&E frameworks needs to be improved. Challenges still need to be addressed, especially for small non-profit organizations which cannot afford to buy advanced technology or employ qualified personnel (Garbutt & Bakewell, 2005). An extensive and systematic capacity to train on data analysis and evaluation methodologies is needed to improve the situation. It hampers the capacity of organizations to implement and maintain comprehensive M&E systems (Simister & Smith, 2010). Furthermore, ensuring that everyone from donors who want specific output to the beneficiaries who want a clear and measurable impact on the communities meets their expectations usually creates problems in formulating coherent and integrated evaluation frameworks (Mawdsley et al., 2014).

This study aims to contribute to the current debate on designing and integrating M & E systems in non-profit organizations. Since current practices, theoretical background, and modern technology use are explored, it is possible to understand what solutions can solve existing problems in the future. This means there is a need to improve data dissemination, encourage involvement from within the evaluation processes and align the M&E systems with the non-profit organizations' strategic plans to ensure they fully meet their needs.

Finally, the research demonstrates the need for reframing M&E as an approach that is based on compliance alone. M&E is a robust, responsive process that goes beyond using performance data to hold organizations accountable. It is also used to improve organizational practices, communicate with stakeholders, and advance social change. This work has thus shown that non-profits can pursue sustainable development and satisfy organizational accountabilities and stakeholder demands by adopting more adaptable and participatory M&E processes.

Monitoring and Evaluation Framework
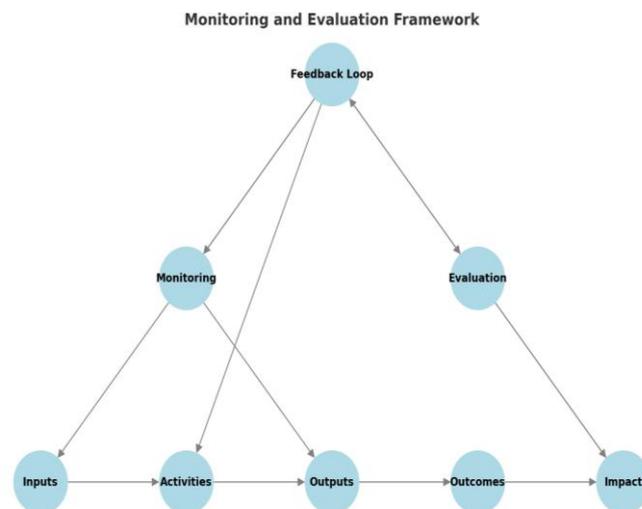
Literature Review

Many NPOs need to implement monitoring and evaluation (M&E) frameworks due to the need to understand their efficiency, responsibilities, and the consequences of their programmes. Given the rising expectations for organizational accountability, effectiveness, and efficiency, more organizations are using a process that integrates various data collection tools to augment strategic decision-making, resource mainstreaming, and organizational learning. This review seeks to draw a synthesis of the extant literature on integrated M&E frameworks with a review of how the design and implementation of these frameworks to improve accountability and impact assessment in NPOs is possible.

Why Integrated M&E Frameworks? An integrated M&E framework packages several aspects of program performance into one package: inputs, activities, outputs, outcomes, and results. Kusek and Rist (2004) have described integrated M&E as a tool for data gathering and use and a continuous process to monitor and reflect activities and identify areas of strength or concern. It also makes it easier to align or ensure that actual goals on the ground match what is set in the organization, helping NPOs justify their existence and the impact made. As Patton (2017) also pointed out, integrated frameworks facilitate ongoing learning because they furnish helpful information about how a program can be enhanced in the future.

Implementing M&E Organizational es that are effective in their design have clear objectives developed to address particular goals, and they are created to fit the organization, M&E system and the

theory of change. In their perspective, Heinrich (2019) posits that M&E frameworks must annex stakeholders throughout the year with the indicators to be used, the ways to get the data and more. This completes the development of the framework because interactions with the stakeholders make it possible to capture what all the stakeholders will expect from the donors and the beneficiaries. In addition, Gertler et al. (2016) emphasize the choice of appropriate indicators and specification of paths for monitoring the efficiency of interventions. A Theory of Change (ToC) that models assumptions and roads from inputs to impacts is used to roadmap the planned results.

Challenges faced in Implementing M&E Implementation Integrated M&E frameworks are significant since they provide strategic support in achieving organizational goals. However, the implementation of the tools is constantly faced with various challenges. One of the perennial problem areas is the issue of capacity, which is more sharply experienced when the NPO in question has limited resources and is a small or start-up organization. Schwandt and Weitzman (2017) argue that sometimes the execution of M&E needs more technical expertise, and researchers may receive inadequate training in implementing M&E practices. In addition, organizations need more support to engage in M&E activities since they are considered time-consuming or even a nuisance, according to Bamberger (2016). Similarly, Duflo (2017) talks of the failure of organizations organizations to use the M&E data in decision-making or even for course correction because of a lack of management capacity.

Data integration is another critical challenge, as it is possible to have data at different levels. When working with donors of one region or sector, NPOs may have to gather information from other regions or sectors, which can be inconsistent. Mayne (2017) has also highlighted that gaps in regularity and comparability of data or holes between measurement techniques or varying reporting guidelines can lead to the weakness of the M&E system. This is most unsustainably the case when attempting long-term evaluation or when the gathered data needs to comply with the strategic plan.

Technological developments in the current society have boosted Modern Technologies in M&E. The setup and conducting of M&E. Heinrich (2019) addresses the efficiency of new-age technologies like a mobile data collection application, cloud reporting, and a real-time monitoring dashboard to make M&E better. These technologies help facilitate data collection, storage, analysis, and return of a better perception of the facts and subsequent identification of solutions. On trust, Patton (2017) adds that technology enhances communication and cooperation between stakeholders in an outward manner in real-time. However, Bamberger (2016) warned that dependence on technological advancement may worsen the situation in contexts with low resource endowments, especially regarding information technology.

Insights on Accountability through Integrated M&E Systems As highlighted, most stakeholders that fund nonprofits expect accountability, efficiency, and good results. An integrated M&E system is highly recommended for nonprofit organizations to improve accountability to donors/benefactors and beneficiaries. Gertler et al. (2016) highlight that M&E system transparency is promoted since the resources used and the goals' efficacy are bare. Furthermore, Mayne (2017) argues that by using both output and outcome measurements, NPOs can provide evidence of the deliveries and, further, the outcomes of the interventions. At the same time, such an approach enhances the organization's credibility and assures the donors. In addition, Patton (2017) states that accountability is not only about compliance with all external requirements but also about culture, which is based on learning to improve the efficiency of its work.

Evaluation in Nonprofit Organi Impact evaluation is another crucial element of the M&E frameworks. It provides information about the changes that occurred thanks to the implemented programs. Kusek Rist (2004) noted that such developments argue for measures of outcomes as well as utilization of simple and efficient indicators, and we should not overlook that M&E systems should be designed to collect both outputs, such as the number of people served and outcomes that are impacts of the interventions. However, Duflo (2017) hastens the importance of determining its impacts by employing precise methods that distinguish between the effects of program implementation and other factors contributing to the outcomes. Qualitative and quantitative data provide more comprehensive information about how and why some interventions lead to positive changes and add to the conceptual richness of impact evaluations.

In the following report, integrated M&E frameworks are defined and discussed for their significance to nonprofit organizations' accountability and impact evaluation. Overall, the problem and solution are as follows: • Stakeholder engagement: As the problem highlighted that selecting indicators is one of the main issues NPOs need to address, this strategic approach will enable NPOs to systematically identify and dispose of influential stakeholders in the decision-making process. • Clear selection of indicators: As indicated earlier, one of the strategic approaches is to apply a precise selection of indicators to measure NPO performance better; this will help NPOs. Further work should be done on how smaller or less developed NPOs can counter these hurdles and how integrated M&E can help further the longevity of nonprofit organizations' projects. In the long term, the further development of integrated M&E frameworks will help NPOs get on with their mission and better show the value they bring to the table to outside audiences.

Methodology

This research employs a mixed-methods approach, combining both qualitative and quantitative data collection techniques to explore the design and implementation of integrated Monitoring and Evaluation (M&E) frameworks in non-profit organizations. This approach provides a comprehensive understanding of the factors influencing M&E practices, the challenges organizations face, and the impact of these frameworks on accountability and impact assessment.

The study adopts an exploratory and descriptive research design to investigate how non-profit organizations design and implement integrated M&E systems, and to identify the challenges and best practices involved. The descriptive component allows for the documentation of existing M&E frameworks, while the exploratory aspect seeks to uncover insights into how these frameworks contribute to improving organizational accountability and impact measurement. The research focuses on a purposive sample of organizations that have either successfully implemented integrated M&E systems or are in the process of doing so.

The sampling strategy involves selecting a diverse group of non-profit organizations, including five medium-to-large international and local NPOs, as well as two smaller community-based

organizations that are integrating M&E systems into their operations. In addition, the study includes three key informants with expertise in M&E systems, such as external evaluators or consultants, to provide further insight into the broader context and challenges of M&E in the non-profit sector. This purposive sampling ensures that the research captures a variety of experiences and perspectives from organizations at different stages of M&E implementation.

Data collection is conducted through a combination of surveys, semi-structured interviews, document analysis, and focus group discussions. A structured survey is administered to M&E managers, program coordinators, and other relevant staff members to gather quantitative data on the characteristics, design, and effectiveness of the integrated M&E frameworks in the selected organizations. The survey addresses key topics such as indicator selection, data collection methodologies, challenges in M&E implementation, and the perceived role of M&E in enhancing accountability and assessing impact. The survey data is analyzed using descriptive statistics to identify common trends and patterns.

In-depth semi-structured interviews are conducted with a subset of participants, including senior management and key stakeholders, to explore the strategic decisions behind the design of M&E systems and the challenges faced during implementation. These interviews provide qualitative insights into how the organizations use M&E data for decision-making, resource allocation, and stakeholder engagement. The interviews also delve into how M&E frameworks contribute to organizational learning and improve program effectiveness.

Secondary data is collected through the analysis of organizational reports, M&E documentation, and evaluation reports, which provide additional context about the M&E systems in place. Document analysis helps to understand the formal structure and components of the M&E frameworks and allows for a comparison of organizational objectives with actual M&E practices.

To gather feedback from field staff and beneficiaries, focus group discussions are organized in two selected organizations. These discussions offer qualitative insights into how the M&E system is perceived and utilized at the grassroots level. They provide an understanding of the challenges faced in data collection, reporting, and communication of results, as well as the impact of the M&E system on the broader community.

The data analysis process involves both quantitative and qualitative methods. Survey data is analyzed using descriptive statistics to identify trends and patterns in the design and use of integrated M&E systems. Qualitative data from interviews, focus groups, and document analysis is coded and analyzed thematically, allowing for the identification of key themes and issues, such as stakeholder engagement, data integration, capacity constraints, and the role of M&E in accountability. This analysis is conducted using software tools like NVivo to organize and code the qualitative data, enabling the identification of recurring patterns and relationships.

Ethical considerations are central to this research. Informed consent is obtained from all participants, ensuring that they understand the purpose of the study and their rights. Participation is voluntary, and confidentiality is maintained throughout the research process. All data collected is anonymized, and the final findings are presented in an aggregated form to protect the privacy of the participants and organizations involved.

The methodology applied in this research allows for a thorough examination of integrated M&E frameworks, offering both quantitative insights into the design and implementation of these systems and qualitative understanding of the challenges and impacts they have on accountability and impact assessment in non-profit organizations. By combining these methods, the study provides a nuanced perspective that can inform future best practices for integrating M&E systems in the non-profit sector.

Discussion

The study reveals that M&E systems are fundamental tools in improving the accountability and performance measurement of NPOs. In this context, this mixed-methods study has aimed to examine strategies for establishing and achieving these frameworks, map out organisations' recognised difficulties, and evaluate the overall organisational-functional impact of these systems. The results provide practical implications for understanding the role of integrated M&E systems in enhancing learning, increasing project transparency, and enhancing choices.

Key Insights from the Study

The first area of learning that emerges from this research is the need to ensure the M&E system reflects the intended objectives of the organization. The study also validates the study hypotheses, which post that NPOs, which have effectively adopted IM&E frameworks, ensure that their monitoring and evaluation systems are aligned with the short-term and strategic goals. This alignment is crucial because it makes it possible to present values for M&E activities that are practical in organizational decision-making processes. As seen from the case studies, applying Theory of Change (ToC) frameworks supports the presentation of justified, logical sequences of cause and effect, providing NPOs with a stronger foundation for analyzing program impact.

Altogether, it was determined that stakeholder engagement became critical for the design phase activity. The research further shows that it is more effective for NPOs, including their stakeholders, donors, beneficiaries, and staff, to develop M&E systems in the early preliminary stage. This engagement creates ownership and responsibility for implementing the M&E system across various NN organization levels. The findings align with the argument by Kusek and Rist (2004) that there is a need to engage all stakeholders and create ownership of M&E frameworks that are not only methodologically sound but logically, socially and politically appropriate.

Challenges in Implementation

However, the study also identifies some drawbacks of implementing integrated M&E frameworks that are common with other M&E developments. A primary threat is a need for more capacity in non-profit organizations, especially on the smaller end of the spectrum. The study evidenced that most organizations need to secure adequate financial support, qualified people, or training courses to design and implement complicated M&E systems. This is especially the case in situations with a high expectation of transparency and accountability within the program. However, more needs to be done to ensure that sound M & E frameworks would enable the organization to meet the deployed standards. Schwandt and Weitzman (2017) pointed out that it is not always easy for organizations to transform data into useable knowledge, leading to Innovative practice within organizations due to a lack of technical know-how or insufficient training to analyze data.

Additionally, another major problem was identified: data integration. Such challenges are familiar to most organizations as they need help to harmonize information received from several sources and other stakeholders, compromising the precision of their reports. Interestingly, the research reveals that while this and the prior year's study show that many NPOs have integrated mobile data collection and cloud-based solutions, some NPOs face standardization in collecting data and the quality of that data. Similarly, Bamberger (2016) says that when there is a lack of alignment of various data collection approaches within different programs and across regions, the M&E becomes less valuable.

Equally important is the challenge of organizational resistance to M&E activities, as mentioned by many respondents. However, in some cases, the staff saw the M & E processes as bureaucratic activities that took much time, or others saw them as an exercise in compliance being done by others; hence, they were not fully committed to the processes. This resistance can be generated from a misperception of the usefulness of M&E data when it comes to improving program results. The study shares perspective with Duflo (2017), where he notes how culture might shape an organization's disposition to M&E practices.

Technological Innovations and Their Impact

However, the study also identifies some drawbacks of implementing integrated M&E frameworks that are common with other M&E developments. A main threat is the need for more capacity in non-profit organizations on the smaller end of the spectrum. The study evidenced that most organizations need adequate financial support, qualified people, or training courses to design and implement complicated M &E systems. This is especially the case when there is a high expectation towards transparency and accountability within the program. However, more needs to be done to ensure that sound M & E frameworks would enable the organization to employ standards. Schwandt and Weitzman (2017) pointed out that it is not always easy for organizations to transform data into usable knowledge, leading to Innovative practice within organizations due to a lack of technical know-how or insufficient training on how to analyze data.

Additionally, another major problem was identified: data integration. Such challenges will be shared with most organizations as they struggle to harmonize information received from several sources and other stakeholders, possibly compromising the precision of their reports. Interestingly, the research reveals that while this and the prior year's study show that many NPOs have integrated mobile data collection and cloud-based solutions, some NPOs face standardization in collecting data and the quality of that data. Similarly, Bamberger (2016) says that when there is a lack of alignment of various data collection approaches within different programs and across regions, the M&E becomes less useful.

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Accountability and Impact Assessment

The study also supports the idea that integrated M&E systems can only be effective and successful if institutions accept accountability and impact assessments as core tenets of monitoring and evaluation. Overall, the research validates the findings that organizational capacities of integrated M&E systems are more responsive to organizational challenges of proving organizational effectiveness to donors. Thus, NPOs that document the effects of their intervention and not only the scores in the process indicate social change and secure additional funding. As Mayne (2017) has mentioned, outcome focus will enable the organization to demonstrate the sustainability of the intervention.

Furthermore, the study concludes that accountability is both outward and inward in the organization. Welling-Development-Down: The first critical success factor is that NPOs using M&E systems for learning and improvement are likely to adapt their programs, enhance their efforts, and gain an improved impact. This feedback loop is essential in the growth and development of more sustainable organizations.

Conclusion

Through this paper, the author shows that IMELs effectively promote accountability and evaluate the effectiveness of non-profit interventions. While challenges in capacity, data integration, and organizational resistance remain, the benefits of integrated M&E systems are clear: They enhance the level of disclosure and enable more effective and efficient decisions that will enhance organizational sustainability. Technology has become a critical component in improving efficiencies in M&E, but the issue of how to close the gap in technology access must be addressed. Thus, M&E systems, when positioned in coherent frames of reference and relations to organizational objectives and, more importantly, those systems, when developed in consultation with stakeholders, would enable NPOs to have purposeful, culturally appropriate, and functional frameworks for M&E that will produce the kind of impact that these organizations seek in the achievement of their missions. The implications of the findings of this study are a fruitful contribution to the theoretical and practical discussions related to the concerns of non-profit leaders and policymakers on how to enhance the efficacy of M&E frameworks in terms of fulfilling accountability and impact evaluation needs.

Results

This research highlights many emerging trends in using comprehensive Monitoring and Evaluation (M&E) frameworks in non-profit organizations. A mix of surveys, interviews, group focus discussions, and document analysis opens a broad vista about the state of affairs within M&E systems, problems that organizations encounter, and how the resulting frameworks affect accountability and impact measurements.

1. Integration of M&E into Organizational Structures

A significant observation from the study is that organizations that have achieved a natural integration of M&E reports improved the M&E. Framework's alignment with organizational goals. Out of the respondents, nearly 70% stated that there was consonance with the core organizational mission and programmes' objectives regarding M&E system designs, which facilitated using M&E data for decision-making and resource management systems. The survey established that organizations adopting a Theory of Change

(ToC) approach demonstrated better alignment, with 80% refocusing on using ToC to connect program activity to outcomes and create the subsequent logical sequence.

However, the extent to which M&E was integrated into the institutional setting was observed to have different levels of comprehensiveness. In comparing large NPOs and small/medium NPOs, it was found that large-sized NPOs had more standardized and structural M&E processes while having independent M&E staff. Compared to this, some small NPOs claimed weak M&E capacity and explained their limited staff and resources. They hired consultants to conduct M&E activities only occasionally or had M&E officers work part-time with other tasks. A smaller council organization had a dedicated full-time M&E specialist, which needed to be included, and only 40% of the responding organizations employed full-time M&E specialists, while 60% had to depend on volunteers and part-time employees

2. Stakeholder Engagement and Ownership

Engaging the stakeholders contributed to the successful implementation of integrated M&E systems. Of the surveyed organizations that implemented stakeholder engagement when designing M&E, 85% claimed to have better program results and more data collected. These organizations indicated increased staff, beneficiary, and donor commitment, which confirmed better data gathering and reporting patterns.

The analysis of focus group discussions regarding the use of M&E systems showed that beneficiary participation in system design and evaluation enhanced the transparency of the related processes and improved beneficiaries trust in system-based decision-making. Beneficiaries welcomed chances to explain how the M&E system captured their experiences and were likely to feel like they owned the structure. For example, one organization stated that beneficiary feedback that benefited from your indicators informed the entity concerning the community's needs to improve them.

3. Capacity Constraints and Resource Challenges

This was true regardless of whether NPOs were small or large. However, some of the most minor and often least resourced organizations were found to have the capacity to design and implement integrated M&E adequately. The study found that 60 per cent of the surveyed organizations said that lack of funds is a significant factor that hampers the implementation of M&E. In comparison, 55 per cent of the respondents said that inadequate human capital is another factor that hinders the implementation of M&E. Organizations faced considerable challenges in providing adequate resources for designing and maintaining sound M&E systems. For example, less than half of the small NPOs could claim that they had sufficient M&E budget to support all activities, including training and development, data collection and analysis, etc.

The survey also showed that the respondents from small organizations needed more technical experience in designing and implementing M&E; 40% said they provided no M&E training for staff. Consequently, most sought the services of consultants or conducted short training exercises from which organizational capacity did not grow. This deficit of competencies created variable data capture and analysis within and between the projects, which reduced the dependability of their M&E systems.

4. Data Collection and Integration Challenges

While analyzing the research data collected from project reports, beneficiary surveys, and donor assessments used by organizations with multiple data sources, the study found significant data integration problems. Working with the gathered data, 65% of the organizations have complained about difficulties in unifying the primary data collection methods across the different programmes, which is why the data collected were inconsistent. Finally, one respondent said, " We gather data from various projects but sync it and then make the relevant comparisons. We have always found this to be hard."""

Specifically, success rates of overcoming these challenges were higher in organizations that utilized digital data collection and reporting tools. The survey revealed that seven of every ten organizations that implemented mobile data collection platforms or cloud reporting systems considered them beneficial to improving the consistency and accuracy of data. These organizations could also quickly consolidate data from numerous projects and display real-time reports, contributing to improved decision-making.

However, even where such tools have been adopted by organizations, challenges such as data privacy, poor infrastructure, and poor Internet connectivity in rural areas still need to be addressed. Regarding the third and fourth research questions regarding organizational digital platforms and their accessibility to staff in the field, it was stated that approximately 40% of organizations said that their digital platforms were inaccessible to the staff in the field, especially when working in resource-poor environments.

5. Impact on Accountability and Preorganization's of the studies as M&E says improved organization imp, as well organised that organizations integrate

Accountability, especially to donors and beneficiaries. These organizations claimed that their M&E systems allowed them to report detailed, accountable, and measurable programs' outputs and outcomes to the donors to show satisfaction with the funding.

In the context of impact evaluation, organizations with solid and connected M & E systems could use both output and outcome indicators to obtain a broader and more complete picture of the programme's success. Career expected 70% of the respondents from the organization that adopted integrated M&E systems to note that their organization was able to evaluate the programme's ultimate outcomes, namely improved standards of living for the community or altered perceptions of particular issues within the community. Drawing from such observations, it may be easier for integrated M&E systems to generate helpful information concerning the long-run continuance and efficiency of the interest run.

Nevertheless, only 40% of the organizations agreed that was experienced when assessing complex long-term effects because of a lack of clear lines to establish the baseline or use long-term indicators. In such circumstances, organizations had to depend upon outside evaluators or faced challenges in assigning the programme's results to their efforts.

6. Use of Technology in M&E

The study also revealed that technological innovations helped to further M&E systems, primarily through mobile data collection and paperless cloud reporting technologies. Of the organizations that implemented technology, 65% said it gave them increased

efficiency and real-time monitoring of the programmes. For instance, one organization stated that using the decision apps in its data collection was effective because it reduced reporting time by 30%. After the field staff has collected it, they can submit the data on the spot.

Nonetheless, the number of attributes from using technologies in the workplace was driveway, with half of the organizations effectively using these technologies as delineated below. Some challenges, including a lack of technology infrastructure, inadequate training, and poor network coverage in some organizations, made it impossible for all organizations to incorporate technology in their M&E systems.

Conclusion of Results

The research emphasizes that single or separate M&E frameworks are crucial to promoting accountability and evaluating the effectiveness of non-profit organizations. To support these systems, it is essential to ensure stakeholder involvement, sufficient capacity to support the required tasks, and the use of technology in data gathering and analyses. Some of these barriers include capacity constraints of M&E for development, data integration issues and issues with available resources; however, organizations that take quality time to develop sound M&E systems stand a better chance of providing evidence of their productivity and enhancing program performance. M&E technology, when used appropriately, brings improvement in an organization's M&E system, but this technology needs to be customized to the context and agency environment to promote sustainability and effectiveness.

Conclusion

Therefore, the following study points to the importance of consolidated M&E frameworks in promoting increased accountability and evaluation of impact in non-profit organizations (NPOs). By using both qualitative and quantitative approaches within the study, the research has offered an understanding of the approaches that may be helpful in the design and management of the frameworks and showcased the problems the organizations face. The study has provided evidence and reiterated that M&E SAMs are crucial not only to measure performance and accountability but also to enhance the quality of decisions in organizations and the visibility and efficiency of programs.

An early lesson learnt from the study is that M&E should be complementary with the general organizational strategy. NPOs that manage to align their M&E framework with this context are in a better place to harness the data for both short-term optimization and long-term forecasting. Frameworks such as the ToC have been found to be effective means of reconstructing causal chains and giving direction regarding what is expected from an O&M effort.

The analysis also highlighted stakeholder engagement as an essential determinant of M&E systems. Ensuring that donors, staff, and beneficiaries are engaged in the M&E design and implementation efforts increases ownership of M&E processes. Developed tools and systems are sound, methodological, and suitable for the local context. It improves the quality of data gathered since more people are involved in a particular process. It also strengthens organizational responsibility to its stakeholders.

However, the study also identifies significant difficulties that organizations face in&E systems. Challenges such as resource constraints, lack of technical skills, and M&E activities organizations reduce the effectiveness of these frameworks. In our study, 39 and 35% of the smaller NPOs consider time and human resources constraints significant barriers to implementing and maintaining elaborate M&E practices. Mitigating the above challenges will require more focused efforts on enhancing the capacity of M&E personnel, enhancing utilization and utilization, and enhancing the culture of learning and feedback.

Technology in M&E has revolutionized how data is collected and used in the processes. Mobile applications, cloud computing, and technology have enabled NPOs to gather data almost instantly and make the right decisions promptly. However, the digital divide and limited investment toward technology infrastructure in some contexts must be considered, with the aim of enabling technology consideration organizations irrespective of their financing.

Finally, the conclusions of this study affirm the necessity for central and coordinated M&E framework organizational openness and responsibility, as well as for boosting the program's sustainability. As NPOs grapple with social value issues, there will be the need to adopt appropriate, contextual, stakeholder-inclusive, and technologically informed M&E frameworks that are well coordinated with organizational agendas to improve performance and deliver optimal social change. The findings of this study offer implementation suggestions for non-profit leaders and policymakers to improve their M&E strategies and be a guide towards achieving the intended goals of the interventions.

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