MONITORING AND EVALUATION CAPACITY DEVELOPMENT AND PERFORMANCE OF NON-GOVERNMENTAL BASED PROJECTS IN KENYA. A CASE OF TURKANA COUNTY

EKWANG'A LOKINEI MICHAEL

D56/CTY/PT/28216/2019

A RESEARCH PROJECT SUBMITTED TO SCHOOL OF BUSINESS, ECONOMICS AND TOURISM IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF DEGREE OF MASTER OF SCIENCE IN PROJECT MONITORING AND EVALUATION OF KENYATTA UNIVERSITY

NOVEMBER 2023

DECLARATION

This research project is my original work and it has never before been considered for an academic award in any institution. Without the author's or Kenyatta University's consent, no part of this project may be produced.

Sign: Date: 23/11/2023

EKWANG'A LOKINEI MICHAEL

D56/CTY/PT/28216/2019

Supervisor

This research project has been submitted for examination with my approval as the University Supervisor.

Sign: Date:

Dr. Francis K. Kiarie

Lecturer;

Department of Management Science

School of Business, Economics and Tourism

Kenyatta University

DEDICATION

I dedicate this research project to my wife Judy Ekitela and my son Lesley Lokinei for their moral support and for inspiring me to pursue my studies to this level. I cannot afford to ignore the tremendous help I have received from my coworkers at the Department of Economic Planning in the County Government of Turkana.

ACKNOWLEDGEMENT

I would like to extend my sincere gratitude to everyone who helped me undertake this study, whether directly or indirectly. I praise the Lord God for His faithfulness, grace, and favor, as well as for giving me excellent health so that I could finish this noble task.

I am obliged to my supervisor, Dr. Francis Kiarie, for his consistent guidance and working overtime just to see this work come into completion. I recognize all my lecturers at Kenyatta University for their professional support and motivation towards achieving this great milestone. I am also indebted to my classmates who encouraged me at all stages of this research work.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

OPERATIONAL DEFINITION OF TERMS

Monitoring and Evaluation Capacity Development: It is the process of empowering the monitoring and evaluation unit to deliver its functions. In this study, the researcher uses monitoring and evaluation capacity development to mean M&E tools development, resources, organizational structure with M&E, and result utilization.

M&E tool development: This is the ability to come up with M&E instruments that are used for collecting data. In this study, the investigator uses the term capacity for M&E tool development to mean the existence and effective utilization of results framework, Logical Framework, and monitoring plan.

Resource provision: Is the ability of stakeholders to fund the M&E unit and to equip it with necessary requirements. In this study, the researcher uses budget for M&E, human capacity with respect to M&E experience, human capacity in terms of M&E knowledge and qualification as examples of resources for M&E.

Organization structure with M&E: This is the ability of M&E unit to have a number of staff with clear reporting guidelines, roles, and responsibilities. Role definition, departmentalization, M&E staffing in accordance with organizational structure has been used as an indication of clear organization structure with M&E unit.

M&E results utilization: M&E results utilization refers to using evaluation outcomes for programs or projects, as well as learning and knowledge generation and policy change. This includes decision making, planning, and best practices.

Project Performance: Project performance is defined as a process that comprises activities that are undertaken in a way that optimizes the expected outcomes.

ABBREVIATIONS AND ACRONYMS

CBO	**:** Community Based Organization
CIDP	**:** County Integrated Development Plan
DAC	**:** Development Assistance Committee
M&E	**:** Monitoring and Evaluation
MECD	: Monitoring and Evaluation Capacity Development
MEL	: Monitoring, Evaluation and Learning
MERG	**:** Monitoring and Evaluation Reference Group
MTP	**:** Third Medium Term Plan
NGOs	: Non-Governmental Organizations
NIMES	**:** National Integrated Monitoring and Evaluation System
OECD	**:** Organization for Economic Co-operation and Development
CDF	: Constituency Development Fund
LAPPSET	**:** Lamu Port-South Sudan-Ethiopia-Transport
VAT	: Value Added tax

ABSTRACT

The critical role played by Non-Governmental Organizations in Kenya is to promote development and reduce poverty by implementing socio-economic programs and projects. This has seen huge investments being channeled towards NGO-based projects, and therefore, their successful implementation and performance is equally critical. However, despite the significant investment that continues to be made towards NGO-based projects, most of them suffer a myriad of challenges hindering their completion within scheduled time, experiencing cost overruns, or fail to meet the required quality standards, all of which are parameters of project performance.
The general objective of this study, therefore, was to establish the effect of M&E capacity development activities on the performance of NGO-based projects in Turkana County. Specifically, the study sought to establish the effect of M&E Capacity Tools Development, Resources Provision, Organization Structure with M&E, and M&E results utilization. The study employed both descriptive and cross-sectional research designs, and the target population comprised ongoing/completed 148 NGO-based projects in Turkana County between the year 2014 and 2022. A stratified random sampling design was applied to take care of the different sectors where the NGO-based projects are being implemented. The target population was 30 projects.The target respondents comprised M&E officers, project managers, procurement officers, finance officers, and development partners' representatives, all comprising 180 respondents as the unit of observation. The primary data was collected using a semi-structured survey. Construct validity was determined by matching the operationalized variables to the theoretical construct. Cronbach's Alpha Coefficient of internal Consistency was used to evaluate the reliability of the data. The quantitative data was analyzed using multiple linear regression model for inferential interpretation.The study established that M&E Capacity Tools Development, Resources Provision, Organization Structure with M&E, and M&E results utilization had a positive significant influence on the performance of non-governmental based projects in Turkana. The study concluded that M&E tools help project managers to track and measure project progress toward organizational impact goals, enabling them to make data-driven choices and take action where it is most needed. M&E resource allocation is set to be used continuously in monitoring activities and on a regular basis for evaluations. Depending on the mission and scope of activity, among other variables, businesses can select where to locate the M&E function inside their structure. Monitoring and evaluation operations necessitate both time and money. Finances are utilized to pay salaries for M&E professionals, provide M&E training, purchase software and hardware resources, among other requirements. The study recommended that project managers should select an M&E tool depending on the type of information required, the available resources, and the unique assessment goals and objectives. An M&E system must be suitably resourced in order to perform successfully. Finance, personnel, and time are the three basic categories of resources. The process of M&E needs to be owned by clients and stakeholders so that they don't think that the evaluation was created by funding organizations to serve their interests and not the client's needs and goals. The M&E structure should be let to run autonomously so that the systems can create high-quality, timely reports that are rich enough to inform programming, policy, and learning.

CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

An NGO refers to a voluntary group of people who operate an entity with no intention of making profits or commercializing it, but with the aim of bringing them together at a national, regional, or global level for the betterment of society and the promotion of social, research, and charity in areas such as education, agriculture, health-care, among others. The role of Non-Governmental Organizations (NGOs) is Economic Development, facilitating trade, and creating healthy and sustainable communities by providing key services. The speedy NGO expansion and growth across the globe reveal their burgeoning role in economic development. NGOs provide a wide array of services in different areas, including education, health, finance, democracy building, emergency response, environmental management, human rights, conflict resolution, and enabling people to initiate revenue-generating activities.

Other NGOs offer small loans with no mortgage or collateral with the aim of helping marginalized members of society. Such NGOs, therefore, provide opportunities for individuals to create agricultural or business initiatives that generate revenues and offset debts. They play a significant role in the economic growth of countries or counties with limited resources and governmental capacity. Based on Kenyan Vision 2030 Third Medium Term Plan (MTPIII) 2018–2022, firm and sustainable collaboration with NGOs can help in strengthening the adoption of the MTP and improving socioeconomic development. Based on the 2020 NGO Coordination Board Report, the Kenyan NGO sector plays a significant role in developmental efforts and complements the Kenyan government's developmental efforts in regard to Kenya Vision 2030, Sustainable Development Goals (SDGs), and other developmental plans. Additionally, the 2020 NGO Coordination Board Report shows that the 1,026 Kenyan

NGOs contributed a sum of 34.9 billion Kenyan Shillings in the financial year 2018/2019 as they helped in adopting projects associated with the Kenyan government's "Big Four" agenda. In particular, NGOs registered in Kenya spent a sum of 30.8 billion Kenyan Shillings on healthcare and related projects, 3.8 billion Kenyan Shillings on nutrition and food security, 352.6 million Kenyan Shillings on manufacturing projects, and 19.6 million Kenyan Shillings on settlement and housing projects, in addition to offering employment opportunities to so many Kenyan citizens. Kenya's economic growth and development emanate from factors such as labor, capital, technology, and natural resources. It is, therefore, clear that NGOs contribute to such factors and many other factors by catalyzing positive change.

In the current period of burgeoning needs and declining governmental resources, NGOs are expected to contribute significantly with limited resources, something that places additional strain on their already scarce resources. As such, every effort should be put to ensure that NGO-based projects are effectively managed to ensure their success and better performance. While the income generated by NGOs is generally exempted from income tax (subject to applications and stipulated guidelines by the KRA), most NGOs incur additional costs that emanate from Value Added Tax (VAT) input taxes charged by those who supply different taxable services and goods.

1.2 Performance of NGO Based Projects

Project Management Institute (2014) maintains that project performance is an undertaking of different activities in a way that results in outcome optimization. Vijayalakshmi, Desai, and Joshi (2013) perceive project performance as achieving multiple project goals with respect to cost, quality, and output. Thus, project performance relates to implementing and reviewing a project with the aim of getting the job done on time and on budget, using resources as needed, and achieving the desired results.

Choudhry and Iqbal (2013) maintain that the significance of project performance is attained by preventing possible project failure, ensuring it is completed within the stipulated cost and time, and meeting the necessary technical standards for fitness of purpose, functionality, quality, environmental protection, and safety. Kululanga and Kuotcha (2010) note that project performance helps in ensuring that firms minimize the consequences of risks and uncertainties regarding attaining project goals, maximize profits, and reduce the possibilities of risk events. Yu and Kwon (2011) stress that an individual or organization can assess project performance through different performance indicators that can be linked to client satisfaction, quality, cost, time, safety, and health, with the key performance indicators applied by organizations to assess the performance of infrastructure projects including time, cost, and quality.

A project's benefits majorly depend on attaining the stipulated quality standards while ensuring the goals are attained economically. Both NGOs and for-profit organizations encounter operational challenges (Intezari & Gressel, 2017). Also, most, if not all, Kenyan NGOs face an array of challenges, including inadequate human, financial, and technological capital, high rates of unfunded overhead and maintenance costs, restrictive contract structures, and high transparency requirements. Also, NGOs tend to face challenges that relate to reliable collection of funds from donors, cost controls, responsible spending, and compliance to good accounting standards for maintaining financial stability in the long run, despite being not-for-profit organizations. Consequently, NGOs need to measure whether the projects they implement are successful, and they therefore need an effective system of monitoring and evaluation to ensure this success.

1.2.1 Monitoring and Evaluation Capacity Development

Monitoring refers to a continuous process where stakeholders seek consistent feedback on the processes utilized for attaining organizational objectives and goals (Bamberger, 2015). In contrast, an evaluation is an independent and holistic review of ongoing or finished projects to determine the degree to which the objectives have been met and the extent to which the project can contribute to effective decision-making after defining best practices (Umugwaneza & Kule, 2016).

M&E capacity development is the process of empowering the M&E unit to deliver on its mandate. Generally, the Monitoring and Evaluation of a project relates to a process for monitoring, evaluating, and managing project performance and milestones; identifying areas of improvement for better results, and initiating appropriate changes. A critical advantage of M&E is that it helps in measuring and analyzing project performance in appropriate events, on a regular basis, or in exceptional circumstances to detect deviations from the project management plan.

Kyalo, Mulwa, and Nyonje (2015) argued that M&E is a periodic and continuous review that seeks to ensure that work schedules, inputs, and outputs proceed as stipulated in the project plan. The argument aligns with the 2009 United Nations Development Program's description of M&E, considering that it cites M&E as a process that offers opportunities that are geared towards validating a project's logic, its deliverables, and adoption.

Such ongoing monitoring and evaluation offer insights to the project team on the project's health, in addition to identifying areas that require change. The process of M&E does not just help in monitoring and controlling the work completed in the project stage, but it also helps in monitoring and controlling the entire project deliverable. In projects with numerous phases, M&E helps in coordinating different project stages for the implementation of preventive or corrective actions to ensure the project adheres to project management plans. This review can lead to the approved and recommended updates on the project management plan. For instance, a missed activity finish time might necessitate changes and trade-offs between scheduled and budgeted goals.

It is for such rationales that M&E capacity development in organizations should be given priority in order to track progress and measure the achieved results. The ultimate objective is ensuring the completion of a project that performs as per the stipulated goals. Therefore, improving project performance is the overall goal of undertaking M&E initiatives. This aligns with UNDP's (2009) argument that the key goal of M&E is to promote the attainment of project outcomes. Some of the M&E capacity development practices that can determine the performance of projects include M&E tools development, resources provision, organizational structure with M&E, and result utilization.

1.2.1.1 M&E Tool Development Capacity

This is the overall capacity for developing M&E instruments necessary for monitoring and controlling project works. In this study, capacity for M&E tool development is conceptualized as the existence and effective utilization of M&E Results Framework, Logical Framework, and Monitoring Plan. According to PMBOK (2015), a results framework shows (graphically, in a summary or a matrix display) the various chains or levels of results expected from a program. The framework depicts the long-term goals, also referred to as impact or outcomes, as well as the intermediate outputs or outcomes that result in the desired long-term goals, in addition to clarifying the expected time horizons to see the transformations in such results. Examples of similar frameworks are change theory, logical model, logical framework, outcome mapping, and results chains (World Bank, 2020).

The logical framework or log frame is probably the most important document in project planning and in the M&E process. It is a concise planning technique that outlines the project goals and how such goals would be assessed or measured. On the other hand, an M&E plan helps in explaining the objectives and goals of an M&E strategy, as well as its key attributes. It is therefore a roadmap that describes in detail how a project is tracked and evaluated, in addition to describing how to employ evaluation outcomes to improve decision-making processes and overall project deliverables (Agi, 2020).

An M&E plan also provides for the definition, implementation, tracking, and improvement of an M&E strategy within a given project(s). It includes all the activities, elements, and steps required for a successful project planning phase till the project attains its objectives and creates the intended outcome (Toladata, 2019). M&E plan also needs to be established in the right way at the start of project interventions, something that helps in ensuring the adoption of a robust system for monitoring different interventions and activities and evaluating their success (Toladata, 2019). It is critical to involve project donors, evaluators, managers, and other key stakeholders in developing an M&E plan, considering that stakeholder involvement in the initial stages of M&E planning ensures sustainability and applicability of the M&E activities.

1.2.1.2 M&E Resource Provision Capacity

For effective functioning of M&E systems, it is crucial to have the right resources. These resources can be grouped into time, personnel, and financial resources. It is particularly important to consider the time that individuals or organizations spend on

M&E activities (Intrac for civil society, 2020). A great M&E system usually attracts substantial financial commitments as the money spent on M&E plays an important role in the design and adoption of the system. The cost of operating M&E systems includes various components such as rewarding employees for data collection, recording, translation, and analysis; remunerating staff members who are assigned roles in training, supporting, and supervising other employees; taking care of external consultancy service costs; administrative costs for items such as computers, cell-phones, tablets, and report forms; and larger capital costs for accommodation, transport, and premises (Gosling & Edwards, 1995).

While an often-cited rule suggests that a program or project should allocate between 5% and 10% of their budget to M&E, this percentage may vary depending on the type of business. For instance, recent research on more than 90 projects run by NGOs revealed that M&E accounted for 0% to 25% of their project budgets (ITAD, 2014). Part of the challenge in budgeting for M&E is determining when to set aside funds for M&E projects. Nevertheless, it is equally important to ensure that M&E systems are adequately resourced to achieve their purpose (ITAD, 2014).

In M&E systems, it is critical to have adequate personnel to carry out the required activities. In addition to having a sufficient number of staff members to take care of M&E activities, their capacity to complete these activities must be taken into consideration. This is important as it defines the type of M&E scheme that can be implemented. It is also essential to align the purpose of an M&E scheme with the existing capacity. In cases where intermediary NGOs operate under partnerships, understanding the capacity of staff members from partner organizations is crucial (IFRC, 2011).

Alongside personnel and finance, time is also a critical element. If employees are carrying out M&E activities as part of a larger system for assigning M&E roles, then M&E activities must be given priority. This is because they are specifically assigned to M&E activities and are committed to meeting M&E objectives. However, if employees are expected to perform both M&E and other functions, time becomes a major constraint (IFRC, 2011). Overall, building M&E human resource capacity requires staff members with adequate competences, qualifications, and experience to effectively carry out the M&E function.

1.2.1.3. Organization structure with M&E

When developing M&E systems, a key task that needs to be considered is clarifying the scope and purpose of the system. This involves defining the nature of the system and what it aims to accomplish. It is crucial to be precise about the purpose of the M&E system while also acknowledging that individuals at different organizational levels may have differing and competing demands on the system. These considerations help to balance various aspects such as learning, performance, and accountability to donors, supporters, and governments; downward accountability to service users and partners; basic program and project management; providing evidence for advocacy work; control and supervision; public relations; resource allocation; fundraising; and marketing, among others (Intrac, 2019).

In the current study, capacity for organizational structure with M&E is conceptualized as the ability of the M&E unit to have a number of staff members with clear reporting guidelines, roles, and responsibilities. The definition of roles, departmentalization, and M&E staffing in accordance with the organizational structure are indicators of a clear organization structure within the M&E unit.

1.2.1.4 M&E Results Utilization

M&E results utilization involves using evaluation outcomes to inform programs, projects, and policy changes while generating learning and knowledge. It encompasses areas such as best practices, planning, and decision-making. M&E reports serve multiple roles, utilizing the data gathered to demonstrate accountability, fulfill political obligations, investigate and explore effective strategies, document data and establish institutional memory, engage stakeholders through participatory processes, and gain support by showcasing outcomes. Moreover, reporting M&E outcomes improves understanding of policies, programs, and projects, leading to enhanced decision-making.

Notably, for M&E to have the desired impact on project performance, their outcomes must be actively utilized (Kyalo et al., 2015). However, resource allocation is often influenced by competing interests, which can result in insufficient resources allocated to M&E. In M&E, continuous resource utilization is essential for ongoing activity monitoring and periodic evaluations. This requires financial resources, personnel, and time. Financial resources are necessary to meet wage obligations for M&E personnel, facilitate training and development activities, purchase hardware and software, and more. According to Taylor-Powell (2008), M&E resources may also include expenses related to hiring evaluation expertise, purchasing reference materials for evaluation purposes, and facilitating evaluation agents or champions. Organizations and individuals need to ensure that the resources invested in M&E activities contribute effectively to overall results utilization.

Furthermore, researchers have postulated the increasing need to establish ownership of the M&E process. This is crucial to ensure that stakeholders and clients perceive the assessment process as unbiased and not solely driven by funding agencies.

Conflicts of interest may arise when funders prioritize outcomes that "align with their own interests rather than addressing the priorities and concerns of clients" (Guijt, 1999; Segone, 2008). This highlights the importance of rethinking the assessment activity as a problem-solving process that addresses inherent M&E issues.

1.2.2 Turkana County

In the Kenyan context, formal monitoring systems have not been fully integrated into governmental project control systems that fall under M&E (Abdulkadir, 2014). The Ministry of Planning and National Development (currently the National Treasury and Planning) in 2005 initiated the development of the National Integrated Monitoring and Evaluation System (NIMES) as a collaborative effort between the government, civil societies, and the private sector (Kenyan Implementation of Monitoring and Evaluation, 2005). This system was recently approved in 2022 but is yet to be fully operationalized for tracking the performance of development projects at the national and county levels.

Similar to the national level, Turkana County also faces challenges in implementing a robust M&E system. The draft Monitoring and Evaluation Policy and Bill 2020 for Turkana County have not been approved and passed for implementation (Department of Economic Planning, Turkana County, 2022). The objective of promoting collaboration and partnership in Turkana is to supplement the county government's efforts in addressing socio-economic problems and implementing development projects across the county (Turkana CIDP II 2018-2022).

Turkana County's development challenges are complex and daunting, characterized by socio-political marginalization and underdevelopment. NGOs have been present in Turkana since the colonial era, primarily engaged in relief work (UNDP, 2014). The Kenya Commission for Revenue Allocation (CRA) classifies Turkana County as one of the most marginalized counties in the country. The neglect by local administrations from the colonial era to the post-independence period, combined with the predominantly pastoral lifestyle of Turkana County residents, has contributed significantly to the low level of human development.

Over the years, external assistance from local and international non-governmental organizations has been prevalent, each driven by its own mandate while also meeting the requirements of donors. Despite massive resources allocated by NGOs in Turkana, the outcomes generated have not been proportional to the volume of resources invested (UNDP, 2014). Turkana County, centrally situated along the LAPPSET corridor, has the highest concentration of NGOs in the entire North Eastern region, totaling more than 135 organizations (Turkana County Directorate of Resource Mobilization, 2022).

1.3 Statement of The Problem

According to the National Council of Kenyan NGOs (2022), there are "over 12,000 NGOs operating in Kenya since the 1990s", which raises questions about the importance of NGOs and the progress of their projects. Ooko (2014) poses the question, among others, "With so many NGOs in Kenya, why such little progress?" This question highlights the weaknesses in their M&E systems to track progress towards the achievement of objectives. Only about 33% of private sector organizations in Kenya have implemented monitoring practices for service improvement (Kim et al., 2008). Therefore, it is important to identify the main barriers preventing public and private sector organizations in Kenya from implementing monitoring practices. While a few studies have been conducted on M&E practices, there is limited research on M&E capacity development.

For example, Ochieng et al. (2012) examined the "effectiveness of CDF project monitoring and evaluation in Kenya, focusing on the Ainamoi constituency". Karanja (2014) explored the "impact of management practices on project sustainability in Kangema District, Kenya". Kimweli (2013) studied the "impact of monitoring practices on the success of food security intervention projects funded by donors in Kenya". Andove and Mike (2015) assessed the "effect of monitoring on the outcome of constituency development fund projects in Kenya". Jackson et al. (2015) analyzed "factors that affect the efficiency of monitoring and evaluation of CDF projects in Kenya".

Despite numerous projects implemented by NGOs funded by donor countries, there are reports that such projects are not achieving their intended outcomes. Countries often face donor fatigue when they fail to establish a connection between growth and aid (Elkana, 2007). The ability to employ M&E tools is an area of improvement to measure the effectiveness or achievement of a project. However, project M&E in many firms is perceived as a donor requirement rather than a management technique (Babbie & Mouton, 2006). As a result, entities such as NGOs often adopt project M&E to meet the pressures and demands from donors and funding agencies, rather than adopting them as measures geared towards promoting enhanced project performance (Kusek & Rist, 2004).

It is evident that no study has been conducted to determine the relationship between the development of monitoring and evaluation capacity and its impact on the performance of NGOs in Turkana County. The underlying problem is that over the years, many donor-funded projects have been implemented by NGOs in Turkana County, deploying massive resources, but there has been no significant change in the lives of the residents. These inadequacies rationalize the need for this study to investigate how capacity development in M&E influences the performance of NGO projects in Turkana County, Kenya.

1.4 Objectives of the Study

1.4.1 General Objective

To investigate the influence of Monitoring and Evaluation capacity development on the performance of non-Governmental projects in Turkana.

1.4.2 Specific Objectives

i. To determine how capacity for the M&E development tool has an impact on the performance of nongovernmental projects in Turkana.
ii. To assess how M&E resources provision has an impact on the performance of nongovernmental projects in Turkana
iii. To evaluate how organizational structure has an impact on the performance of nongovernmental projects in Turkana
iv. To examine how Monitoring and evaluation results utilization has an impact on the performance of nongovernmental projects in Turkana

1.4.3 Research Questions

i. To what extent does Capacity for M&E tools development influence the performance of non-governmental based project in Turkana?
ii. How does M&E resources provision influence the performance of non-governmental based project in Turkana?
iii. How does organizational structure with M&E influence the performance of non-governmental based project in Turkana?
iv. What is the influence of Monitoring and evaluation results utilization on the performance of non-governmental based projects in Turkana?

1.4.4 Significance of the Study

This study would explore the concept of monitoring and evaluation capacity development as pursued by organizations and the advantages it has in enhancing the performance of NGO projects. For this reason, this study would be beneficial for project managers who want to know why they are spending money on capacity development. The study would provide insights to policy and decision makers in developing policies that can improve the successful performance of NGOs in Kenya. The management of projects in organizations would benefit by comprehending the need to capacity build the M&E unit. Scholars would view this as a basis for developing monitoring and assessment capacity development models specific to a particular domain, which would be a good approximation of the reality in practice. The project would provide rationale for further investigation and offer literature review for future researchers and scholars. It would also enhance the body of research on the impact of M&E Capacities on the performance of Non-Governmental Organizations (NGOs) projects.

1.5 Scope of the Study

This study focused on the influence of M&E capacity development on the performance of non- Governmental based projects in Turkana County, Kenya. The study confined itself on the M&E capacity development and not conventional monitoring and Evaluation practices. The study targeted employees of NGOs implementing their programs and projects in Turkana County.

1.5 Organization of the Study

This research consisted of five parts. Chapter one introduced the research and its background, problem statement, general and specific research objectives, research questions, critical research, sources and limitations of the research. On the other hand, Chapter 2 provided a critical review of the literature on the subject. In addition to explaining the relationship between variables and exploring the differences, this chapter explored the theoretical and conceptual framework. Chapter 3 focused on the research process, including sample design, target population and population structure, data collection and analysis procedures and results. Chapter 4 presented the findings and discussion, while Chapter Five focused on the summary, conclusions, recommendations and suggestions for further research.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents an overview of the applicable theories that underpin the study. It also offers a critical review of empirical studies carried out on M & E capacity development, performance of NGO based projects and summarizes the research gap. Additionally, it presents conceptualization of the variables which are explored in the study.

2.2 Theoretical Literature Review

This section contains an analysis of the theory behind the study; plus, a discussion of theory of mind and their relevance and applicability to work.

2.2.1 Resource Dependency Theory

Developed in 1978 by Pfeffer and Salancik, resource dependency maintains that an organization's success is influenced by external resource availability (Fapohunda & Stephenson, 2010). The theory maintains that an organization's capacity with respect to resources is a key factor that influences successful adoption of organizational projects and tasks. Those who support resource dependency theory, including Mohammed (2012) posit that that it is critical for organizations to allocate sufficient resources for successful project implementation or attainment of stipulated project goals. The investigator identifies critical resources that are essential for attaining M&E capacity development, including personnel, financial resources, and time.

However, there are opponents of the resource dependency theory, including Fapohunda and Stephenson (2010) who maintained that a number of entities have excelled without the use of resources, something that indicates the need for considering other factors such as organizational culture, leadership efficiency, and adoption of effective organizational strategies. Nevertheless, while such criticism can be justified, it is worth noting that having needed resources have to be combined with other enablers such as appropriate organizational strategy and conducive workplace environment that ensures employees are motivated and committed to the organization.

The resource dependency theory is therefore relevant to the current study since it offers a theoretical comprehension of an organization's ability to successfully complete a project. As such, M&E capacity development is significantly influenced by resource availability. Critical resources that influence M%E capacity development include human resources or personnel, financial resources, and time.

2.2.2 Stakeholder Theory

Developed in 1983 by Edward freeman, the stakeholder theory maintains that organizations have different stakeholders or parties who influence its overall operations and activities. Proponents of the stakeholder theory, including Atkin and Skitmore (2008), posit that it is important for organizations to involve their key stakeholders and take care of their interests when making critical organizational decisions. The theory also maintains that an organization that manages to take care of stakeholders' interests is likely to succeed in its endeavors. Stakeholder theory is founded on the premise that "stakeholders should be valued because they have a significant impact on the overall performance of the organization".

Those who oppose the theory, including Manowong and Ogunlana (2010), maintain that the stakeholder theory lacks specificity and it is difficult to operationalize the theory. Additionally, the theory does not sufficiently guide decision-making process for minimization of possible conflicts of interest that can arise in meeting the diverse needs of different organizational stakeholders. However, the theory has been used to emphasize the need for considering stakeholders' interests while managing organizational projects.

The relevance of stakeholder theory to this study is due to the fact that different stakeholders that work with project managers have to be considered while completing NGO-related projects for realization of organizational success. Project managers should thus ensure their modes of operation are adjusted to meet the needs and the interests of various stakeholders within the organization, while ensuring that the objective of achieving defined objectives is achieved. Engaging stakeholders and considering the social effect of an NGO's projects are instrumental factors that influence project performance. In addition, the study acknowledges the significance of negotiating with stakeholders to facilitate successful project implementation.

2.2.3 Realistic Evaluation Theory

Published in 1997 by Pawson, the realistic evaluation theory offers a model that focuses on determining the results that emanate from project interventions, the process of producing such outcomes, and the significance of different conditions in which such interventions occur (Pawson & Tilley, 2004). The theory focuses on what works for certain organizations or individuals, how they work, in what respects, and in what circumstances (Pawson & Tilley, 2004). Realistic evaluation theory therefore it helps you understand what makes an intervention ineffective or successful, and the context that makes it successful in other areas (Cohen, Manion, & Morison, 2008).

A realistic evaluation model also includes the creation of context mechanisms, which allow researchers to understand what works for specific people or organizations and the environment (Tilley, 2004). CMOCs' generation happens through collaboration with stakeholders tasked with the responsibility of implementing, participating in and operating interventions. The evaluation model also helps investigators understand what makes an intervention ineffective or effective, as well as what contextual elements are needed for successful replication of the intervention. Interventions can be adopted in different ways within a given sphere and realistic evaluation offers a mechanism for understanding the impact that is yielded by the intervention and its replication process.

A key strength of the realistic evaluation model is its ability to integrate lessons learned from a given evaluation and ensure it is successfully applied in different contexts. After developing the CMOCs, they have to be subjected to comprehensive testing to produce specific data requirements across the outcomes, mechanisms, and contexts, in addition to gathering relevant data (Gill &Turbin, 1999). Realistic assessment, on the other hand, looks for the context under which an intervention can be successful, thus learning lessons about the output production process (Fukuda-Parr, Lopes, & Malik, 2002).

2.2.4 Program Theory

Program theory is a reasonable and acceptable model that concentrates on the operation of programs as understood by Bickman (1987). Lipsey argued that program theory was a proposition in relation to the transformation of inputs into outputs, and the transformation of an unfavorable situation into a favorable situation through inputs. Prosavac and Carey (1997) also posit that the sequence of planning phases enhances the probability of program success. Program theory is also illustrated as the process in which different program elements affect their outcomes. Rossi (2004) postulated that program theory comprises of organizational plans on successful deployment of organizational resources and organization of program activities for successful accomplishment of intended outcomes.

Program theory also deals with rational service utilization plans that analyze how the target populations receive the expected interventions. This is accomplished through interactions within "the service delivery system. Finally, program theory looks at how the proposed intervention for a particular target population fits with the desired social outcomes". Uitto, 2000, illustrates the advantages of using a "theory-driven approach in M&E". The illustration includes the ability to link project deliverables to particular activities or projects, in addition to identifying undesired and anticipated program consequences. Theory-based evaluations therefore enable an evaluator to understand how and why a program is working (Weiss, 2003).

It is critical to design an effective program evaluation theory given that faulty designs results in inaccurate outcomes such as no intervention impact. For an understanding of what the yielded outcomes entail, an investigator should be certain about the program mechanisms that influence the outcome, something that makes a great theory necessary for the study. Investigators have to consider the effect of clients to service utilization, program implementation, relationships, and exogenous factors among project elements, as well as the required time for conducting a project evaluation.

2.3 Empirical Review

In this section, a number of other scholarly studies examining the impact of M&E capacity developments on project implementation by NGOs in Kenya are reviewed.

2.3.1 M&E Tools Development Capacity and Performance of NGO Based Projects

According to Cleland (2004), an "effective monitoring and evaluation requires the use of monitoring and evaluation tools to help demonstrate the results and impacts of the project". According to the authors, this monitoring and evaluation tool helps team members and other key stakeholders evaluate goals and determine whether they are being met. M&E planning forms the core of the M&E system and includes the actual preparation of plans or projects to monitor and evaluate long-term indicators and objectives (IFRC, 2011). In addition to identifying evaluation issues that need to be considered, the Monitoring and Evaluation plan "helps manage the process of evaluating and documenting the progress and results of the project" (USAID, 2016).

The Monitoring and Evaluation tool includes specific definitions of cost, performance, and time to manage and specifies areas to manage. According to Pinto and Slevin (1999), monitoring and evaluation tools are the direct link between planning and control. Thus, Monitoring and Evaluation tools allow stakeholders interested in a project to access the information needed to guide project management, in addition to being appraised about the associated uncertainties. The tools give project managers needed information for making timely and informed decisions that facilitate successful accomplishment of project deliverables. Wholey, Hatry, and Newcomer (2010) suggest that tools should be used to gather and publish information on key elements of the plan, and to manage failures that may be impossible or still cannot be done.

Lai, Hancock, & Muller-Praefcke (2017) conducted research into how ICT affects project performance. According to the research, an NGO project in Southeast Asia shows the possibility of ICT by creating a MIS with good work for integration with GIS and information gathering on the web and decision support at many projects and levels. and remote sensing technology and applications. The high cost of using the advanced M&E process and professionalization prevents many underfunded NGOs from taking advantage of the "MIS's ability to provide decision-making information such as implementation and progress". According to this study, the use of ICT in MIS design may be limited in some environments due to the lack of modern remote decision support infrastructure and lack of access to expert advice and support. This study concludes that MEP staff needs to understand the "information collected by MIS and its relationship to the goals and objectives of a project".

Njiri (2015) conducted a study to "determine how the implementation of monitoring and evaluation affected the implementation of NGO agribusiness projects in Murang'a County". The following objectives are based on the principles of this study: to explore the impact of the decision evaluation system, the impact of human resources, the use of M&E results, and the implementation of the M&E model of the NGO agribusiness project in Murana City. The study revealed that the presence and use of indicators in projects are negatively related to the performance of NGO projects, monitoring and evaluation performance is related to people's use, and the use of monitoring and evaluation methods has negative findings related to use. There is a relationship between the use of data frames in NGO projects and finally projects and project performance. The study came to the conclusion that human resources, such as staff participation, cooperation, and capacity, are significant in M&E operations and have an impact on project performance.

Mokua and Kimutai (2019) undertook a study to look into monitoring and assessment procedures for P3 project performance in Nairobi County. An online survey research design was used. To gather the data, questionnaires and interview schedules were used. 26 projects with a total of 161 project staff members were targeted. Ten county government representatives were also involved in the study. To choose 125 respondents for the study sample, stratified sampling, simple random, and purposive sampling strategies were all used. Data that was both quantitative and qualitative was gathered and numerically analyzed. The calculation and interpretation of descriptive and inferential statistical measurements was done. The analysis discovered that while the majority of PPP projects have working M&E systems, the vast majority are not well-equipped to function as intended.

2.3.2 M&E Resources Provision and Performance of NGO Based Projects

The United Nations Development Programme (UNDP) (2009) argues that staff responsible for monitoring organizational projects should possess technical knowledge in the area. Nyakundi, (2014) found that, among donor funded projects in Non-Governmental Organizations (NGOs), the technical skills acquired by staff influence the adoption of multidisciplinary impact assessments (M&E), in that the acquisition of appropriate skills plays an essential role in the provision of functional guidance for the development of appropriate outcome-oriented performance tracking and evaluation systems. Douglah (2017) carried out a study on strengthening M&E capabilities for authorized state projects in Europe. The study used a survey methodology on active projects. The study found that development organizations all across the world employed elements of capacity building to enhance M&E performance.

A study by Woodhill (2015) on the impact of adequate resources on performance and the factors that contribute to the success of care showed mixed results with good results, such as availability of financial resources, firm political will, organization-wide capacity, sound structural systems, and strong M&E Systems design, lead to overall success. Most businesses only perform M&E functions when absolutely essential and are never in favor of monitoring, especially when it involves money and theft. The study comes to the conclusion that having the resources necessary for M&E is essential for any task that is done.

Nyakundi (2016) conducted research on how human resource capability affects NGOs' project outcomes in Kenya. The study targeted 34 NGOs in Kenya using a cross-section survey methodology. According to the survey, staff members responsible for monitoring NGOs' donor- funded programs should possess the necessary technical skills. According to the report, technical staff skills have an impact on M&E implementation and "are crucial for offering practical guidance in the creation of effective results-based performance monitoring systems". The study demonstrated that a unit increase in technical proficiency would result in 0.122 efficiency in the use of M&E. That is, if the project has M&E skills, it can produce the desired results. Although there is a growing need for monitoring and evaluation information, human capability is thought to be related to the ability of recipients to perform monitoring and evaluation activities. Leading each stage of the M&E system requires a variety of skills and knowledge. Organizations need to invest in skilled personnel to manage monitoring and evaluation, whether by hiring people who already have training, hiring people who need training, or paying consultants outside of multi-purpose strategies.

Odenyo and James (2018) focused in the "investigation into the resource mobilization for the long-term viability of women's group projects in Vihiga County". The results on the project staff's ability to manage project activities revealed a beneficial relationship between successful women's group projects and human resource development. This indicates that in order for a project to succeed, the project team must go through training and attend seminars to improve their management abilities.

2.3.3 M&E Organization Structure and Performance of NGO Based Projects

The importance of well-structured and well-thought-out institutional processes for ME&L includes a description of what field and line managers must do to ensure successful implementation of ME&L in their day-to-day (Lai, Hancock & Muller-Praefcke, 2012). However, it is likely that deficiencies in M&E are present because job descriptions for project managers and project execution lack M&E responsibilities (Stetson, 2011). Kacapor-Dzihic's (2011) maintain that M&E in Herzegovina and Bosnia NGOs for example, reported that M&E teams failed to clarify the M&E roles and needed expertise or skills. As a result, in spite of lack of adequate technological coverage and support to sustain current M&E work and needs, organizational leaders completed the projects on an ad hoc basis (Kacapor-Dzihic, 2011).

However, it is not clear whether this has had any significant impact on the project performance of NGOs. With regard to public organizations, Mbiti and Kiruja, (2015) report similar results by indicating that the personnel with responsibility for managing M&E activities are lacking in technical skills, and were not committed to the roles, function, and responsibilities of M&E processes. The revelation of insufficient M&E skills reveals a weakness in M&E activities in public benefit organizations.

2.3.4 M&E Result Utilization and Performance of NGO Based Projects

Mackay, (2007) maintain that as soon as a fully-functioning M&E system is adopted, the organization has to foster result dissemination. A major challenge faced by NGOs and public institutions relates to ensuring that the produced evaluations are intensively utilized. It is clear that it is not enough to draw up an evaluation report and make it available to the interested parties as well as assume its utilization would take care of itself. Rather, organizations have to be considerably proactive in adopting a comprehensive strategy for disseminating the evaluation report and its findings, in addition to encouraging the acceptable of the findings generated from the evaluation report and adopting its recommendations. Rogito (2010), for example, looked at M&E's impact on project performance, and found that projects that adopted M&E without baseline studies faced significant difficulties in measuring project performance based on related indicators.

In most of the world, the requirement to make decisions based on evidence is not compulsory. For instance, misconduct and poor performance are rarely punished. In addition, limited information is provided on the information collected through the Ministerial Inspection. More than ever, what matters in M&E isn't the data that's collected, but how the data or facts are employed for informing choices in various phases of public service delivery and planning. In turn, such problems results in poor quality M&E data with respect to inaccurate, missing, or outdated information (Gebremedhin, Getachew & Amha, 2010). The differentiation between the realities that are observed and what is expected is often unclear. Even though "M&E practices and systems that are in place often provide reasonable accountability frameworks, their contribution to substantial learning is limited". Kenya's M&E yields a huge volume of data on adhering to regulations and rules, but it tends to be of poor quality and is barely used, in addition to failing to yield adequately clear basis for assessing the value of finances and cost-efficiency in public service delivery. Poor quality of data and lack of demand for performance information contribute to hindering the efficiency of M&E systems" (Hauge, 2003).

Table 2.1: Summary of Literature Review and Research Gap

Name	Title of the Research	Observation	Gap	Present Study Focus
Njiri (2015)	Usage of monitoring and evaluation systems affected the execution of NGOs' agri- business projects in Murang'a County.	The study concluded that human resources, such as staff participation, cooperation, and capacity, are significant in M&E operations and have an impact on project performance.	The research focused on NGOs Agri-business projects in Murang'a County which now presents a contextual gap	Focused on how M & E capacity development influence projects performance in Turkana County.
Mokua and Kimutai (2019)	Monitoring and assessment procedures for PPP project performance in Nairobi County.	The study discovered that while the majority of PPP projects have working M&E systems, the vast majority are not well-equipped to function as intended.	The research focused on the influence of M&E system for PPP projects in Nairobi which presents a conceptual gap	Focused on the M&E tools developmen t capacity and influence on projects performa nce

Douglah (2017)	Strengthening M&E capabilities for authorized state projects in Europe.	The study found that development organizations all across the world employed elements of capacity building to enhance M&E performance.	The Research focused on M&E performance which brings a conceptual gap	Focused on how M&E capacity development can contribute to project performance
Odenyo and James (2018)	Investigation into the resource mobilization for the long-term viability of women's group projects in Vihiga County.	The study revealed a beneficial relationship between successful women's group projects and human resource development.	The research focused on the relationship of women's group projects in Vihiga and human resource development which presents a contextual gap	Focused on a resource allocation at a broader perspective and its influence on the performance of NGOs based projects in Turkana County

Rogito (2010)	Influence of monitoring and evaluation on project's performance	The research found out that a project implemented without the baseline study faced a myriad of challenges on tracking its' progress effectively on indicators.	This study dwelt on monitoring and evaluation practices and not M&E capacity development and its influence on NGOs based projects performance	The current study is focused on the influence of M&E capacity development on the performance of NGOs based projects

2.4 Conceptual Framework

Independent Variables **Dependent**

Variable

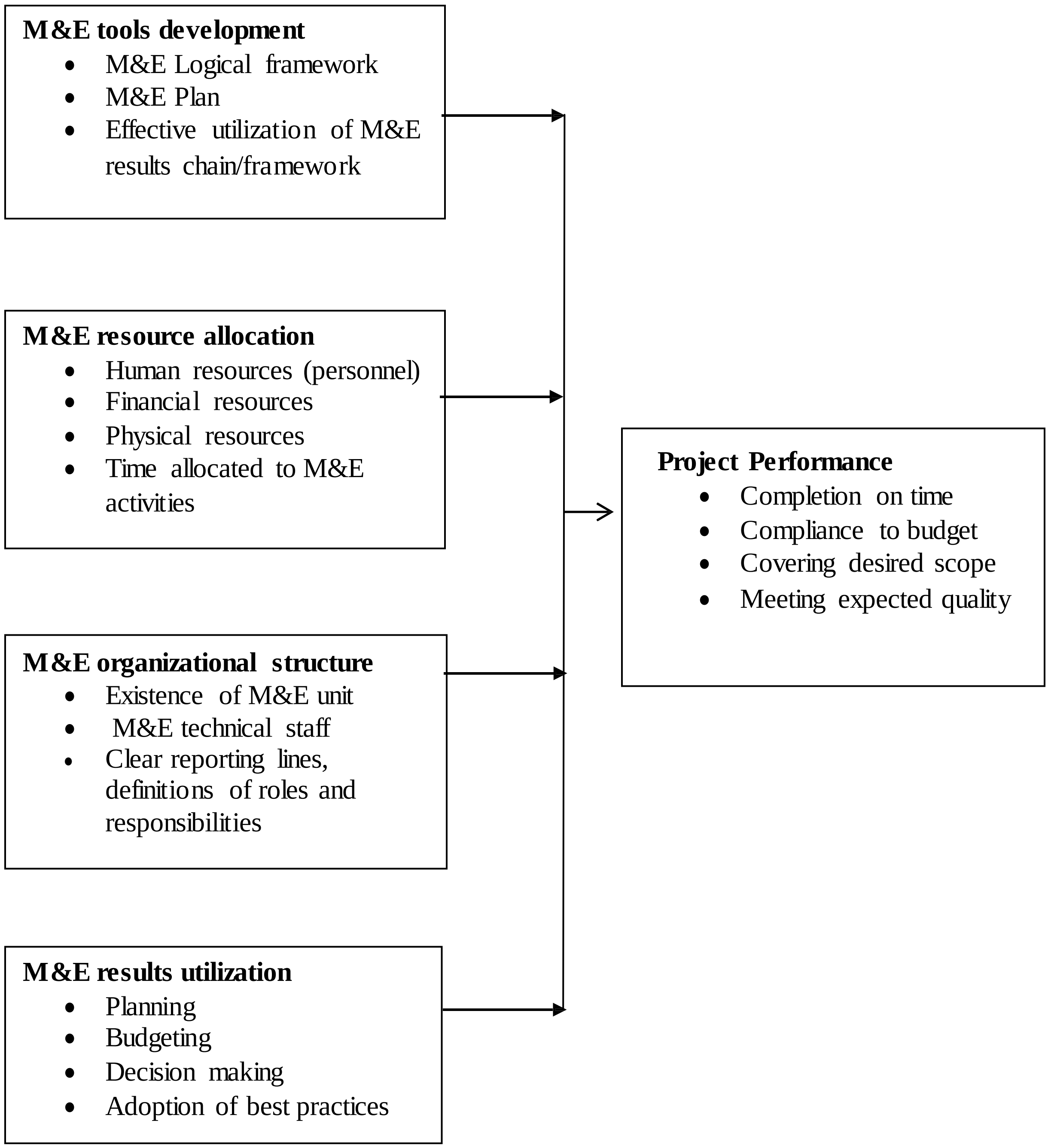

Figure 2.1: Conceptual Framework

Source: Researcher, (2022)

Conceptualization of Variables

In this study, capacity for M&E tools development is conceptualized as the existence and effective utilization of M&E Results Framework, Logical Framework and Monitoring and Evaluation Plan. Resource provision entails adequate finance, personnel, time and physical resources allocated by organizations to M&E interventions to achieve the desired outcomes. This study also recognizes capacity for organization structure with M&E as the ability of M&E unit to have a number of staffs with clear reporting guidelines, roles and responsibilities. M&E results utilization has been conceptualized as the use of evaluation findings for programs or projects as well as policy changes, knowledge generation and learning, decision making, planning, budgeting and adoption of best practices. Finally, in the context of this study, project performance is an independent variable influenced by independent variables. It refers to the execution and evaluation of a project, with the primary goal of completing the project on time and within budget, covering desired scope as well as achieving the intended results.

2.5 Iron Triangle

Iron Triangle shows in graphical form certain constraints that affect projects performance. These constraints include scope, time and budget as the name suggests 'triple constraints' with quality centrally placed. For any project to be successful, there must be a balance among the three constraints.

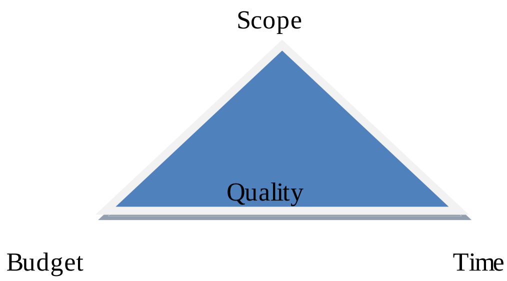

Figure 2.1: Iron Triangle

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter highlights the methodological process that guided the study. This is presented as follows.

3.2 Research Design

Research design describes the process of creating conditions for data collection and analysis in order to balance the importance of the research goal with the cost-effectiveness of the process (Schoonenboom & Johnson, 2017). Cross-section and descriptive survey design were used in this study. Descriptive survey design is "used to describe the current situation, what people believe, and what people are doing. The primary purpose of descriptive research is to describe reality as it is presently" (Rahi, 2017). Cross-sectional rationalized on the basis that data was collected simultaneously for a range of the projects. The research design was chosen due to the need to provide an overview of the current state of play regarding the performance of non-governmental organizations (NGOs) in Turkana County. Further, the research design enabled the use of both quantitative and qualitative data to collect information and characterize the population or phenomenon being studied.

3.3 Target Population

The target population comprised of NGOs based projects in Turkana County that were implemented by development partners between 2014 and 2022. According to information obtained from county Directorate of resource mobilization, a total of 148 projects were implemented during that period. The target respondents were the Project Managers, M&E Officers, Procurement officers, Finance Officers, HR Officers from every NGO based project in Turkana County. In total, 180 respondents were selected from the NGOs involved in the project. The target respondents also included representative of the development partners as shown in Table 3.3

Table 3.1: Target Population

Sector	No. of project	Category of respondents	No. of respondents
Health	58	Project Managers	1
		M&E Officers	1
		Finance Officers	1
		HR Officers	1
		Procurement officers	1
		Development partner rep	1
Education	45	Project Managers	1
		M&E Officers	1
		Finance Officers	1
		HR Officers	1
		Procurement officers	1
		Development partner rep	1
Agriculture	19	Project Managers	1
		M&E Officers	1
		Finance Officers	1
		HR Officers	1
		Procurement officers	1
		Development partner rep	1
Water& Sanitation	26	Project Managers	1
		M&E Officers	1
		Finance Officers	1
		HR Officers	1
		Procurement officers	1
		Development partner rep	1
Total	**148**		**24**

Source: Respective Project HR report (2022)

3.4 Sample Design

Sampling design, as defined by Orotho (2002) and Kombo (2002), is “the process of selecting a number of participants or items from a population in such a way that the selected sample represents the entire population”. For the current study, stratified random sampling technique was utilized for selecting the sample for different categories since the population is heterogenous in nature given that is consists of projects from different sectors, including health, agriculture, education, services, and water. Stratified random sampling ensured subgroups are included in the sample, which would have otherwise been omitted by other sampling techniques the reason for this is because the population is very small. (Mugenda & Mugenda, 2013).

3.4.1 Sampling Frame

Sampling frame offers a list of different units of interest that are included in the study. Sampling frame is therefore a source from where a given sample is selected and provides a list of all participants who can be sampled, including institutions, individuals, households, among others (Bhattacherjee, 2012). The sample size of the study consisted of 30 projects across the four sectors, each with six respondents, resulting in 180 total responses (table 3.4). According to Yin (2017) census technique is ideal since there is no generalization of findings as all elements are included in the study and each element gives their views and opinion. It is more accurate and produces valid data as there is no selection of parts of the population representation of the whole population's opinion.

3.4.2 Sample Size Determination

A sample size of 10% to 30% is sufficient for descriptive surveys, according to Mugenda, et al. (2013) and can help in generalizing the attributes under observation. The study considered 20% of the projects for sample size considerations, and sample size calculated as shown in table 3.4 below.

Table 3.2: Sample Size

Category	Target Population (N)	Sample (%)	Sample size (N*20%)	No. of respondents
Health	58	20%	12	72
Education	45	20%	9	54
Agriculture	19	20%	4	24
Water & Sanitation	26	20%	5	30
Total	**148**		**30**	**180**

Source: Researcher, (2022)

3.5 Data Collection Instruments

Helfrich et al. (2020) describes an instrument as a data collection tool. An instrument is therefore a tool developed for measuring skills, attitude, and knowledge. The primary data source used in the study was a questionnaire. Questionnaires allowed respondents to share their views on the subject matter by providing for a greater response depth. In this study, semi-structured survey questions were used to collect data using a 5 point Likert scale. A Likert scale is an interval scale that uses five of the following values: strong disagreement, disagree, neutral, agree and strong agreement. It helped in measuring the level of disagreement or agreement. This type of questionnaire was very suitable as it allows for uniformity in the questions asked and the results can be easily interpreted. Likert scales are also great in assessing attitude, perception, behavior, and value (Bichi et al, 2019). For this reason, a questionnaire was suitable for the study as it allows the investigator to collect basic information in a short amount of time.

3.5.1 Pilot Study

Before starting the real data collection process, questionnaires will be tested in a pilot study which entails a trial run/feasibility study that is done in advance of the main study (Babbie, 2007). The pilot study facilitated the development and pre-testing of different research instruments, in addition to providing a warning about the possibility of failure in the main research, places where protocols might be sidelined, and whether the proposed instruments or methods would be too complex or inappropriate. Kothari (2008) also stressed the role of a pilot study in "ascertaining the reliability and validity of study instruments".

The research instruments would be subjected to a pretest using 3 projects that are comprised of 6 respondents each, with the total number of respondents being 18 as per Babbie (2012)'s recommendations. Babbie (2012) observed that an appropriate pilot study should use 1 to 10% of the actual size of the sample. For huge samples, a lower percentage can be used, and vice versa. Considering that the current study used a relatively small sample, a large percentage of 10 would be used for pre-testing purposes. The respondents would be selected from other projects that have been completed outside Turkana County. Nevertheless, the results of this pilot study will not be incorporated into the main study. The methodology of the pre-test of the questionnaire was similar to that of the main study (Mugenda & Mugenda, 2003).

3.5.2 Validity of Data Collection Instruments

Validity is defined as "the degree to which the study responds to the question being asked or the robustness of the result of the study". When evaluating the validity of a study, you must consider whether the questions in the study relate to the objectives of the study. This includes, but is not limited to, whether or not the manner in which answers to research questions are adequately documented (de Ries et al., 2019). There are various forms of research validity, with Mohajan (2017) specifying the main ones as “criterion-related validity, content validity, internal validity, construct validity, concurrent validity, external validity, and face validity”. Additionally, the questionnaire would be proofread to address possible errors. Pilot testing usually help in detecting some of errors, if not all. The respondents in the pilot study were allowed to ask queries in regards to clarity of the research questions, something that helped the investigator in understanding the validity of the research questions. Feedback generated from the pilot study served as a ground for reviewing the questionnaire prior to a final administration.

The research instrument’s construct validity would also be subjected to a test. Construct validity is the “degree to which the items of a scale measure a theoretical or abstract construct” (Allred & Ross-Davis, 2011). Construct validity testing not only looks at whether an item loads significantly on the factors that are being measured, but also makes sure that no other factors are being measured that are discriminatory (Brace, 2013). Construct validity was evaluated in this study using Confirmatory factor analysis (CFA) to reduce the number of variables observed into latent factors due to similarities within the data (Brace, 2013).

3.5.3 Reliability of the Research Instruments

According to Nicolella et al. (2018), reliability refers to “the consistency of a measurement”. Consistency increases when multiple similar items are included on a measurement, a diverse sample is assessed or tested, and uniform testing procedures are used. Moon et al. (2019) maintain that a positivist’s paradigm emphasizes on stringent criteria for assessing the trustworthiness or quality of research findings in an objective way and that an individual must demonstrate evidence that the findings align with what happens in the real world.

In the current study, Cronbach alpha would be used for measuring reliability. Cronbach's alpha is a method of internal consistency testing that is commonly used to measure the relationship between values in an assessment tool (Kennedy, 2017). Helps to determine the relationship between variables in various combinations. It thus indicates the "degree to which a set of measurement elements can be considered to measure a single latent variable" (Cronbach, 1951). Cronbach's alpha can be expressed as a function of test items and mean inter-correlation between test items. The formula for calculating Cronbach's alpha is;

$$\alpha = \frac{N \cdot \bar{c}}{\bar{v} + (N-1) \cdot \bar{c}}$$

Where;

N= the number of component (items)

$\bar{c}$ = the average inter-item covariance among the items (That is Average Pearson correlation coefficients between the components) and

$\bar{v}$ = the average variance.

Cronbach (1951), defines reliability as "the proportion of variation attributable to the measure of trust and the degree of consistency of the measure over a period of time". Thus, it refers to both the internal attributes of the measure and the random error of a dataset. It has a range of 0 to 1... Rahi (2017) asserted that a Cronbach's alpha coefficient of at least 0.7 is acceptable since there is always a provision for random error. Kennedy (2017), however, argued that there is a range of Cronbach's alpha thresholds, which differ depending on the type of study and the discipline. For example, Kennedy (2017) argued that a Cronbach's alpha value of 0.7 was acceptable, while 0.6 was acceptable for evaluating new instruments.

Cronbach's alpha coefficient was used to test the measurement scale for reliability for different independent variables and an instrument would be considered to be reliable if it has an alpha of at least 0.7 (Mohajan, 2017). A high reliability estimate is expected to be closer to 1. The study therefore used 0.7 as the threshold for considering an instrument to be reliable using the Cronbach's alpha as the measurement tool. Cronbach's alpha was calculated prior to the main survey to assess the reliability of the questionnaire. The questionnaire was sent to 5 respondents out of a sample of 2 selected organizations that did not participate in the primary survey.

Table 3.3: Reliability Test Results

Variable	Cronbach's Alpha Value	Conclusion
M&E tools development	0.852	Acceptable
M&E organizational structure	0.736	Acceptable
M&E resource provision	0.803	Acceptable
M&E resource utilization	0.833	Acceptable
Performance of NGO based project	0.800	Acceptable
Aggregate Score	**0.805**	**Acceptable**

Source: Pilot Study (2023)

Table 3.3 shows that all variables had acceptable Cronbach's alpha values, which exceeded the recommended value of 0.7. Overall, the Cronbach's alpha value was 0.805 indicating the reliability of the study instruments as recommended by Mugenda and Mugenda (2003).

3.6 Data Collection Procedure

Data collection is defined by Bichi et al., (2019) as "the systematic collection of data relevant to the research problem". After receiving a letter from the University, we applied for and obtained a research permit from the NACOSTI. The study employed two data collection procedures; Drop and pick for relatively near respondents and online for relatively far off respondents.

For online data collection procedure; once completed, the questionnaires were sent to the sender anonymously. The responses were received via email, which allowed them to be converted into Microsoft Excel and then into SPSS.

3.7 Data Analysis and Presentation

The methodology used in the study was quantitative data analysis. The quantitative data was extracted using both descriptive and non-destructive methods. In the case of descriptive statistics frequency, mean was used and standard deviation was used. A multi-step regression analysis was conducted to identify the relative and overall impact of each independent variable on the effectiveness of the NGO-based projects. The regression model was validated using the 5% confidence level for the goodness-of-fit analysis and the 95% confidence level was used for the regression model validation using tables and charts.

Diagnostics tests of heteroscedasticity, multicollinearity, normality and linearity was carried out first before regression analysis.

3. 7.1 Diagnostic Tests

Diagnostic checks and tests would be finished to test for factual issues and to guarantee consistence with the Classical Linear Regression Model (CLRM) assumptions. This was done in order to prevent the estimation of parameters from being inconsistent, inefficient and biased (Gujarati, 2004). Diagnostic tests included: linearity, normality, multi-collinearity, and homoscedasticity.

3.7.1.1 Homoscedasticity Test

For homoscedasticity, all observations are assumed to have the same μi variance. Due to heteroscedasticity, the variance-based statistical inference would be biased, which would cause the F-statistics and T-statistics to be inappropriate, which can lead to false inferences. Breusch–Pagan test would be used to test the problem. The solution to this problem can be found by obtaining white's hetero-squares standard errors of OLS. The standard errors can then be used to perform statistical inference (Gujarati, 2004).

3.7.1.2 Multicollinearity Test

A multicollinear situation is one in which there is a strong relationship between two independent variables (Martz, 2013). The VIF (variance inflation factor) was used to test for multicollinearities. If no two independent variables are correlated, the VIF would be equal to 1. If the VIF is greater than 5, the multicollinear nature of the variables being tested is known. Therefore, one variable had to be removed from the regression model.

3.7.1.3 Normality Test

Normality refers to assuming that error terms are normally distributed with a constant variance and a mean that is equal to zero. A test of significance can only be done with a normally distributed data. The residuals' test of normality would be done using the Kolmogorov-Smirnov Test. Some of the measures that can be taken to reduce non-normality include eliminating outliers, data transformation to make it approximately normal, normal distribution as a model, other standard distributions as a model, or modern permutation testing and bootstrap methods that do not need normality or sampling distributions (Gujarati, 2004).

3.7.1.4 Linearity Test

As mentioned above, the linearity of the variables would be tested using Pearson's correlation. Dancey and Reidy (2004). Correlation coefficient provides information about the direction and strength of a particular linear relationship, with a negative correlation revealing an inverse relationship between two variables and a positive correlation indicating direct relationship between the associated variables (Field, 2009).

3.7.2 Empirical Model

To establish the effect of M&E tool development capacity, M&E resource allocation, M&E Organization structure and M&E results utilization on NGO based project performance the following multiple linear regression model would be utilized. Below is the model for the relationship between independent variables and dependent variables:

$$\mathbf{PP = \beta 0 + \beta 1METC + \beta 2MERA + \beta 3MEOS + \beta 4MERU} + \varepsilon$$

………………………. (Model 3.1)

Where;

β0 is the intercept parameter; ***β1, β2, β3*** and ***β4*** are the gradient /slope regression parameters.

PP : Is the Composite index for the indicators of performance of NGO based projects. METC : Is the composite index for M&E Tools Capacity

MERA : Is the composite index for M&E Resource Allocations

MEOS : Is the composite index for M&E Organization Structure MERU : Is the composite index for M&E Resource Utilization

ε = Error term

In the model, ***β0*** which is the intercept parameter, represent value of the dependent variable PP when all the explanatory variables (METC, MERA, MEOS and MERU) equal to Zero. On the other hand, the gradient parameters ***βi's*** for ***i = 1….4*** represent change in the dependent variable (PP) for a unit change in the respective independent variables. ε is the error term which captures the unexplained variations in the model.

Composite indexes were calculated by taking the average of the sum of all the variables.

Composite indices n = Aggregate of each item's Mean /Number of items for each of the variable

3.8 Ethical Consideration

The researcher would take several steps to ensure ethical standards in research are met. First, the researcher would ask administrators and participants for their consent before administering the questionnaires. Participants were asked to provide a verbal and written consent before participating in the study. Participants' confidentiality was also maintained by ensuring their responses are only used for research purposes and their personal information is not shared. They were also given the option to drop out of the study whenever they wanted, without any negative repercussions. Participants' interests, privacy, and dignity were maintained throughout the study, protected and respected. Participant's anonymity was maintained and their data was kept confidential. In addition, the questionnaires did not include any offensive, discriminatory or demeaning language. The researcher also sought a research permit from NACOSTI prior to starting the field operations and data collection processes. In addition, the researcher wrote a letter of transmission of data collection tools to individual respondents. Finally, any journals and text books owned by other authors that were used in this study were fully accepted using the APA referencing system. According to Bryman (2013), the researcher is responsible for careful assessment of the potential of harm to participants, and should take proactive actions towards reducing the possibility of harm to study participants.

CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

The chapter includes the analysis and presentation of field data in terms of descriptive and inferential statistics, as well as tables and figures where relevant.

4.2 Questionnaire Return Rate

The sample of respondents was given a total of 180 questionnaires and return rates are shown in Table 4.1.

Table 4.1: Questionnaire Return Rate

Category	Frequency	Percentage
Response	175	97.2
Non response	5	2.8
Total	**180**	**100**

Source: Research Data (2023)

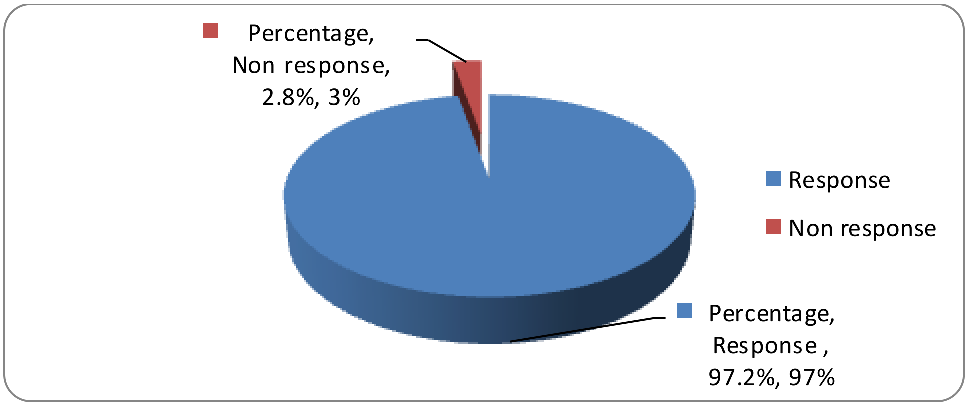

Figure 4.1: Questionnaire Return Rate

According to the findings in Table 4.1 and Figure 4.1, 175 out of 180 respondents returned their questionnaires, for a response rate of 97.2%, while 5 respondents did not return their questionnaires, for a response rate of 2.8%. This leads to the conclusion that the total response rate was higher at 97.2%, indicating that the data obtained for the field was adequate for analysis. According to Mugenda and Mugenda (2003), “a response rate of 70% or above is ideal for data analysis”.

4.3 General Information

The general information examined the respondents' gender, age brackets, length of engagement in the NGOs based projects and highest academic qualification. The results are presented as follows:

4.3.1 Respondents' Gender

Figure 4.1, the study was aimed at determining respondents' gender and its findings are set out below.

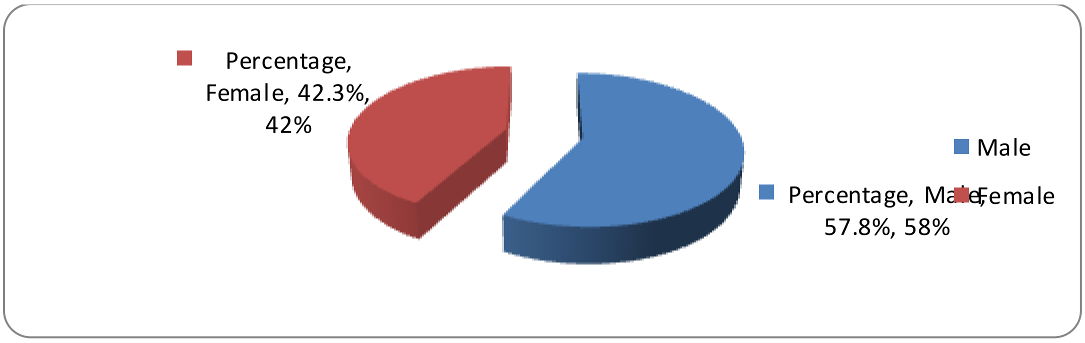

Figure 4.2: Respondents' Gender

Source: Research Data (2023)

In Figure 4.1, it is apparent that males made up 57.8% of respondents while females were 42.3%. Thus, an indication that the study considered a fair distribution of both genders as both male and female respondents were well represented.

4.3.2 Respondents' Age Brackets

Table 4.2 summaries the study that was conducted to determine respondents' age brackets.

Table 4.2: Respondents' Age Bracket

Years	Frequency	Percentage
20 to 35	17	10
36 to 46	69	39
47 to 65	35	20
65 and above	54	31
Total	**180**	**100**

Source: Research Data (2023)

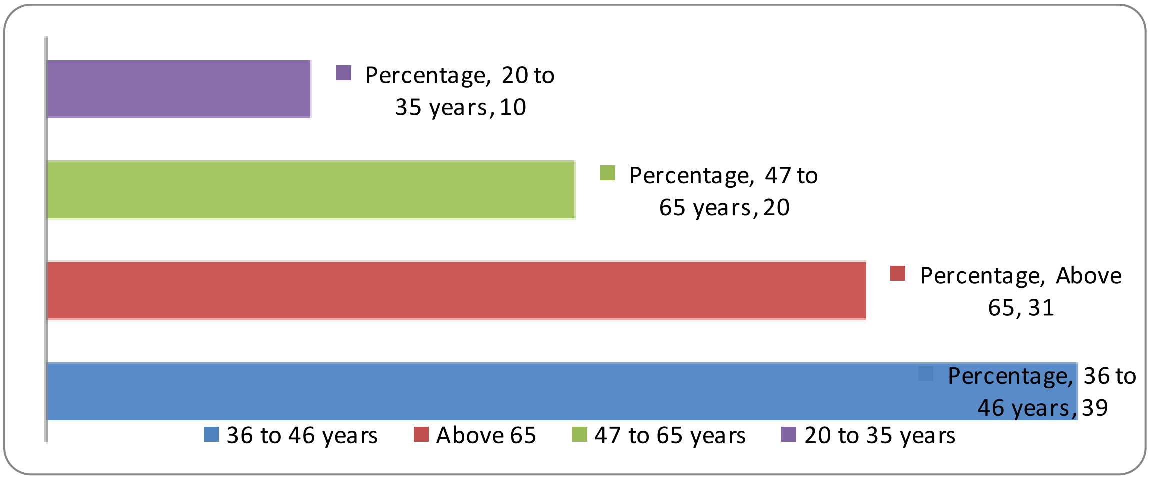

Figure 4.3: Respondents' Age Bracket

Source: Research Data (2023)

According to the results presented in Table 4.2 and Figure 4.3, 39.4% of respondents were aged 36 to 46 years, 30.9% 65 or over, 20.0% 47 to 65 years with 9.7% age from 20 to 35 years. This implies that, in addition to contributing a diverse decision making process which can lead to effective monitoring and evaluation of projects, respondents from different age groups monitored the projects.

4.3.3 Length of Engagement in the NGOs Based Projects

Figure 4.3 shows the findings of this study, which seeks to determine how long respondents had engaged in NGOs based projects.

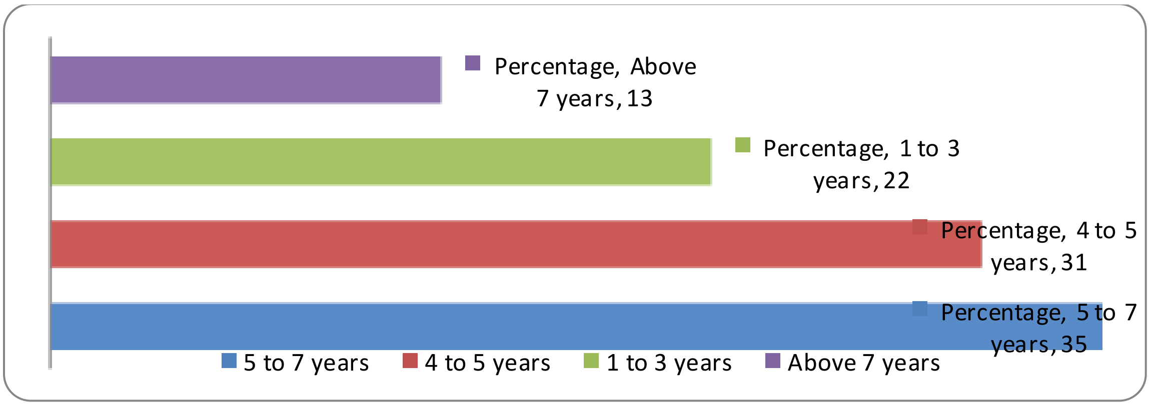

Figure 4.3: Length of Engagement in the NGOs Based Projects

Source: Research Data (2023)

According to the results, 35% of respondents had been involved in NGOs based projects for 5-7 years, 31% for 4-5 years, 22% for 5-1 years, and 13% for 7 years and more. This indicates that the respondents to the study had a good understanding of NGOs-based projects.

4.3.4 Highest Academic Qualification

The purpose of the study was to determine the highest academic qualification of the respondents and the results are shown in table 4.3.

Table 4.3: Highest Academic Qualification

Level	Frequency	Percentage
Certificate	16	9
Diploma	76	43
Degree	58	33
Masters	25	14
PhD	0	0
Total	**180**	**100**

Source: Research Data (2023)

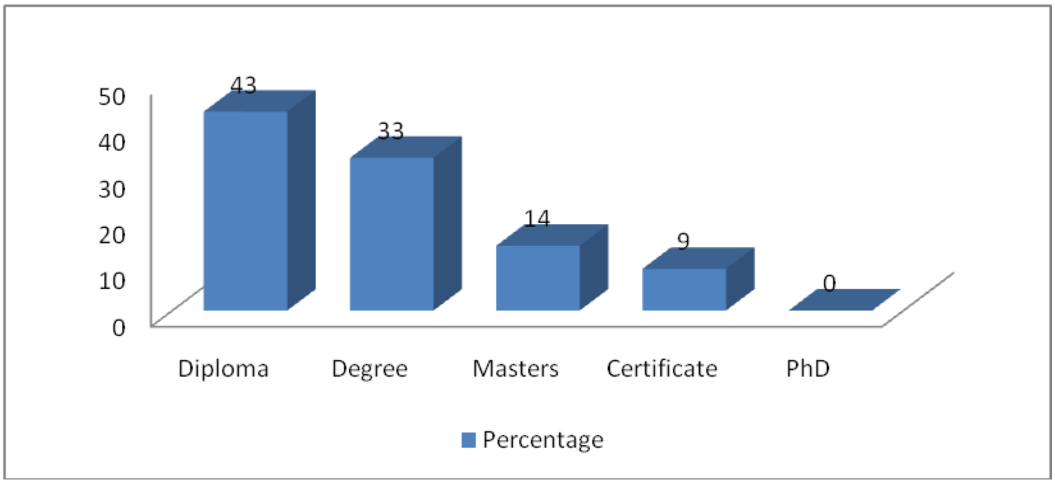

Figure 4.4: Highest Academic Qualification

The results of Table 4.3 and Figure 4.4 show that the vast majority of respondents were found to have graduated with a diploma as their highest level of training, accounting for 48%, 33%, 14% Masters and 9% certificates. It is clear that the vast majority of respondents who participated in the study were at a higher educational level. In making an organisation successful, it is important for staff to be able to achieve higher levels of education due to their knowledge and ability to meet changing business needs.

4.4 Results of Descriptive Statistics

4.4.1 Monitoring and Evaluation Tools Development

The capacity for M&E tool development was measured in terms of M&E Logical framework, M&E Plan, Effective utilization of M&E and results chain/framework. The descriptive statistics are presented in Table 4.4.

Table 4.4: Monitoring and Evaluation Tools Development

Statement	M	SD
There is a functional M&E log frame	4.66	0.651
Monitoring and Evaluation Plan exists	4.02	0.779
There is effective M&E results framework	4.26	1.130
M&E data collection & analysis tools exist and in use	4.77	0.711

Source: Research Data (2023)

The results in Table 4.4 indicate that most of the respondents strongly agreed that the M&E data collection & analysis tools exist and in use (M=4.77, SD=0.711) and there is a functional M&E log frame (M=4.66, SD=0.651). The results in Table 4.4 also show that the respondents agreed that there is effective M&E results framework (M=4.26, SD=1.130) and that monitoring and evaluation plan exists (M=4.02, SD=0.779). Effective management and economic development require the use of M&E tools to help demonstrate results and impacts in programmes, as Cleland (2004) points out. The author states that such M&E tools assist programme teams, as well as others of significant importance to assess the objectives and decide whether they have been successfully achieved. The M&E tool is a direct link between planning and control, according to Pinto and Slevin in 1999. Moreover, the M&E instruments provide for stakeholders involved in a specific project access information which is necessary to be able to exercise control over that project on time and also assess any associated uncertainties.

4.4.2 Monitoring and Evaluation Resource Provision

The M&E resources provision was measured in terms of Human resources (personnel), financial resources, physical resources and time allocated to M&E activities. The descriptive statistics are presented in Table 4.5.

Table 4.5: Monitoring and Evaluation Resource Provision

Statement	M	SD
There is adequate human resource	4.12	1.166
Physical resources available	4.09	0.793
There is sufficient financial resource(budget) to support M&E interventions	4.30	0.592
Top management allocates adequate time to discuss and adopt M&E findings and recommendation	4.18	0.820

Source: Research Data (2023)

Results from Table 4.5 indicate that respondents agree there is sufficient financial resource (budget) to support M&E interventions (M=4.30, SD=0.592), top management allocates adequate time to discuss and adopt M&E findings and recommendation (M=4.18, SD=0.820), physical resources available (M=4.09, SD=0.793) and that there is adequate human resource (M=4.12, SD=1.166). This result is in line with Intrac for civil society (2020) report that indicates that for effective functioning, an M&E system needs to be assigned adequate resources. According to Gosling and Edwards (1995) a great M&E system usually attracts substantial financial commitments. The financial resources allocated for M&E activities have a significant influence on how the system is developed and adopted. The cost of running M&E systems include; remunerating staff for collecting, recording, translating, and analyzing data; remunerating.

4.4.3 M&E Organizational Structure

The study sought to determine the influence of organizational structure with M&E on the performance of nongovernmental based projects in Turkana. The organizational structure with M&E was measured in terms of existence of M&E unit, M&E technical staff, clear reporting lines, definitions of roles and responsibilities. The descriptive statistics are presented in Table 4.6.

Table 4.6: M&E Organizational Structure

Statement	M	SD
There exists M&E unit	4.62	0.511
There is clear definition of staff roles, responsibilities with clear reporting lines	3.82	1.512
Project team have sufficient experience to undertake projects task	4.43	0.890

Source: Research Data (2023)

The results in Table 4.6 indicate that the respondents strongly agreed that there exist M&E unit (M=4.62, SD=0.511), this was followed by the respondents agreeing on the statement that project team have sufficient experience to undertake projects task (M=4.43, SD=0.890) and that there is clear definition of staff roles, responsibilities with clear reporting lines (M=3.82, SD=1.512). According to Intrac (2019) when developing M&E systems, a key task that have to be considered involves clarifying the purpose and scope of the system, establishing the nature of the system, and what it seeks to achieve. Once you have understood the scope of your M&E system, the next step is to define its purpose.

4.4.4 M&E Results Utilization

The monitoring and evaluation results utilization was measured in terms of planning, budgeting, decision making and adoption of best practices. The descriptive statistics are presented in

Table 4.7: M&E Results Utilization

Statement	M	SD
M&E results are used in making decisions	4.02	1.719
Management appreciates and utilizes M&E findings for planning purposes	4.66	0.602
Timely dissemination of Monitoring and evaluation findings	4.03	0.714
M&E results are used for budgeting purposes	4.31	1.051

Source: Research Data (2023)

The results in Table 4.7 indicate that the respondents strongly agreed that management appreciates and utilizes M&E findings for planning purposes (M=4.66, SD=0.602), this was followed by the respondents agreeing on the statement that M&E results are used for budgeting purposes (M=4.31, SD=1.051), timely dissemination of Monitoring and evaluation findings (M=4.03, SD=0.714) and that M&E results are used in making decisions (M=4.02, SD=1.719). Taylor-Powell *et al.* (2008) maintain that necessary resources for M&E activities might also include what is employed for hiring ECB and evaluation expertise, purchasing reference materials for evaluation purposes, and facilitating evaluation agents or champions. It is worth noting that in order for M&E to witness desired impact on project performance, M&E outcomes must be used (Kyalo *et al.,* 2015).

4.4.5 Performance of NGO Based Projects

The performance of non-governmental based projects was measured in terms of completion on time, compliance to budget, covering desired scope and meeting expected quality. The descriptive statistics are presented in Table 4.8.

Table 4.8: Performance of NGO Based Projects

Statement	M	SD
Projects supported by Non-Governmental Organizations (NGOs) are executed on schedule.	4.53	1.129
Projects supported by Non-Governmental Organizations (NGOs) are implemented within the allocated budget.	4.66	0.602
NGOs based projects are done within the expected scope and objectives	3.58	0.781
NGOs based projects adhere to the set quality standards	4.01	0.548

Source: Research Data (2023)

The results in Table 4.8 indicate that the respondents strongly agreed that NGOs based projects are completed within the planned budget (M=4.66, SD=0.602) and that NGOs based projects are completed on planned time (M=4.53, SD=1.129). This was followed by the statements agreed by the respondents that NGOs based projects adhere to the set quality standards (M=4.01, SD=0.548) and that NGOs based projects are done within the expected scope and objectives (M=3.58, SD=0.781). Project Management Institute (2014) maintains that project performance is an undertaking of different activities in a way that results in outcome optimization. Project performance is perceived as achieving multiple project goals with respect to cost, quality, and output (Vijayalakshmi, Desai, and Joshi, 2013).

4.5 Results of Diagnostic Tests

4.5.1 Homoscedasticity Test

To check if the variance around the regression line was consistent across all predictor variable values, the homoscedasticity test was conducted. This was accomplished by computing a Lavene test using the one-way ANOVA method. The results are presented in Table 4.8.

Table 4.8: Homoscedasticity

Variable	Levene Statistic	Df	Sig.
M&E tools development	0.708	175	0.450
M&E organizational structure	0.812	175	0.361
M&E resource provision	0.531	175	0.229
M&E results utilization	0.794	175	0.138

Source: Research Data (2023)

The results in Table 4.8 indicate that the significance values of M&E tools development, M&E organizational structure, M&E resource provision and M&E results utilization were; 0.450, 0.361, 0.229 and 0.138 which were way above the stated error margin of 0.05 thus showing the test was insignificant. This therefore means that there was an assumption of equal variance. The results show that none of the individual variable studied had a significant Levene statistics value. This means that the hypotheses could not be rejected. Therefore, it was determined that the homogeneity of variance assumptions was met and that homoscedasticity was absent.

4.5.2 Multicollinearity Test

Table 4.9: Multicollinearity Test

Collinearity Tests Variable	Tolerance	VIF
M&E tools development	0.807	1.364
M&E organizational structure	0.627	1.562
M&E resource provision	0.791	1.266
M&E results utilization	0.713	1.564

Source: Research Data (2023)

The results in Table 4.9 indicate that the VIF value of M&E tools development was 1.364, M&E organizational structure at 1.562, M&E resource provision at 1.266 and M&E results utilization at 1.564. Since all the VIF values of every independent variable studied was below 10, the variables did not suffer from multicollinearity test.

4.5.3 Normality Test

Table 4.10: Normality Test

	Shapiro		
Variable	**Statistic**	**Df**	**Sig.**
M&E tools development	0.667	175	0.452
M&E organizational structure	0.709	175	0.118
M&E resource provision	0.635	175	0.370
M&E results utilization	0.681	175	0.276
Performance of NGO based project	0.774	175	0.337

Source: Research Data (2023)

The results as presented in Table 4.10 show that the statistics values of M&E tools development, M&E organizational structure, M&E resource provision, M&E results utilization and performance of NGO based project were; 0.452, 0.118, 0.370, 0.276 and 0.337respectively. The study established the significance level of every individual variable studied was greater than 0.05. Therefore, the study concluded that there was a normal distribution of data.

4.5.4 Linearity Test

Table 4.11: Linearity Test

		M&E tools development	**M&E resource provision**	**M&E organizational structure**	**M&E result utilization**	**Performance of NGO based projects**
Performance of NGO based project	Pearson Correlation	.811	.715	.699	748	1
	Sig. (2-tailed)	.000	.001	.000	.000	
	N	175	175	175	175	175

Source: Research Data (2023)

The finding in Table 4.11 demonstrates that a very strong positive correlation between M&E tools development, M&E organizational structure, M&E resource provision, M&E results utilization and performance of NGO based project with Pearson r values of 0.811, 0.715, 0.699 and 0.748 respectively. All the variables had a p-value of less than 0.05 which were all within the acceptable limits. Thus, a linear relationship observed.

4.6 Results of Regression Analysis

Table 4.12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.714[a]	.806	.796	1.119

Source: Research Data (2023)

For each of the four independent variables studied, the adjusted R square provides an explanation of 0.806 (80.6%) for the performance of the NGO-based projects. This means that the other factors not included in this study account for 19.4 % of project performance.

Table 4.13: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	110.031	4	27.508	180.582	.000[a]
	Residual	5.214	170	.031		
	Total	115.245	174			

Source: Research Data (2023)

A value of 0.000a indicates that the significance level is lower than 0.05 indicating a statistical significance for the model on how the development of M&E tools, organizational structure, provision of M&E resources and use of M&E results studied affected the performance of the NGO project performance variable. The calculated F value is also higher than the tabulated value F = 180.582>27.508 with a significance level of 5% confirming the relevance of the model.

Table 4.14: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.524	.179		2.927	.001
	M&E tools development	0.679	.034	5.207	19.971	.000
	M&E organizational structure	0.706	.027	4.170	26.148	.000
	M&E resource provision	0.749	.044	1.827	17.023	.000
	M&E results utilization	0.889	.040	2.342	22.225	.000

Source: Research Data (2023)

Table 4.14 shows that keeping independent variables constant (tools development, organizational structure, resource provision and utilization of M&E results) at a constant zero would result in a performance factor of 0.524 for NGO based projects. According to the study, a unit increase in M&E tool development, M&E organizational structure, M&E resource provision, and M&E outcomes usage would lead to a factor of 0.679, 0.706, 0.749, and 0.889 rise in the performance of NGO-based projects respectively.

As demonstrated in Table 4.14 above, it was also found that M&E tools development contributed positively and significantly to the performance of NGO projects as measured by t values (t=19.971 <0.005). That is in accordance with the study of Njiri (2015), which sought to determine how using monitoring and assessment systems had an impact on implementation of NGOs' agricultural business projects in Murang'a County. The study has shown that human resource utilization is positively correlated with monitoring and evaluation performance.

The study showed that, as demonstrated by the t values, an organization structure conducive to M&E activities has a beneficial and significant impact on NGO projects' performance (t=26.148 <0.005). This is in contrary to Kacapor-Dzihic's (2011) observation that M&E in Herzegovina and Bosnia NGOs for example, reported that M&E teams failed to clarify the M&E roles and needed expertise or skills. The result has been that OMCs, who lacked sufficient technical coverage and support for ongoing M&E work and needs, completed the process on an ad hoc basis.

The study found that the provision of M&E resources had a significant and positive impact on the results of the NGO-based projects as indicated by t values (t=17.023 <0.005). This is consistent with a study carried out by Woodhill in 2015 on the impact of resource adequacy on project performance and factors contributing to successful monitoring systems found that a combination of favorable factors, such as availability of financial resources, firm political will, organization-wide capacity, sound structural systems, and strong M&E Systems design, lead to overall success.

According to this study, as shown in t values, the use of M&E outputs has a favorable and significant impact on NGO projects' performance (t=22.225 <0.005). This is in line with the results of Rogito's (2010) study on M&E and project performance and found that projects that were adopted without baselines faced significant difficulties in measuring their performance based on related metrics.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter deals with the summary of findings, conclusions, recommendations for policy and practice and suggestions for further studies.

5.2 Summary of Findings

The study generally sought to investigate the influence of Monitoring and Evaluation capacity development on the performance of non-Governmental projects in Turkana. The monitoring and evaluation capacity development was evaluated in terms of capacity for M&E tool development, M&E resources provision, organizational structure with M&E and Monitoring and evaluation results utilization. The study collected quantitative data using questionnaires. Descriptive and regression analysis was used to analyze the data. Below is a summary of the findings according to the study specific goal;

The first aim of the study was to examine how capacity for developing M&E tools affects the effectiveness of NGOs' projects in Turkana. The study found that the development of tools for managing and evaluating M&E in Turkana has a favourable impact on project implementation by nongovernmental organizations. M&E data collection & analysis tools exist and in use, there is a functional M&E log frame, there is effective M&E results framework and monitoring and evaluation plan exists.

The second objective of the study was to evaluate the impact of providing M&E resources on the performance of NGOs in Turkana. The study discovered that the provision of M&E resources has a considerable favorable influence on the performance of nonprofit projects in Turkana. There is sufficient financial resource (budget) to support M&E interventions, top management allocates adequate time to discuss and adopt M&E findings and recommendation, there is adequate human resource and that physical resources are available.

The third objective was to determine the impact of organizational structure with M&E on the performance of nongovernmental projects in Turkana. The study found that, in Turkana, the organizational structure was highly favourable to the performance of NGOs' projects. There exists M&E unit, project team have sufficient experience to undertake projects task and that there is clear definition of staff roles, responsibilities with clear reporting lines.

The fourth research goal was to determine the impact of using monitoring and evaluation data on the performance of non-governmental projects in Turkana. The study found that the implementation of monitoring and evaluation of results had a significant positive impact on the results of non-governmental based projects (NGPs) in Turkana. Management appreciates and utilizes M&E findings for planning purposes, M&E outcomes are budgeted, monitoring and evaluation findings are disseminated in real-time and M&E outcomes are used in decision-making.

5.3 Conclusions

The study concluded that M&E tools help project managers to track and measure project progress toward organizational impact goals, enabling them to make data-driven choices and take action where it is most needed. M&E tools enable project managers to collect and analyze data in order to assess the effectiveness, efficiency, impact, and relevance of a project. Surveys, questionnaires, interviews, focus groups, case studies, and observational techniques are examples of such instruments.

The study concluded that M&E resource allocation is set to be used continuously in monitoring activities and on a regular basis for evaluations. Resource allocation is a problem since a project's resources are always limited and any resource can be used for multiple purposes. The success of M&E solutions will depend on companies' ability to allocate appropriate resources for their functions.

The study concluded that depending on the mission and scope of activity, among other variables, businesses can select where to locate the M&E function inside their structure. In order for M&E to be properly implemented at any level, it is necessary to have an internal or external entity whose main purpose is to manage all the M&E activities at that level. M&E structure refers to the organization's need for an M&E function, the complexity of the function's roles, the organizational structure's support for those roles, and the interconnectivity of other organizational units to support those functions.

The study concluded that monitoring and evaluation operations need time as well as money.

Money is used to pay salaries to M&E experts, train them in M&E, buy software and hardware, etc. Financial capability for M&E is essential for any job to be completed. Human Capability to Perform M&E Operations is defined as the ability of people assigned to perform M&E operations. A well-constructed M&E process leaves little room for error in their efforts to gather quality data that will help improve utilization.

5.3 Recommendations

The study recommended that project managers should select an M&E tool depending on the type of information required, the available resources, and the unique assessment goals and objectives. In the planning stages, project managers should identify the relevant indicators to measure so that the extent to which what they expect or want to happen is properly measured.

The study recommended that a M&E system must be suitably resourced in order to perform successfully. Finance, personnel, and time are the three basic categories of resources. When implementing a participatory M&E system, it is very crucial to evaluate the time spent on M&E. As a result, the only decision you have to make is how many resources you need to make sure the job is done right. The study recommended that there's a need to instill a sense of ownership in the entire M&E process to the point where clients and stakeholders don't think that the evaluation process was created by funding organizations to serve their interests and not the client's needs and goals. Project managers must develop evaluation capacity. One of the main areas of evaluation need is the allocation of resources to bridge the gaps between data collection within an M&E framework and information use.

The study recommended that the M&E structure should be let to run autonomously so that the systems can create high-quality, timely reports that are rich enough to inform programming, policy, and learning. Any level's successful M&E execution necessitates the presence of an entity whose primary function is to manage and coordinate all aspects of M&E. While some companies opt to outsource these services, others opt to outsource M&E responsibilities to an in-house entity.

Thea study also recommends for a policy formulation to clearly guide on Monitoring and evaluation interventions so that intended projects//programs results are achieved.

5.4 Suggestions for Further Studies

The current study focused on the influence of monitoring and evaluation capacity development on the performance of non-Governmental projects in Turkana. The conceptualization of monitoring and evaluation capacity development was in terms of capacity for M&E tool development, M&E resources provision, organizational structure with M&E and Monitoring and evaluation results utilization. For this reason, the study argues that further research should focus on different ways of conceptualizing monitoring and evaluation capability development. Descriptive research design was used as a research methodology in the study. Therefore, the study suggests that a different study design may be used to address a study methodological gap. Further, the study focused on non-Governmental projects in Turkana. Therefore, a contextual gap may be addressed by carrying out a study that focuses on other types of projects done in the County.

A new study to consider additional explanatory variables and carry out factor analysis to find out whether or not the current explanatory variables have same or different predictive powers on performance.

REFERENCES

Cambridge, MA: Bruner Foundation Inc.

Abma, T. A., & Widdershoven, G. a. M. (2005). Sharing Stories Narrative and Dialogue in Responsive Nursing Evaluation. Evaluation & the Health Professions, 28(1), 90–109. doi:10.1177/0163278704273080

Adams, J., & Dickinson, P. (2010). Evaluation Training to Build Capability in the Community and Public Health Workforce. American Journal of Evaluation, 31(3), 421–433. doi:10.1177/1098214010366586

AfDB. (2009). Impact of the global economic and financial crisis on Africa. Working Paper Sev ries No. 96. Tunis, Tunisia, African Development Bank.

Alwin, D.F., and Hauser, R.M. The decomposition of effects in path analysis. Am Social Rev 4:37-47, 1975.

Baker, A., & Bruner, B. (2006). Evaluation capacity and evaluative thinking in organizations (Vol.

Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator distinction in social pychological research: Conceptual, strategic, and statistical considerations. Journal of Personality and Social Psychology, 51, 1173– 1182.

Beard, C., & Wilson, J. P. (2002). The Power of Experiential Learning: A Handbook for Trainers and Educators. ERIC. Retrieved from http://eric.ed.gov/?id=ED463931

Bertram D. (2007). Likert Scales… are the meaning of life: CPSC 681–Topic Report

Binnendijk, A. L. (1989). Donor agency experience with the monitoring and evaluation of development projects. Evaluation Review, 13(3), 206–222.

Briceño, B. (2010). Defining the Type of M&E System: Clients, Intended Uses, and Actual

Gosling, L and Edwards, M (1995). Toolkits: A Practical Guide to Assessment, Monitoring, Review and Evaluation. Save the Children Development Manual No.5, London.

IFRC (2011). Project/programme Monitoring and Evaluation (M&E) Guide International Federation of Red Cross and Red Crescent Societies. Geneva, 2011.

ITAD (2014). Investing in Monitoring, Evaluation and Learning: Issues for NGOs to consider. ITAD, in association with NEF Consulting. Jennifer Chapman (ed.), March 2014.

APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

EKWANGA LOKINEI MICHAEL

KENYATTA UNIVERSITY

P.O BOX 43844-

00100 NAIROBI.

Dear Sir/Madam,

RE: RESEARCH PROJECT DATA COLLECTION

I am a postgraduate student pursuing a Master of Science in Project Monitoring and Evaluation degree at Kenyatta University. I have completed course work and as an academic requirement, I am supposed to write and submit research project. My research is on the "Monitoring and Evaluation capacity development and performance of NGOs based projects in Turkana County, Kenya."

This is therefore a request for authorization to collect data. This information will be used for academic purposes only and will be kept confidential.

Thank you for support and cooperation.

Yours faithfully,

Ekwanga Michael

APPENDIX II: LIST OF SOCIO-ECONOMIC NGOs PROJECTS IN TURKANA COUNTY

Agriculture Sector

1. Construction of Lokarinyang veterinary pharmacies in Turkana North by VSF Germany
2. Establishment E-Surveillance system by GIZ
3. Construction of Kangura Earth Dam (100,000m3) by FAO
4. Construction of Pelekech Dam (50,000m3) completed by WFP
5. Provision of animal feeds by NCCK
6. Food resilience projects County wide by WFP
7. provision of Bee hives by WFP
8. Construction of livestock market in Kakuma
9. Construction of livestock market in Lodwar
10. Establishment of Victoria Feeds (Factory) (in Loropio
11. Construction of fish store in Narengewoi
12. Construction of fish store in Narengewoi
13. Revival of tannery in Turkana West
14. Establishment of Milling and fortification in Nadapal
15. Mass vaccination of livestock county wide
16. Construction of butchery and slaughter in
17. Establishment of irrigation schemes at Kachoda
18. Off take projects county wide
19. Restocking project County wide

Health and Sanitation Sector

1. Renovation and equipping of Kids a children's theatre at Ammusait Hospital-Kakuma done by KidsOR, UNHCR and IRC.
2. Provision of animal feeds by FAO
3. Provision of nutrition commodities County wide by WFP
4. Provision of motorbike ambulances
5. Construction of eye theatre in Lokitaung
6. Provision of medical supplies to dispensaries County wide
7. Establishment of Hand washing stations in schools' county wide by Worldwide concern
8. Construction of Urinal section for gents in Kakuma
9. Construction of 2 bathrooms and 2 changing rooms for either gender in Kakuma
10. Construction of 2 enterprise spaces (shops) in Kakuma
11. Construction of one cafeteria with a kitchenette and a Store chamber in Kakuma
12. Construction of 4 door sanitation facility for gents with one special for disabled persons in Kakuma
13. Construction of 6 door sanitation facility for ladies with one special for disabled persons in Kakuma
14. Construction of 6 blocks of 4 door VIP latrines in 3 schools in Songot Ward
15. Construction of 10 blocks of VIP latrines in 3 schools in Songot
16. Construction of 7 blocks of 4 door VIP latrines in 2 schools in Lokichogio
17. Construction of 2 blocks of 4 door septic latrines in one school in Lokichogio
18. Operationalization of COVID-19 isolation wards at Ammusait General Hospital and Natukubenyo Health centre in Kakuma.
19. Construction. and operationalization of Naregae and Locher Ang'amor

d ispensaries in

Kalobeyei and Kakuma camp respectively.

20. Installation of two COVID-19 GeneXpert machines at Ammusait General hospital and Lodwar County Referral Hospital

21. Establishment and installation of Electronic Medical Records (EMR) system at Ammusait General Hospital.

22. Provision of PPE and other COVID-19 supplies.

23. Construction of Lochangamor Dispensary in Turkana West

24. Construction of Oxygen plant in LCRH

25. Construction of Loropio dispensary

26. Construction of Lokitaung theatre

27. Construction of Namoruputh dispensary

28. Construction of Lokichar sub County Hospital

29. Construction of Katilu maternity theatre

30. Construction of Theatre in Lokichar

31. Construction of Naukotlem Dispensary at Katilia

32. Construction of Dispensary at Kangatosa

33. Construction of Dispensary at Kalokol

34. Construction of Staff Houses and Renovation of Dispensary Kibish

35. Construction of Dispensary in Kerio

36. Construction of Dispensary and Repair of Staff Houses in Loima

37. Construction of Dispensary at Nakalale

38. Construction of Dispensary at Katilu

39. Construction of Dispensary Kaeris

40. Construction Dispensary in Turkwel Ward
41. Construction Dispensary in Kapedo/Napeitom Ward
42. Pokotom Health Centre Staff House-Kakuma
43. Renovation of Lokitaung Sub County Mortuary-Lapur
44. Purchase of Mortuary Fridges
45. Lokore Dispensary-Lokore
46. Fencing of Aposta Health Centre-Aposta
47. Repair and Renovation of Naremieto Dispensary-Songot
48. Repair and Renovation of Atiir Dispensary-Atiir
49. Construction of Nawotom Dispensary-Letea
50. Construction and Equipping of a Mortuary at Lopiding Sub County Hospital-Lopiding
51. Fencing and staff house of Lomunyen Akwaan Dispensary
52. Katilia Dispensary-Completion of dispensary and construction of Staff House, Toilets and Fencing-Katilia
53. Morulem Dispensary-Completion of Dispensary-morulrem
54. Repair of pit Latrines
55. Completion of Nakurio Dispensary
56. Construction of Lomopus Dispensary
57. Lodwar KMTC-Completion
58. Ngiitakito Dispensary-Renovation works

Water Services

1. Solarization of 10 boreholes in Turkana West by UNHCR
2. Drilling of 8 new boreholes (3 in Kakuma Town, 3 In Kakuma Refugee Camp, 1 in Lopur Ward, 1 in Songot).
3. Rehabilitation of boreholes county wide
4. Establishment of Turkana County Management system by JICA
5. Drilling of Borehole in kamanese-Kibish sub County
6. Drilling of 8 new boreholes (3 in Kakuma Town, 3 In Kakuma Refugee Camp, 1 in Lopur Ward, 1 in Songot).
7. Solarisation of 10 boreholes and conversion to hybrid pumping system.
8. Construction of 5 water pans in Lokichoggio, Songot and Lopur
9. Construction of 9 elevated steel tanks in the five wards of Kakuma, Lopur, Songot, Lokichoggio and Kalobeyei in Turkana West
10. Laying of 60km of pipelines and construction of water Kiosks in Turkana west.
11. Mapping of Kakuma Town Water Supply system.
12. Rehabilitation Kerio water system by Unicef
13. Drilling of Lotukumo borehole
14. Nakatong'wa water pan disilting
15. Napusmoru water pan disilting
16. Lokwatuba rock catchment
17. Improvement of water Supplies at Loropio by UNICEF
18. Water Installation and Pipping at Kalobeyei Centre
19. Drilling and Equiping of Konimi Borehole

20. Purchase of Pipes and Fittings
21. Water piping in Lokichoggio along UN -Lopiding Junction
22. Extension of water at Lobulono Dispensary
23. Extension of water at lokwii Dispensary
24. Extension of water at Natiir Dispensary
25. Improvement of water Supplies Nayanae ngikalalio by UNICEF
26. Improvement of Kakiteitei kaapedo water supply

Education Sector

1. Operationalization of Turkana West Education Hub in Kakuma by UNHCR
2. Construction of The Big Heart Foundation Girls' Secondary School in Kalobeyei.
3. Construction of four temporary classrooms ECD centres,Turkana West.
4. Renovation of 23 Early Childhood and Development (ECD) centres across Turkana West.
5. construction of the Kalobeyei Sports Complex by Olympic Refugees Foundation (ORF)
6. Construction of 2 ECD centres in Nationakar and Esikiriat in Turkana west
7. Construction of dormitory for our Ladies secondary school
8. Provision of food supplies to ECDs county wide
9. Return out of school Children project
10. Provision of textbooks, education kits, recreational kits, ECD kits, math/science kits, stationaries, desks, lab materials and equipment benefitting 10,645 learners.

11. Provision of 3,710 beds to 5 boarding schools in Turkana West and boarding supplies benefitting 3710 learners.
12. Construction of teacher housing units in 1 school in Turkana West
13. GIRL (Girl Improving Resilience Livelihood) Project by Mercy corps
14. Construction of Model ECDE Centre-Kanamkemer
15. Construction of Model ECDE Centre-Katilia
16. Construction of Model ECDE Centre-Kaeris
17. Construction of Model ECDE Centre-Katilia
18. Construction of Model ECDE Centre-Kalobeyei
19. Construction of Model ECDE Centre-Songot
20. Construction of Model ECDE Centre-Letea
21. Construction of ECDE Centres at Loborot
22. Construction of ECDE Centres at Kimabur
23. Construction of ECDE Centres at Nasechabuin
24. Construction of ECDE Centres at Lokitaung
25. Repair of Kikeunae ECD Centre-Lokichogio
26. Additional Works for Tokowayeni ECD Centre
27. Construction of Model Ecde Centre -Katilia
28. Construction of Ecde-Lokichar
29. Construction of Ecde-Letea
30. Construction of Ecde Centre-Nanam
31. Construction of Ecde Centre-Turkwel
32. Construction of ECDE Kitchen, Toilet and Fencing-Lokichar
33. Construction of Ecde Centre-Kalapata

34. Construction of Ecde Centre-Kaatir

35. Construction of Ecde Centre-Kaptir
36. Additional Works at Ecde Centre-Kerio
37. Renovation and Additional Works-Lobokat
38. Renovation and Additional Works-Kainuk
39. Renovation and Additional Works-Lokichar
40. Renovation and Additional Works-Nanam
41. Renovation and Additional Works-Elelea
42. Renovation and Additional Works-Lokori
43. Renovation and Additional Works-Lokichar
44. Construction of Three Classrooms-kalokol
45. Renation of elelea ecd in kanamkemer

APPENDIX III: RESEARCH QUESTIONAIRE

Instructions: Please respond to the following questions and where applicable, mark the relevant box with a tick (√).

SECTION A: General Information

1. Please indicate your Gender

   a. Male ( )

   b. Female ( )

   c. Others ( )

2. Please indicate your age

   bracket in years a. a.

   20 – 35 ( )

   b. 36 – 46 ( )

   c. 47 – 65 ( )

   d. 65 and above ( )

3. How long have you been engaged in the NGOs based projects?

   a. 1-3 years ( )

   b. 3-5 years ( )

   c. 5-7 years ( )

   d. Above 7 years ( )

4. What is your highest academic qualification?

    a. Certificate ( )

    b. Diploma ( )

    c. Degree ( )

    d. Masters ( )

    e. PhD ( )

5. Which project stakeholder are you?

    a. Project Manager ( )

    b. Procurement officer ( )

    c. HR officer ( )

    d. Finance officer ( )

    e. Development partners representative ( )

    f. M&E Officers ( )

SECTION B: Monitoring and Evaluation Capacity Development

On a scale of 1 to 5 where;

1 – Strongly disagree, 2 – Disagree, 3 – Indifferent, 4 – Agree, 5 – Strongly agree. Indicate the extent to which you agree or disagree with the statements.

I)	**M&E tools developments**					
	Statement	**1**	**2**	**3**	**4**	**5**
1	There is a functional M&E log frame					
2	Monitoring and Evaluation Plan exists					
3	There is effective M&E results framework					
4	M&E data collection & analysis tools exist and in use					
II)	**M&E Resources provision**	**1**	**2**	**3**	**4**	**5**
1	There is adequate human resource					
2	Physical resources available					
3	There is sufficient financial resource (budget) to support M&E interventions					

4	Top management allocates adequate time to discuss and adopt M&E findings and recommendation					
III)	**Organizational Structure with M&E**	**1**	**2**	**3**	**4**	**5**
1	There exists M&E unit					
2	There is clear definition of staff roles, responsibilities with clear reporting lines					
3	Project team have sufficient experience to undertake projects task					
IV)	**M&E results utilization**	**1**	**2**	**3**	**4**	**5**
1	M&E results are used in making decisions					
2	Management appreciates and utilizes M&E findings for planning purposes					
3	Timely dissemination of Monitoring and evaluation findings					
4	M&E results are used for budgeting purposes					

SECTION C: Performance of NGOs based Projects

		1	2	3	4	5
1.	NGOs based projects are completed on planned time					
2.	NGOs based projects are completed within the planned budget					
3.	NGOs based projects are done within the expected scope and objectives					
4.	NGOs based projects adhere to the set quality standards					