

**ADOPTION OF MONITORING AND EVALUATION SYSTEM AMONG NON
GOVERNMENTAL ORGANISATIONS IN MURANG'A COUNTY, KENYA**

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D53/CTY/PT/22142/2012

A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTERS OF BUSINESS ADMINISTRATION (PROJECT MANAGEMENT) OF KENYATTA UNIVERSITY.

NOVEMBER, 2017

DECLARATION

I declare that this is my original work and has not been presented for award of a degree in any other University.

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This project has been submitted for examination with my approval as the university supervisor

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DEDICATION

I wish to dedicate this study to my parents and other family members who supported me whole heartedly throughout this work. Thank you all for making this research a success.

ACKNOWLEDGEMENTS

First is to thank the Almighty God for His Grace all the way through this writing period. I am thankful to my supervisor Dr. Paul Sang for his direction, huge support, and contribution in writing this research project. I would want to acknowledge my classmates who gave me support throughout my study and also thank the lecturers in School of Business, Kenyatta University, for the invaluable contribution in realization of this project.

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ABBREVIATIONS AND ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome
M & E	Monitoring and Evaluation
NGO	Non-Governmental Organizations
PMI	Project Management Institution
UK	United Kingdom
UNDP	United Nations Development Plan
PASSIA	Palestinian Academic Society for the Study of International Affairs
USD	United States Dollar
ISNAR	International Service for National Agricultural Research
NEA	National environmental agency
INTRAC	International NGO training and research Centre
FS	Financial Status
SK	Skills and Knowledge
DI	Donor Influence
SI	Stakeholder Involvement

OPERATIONAL DEFINITION OF TERMS

Adoption:	Acceptance or embracing of a Monitoring and evaluation system.
Donor Influence:	Refers to determination of financial or technical assistance to NGOs as regards monitoring and evaluation and policy implementation.
Financial status:	Refers to funds available to the NGOs to carry out their activities.
Stakeholders:	Refers to partners with a legitimate interest on the activities carried out by the NGOs.
Skills and acknowledge:	Refers to the general understanding, academic levels and experience to carry out the NGO activities.
Project -	This is a specific activity to be carried out, which consumes resources and has a beginning and an end
Skills and acknowledge:	Refers to the general understanding, academic levels and experience to carry out the NGO activities.
Stakeholders	Refers to partners with a legitimate interest on the activities undertaken by the NGOs.

ABSTRACT

A good monitoring and evaluation system is a key ingredient to good performance of a project. It is a way of being answerable and signifying transparency to the stakeholders as it provides for accountability, transparency. It also assists learning an organization by documenting lessons gained during the execution of the projects and using the same in the ensuing project planning and implementation or by sharing with other implementers the experience earned. In Murang'a County, Kenya, project managers today are concerned with the development of their projects as evidence by their eagerness in the adoption of a monitoring and evaluation system. This is mostly because government and donor resources are provided to local NGOs for the implementation of the various projects. However, these projects have not achieved desired results due to a lack of monitoring and evaluation system. To solve this problem, some NGOs have adopted monitoring and evaluation system as a mode of managing the projects. On the other hand, most NGOs have not adopted monitoring and evaluation system and although outcomes and effectiveness of monitoring and evaluation system are known. The specific objectives of this study was to examine the extent to which financial status of NGOs influence adoption of NGOs, assessing how donors influence adoption of M&E among NGOs and determining the extent to which the need for stakeholder involvement influence adoption of M&E among NGOs in Murang'a County, Kenya. A conceptual framework showing the interplay among the various variables was developed to guide this study. Descriptive survey design was used to carry out this study. The study population was 100. The instruments for data collection were questionnaires. A pilot study was conducted to find the reliability of the instruments. The data collected was analyzed using descriptive statistics in form of means and frequency and percentages. Inferential statistics was also used in the data analysis. The study found out that the NGOs had small sized budgets allocated for purposes of M&E which hampered implementation of M&E. It also established that there was lack of professionalism on part of qualified practitioners as most employees were diploma and certificate holders in order to pay them low wages due to inadequate financial resources. The study also established that the training provided was not adequate. Donors, the study established were consistently involved since they are the ones who provide the financial resources whereas community and other beneficiaries are not involved. In conclusion, most NGOs disregarded the tenets of having a monitoring and evaluation framework in place. The study recommends that for a successful adoption of M&E, skilled people should be hired and regular trainings to be conducted, NGOs to be flexible in order to incur low costs in operations and to fully involve all the stakeholders. The findings will help local NGOs to improve the monitoring and evaluation of their projects implement them for their benefit.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Monitoring and evaluation is a tool that helps project managers know when plans are going according to plans and when conditions change (Wachamba, 2009). They provide the management with information to make decisions in regard to the project. In monitoring, information is gathered for trailing advancement in regard to previously agreed schedules and plans (Van Der Eyken, 1999). In evaluation, the strengths and weaknesses of a project are checked to identify if a project is worthy continuing (Wachamba, 2009). Monitoring and evaluation are a measure of a continuing or finished project as well as its enactment and results (Uitto, 2004). A major component that is a prescription to the NGOs is that of project monitoring and evaluation, which is undertaken as a core function of project management. Project management from a strategic stand point transforms strategies from their abstract nature to tangible performance state through which desired results are realized (Kaplan & Norton, 2008). Project monitoring and evaluation is a regular assessment of project implementation in regard to planned and agreed schedules, costs and scope through such routine data gathering, assessment and analysis (Nuguti, 2009). It represents an ongoing activity to track progress on planned tasks of the project. However, the environment of project implementation is what necessitates project monitoring and evaluation to be an essential function of project management due to the possibility of deviation of actual performance as compared with expected performance (Munns & Bjeirmi, 1996).

According to Mbeche (2000), project monitoring and evaluation contributes towards better management of project implementation. This is because during implementation, some deviations are

bound to occur from the project plans including the planned budget, schedules and output targets. The rationale behind project monitoring and evaluation therefore is to check that these deviations do not fall outside allowable limit and, if they do, to take corrective measure on implementation (Pinto & Slevin, 2008). Project monitoring and evaluation is also intended at increasing efficiency and effectiveness of the project by providing regular assessment of project execution in regard to planned and agreed schedules costs and scope through such routine data gathering, assessment and analysis (Nuguti, 2009).

The point of monitoring and evaluation is to trail implementation and outputs systematically, and gauge the effectiveness of programmes, at the programme level (Frankel & Gage, 2007). It assists establish exactly when a project is heading on the right direction and when changes may be required. Monitoring and evaluation outlines the basis for modification of interventions and gauging the worthiness of activities being carried out (Watts, 2011).

1.1.1 Adoption of monitoring and evaluation system

Towards the end of 1990's many NGOs were beginning to acknowledge that the development assistance over a large number of projects was contributing very little to the country's development. The focus was shifted on a need to have a good strategic thinking and planning, the need to offer finance to groups of projects that together might create synergy and bring results that would prove to be greater than assisting individual projects and a need to have a monitoring and evaluation system that would help measure the progress of the projects.

Taking the M&E as a system, aid in comprehending the different M&E duties that different workforce will need to embark on during the project cycle (Gorrín, 2006). A well put up M&E system by NGOs projects can add towards achievement of objectives. On the other hand, a badly constructed M&E system could negatively affect the attainment of objectives.

According to INTRAC (2008), the role of developing an M&E system should be left to an expert M&E team. The argument behind it is that monitoring and evaluation is perceived as an activity that only M&E experts and no one else would be capable of handling. M&E is not viewed as a fundamental portion of project management or the project process. This is mostly fitting where the M&E system is set up by a team of M&E specialists in a head office for country programmes and projects and local managers are expected to heed and deliver on outlined targets and outputs.

In Central Asia, partaking in development is by and large conventionally acknowledged as a method that is essential to tackling matters of ownership and sustainability. There is consensus in value of participation but as far as developing M&E systems, most NGOs insist on employing specialists to formulate their objectives, data collection, methodologies and indicators with little input from the very people they are endeavoring to work with (INTRAC, 2008).

As latest as 2014, a new project would consist work at several levels; communities, local government, NGOs, donors and to a lesser extent the central government in Kyrgyzstan. By involvement of multiple levels, it became extremely important to the whole sector had not adopted M&E system and INTRAC akin to many international NGOs was alarmed about it (Eade, 1997).

In Ghana, M&E is recognized by the government as an essential ingredient in the planning, development management and good governance. Previously in Ghana, project management functions were not done within an all-inclusive M&E structure therefore not achieving preferred results. There is now a law (civil service law) that intends at creating a policy focused on civil service and lays down policy planning and M&E structures across all sectors of the economy. Currently monitoring is restricted in scope and coverage (Koranteng, 2000).

NGOs play a big role in bringing services to people in areas they operate in, in Botswana (Hans, 2003). For example, the NGOs that focus on the fight against HIV/AIDS have allocated huge sums in the venture. The donors anticipate transparency, thorough answerability and project performance from them. For instance, they were allocated eighteen million dollars by the global fund to combat malaria, AIDS and tuberculosis in 2003. There is call for determining whether funds by donors are being utilized effectively and efficiently and if the projects fall within the set timetable and to detect any difficulties that may be limiting the execution. Determination of proficient administration of resources is an aspect of monitoring and evaluation (Donnel & Gallat, 2008).

Kenya has witnessed a rapid growth of NGOs. Kenya has about two million operating NGOs according to a study done by Brass, 2012. This has led to demand for transparency from government, donors and the general public. The increased amounts of funds NGOs attract are in the figure of one trillion (Crawford, 2004). Several reasons have been advanced as to why there has been difficulty to come to a persuasive conclusion about the work of the NGOs despite the millions that are allocated to them. Different reasons have been examined including the adoption of monitoring and evaluation systems for project management.

Monitoring and evaluation is yet to get to acceptable levels of operation in Kenya. M&E, when done deals with inputs and outputs, rather than impacts. Most important M&E activities are driven by donor demands (Odhiambo, 2000). Qualified practitioners lack professionalism and there are few trained evaluators. In government there has been no central M&E of programs and projects save for financial auditing. According to Odhiambo (2000), the support that M&E system can give when adopted in organizational progress is often not fully comprehended. An M&E system facilitates in comprehending the range of M&E tasks that diverse people will need to carry out during the project cycle (Poister, Hall & Aristigueta, 2015). A good M&E system by NGO projects can add towards the realization of objectives while an equally bad one can lead to achievements of set

objectives (Jerry and Ann, 2008). Concerns have been raised about identification of achievements of NGOs in Kenya. Stakeholders lay blame on poor M&E by implementers' failure to judiciously gather a report of spending and impact of their activities (Serite, 2006).

1.1.2 NGOs in Murang'a County, Kenya

In Murang'a County, there has been a steady rise in NGOs involved in development aid. With this growth concerns have emerged about identifying their achievements In Murang'a County there are 18 local NGOs carrying out activities including, care and support of the sick and the elderly, Behavioral Change Communication (BCC), socio economic impact mitigation (SEM), care and support of the orphans, widows and for assisting individuals living with HIV/AIDS and those directly affected by the killer disease. Huge funds and other resources have been dedicated to these NGOs but it is not forthcoming whether M&E is done in these projects. Blame is heaped on weak monitoring and evaluation by the guarantors for their inability to timely assemble a report of spending and effect (Serite, 2006). This study therefore investigated adoption of monitor-

ing and evaluation system and its effect on performance of NGO's in Murang'a County, Kenya.

1.2 Statement of the problem

The Kenya social protection sector review (2012) states that most NGOs have not adopted monitoring and evaluation and where adopted, it is very weak and the information is never used as decision making tool by the bureaucratic managements in place who view them as controlling. For most NGOs, emphasis is put on physical structures rather than procedural and conceptual training (Koffi-Tessio, 2002). Monitoring and evaluation is also beheld as a donor and not a administration requirement (Shapiro, 2011).

In Murang'a County, only a few NGOs have adopted a monitoring and evaluation system which has led to very little impact being felt on the ground from the 20 NGOs in place. According to a study by Kenya National Bureau of statistics (KNBS) in 2013, education levels in the county are still low with only 25% of residents having attained a secondary level education. Only 41% of the population use improved sources of water like piped, borehole or collected rain water. Many orphans do not access education and not all HIV/AIDS patients receive help from the NGOs concerned. These shortcomings can be attributed to a lack of adopting a monitoring and evaluation system by the NGOs in the county. Donors blame poor monitoring and evaluation by NGOs for unsuccessful achievement of their set objectives (Serite, 2006).

A Monitoring and Evaluation system plan by NGOs in Murang'a County, Kenya is crucial since a great deal of state and donor funds are provided to the NGOs to execute the numerous projects. There is also the need to improve the livelihood of Murang'a County residents than it is at the moment. They need to experience the benefits from the NGOs in full according to the resources the NGOs have at their disposal. This calls for the projects to be monitored for the purposes of accountability and transparency of use of resources and its impact, project performance and ad-

ministrative learning to assist forthcoming projects.

Previous evaluations of NGOs projects have shown that M&E is still very weak in Kenya and other countries. For most NGOs, M&E is not definite throughout the project cycle. Monitoring mainly focuses on financial and organizational aspects. This has arisen not only due to the limited capacity of programme implementers but also a matter of lack of methodological precision on adoption of M&E system for project management.

In Kenya, notwithstanding the vast resources provided to NGOs for implementation of the projects, it is still not clear whether M&E system has been adopted in the projects being implemented by them. This study therefore investigated adoption of monitoring and evaluation system among NGOs projects in Murang'a County, Kenya.

1.3 General objective

To investigate the adoption of monitoring and evaluation system among Non-Governmental Organizations in Murang'a County, Kenya.

1.3.1. Specific objectives

The researcher was steered by the following specific objectives

- i. To examine the extent to which financial status influence adoption of a monitoring and evaluation system among Non-Governmental Organizations in Murang'a County
- ii. To find out the role of staff knowledge and skills on the effective adoption of monitoring and evaluation systems among Non-Governmental Organizations in Murang'a County, Kenya
- iii. To assess how donors influence adoption of Monitoring and Evaluation system among Non-Governmental Organizations in Murang'a County, Kenya
- iv. To establish the extent to which stakeholder involvement influences adoption of Monitoring and Evaluation system among Non-Governmental Organizations in Murang'a County, Kenya.

1.4 Research questions

The researcher was guided by the following research questions

- i) To what extent does the financial status influence adoption of Monitoring and Evaluation system among NGOs in Murang'a County, Kenya?
- ii) What is the role of staff knowledge and skills on adoption of an effective monitoring and evaluation system among Non-Governmental Organizations in Murang'a County, Kenya?
- iii) How do donors influence adoption of monitoring and evaluation system among Non-Governmental Organizations in Murang'a County, Kenya?
- iv) To what extent do stakeholders' involvements influence adoption of monitoring and evaluation system among Non-Governmental Organizations in Murang'a County, Kenya?

1.5 Significance of the study

Outcomes of this study will particularly help the NGOs staff, donor agencies and project managers to a better understanding of the M&E systems and the need for adopting them in order to meet expectations of the stakeholders and also to provide important information for future interventions. NGOs can benefit from basic concepts of project monitoring and evaluation which to-date no empirical attempt has been made to demonstrate how it would contribute to better management of NGOs in Kenya.

First, NGOs have embraced a strategic re-orientation towards project management based on the program concept in an attempt to benchmark with multilateral development agencies. Secondly, within the strategic thinking, there is need to provide feedback on utilization of resources and impacts being achieved. Thirdly, the kind of impacts achieved will have a direct implication on the quality of infrastructure and ultimately that of NGOs deliverables in Kenya.

Thus it will be useful for researchers and policy makers to understand the aspect project monitoring and evaluation and its constituent elements likely to influence NGO's projects implementation for strengthening the existing systems. The study findings are expected to be beneficial to the Kenyan NGOs. The study will also be a blue print on how their projects should be formulated successfully.

1.6 Scope of the study

The study was done within Murang'a County and involved all of its 20 NGOs. The project managers, project implementer staff and project monitoring and evaluation officials were the respondents of this study. Murang'a County is the seventh largest county in Kenya with a population of 942,581 (Kenya census, 2009). It has seven subcounties constituencies –Kangema,

Kiharu, Mathioya, Kandara, Gatanga, Murang'a South and Kigumo. According to the NGOs Co-ordination Board (2015) there were 20 operational NGOs registered in Murang'a.

1.7 Limitation of the study

The study concentrated on adoption of monitoring and evaluation among NGOs in Murang'a County, Kenya. The researcher involved all the 100 employees in the NGOs and this proved to be time consuming and strenuous. Financial constraints applied since funds were required to move around the premises of the 18 NGO's which did not come in handy. The data collected may not be representative due to some respondents failure to disclose some facts for fear of reprisal even though there was an assurance that no respondent was expected to disclose their names on the questionnaire.

1.8 Organization of the study

This study was systematized in five chapters. Chapter One Comprises of background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, significance of the study, scope of the study, limitation of the study and organization of the study , Chapter two contains literature review which is composed of the introduction and areas under which literature be revealed. These are allocation of financial status of NGOs and adoption of M&E, role of staff knowledge and skills on adoption of M&E, donor influence on adoption of M&E and stakeholder's involvement in the adoption of M&E and a review of related studies. Chapter three is composed of research methodology; it has the introduction, research design, target population, research instruments, pilot testing of research instruments, validity and reliability of the instruments, data collection procedures, data analysis techniques, operationalization and measurement of variables and ethical considerations . Chapter four presents data analysis in the following themes: response return rate, demographic information of the respondents and factors

influencing adoption of M&E system. Chapter five presents summary of findings, conclusion, recommendations and recommendations for further studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction:

In this second chapter, appropriate literature information that is consistent and related to the objectives of the study was reviewed. This section is crucial as it determined the information that links the current study with past studies and what future researchers will need to research on. This chapter was presented under the following sections: Theoretical framework and empirical framework. Empirical framework will include; financial status of NGOs and adoption of M&E system; role of staff knowledge and skills on adoption of M&E system, donor influence on adoption of M&E system, the need for stakeholders' involvement on adoption of M&E system among NGOs.

2.2 Theoretical Review

This study was modeled on theory based evaluations which included stakeholder theory Harrison and Freeman (1984), resource dependence theory (Pfeiffer & Salancik, 1978) evaluation theory (Mark, 2008) and theory of change (Anderson, 2005). The theories allow a deeper understanding of a programme or project. It employed a system approach where an intervention's success is influenced by other factors in the set up and how they might interact.

2.2.1 Evaluation Theory

According to Mark (2008), evaluation theory is a technique of relooking prior experience. He states that absence of adequate acquaintance would make an evaluator repeat previous mistakes as well as failing to build on former successes. Evaluation involves collecting, analyzing and using information to give response to questions regarding projects and programs on if they are efficient and effective. This theory explains that important consideration should be carried out every now and then to establish how a program can be improved. This should be done between evaluators and stakeholders.

2.2.2 Stakeholder Theory

Harrison and Freeman (1999) explained the concept of a stakeholder approach to corporate management to include any group or personnel who can influence an establishment's performance or who is affected by the accomplishment of the organizations' intents. The stakeholder theory is grouped into two: strategic stakeholder who lays emphasis on the dynamic administration of stakeholder interests and moral stakeholder concerned with balancing stakeholder interests (Frooman, 1999). Organizations ought not concentrate narrowly on their strategic management verdicts on building shareholder value; but rather widen their purposes to tackle the anticipations and interest of the majority of the significant stakeholders (D'Aunno et al., 2006).

Stakeholder theory argues that in a company, other participants are involved comprising customers, workers, sponsors, the public, government bodies and trade unions. Competitors also fall into the category of stakeholders as they also affect a firm. The inkling is that 'holders' who have 'stakes' act together with the organization and consequently make its operation feasible (D'Aunno et al., 2006). It's a theory that expounds how organizations work with respect to several constituencies with whom they are inseparably embedded. Stakeholder theory development has centered on describing the stakeholder notion and categorizing stakeholders into categories that give an understanding of singular stakeholder relationships.

Poor market performance results to poor company's rapport with its patrons which in turn affects the corporation's reputation and shareholders will suffer commercial losses on their investment. Consequently financial institutions and shareholders identify businesses with a poor market performance as dangerous to invest in and may ask for a higher risk premium (Henriques & Sadorsky,

1999). Also companies with a poor reputation of production design and development process will find it difficult to entice and keep highly trained personnel who may possess a resilient proactive production management (Reinhardt, 1999). From the above argument, the triumph of businesses targeting to cultivate relevant production designs and manufacturing abilities strongly depend on the involvement of their workforces.

2.2.3 Theory of Change

Theory of change is an implement used to develop keys to intricate social problems. It materialized in 1990s as an enhancement of evaluation theory (Adhiambo, 2012). Theory of change is an instrument used for formulating solutions to intricate social problems. It offers an all-inclusive depiction of initial and midway term variations that are required to arrive at a long term set goal (Anderson, 2005). It thus defines how a model should operate, which can be tried and refined through monitoring and evaluation. Theory of change is also a detailed and quantifiable description of change that lays the ground for preparation, implementation and evaluation. The theory of change assists in formulating coherent frameworks for monitoring and evaluation. It is mostly utilized by donors and NGOs to express long term effect on projects (James, 2011).

2.2.4 Resource Dependence Theory

This theory submits that power grows to those who control resources required by the institution, in so doing making power differentials among parties and it ratifies that the ownership of resource power makes stakeholder essential to a firm (Pfeffer & Salancik, 1978). Validity is attained if patterns of organizational practice are in correspondence with the wider social system (Wathne & Heide, 2004).

This theory fronts that businesses are reliant on resources provided by others (donors) for them to maintain progress or development as well as other firms that depend on them (Pfeffer &

Salancik, 1978). This theory assumes that a firm cannot entirely be self-dependent in regard to strategically crucial resources for existence and thus will require input of donors to compete and manage this dependence with other businesses for workable growth (Wathne & Heide, 2004). Examples of these critical resources are; procedures, standards, material resources and enabling technologies. Firms that lack the vital resources to achieve their objectives are possibly expected to partner with others to acquire these resources. In many occurrences, inter-organizational connection is crucial for management of the NGOs to gain performance outcomes. (Zhu & Sarkis, 2004).

2.3 Empirical literature review on adoption of M&E

2.3.1 Adoption of Monitoring and Evaluation System and Financial Status of NGOs

Kenyan NGOs executing projects in the society have various factors that influence adoption of an M&E system. Many researchers have underscored the point that NGOs have several challenges when it comes to adoption of M&E system (Hughes, 2002, Ramesh, 2002). The challenges unless addressed imply that adoption of M&E system is inefficiently done, and therefore projects on ground do not reap from this monitoring and evaluation aspect.

According to Lamy & Lessard (2001) the total cost of resources of adoption of the M&E system per project is USD 14,000 in China. The costs include training staff the M&E methods, costs for seminars with stakeholders for crafting the M&E system; supplementary meetings on progress analysis and seminars on crucial steps in designing M&E and definite elements such as methods and indicators (Lamy & Lessard, 2001). Lamy & Lessard (2001) further found that In Vietnam in the year 2000, the implementing M&E system per project cost was USD 15,000. Governments in central Asia have recognized that they are not fully capable of

satisfying all the necessities of their people and their NGOs if given foreign funding can complement them. Not a single of the NGOs has adopted a monitoring and evaluation system for checks and balances. According to Adams (2008), funds allocated to them are prioritized for other functions and M&E is considered unimportant.

Inadequate financial resources to execute monitoring and evaluation is one of the factors that negatively impacts on adoption of monitoring and evaluation systems among NGOs. Quite a number of NGOs experience shortfalls in funding for their activities which implies that the funds available only go to the actual carrying out of project undertakings. Monitoring and evaluation is therefore regarded as an expenditure that they cannot manage to pay for and thus gotten rid of. If any is done at all, then it is done superficially, and it mainly involves just recording a few activities (Gilliam et al, 2003). As a result of inadequate funding, NGOs are unable to gather all the required data for use in M&E and even bringing in external evaluators. Technologies like the internet that is required to aid the adoption of M&E system is something they will do without as they cannot afford.

The allocation of the funds for M&E ranges between 3% to 16% of total costs (Adhiambo, 2012). In a research done by Lamy & Lessard, they established that in Chile funds allocated for M&E in year 2000 was 582,676 out of the total project funds which was 34,491,969 translating to a 1.7% of the project cost. In Venezuela funds set aside for the adoption of M&E system was 370,700 in the same year out of the total project funds which was 26, 742,700 (1.4%).

To have a good effect, M&E needs to be allocated sufficient funding clearly enumerated in the NGOs budgets. There is always no clarity in what is included in the M&E budget compared to other areas of the project since M&E activities and functions overlap with management and implementation undertakings. M&E cost should be stated clearly and be included in the management

cost (Lamy & Lessard, 2001).

There should be an adequate allocation for M&E activities in the project budgets. An M&E budget can be separated from the total project budget for it to provide the adoption of M&E system the role it plays in the project management (Gyorkos, 2003). According to Kelly & Magongo (2004), M&E budget ought to be between 5% and 10% of the total budget. They argue that though this percentage is not a recommendation that institutions should go by that percentage, it just proposes that an adequate funding should be allocated for M&E. It makes sure that monitoring and evaluation is not taken as an unimportant task.

In spite of the funds allocated for M&E, some of it is always taken up by other project activities. For instance in the Management of Natural Resources in the Southern Highlands Project (MARENASS) in Peru, about 79% of total yearly funds allocated to the Project goes straight to the management of community development plans, while the balance goes to two modules, M&E and project management. Even with these two, costs like those allocated to community development activities for instance communication bulletins and festivals sometimes raise the figure to 83%. As a result, funds left for the adoption of the M&E system is too little which results to poor or no adoption of M&E system among NGOs (Mebrahtu, Pratt & Lonqvist, 2007).

Projects that have been designed poorly are difficult to monitor and evaluate (PASSIA, 2004).

The financial plan and program of undertakings and outputs which acts as benchmarks against which enactment performance is evaluated are defined by the project plan. If Project plans are wanting and improbable, then adoption of an M&E system will not be of any recognizable worth to the project stakeholders and implementers. There should be a comparison on what is spent on project activities against the intended spending in the budget (Crawford and Bryce, 2003). With focused technical inputs and adoption of M&E system, organizations can provide high quality services (Crawford, 2003). Mismanagement of funds by mainly African NGOs has made many donors suspend their funding. As a result, they have suspended funding (BOPA, 2006). This makes the funds available to be channeled to more important activities like project implementation. Monitoring and evaluation is therefore disregarded.

2.3.2 Adoption of Monitoring and Evaluation system and Staff Knowledge and Skills.

Insufficient knowledge and skills is the most common blame on why a project system is not delivering results. The easiest solution to inadequate skills and knowledge is to undertake the M&E official for a training course where fresh knowledge and skills can be acquired and later practiced. Training has its advantages but some limitations are bound to be found. In practice knowledge and skills is acquired while undertaking the job through concrete experience. (UNDP, 1998).

For a successful adoption of M&E system, skilled people are required who can fulfill the M&E functions and tasks. Main tasks include; establishing and using a computerized system; designing the general outline of the M&E system, facilitating learning cope with new changes and managing communication of M&E findings. To meet skills and knowledge needs will involve training the staff either internally or externally or going for already trained people. Time to time, every M&E officer needs to upgrade his skills through trainings and workshops. The field offic-

ers will also require continuous skills building since information requirements in a project changes over time and new methods will be needed for data collection and analysis (UNDP, 1998).

In Bangladesh, when Agricultural Diversification and Intensification Project (ADIP) started deliberations on ways of adopting an M&E system, they had no clue on how to go about it. The workers interpreted their own idea of what monitoring and evaluation is. They employed no strategy on adoption of M&E, workers had meager skills and experience on M&E in addition to limited financial resources. The project manager always relied on external consultants. To remedy this situation, the staff needed training (Gaventa and Guijt, 1998). In India, the feedback on M&E from one project stated that project implementers had undergone rigorous training on adoption of M&E. They gave quality and punctual reports (Lamy and Lessard, 2001)

In a project in Nepal, Project Implementers underwent training on formulating an M&E plan. The M&E blueprint was combined with other training needs for project management. Three hierarchies of staff were to be trained, that is, community workers, middle level and field team below district level; and senior management staff. This greatly improved quality of services rendered. (Lamy & Lessard, 2001).

Employees on a given project should be have well defined job allocation achieved through designating the appropriate skill; if the skills are not adequate with job at hand, then training for the appropriate skills should be organized (Ramesh, et al., 2002) For those projects whose implementers are engaged in the fieldwork to carry out project undertakings on their own, there should be continuous and thorough onsite backing for them.

In Tanzania, one government project that had adopted an M&E system sampled other staff by altering the procedure used in recruiting outside the government, instead of internally. This pre-

sented more chances of getting an individual with the appropriate qualifications. (Odhiambo, 2012).

According to Hughues and Gibbs et al., (2002), the adoption of M&E requires some unique and definite skills expertise like M&E design skills mostly log frame design, indicator setting; both qualitative and quantitative, and design of data collection instruments including questionnaires. Additional essential skills comprise of data collection skills like undertaking focus group discussions, conducting interviews, data analysis and report writing skills.

Kelly and Magongo (2004) observed that quite a number of the above skills could be at the disposal of the NGOs. They observed that skills like conducting of focus group discussion, advanced data analysis and qualitative indicator setting are very rare in most Swaziland NGOs. They lack the ability to get them and this indicates that the areas which require these skills are not undertaken. This indicates that the adoption of an M&E system is not completed successfully. Gilliam et al., (2003) also observe that this implies deficiency of quality data therefore decision making as regards the project is solely centered on perception not tangible data.

Kelly and Magongo (2004) recommend that there should be an individual who is solely responsible for the M&E as a main task. By staff following an established M&E system and some to oversee them, the staff value that the project managers recognize M&E not just for compliance but rather as an instrument for project management and ensuring success of the project.

In Kenya, NGOs projects may not be as effective as we perceive, from little professional skills of the staff, lack of accountability of NGOs to the grassroots, lack of well-placed strategic planning and adoption of poorly developed M&E. Project managers should possess knowledge and skills on monitoring and evaluation systems that go beyond traditional project financing and management. (ISNAR, 2001).

Enhanced capacity of project managers improves the self-determination, effectiveness, confidence, creativity, improving NGOs performance and bringing benefits to the communities they serve (Lassiter, 2007).

Lack of enough exposure of NGO staff to skills on adoption of M&E system together with inadequate donor funds has crippled the growth of self-reliant NGO. Insufficient M&E training combined with inadequate funding from donors has placed NGOs in a spot where they are unable to confront approaches and policies. 'Low donor funding, implies that most NGOs services are crippled which limits chances for organizational growth. Then again, adequate funding tends to be tied with conditions. Lacking no alternatives for self-sustainability, NGOs easily become manipulatable to go by donors expectations (Adams and Garbutt, 2008).

Odhiambo (2000), researched on challenges facing monitoring and evaluation practices in Kenya. He noted that evaluation when done was yet to reach an acceptable level when undertaken, and rather dealt more with inputs and outputs than with impacts. He also noted that there is lack of competence when it comes to qualified practitioners as there are few professionally trained evaluators.

A significant number of NGOs lack sufficient funding for their activities; monitoring and evaluation are taken as an expenditure that they cannot have the funds for and so employing most of the certificate and diploma holders enabled them to pay low wages than employing the degree and master holders who will require high wages (Gilliam et al, 2003).

2.3.3 Adoption of Monitoring and Evaluation System and Donor influence

NGOs also encounter scenarios of numerous monitoring and evaluations mainly those NGOs that get funding from more than one donor or that have got very strict requirements (Gilliam et

al, 2003). This means an extra load to them to comply with those requests; this amplifies the problem of inadequate manpower to undertake the project. Due to these strict funding requirements from donors, more prominence being given to other stakeholders especially the beneficiaries. Taking little or disregarding the recipients and other stakeholders is counterproductive since it results to a absence of ownership of the project by them and thus adoption of M&E system becomes difficult and the project may lack continuity when the donors withdraw the funding (Gilliam et al, 2003).

In China, the opportunities for NGO for donor funding lie in their adjustment to international criteria against the background of globalization. The NGOs are able to get international donor finance and through this they have to work their regulations. In spite of this, there is no well-placed M&E system to measure the accountability. The NGOs lack a robust network of support. There is lack of policy for the legal framework and a functional legal environment. The existing administrative system also restricts the adoption of M&E system in NGO projects. The government controls the donations to the NGOs and awareness of them to the public is still weak (Edward & Hulme, 1996). In Kenya, NGOs are given an M&E reporting format that they have to stick to by the donors. The staff is just required to collect data, fill the report and pass it to the donor. Prominence is given to the donor M&E needs as opposed to other stakeholders (World Bank, 2004).

Project Managers are time and again asked to formulate M&E systems that measure the aims and objectives of their projects. This rather straight forward requirement results to a series of problems; to begin with, the time allocated on addressing the very complex social development objectives by stakeholders is not enough or time to establish the logical links between the problem and purpose statements, the objectives and activities. By having inadequate time available, managers have to formulate the objectives themselves, every so often with little support from

fellow stakeholders; secondly, the managers are put in place where they will only manage a project once funds are secured and after the project outline has been developed and the objectives set again. They are not allowed to participate in formulation of the project outline. This has resulted to poor or no adoption of monitoring and evaluation system among NGO projects (Adams, 2001).

2.3.4 Adoption of Monitoring and Evaluation system and the need for stakeholder's involvement

The definition and concept of stakeholder's participation in development has developed in the fullness of time. It can be traced back to what the NGOs and communities popularly promoted in the 1950s. In the late 1970s agencies for example Food and agricultural organization of the United Nations (FAO) also began to advance stakeholder participation in development programmes and projects. The inadequate achievements of many expansion initiatives were credited to failure to include individuals in the adoption of monitoring and evaluation system for project management (World Bank, 2004).

The project management body of knowledge defines a success of a project as the fulfillment of the requirements of stakeholders and is quantified by success criteria formulated at the project initiation. This entails that during the end of the project an evaluation should be done to establish how effective the project has been as compared to the criterion stakeholders had set.

Monitoring and Evaluation should be part and parcel of the project cycle comprising project planning and design. Incorporating M&E at the design stage enables emphasis to be put on measuring performance of the project by the stakeholders even prior to implementation with an expectation of what the project would look like if successful (PASSIA, 2004).

The World Bank (2004), articulates that stakeholders ought to be engaged in project identification, goals, and identification of indicators that will be employed in M&E. Stakeholders also participate in collection of data and its analysis and capturing the feedback. One of the roles of the managers the project management is to expedite the monitoring and evaluation process.

All stakeholders, inclusive of donors, society beneficiaries and staff undertaking the planning and implementation should participate in the project planning and implementation stages of during the entire period of the project. They should collaborate and establish that which should be monitored and evaluated, how M&E is to undertaken including pinpointing of indicators, the analysis of the data and review the project performance and come up with a plan on how to go on with the project (Bradle et al, 2002).

Stakeholders should be involved in the development of projects at every stage in the project life cycle for project viability. They should be sensitized to participate in the projects and own them. In an ideal world, the community should develop the objectives of the new projects prior to engaging in the actual implementation. Subsequently the communities and the stakeholders should conceptualize the project and assess the needs in the context of probable alternatives (Omiti, 2002)

Existing literature show that lack of stakeholder's involvement in the adoption of an M&E system is the hurdle to proper monitoring and evaluation. Stakeholders' participation in the entire project is very crucial since it is clear that the moment the donors pull out from the project site and technicians leave, the project collapses.

Stakeholders' involvement heightens the legality of the policymaking process and strengthens independent practices (NEA, 2004). The project players must also lay emphasis to the identification and impact valuation of projects resolutions made by stakeholders beyond their influence of authority (Ireland, 2002). Project monitoring involves the collection and interpretation of data and reporting information in regards to the project plans, planning and requirements. Close contact with the stakeholders is required.

Zakaria (2011) observed that early involvement of stakeholders in the adoption of M&E system may also front some disadvantages. It includes slowed decision making progress which may turn out to be costly. As the nature and range of stakeholders in the project monitoring and evaluation will be different, the appropriate ways and intensity of handling the parties should be properly measured; using valuable time on inconsequential stakeholders is money going to waste. A higher sum of stakeholders implies more impact, so substantial arrangements are required.

Stokes et al (2006) states that more participants will be disillusioned, since not all aspirations may become reality and stakeholders may craft extreme anticipations. This will also be the case of monitoring the project under time-pressure or minus stakeholders; as a result some participants may feel they are sidestepped and thus demoralized. Stakeholder participation may also become entangled when the opinion and view of stakeholder evolves with time.

Absence of inclusion for key project stakeholders to be engaged in the adoption of the M&E system pushes the results and impacts to be measured by 'experts' who have no belonging in the successful project implementation. Their interest is only reporting to donors and senior managers (INTRAC, 2008).

Moraa (2011), researched on implementation of monitoring and evaluation on performance of NGO projects in Kisii municipality. She observed that participatory project monitoring and evaluation is one way through which various stakeholders and particularly the primary stakeholder can be involved in managing the local projects. She used direct observation, random sampling technique, information interview and household interviews. This study used questionnaires.

Wachamba (2009) carried out a study on determinants of effective M&E systems in NGOs within Nairobi County. Among the researcher's objectives was to look at the reasons why action plans

prepared together with community members are not fully executed or do not sufficiently meet the expectations of the intended beneficiaries ultimately. This study was different from the above study because it investigated the need for stakeholder involvement on adoption of M&E among NGOs in Murang'a County, Kenya

2.4 Summary of Literature Reviewed and Research Gaps

The literature captured in this section was on the concept of adoption of monitoring and evaluation among NGOs. Good quality Project Management depends on the adoption of an effective of M&E system. The financial status of NGOs and how it influences adoption of M&E system was also captured. The literature reviewed acknowledged that the financial status considerably influences the way project performs. Inadequate financial resources for purpose of monitoring and evaluation are one of the factors that influence adoption of monitoring and evaluation system among NGOs. A great deal of NGOs faces inadequate monies to support their undertakings. The scarce resources at their disposal are directed to real execution of projects activities; monitoring and evaluation is taken as an expenditure that cannot be accommodated and can be ignored alto-

gether. Inadequate funds means that NGOs have no capacity to hire external evaluators and it also implies that they may not be able to afford expertise to aid the adoption of an M&E system. The literature also established that there is no clarity on what is to be included in the M&E budget in comparison to other parts of the project as several functions and activities go beyond management and implementation activities. So project budget should be made and should outline a definite and enough provision for monitoring and evaluation activities.

Staff knowledge and skills was also considered. Literature reviewed revealed that Project Implementer staff should get knowledge and skills in M&E to improve project performance. Literature reviewed also established that for there to be an effective adoption of M&E system, trained people who can accomplish the M&E functions and tasks are a must. Main tasks include designing the outline of the M&E system. Work force on the project should have a distinct job allocation and designation according to their capability. If their skills are not adequate, then an arrangement for training should be made. It also revealed that inadequate M&E expertise amongst the local NGOs is one part that has been put on focus by several researchers. Adoption of M&E system needs detailed skills such as advance data analysis. It was also noted that M&E has yet to get to satisfactory level of operation, so more training of the implementing staff is very crucial so as to promote the development of NGOs and bring benefits to the communities they serve.

Donor influence and adoption of M&E system was also taken into account. The literature also captured details on how donors influence adoption of M&E system. The literature also revealed that project managers are regularly asked to develop M&E system that measures the aims and objectives of their projects. This leads to a number of problems. To begin with, no enough time is allocated to clarify some statements, objectives and activities that are supposed to be carried out in projects. Second, the managers are selected on getting the funds and once the project outline has been established and the objectives set again taking no notice of them in participation.

These problems have resulted to poor or no adoption of M&E system among NGOs projects. The literature finally captured on the need for stakeholder involvement in adoption of M&E system.

This study sought to fill this research gap by investigating adoption of monitoring and evaluation among NGOs in Murang'a County. M&E had not been well spelt out among the NGOs. As a result, the literature review looked into the role played by various factors in determining the successful adoption of M&E among NGO projects. A detailed analysis on the influence of financial status, donors stakeholders participation and staff skills and knowledge for successful adoption of M&E among NGO projects in Murang'a County was looked into.

2.5 Conceptual Framework

This section describes the conceptual framework that guided the study.

The conceptual framework presented in figure 2.1 below gives the idea of the study

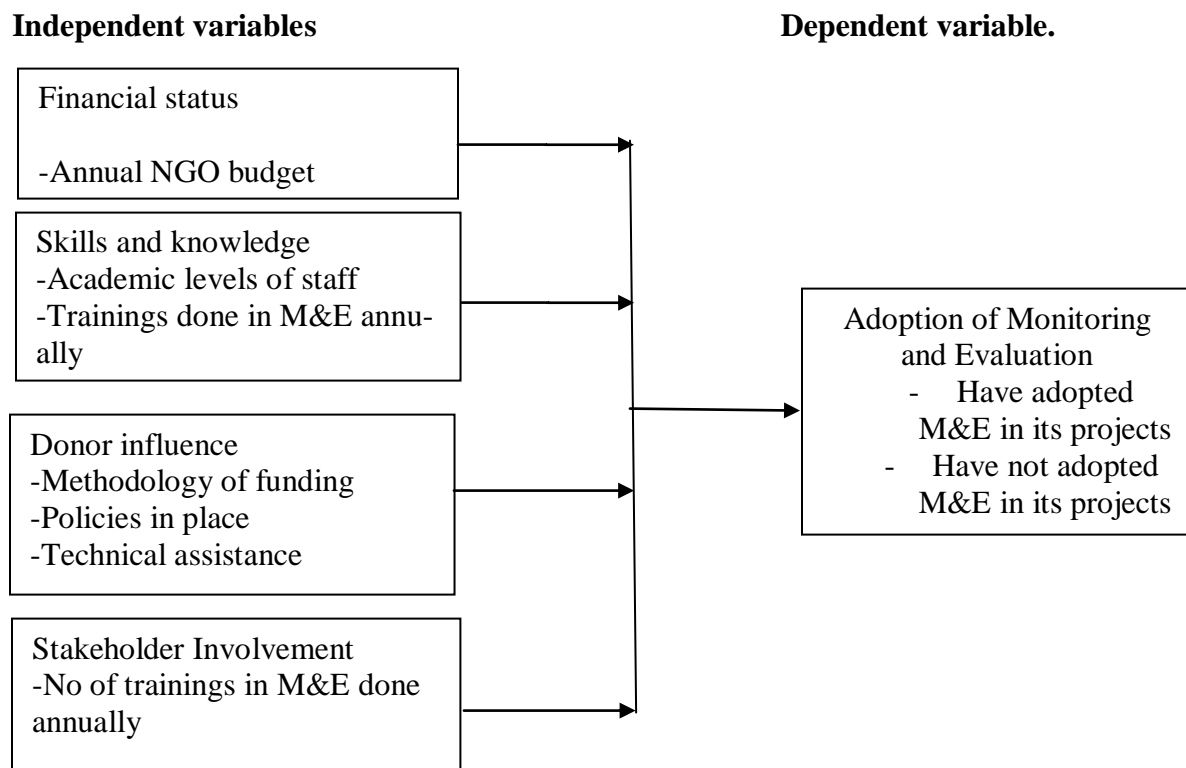


Figure 2.1 Conceptual Framework

Source: Researcher (2017)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlined the framework in which the research was done. This included data collection methods, data analysis and presentation, research design, population of the study and sample size. This section specifies the framework or blueprint for the entire research process that enabled the researcher to achieve the objectives of the study.

3.2 Research design

Descriptive design was used in this study. Descriptive research design is used to define an event in its current form and is suitable when the study is concerned in definite estimates, narrative of facts and characteristics regarding persons or situations (Kothari, 2004). The researcher settled on this design since the study required collecting data through administration of questionnaires. In this research, the researcher sought to investigate adoption of monitoring and evaluation system among NGO projects in Murang'a County, Kenya.

3.3 Target population

The target population consisted of 100 employees from all 20 NGOs in Murang'a County each carrying out a specific task. Each NGO had one project manager, three project implementer staff and one monitoring and evaluation official. In total, there were 20 project managers, 20 monitoring and evaluation officials and 60 project implementer staff.

A summary of the study population in Murang'a County shown in Table 3.1

Table 3.1 Distribution of Target Population

Categories of respondents	study population size
Project Managers	20
Project M&E officers	20
Project Implementer Staff	60
Total	100

Source: Coordinator, NGO Murang'a County

3.4 Sample size

Census study was adopted since all the 100 employees of the NGOs in Murang'a County were used for the study

3.5 Research Instruments

Research was done via questionnaires to meet the objectives. The questionnaires included both closed and open ended questions. The questionnaires were administered to all project managers, project monitoring and evaluation officers and project implementer staff. A questionnaire is a prescribed defined questions or statements intended to collect data from the respondents that achieve research objectives (Shao, 1999). The questionnaires helped to reveal more about practices of the particular projects and the way monitoring and evaluation is undertaken on the projects. The instrument was adopted from Odhiambo (2000) but was modified to go with this study.

3.5.1 Pilot Testing of Research Instruments

Pre testing was done to assess clarity of the instruments, reliability and validity of each of the items in the questionnaire and sustainability of the language to be used in the instruments. Drafted questionnaire items were piloted in order to avoid threats of reliability revealing vague questions and unclear instruments. Mugenda & Mugenda (2003) theory of 10% of the total target population was used to settle on four projects. Those piloted were not incorporated in the ending data collection. To evaluate the reliability of the instruments, the test – retest method was employed to approximate the degree to which the similar results could be attained with repetitive measures of the same concepts. To do these, questionnaires were given to the respondents from the projects in all the seven sub counties.

3.5.2 Validity of the instruments

Validity is described as the suitability, accuracy and relevance of the precise insinuations which are carefully chosen from the research results (Fraenkel & Wallen, 2008). It's the extent to which outcomes obtained from the data analysis truly epitomize the occurrence under study. Cook and Campbell (1979) describe it as the top existing estimate to the accuracy or inaccuracy of a given inference, proposition or conclusion. Face validity of the research instruments was employed since it is the only type validity that was relevant in so far as the nature and the purpose of the questionnaires were concerned. To make certain face validity of the research instruments, members of the department who were experts in the area of study examined the research instruments. Their input was used in the final draft.

3.5.3 Reliability of the research instruments

There are three methods of testing reliability of data collected through any instrument according to Cooper and Schindler (2006). They are validity test, reliability and objectivity. Objectivity test focuses on associations that happen between the results and benchmarks used in a study. A reliable test must deliver 90% of the identical or similar results (Saunders, Lewis, & Thornhill, 2007). Reliability is stated as the capacity of a questionnaire to measure consistently a given topic across different times and populations. To test reliability of the research instruments, a pilot study was undertaken in four projects preceding to going out for the actual research. Test–retest was employed to estimate the degree to which the identical results could be gotten with recurrent measures of the same concepts. To do these, questionnaires were given To the respondents in the seven sub counties of Murang'a County.

A (Cronbach alpha) or construct composite reliability co-efficient of above 0.6, for all the constructs, is regarded as adequate. The conventional reliability coefficient is 0.6 and above. For a Cronbach alpha of below 0.6, the reliability of the questionnaire is regarded as too low and therefore the research tool should be revised.

3.6 Data Collection Procedures

The researcher visited the project managers of the selected projects within the County for data collection purposes. The researcher gave the questionnaires for both the (pre – test) and the main research. The researcher administered the instruments and collected them later. This gave respondents reasonable time to answer the instruments well by giving the appropriate information required for the study.

3.7: Data Analysis Techniques

The researcher collected data through self-administered questionnaire. This method was appropriate since all the interviewees were literate. The association between independent variables was measured through multiple correlation and multiple regression analysis, so as to establish the inter-relationship between the four independent variables and their effect on the dependent variable (Sharma, 2005). SPSS computer program was also used. The outcomes of the data are presented in tables and charts. From the conceptual framework, Adoption of Monitoring and Evaluation System Y_i can be explained by the following empirical model

$$Y_i = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon. \text{ When } \beta_5 = 0 \dots \dots \dots (1) \text{ Where}$$

X_1 = Financial status

X_2 = Role of staff knowledge and skills

X_3 = Donors

X_4 = Stakeholder involvement with ϵ representing the error term.

Adoption of M&E, Y_i is the unobserved variable. However, it is made concrete when an NGO adopts M&E. To this end Y_i is estimated using adoption of M&E. To achieve the study objectives logit models were used. Adoption of M&E, Y_i is categorized as follows:

$Y_i =$ { 0 if an NGO has not adopted monitoring and evaluation

1 if an NGO has adopted monitoring and evaluation

Assuming Y follows a logistic distribution, it follows that

$$Y_i = \frac{e^{\beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon}}{1 + e^{\beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon}} \dots \dots \dots (2)$$

Where: β_i is the coefficient for each independent variable defined in the latent regression model

3.7 Operationalization and Measurement of Variables

The different variables and how they were applicable to the study are summarized in Table 3.2

Table 3.2 Operational Definition of Variables

Variable	Type	Operationalization	Measurement
Financial status	Independent	Above 30% of total budget going to adoption of M&E = 1	The percentage of funds is set aside for M&E as compared to total budg-

		Otherwise=0	et of allocated. Is it 30% or below
Skills and knowledge	Independent	Above 50% with an undergraduate or a postgraduate degree= 1 Otherwise=0 Above three trainings per annum= 1 Otherwise=0	What is the respondent's level of education? Does he have an undergraduate degree and above? What is the percentage? Training. Does the employee attend 3 relevant trainings yearly?
Donor influence	Independent	Technical assistance provided for 50% of the projects and above = 1 Otherwise=0 3 conditions from donors for funding =1 More than 3 conditions = 0 3 policies for operation from donors =1 More than 3 policies = 0	What is the degree of technical assistance? What is the percentage of projects undertaken by an NGOs that get technical assistance in comparison with total numbers they undertake What are the criteria for funding? Do the donors insist on meeting some conditions for them to fund? What number of conditions? What is the number of policies placed in order for funding to stream in?
Stakeholder involvement	Independent	Above 50% of donors, community and beneficiaries involved in design and adoption of M&E = 1 Otherwise=0	Level of involvement of donors, community and beneficiaries. What is the number involved as compared to the total number of donors, beneficiaries and

			the community in a given project?
Adoption of monitoring and evaluation	Dependent	3 and above = 1 Otherwise = 0	Using a scale of 1-4, if independent variables results summed together are 3 and above, then the NGO has adopted M&E. If not, it has not adopted

3.8 Ethical Consideration

Research ethics was considered when formulating and administering data collection tools and techniques, to evade any form of harm, suffering or violation. This was achieved by getting permission prior to research; safeguarding secrecy of data acquired and learning more regarding the organization’s principles and project prior to research. To safeguard the rights of the contributors, the researcher also explained to them the benefits of the study.

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter is a presentation of the research findings gained from field responses and data. This section includes the background information, presentation of findings and analysis centered on the objectives of the study and as explored by the questionnaires, where both descriptive and inferential statistics have been used. The interpretation uses frequency tables, percentages, mean and standard deviation to present data.

4.2 Response rate

Questionnaires were given to the 18 NGOs whose name was obtained from the NGO Coordination board (2015). All the 100 employees were given the questionnaires and visits were then made to compel them to take part in the study raising the response rate to a satisfactory level.

Table 4.1 shows the response rate of the study.

	Project implementation officers		Project M&E officers		Project Managers		Overall response rate	
	Frequency	% response rate	Frequency	% response rate	Frequency	% response rate	Frequency	% Response rate
Non response	6	10%	3	15%	7	35%	16	16%
Actual respondents	54	90%	17	85 %	13	65%	84	84%
Targeted respondents	60	100%	20	100%	20	100%	100	100%

Table 4.1 Response rate of the study

Source: Research data (2017)

Table 4.1 shows that 84 out of the 100 sample respondents filled-in the questionnaires or participated in the interviews making a response rate of 84%. This rational response rate was realized after the researcher made frequent physical visits and follow ups of the respondent. According to Mugenda and Mugenda (2003), 50% response rate is deemed acceptable and a response of more than 70% is very satisfactory thus the response was acceptable.

4.3 Demographic Information

The study sought after the demographic data of the respondents which included; gender, professional experience and level of education

4.3.1 Gender of the Respondents

The study found it important to analyze gender distribution. This was important as the study wanted to compare participation level in terms of gender in the adoption of M&E system. Due to this, respondents were asked to state their gender and findings are as shown in table 4.2

Table 4.2 Distribution of the respondents by gender

	Project implementation officers		Project M&E officers		Project Managers	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Male	35	64.8	12	70.5	10	76.9
Female	19	35.2	5	29.5	3	23.1
Total	54	100.0	17	100	13	100.0

Source: Research Data (2017)

The study established that most of the respondents were male 64.8% for project implementation officers, 70.5% for Project M&E officers and 76.9% for project managers. On the other hand women were just 35.2% of the project implementation officers, 29.5% for Project M&E officers and 23.1% for project managers. This implies that there were males than females in the NGOs.

4.3.2 Distribution of respondents by professional/ work experience.

The study sought to find the professional experience of the Project implementation officers, Project M&E officers and Project Managers and the results are as indicated in table 4.3 below.

Table 4.3 Distribution of respondents by professional/ work experience

	Project implementation officers		Project M&E officers		Project Managers	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Less than 1 year	6	11.1	2	11.8	2	15.4
2-6 years	32	59.3	8	47.1	5	38.5
7-10 years	12	22.2	3	17.6	3	23.05
More than 10 years	4	7.4	4	23.5	3	23.05
Total	54	100.0	17	100.0	13	100.0

Source: Research Data (2017)

The study established that majority of the employees had worked for between 2 to 6 years while the minority had worked for more than 10 years. The fact that majority had worked for at least two years infers that most of the respondents had the experience on adoption of monitoring and evaluation system among non-governmental organizations and were able to give valid responses.

4.3.3 Distribution of respondents by level of education

The study sought to find the respondents' education levels to determine if they were well fitted out with the essential knowledge and skills to understand the M&E system. The findings are as summarized in table 4.4

Table 4.4 Distribution of respondents by level of education

	Project implementation officers		Project M&E officers		Project Managers	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Certificate	0	0	6	35.2	2	15.4
Diploma	38	70.4	8	47.1	6	46.1
Degree	8	14.8	2	11.8	4	30.8
Masters and above	8	14.8	1	5.9	1	7.7
Total	54	100.0	17	100	13	100.0

Source: Research Data (2017)

The study established that majority 70.4% of the Project implementation officers had a diploma qualification, while 14.8% had an undergraduate degree same for master's degree. The study also established that majority 47.1 % of the project M&E officers had a diploma qualification, 35.2% were certificate holders, 11.8% of employees had degrees and 5.9% had masters and above qualifications. The study also established that majority 46.1 % of the project managers had masters and above qualification, 30.8% had degree, 15.4% of employees had diploma and 7.7% had certificate qualification. Having the majority of the employees being diploma holders and above indicates that they have capacity, skills and management expertise to conduct the monitoring and evaluation activities in their institutions.

4.4 Distribution of the respondents by nature of projects implemented by NGOs

Analysis of data was done to indicate which type of project activities the respondents were implementing. The outcomes of the analysis are as summarized in figure 4.1.

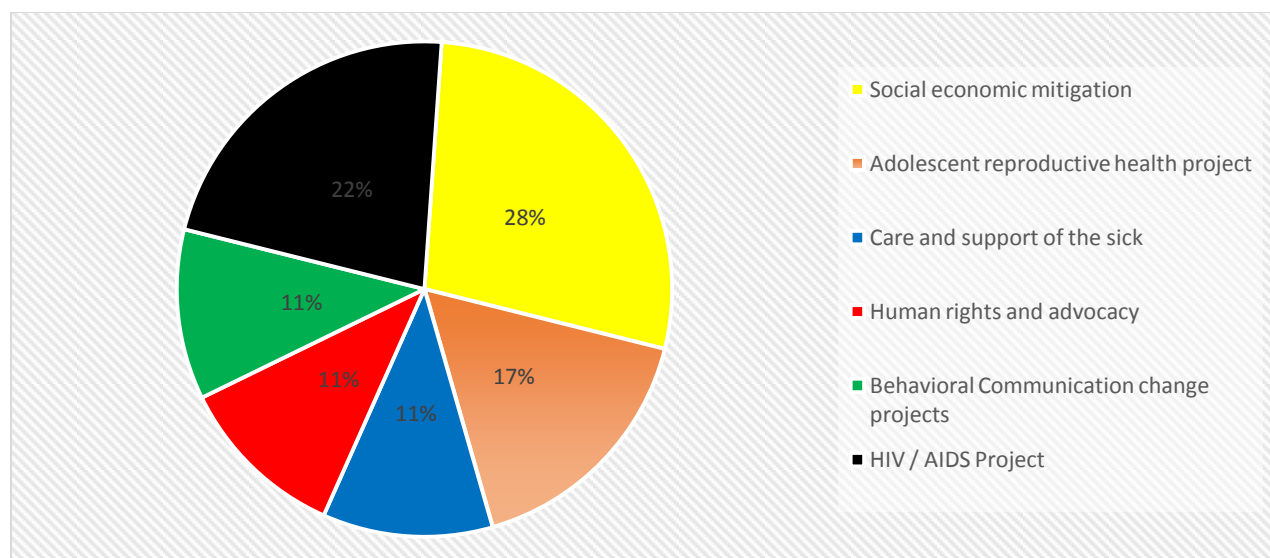


Figure 4.1 Distribution of the respondents by nature of projects implemented by NGOs

Source: Research data (2017)

The study identified that most of the NGOs were involved in social economic mitigation projects which accounted for 28% of all the 18 projects implemented in Murang'a County. This was followed by HIV/AIDS projects at 22%. This could be due to other fundamentals factors which are negatively affecting competitiveness of social economic outcomes within Murang'a County. Also the low awareness of the HIV and AIDS epidemic has led to most of the NGOS engaging in the projects. Adolescent and reproductive health projects accounted for 17% this was due to the fact the majority of the residents were at this stage of development.

The key factors that influenced the choice of the project the NGO to implement were identified as the ones that revolved around finances allocated to the project implementers, whether the funds were adequate and also the availability of monitoring and evaluation procedures with the organizations.

4.5 Adoption of monitoring and evaluation system

Data was analyzed to indicate if the NGO had adopted M&E or not. The results of the analysis is as summarized in figure 4.2

Have you adopted monitoring and evaluation system in your project

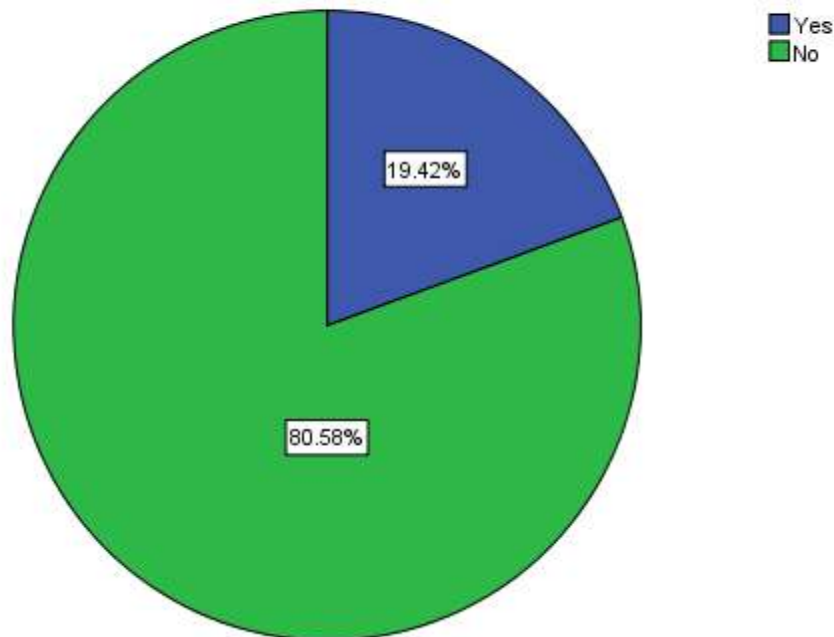


Figure 4.2 Adoption of M & E System by the NGOs
Source: Research data (2017)

As shown by Figure 4.2 above, 80.58% of the respondents stated that they have not adopted monitoring and evaluation system in their project while 19.42% of the respondents said they have implemented the system.

4.6 Total Budget spent on adoption of M&E

Data was analyzed to indicate the budget that was spent by the NGO as compared to the total budget. The results of the analysis is as summarized in figure 4.3

What was the total budget spent on adoption of monitoring and evaluation system last year

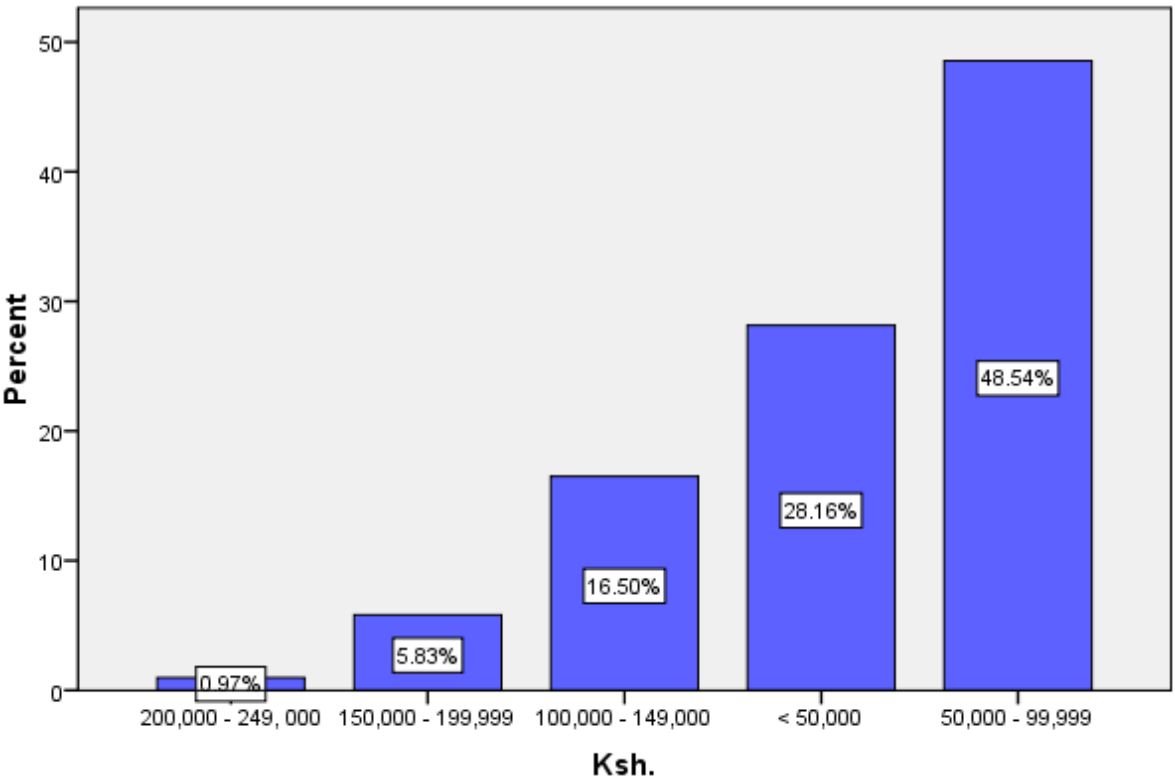


Figure 4.3 Total Budget spent on adoption of M&E

Source: Research data (2017)

4.7 Issue of funds from donors

Respondents were asked to clarify the issue of funds from donors and whether it was subject to clarity of M &E system, the respondent stated as shown by Figure 4.4 below.

Issue of funds from donors is subject to clarity of our M&E system

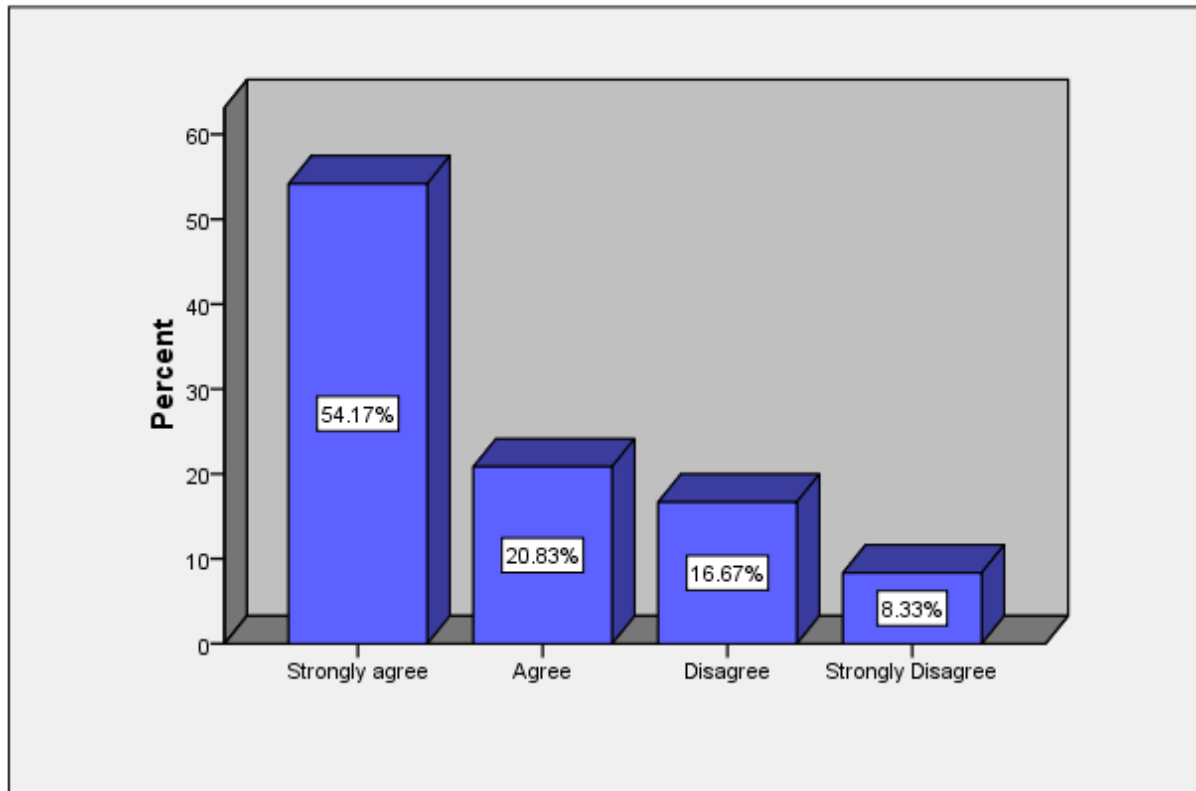


Figure 4.4 Funds from donors and if it is subject to clarity of M&E

Source: Research Data (2017)

As depicted by Figure 4.4 above, 54.17% strongly agreed together with another 20.83% agreed, while the rest at 16.67% and 8.33% disagreed and strongly disagreed that the issue of funds from donors was subject to clarity of monitoring and evaluation systems.

4.8 Adoption of M&E system among NGOs in Murang'a County Kenya.

4.8.1 Financial status influence on adoption of a monitoring and evaluation system

Pearson correlation was used to measure the degree of association between variables. Pearson correlation coefficients range from -1 to +1. Negative values indicate negative correlation and positive values indicate positive correlation.

Table 4.5 below shows the Pearson correlation of financial status on adoption of M&E.

Table 4.5 Correlation coefficient of financial status on adoption of M&E

		Financial status	Monitoring and evaluation
Financial status	Pearson Correlation Sig. (2-tailed)	1	-.084 (.039)
Monitoring and evaluation	Pearson Correlation Sig. (2-tailed)	-.084 (.039)	1

Source: Survey Data, 2017

Table 4.5 indicates the relationship between financial status and adoption of monitoring and evaluation has a Pearson Correlation coefficient of -0.084 which indicates that the relationship is negative but very weak.

The significance of the relationship is expressed in probability level p (significant at 0.05). The p-value was 0.039 of relationship between financial status and adoption of monitoring and evaluation among the non-governmental organizations. Thus the study results show that there is a significant association between financial status and adoption of monitoring and evaluation among the non-governmental organizations. Thus we reject the null hypothesis that there is no significant relationship between financial status and adoption of monitoring and evaluation among the non-governmental organizations.

4.8.1.1 Size of budget allocated to M&E

On whether an NGO had adopted monitoring and evaluation or not, size of budget allocated for this function was determined. If 30% of the total budget and above was allocated on M&E, then it was concluded that the particular NGO had adequate funds for the effective adoption of M&E and vice versa.

Table 4.6 shows the response to the question that sought to determine the size of the budget in different projects in Murang'a County that was spent in the previous year by the NGOs.

Table 4.6 Size of the NGO budget spent in the previous year.

NGO Budget	Frequency	Percentage
Below 10%	16	19
Between 10-20%	62	73
Between 20-30%	3	4
Between 30-40%	3	4
Between 40-50%	0	0
50% and above	0	0
Total	84	100

Source: Research data (2017)

Table 4.6 Shows that only a measly 3% of the NGOs had an annual budget of more than 30% being allocated for monitoring and evaluation purposes. It is apparent that majority of the NGOs had inadequate funds going to M&E. This study concluded that most of the NGOs had minimal budgets for M&E purposes which can be ascribed to lack of funds from donors or recent suspension of financing from the global funds (BOPA 2006). From the study, a monitoring and evaluation system and what it can offer when adopted in development of an institution is not fully understood (Adhiambo, 2012) and therefore a great deal of the institutions have a small or no budget at all for M&E purposes which in general affects the full adoption of an M&E system.

4.8.2 Staff knowledge and skills on the effective adoption of monitoring and evaluation

Table 4.7 below shows the Pearson correlation of knowledge and skills on adoption of M&E.

Table 4.7 Correlation coefficient of knowledge and skills on adoption of M&E

		Knowledge and skills	Adoption of monitoring and evaluation
Knowledge and skills	Pearson Correlation Sig. (2-tailed)	1	.071 (.017)
Adoption of monitoring and evaluation	Pearson Correlation Sig. (2-tailed)	.071 (.017)	1

Source: Survey Data, 2017

A Pearson coefficient of 0.071 and p-value of 0.017 show a weak positive and significant, relationship between knowledge and skills and adoption of monitoring and evaluation among non-governmental organizations in Murang'a County. Hence basing on these verdicts the study concludes that there is a significant relationship between knowledge and skills and adoption of monitoring and evaluation.

To determine the role of staff knowledge and skills and its impact on effective adoption of M&E, the percentage of those who had an undergraduate degree was determined. According to table 3.7, if 50% and above had an undergraduate and above, then it was inferred that the NGO had the capacity to effectively adopt M&E as attributed to the education levels of its staff. Also if the particular NGO had managed at least 3 trainings in a year, it was also presumed to have effectively adopted M&E due to the trainings offered.

According to table 4.4, 14.8% of the Project implementation officers had a degree qualification, while 14.8% of had masters and 70.4 % a diploma qualification. 11.8 % of the project M&E officers had a degree qualification, 5.9% had master's degree. The study also established that 7.7 % of the project managers had masters and above qualification, 30.8% had degree.

From the findings of this study, there is absence of proficiency on the part of qualified practitioners and there are a small number of academically trained evaluators. Those that carry out evaluations do not have any characteristics of expert's evaluators. The sustenance that monitoring and evaluation system can give when adopted in a firm's progress is often not fully comprehended (Adhiambo, 2012). This explains why most of the monitoring and evaluation staff are certificate and diploma holders. This also indicate that workforce on the project should be given a distinct job allocation and description by fitting their proficiency, if most of them are certificate and diploma holders the teaching of the necessary skills should be organized (Ramesh, et, al, 2002).

Inadequate monetary resources to accomplish monitoring and evaluation was one of the factors that influenced the adoption of monitoring and evaluation system. Quite a number of NGOs lack sufficient funding for their activities; monitoring and evaluation is taken as an expense that they cannot manage to pay for and so employing most of the certificate and diploma holders enabled them to pay low wages than employing the degree and master holders who will require high wages (Gilliam et al, 2003).

The researcher also investigated the number of trainings that were carried out per annum. Those that conducted 3 trainings and above annually were deemed to have adequate knowledge imparted to its staff in order to carry out effective adoption of M&E. It was regarded important because the number of trained staff on M&E determines how well adoption of M&E system happens. Respondents were enquired if they had participated in any training on management of projects, monitoring and evaluation and the duration of training. Respondents were classified into trained staff and non-trained staff. The findings to the items are shown in table 4.8.

Table 4.8 Monitoring and Evaluation Staff trainings

Number of trainings in 2016	Frequency	Percentage
Nil	33	39
1	12	14
2	16	19
3	10	12
4	8	10
Above 5	5	6
Total	84	100

Source: Research data (2017)

Table 4.8 shows 28% (12% + 10%+6%) of the respondents had 3 or more training in the past year of 2016. 67% (39% + 14 + 19%) of the respondents had less than 3 trainings in the last year. It is evident that as regarding trained M&E staff, majority of the NGOs lacked enough trained personnel with them for the adoption of M&E System. The study also reveals that the NGOs had inadequate monitoring and evaluation proficiency amongst them. Adoption of M&E requires particular skills and proficiency for instance, monitoring and evaluation design skills particularly log frame design and indicator setting (Hughes and Gibbs et al, 2002). M&E being a new concept among the NGOs made them disregard the frequency of training on this area. To rectify this situation, the NGO staff needed training to be well conversant with the concept (Guijt and Gaventa, 1998)

Findings of the study indicated that only a few of the required skills were available. Kelly and Magongo (2004) noted in their research that expertise such as advanced data analysis were not available for an effective adoption of M&E. Lack of adequate M&E expertise has been highlighted by many scholars. Adoption of M&E requires specific skills like M&E design skills in particular log frame design and indicator setting (Hughes, 2002). It is unclear the percentage allocated for M&E adoption as it seems it's still a new concept in majority of the NGOs (Lamy

and Lessand, 2001). To improve the impact of the M&E system, trainings need to be frequent to keep the NGO staff abreast with the developments in the sector.

4.8.3 Stakeholder involvement and influence on adoption of M&E system

Table 4.9 below shows the Pearson correlation of stakeholder involvement on adoption of M&E.

Table 4.9 Correlation coefficient of stakeholder involvement on adoption of M&E

		Stake-holder involvement	Adoption of monitoring and evaluation
Stakeholder involvement	Pearson Correlation Sig. (2-tailed)	1	.011 .825
Adoption of monitoring and evaluation	Pearson Correlation Sig. (2-tailed)	.011 .825	1

Source: Survey Data, 2017

The strength of a relationship is indicated by correlation coefficient (r). The correlation coefficient ranges from -1 to +1. The relationship between stakeholder involvement and adoption of monitoring and evaluation has a Pearson Correlation coefficient of .011. This indicates that the relationship between stakeholder involvement and monitoring and evaluation was positive but very weak.

The significance of the relationship is expressed in probability level p (significant at 0.05). The p-value was 0.825 of relationship between stakeholder involvement and monitoring and evaluation. Thus the study results show that there is no noteworthy relationship between stakeholder involvement and adoption of monitoring and evaluation. Thus we fail to reject the null hypothesis there is no substantial relationship between stakeholder involvement and monitoring and evaluation.

To determine the stakeholder involvement contributed to adoption of M&E in a given NGO, the percentage of donors, community and beneficiaries involved was determined. If 50% and above of them were involved, then it was deemed that the particular NGO had adopted M&E by way of stakeholder involvement

Table 4.10 Stakeholder's Involvement on adoption of monitoring and evaluation

Stakeholder	Mean scores	Standard deviation	Interpretation
Donors	1.45	0.70	Consistently involved
Community	3.03	0.87	Inconsistently involved
Beneficiaries	2.45	1.28	Inconsistently involved

Source: Research data (2017)

Table 4.10 illustrates that the participation of the donors in the adoption of M&E system had a mean score of 1.45. This implies that donors were constantly taken on board on all projects and with standards deviation of 0.70 infers a small variation within the respondents. This can be attributed to the fact it's mainly the donors who fund the project undertakings of these NGOs to a great scope then they always give directives on how the projects should be monitored and evaluated as a means of tracing the usage of the funds donated.

Community's participation in the adoption of monitoring and evaluation system had a mean score of 3.03 indicating that it was rarely done. A standard deviation of 0.87 indicates that existed a slight variation between the respondents and that most of the NGOs never involved communities in the formulation of their project. The participation of the beneficiaries in design and adoption of M&E system had a mean of 2.45 showing that it was irregularly done on the projects done by the respondents. The standard deviation of 1.28 shows a huge variation among the respondents. The indication of this is that project beneficiaries were typically only a source of monitoring and evaluation data, with their input being disregarded. Their irregular participation

in the adoption of monitoring and evaluation meant that the project did not wholly exhibit downward culpability to the beneficiaries (Aune, 2001).

It is apparent that a great deal of the stakeholders was not regularly involved in the adoption of monitoring and evaluation system excluding only the donors. Non-involvement of the other stakeholders is an indicator that the project implementers lost a chance of wholly signifying downward accountability to all the other stakeholders particularly the community and the beneficiaries (CORE 2006: and Bradley et al, 2002).

The study results indicated that in today's competitive universal market, for the continued existence of any Non-governmental organization in Kenya, the NGOS need to be flexible, adaptive, receptive to changes, pre-emptive and be able to avail a diversity of products in a short period at a lower cost. The Non-governmental organizations are facing increasing global competition. They require the right managerial, monitoring and evaluation techniques for competitive advantages in the market. Monitoring and evaluation techniques were regarded as highly productive, thus potentially improves the NGO performance.

For a successful adoption of M&E system, skilled people are required who can fulfill the M&E functions and tasks. Main tasks include; establishing and using a computerized system; designing the general outline of the M&E system, facilitating learning cope with new changes and managing communication of M&E findings. Inadequate financial resources to execute monitoring and evaluation is one of the factors that negatively impacts on adoption of monitoring and evaluation systems among NGOs. Quite a number of NGOs experience shortfalls in funding for their activities which implies that the funds available only go to the actual carrying out of project activities. Monitoring and evaluation is therefore regarded as an expenditure that they cannot

manage to pay for and thus gotten rid of. If any is done at all, then it is done superficially, and it mainly involves just recording a few activities (Gilliam et al, 2003).

4.9 Reliability of the Study Variables

In this study to ensure the reliability of the instrument, Cronbach's Alpha was used to test the reliability of the proposed constructs and the findings are as indicated in the table 4.11

Table 4.11 Reliability Statistics for Reliability of the Study Variables

Variables	Reliability Cronbach's Alpha	Number of items	Comments
Financial status	.845	6	Accepted
Skills and knowledge	.984	4	Accepted
Donor influence	.833	4	Accepted
Stakeholder In- volvement	.962	4	Accepted
Adoption of M&E (Y)	.720	2	Accepted
Mean	.868	4	Accepted

Source: Research Data (2017)

The findings showed that financial status had a coefficient of 0.845; skills and knowledge had a coefficient of 0.984; donor influence of 0.833; stakeholder involvement had a coefficient of 0.962 and adoption of monitoring and evaluation had a coefficient of 0.720. All constructs depicted that the value of Cronbach's Alpha are greater than the suggested value of 0.7 therefore the study was reliable (Nunnally & Bernstein, 1994). Based on the reliability test, it was supposed that the scales considered in this study is reliable to capture the constructs. Reliability of the constructs is shown in table 4.5. The researcher calculated the aggregated value of reliability of all variables (4.344) and then divided with the number of variable (5) and got 0.868 as the composite score of reliability.

4.10 Regression Coefficient

To investigate the relationship between the variables, regression analysis was utilized which included an error term, where the dependent variable was expressed with amalgamation of independent variables. Unknown parameters in the model were estimated through the observed values of the dependent and independent variables. The following model epitomizes the regression equation representing the relationship between adoption of M&E system as a linear function of the independent variables (financial status, skills and knowledge, donor influence and stakeholder involvement), with ϵ representing the error term. The regression model was therefore used to illustrate how the mean of the dependent variable changes with the changing conditions.

$$Y_i = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon. \text{ When } \beta_5 = 0 \dots \text{Equation 1}$$

(Equation 1: Regression Equation)

Where; Y_i = Adoption of monitoring and evaluation system

X_1 = Financial status

X_2 = Skills and Knowledge

X_3 = Donor Influence

X_4 = Stakeholder Involvement.

ϵ representing the error term

The coefficient was obtained as follows

Table 4.12 *Multiple Regression Analysis*

Coefficients							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Exponent B unstandardized coefficient	Exponent B standardized coefficient
	B	Std. Error	Beta				
(Constant)	.229	.528		0.433	.670	1.25	0.00
Financial status	-.902	.119	-.095	-7.579	.000	0.405	0.91

Skills and Knowledge	.773	.120	.070	6.445	.000	2.17	1.07
Donor Influence	1.531	.141	.166	1.089	.280	4.62	1.18
Stakeholder Involvement	.358	.135	.414	2.640	.010	1.43	1.51

Source: Survey Data, 2017

Incorporating the values of the Beta values into equation 1 above:

$$Y_i = 0.229 + 0.902X_1 + 0.773X_2 + 1.531X_3 + 0.358X_4 + \epsilon \dots \text{Equation 2}$$

(Equation 2: Regression Equation with Beta Values)

According to the regression equation, taking all factors into consideration, adoption of M&E system is equal to 0.229. The Standardized Beta Coefficients give the degree of the input of each variable to the model. A large value specifies that a unit change in this predictor variable has a huge effect on the criterion variable. The t and Sig (p) values give a rough illustration of the impact of each predictor variable – a big absolute t value and small p value shows that a predictor variable is having a big impact on the criterion variable. At 1% level of significance and 99% level of confidence, financial status, skills and knowledge and stakeholder involvement were significant. However donor influence coefficient was statistically insignificant at 1% level of significance hence no further analysis of the variable was conducted. Also, by taking significance values we reject the null hypothesis if greater than 0.05 thus the independent variable donor influence is dropped.

The exponent column represents the degree to which raising the corresponding measure by a single unit impacts the odd ratio. If the value exceeds 1, then the odds of an outcome occurring increase; if the figure is less than 1, any rise in the predictor causes a drop in the odds ratio.

4.10.1 Regression Model Summary

Table 4.13 Regression model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.844	.712	.693	.3552

Source: Research data (2017)

- a. Predictors: (Constant), Financial status, Skills and knowledge, Donor Influence, Stakeholder Involvement.

The coefficient of determination R^2 and illustrates how adoption of monitoring and evaluation of the NGOs in Kenya varies with financial status, skills and knowledge, donor influence and stake holders involvement. From data, the value of adjusted R^2 is 0.712. This implies that, 71.2% of variation in adoption of monitoring and evaluation was explained by the explanatory variables used in the model. The coefficient of determination remains strong even after adjusting for degrees of freedom.

Table 4.14 Analysis of Variance (ANOVA)

Analysis of the variance test was done to show the result independent variables had on the dependent variable amid a regression study and results are as indicated below.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.781	4	4.945	8.767	.000
	Residual	45.108	80	.564		
	Total	64.889	84			

Source: Research data (2017)

- a. Dependent Variable: Y
- b. Predictors: (Constant), Financial Stats, Skills and Knowledge, Donor Influence, Stakeholder Involvement,

The F value of 8.767 (df=4, 80 and $P < .001$) shows that the regression model is substantial thus it has some explanatory value, that is, there is a substantial relationship between independent variables on adoption of monitoring and evaluation.

CHAPTER FIVE

SUMMARY OF FINDINGS, RECOMMENDATIONS AND CONCLUSIONS

5.1 Introduction

This chapter summarizes the findings, discussions, conclusions and recommendations based on the analysis in chapter four. It also outlines the contribution to the body of knowledge and suggestions for further research. The conclusions and recommendations obtained were focused on addressing the aim of this study which was adoption of monitoring and evaluation system among non-governmental organizations in Murang'a County, Kenya

5.2 Summary of the Findings

The summary below presents the research findings in brief according to the research objectives. The objectives of the study were to find out how adoption of M&E was influenced by financial status, staff knowledge and skills, donors and stakeholder involvement.

5.2.1 Financial status of NGOs

The study's first objective was to find out to what extent financial statuses of NGOs influence adoption of M&E. The study established that finances to adopt monitoring and evaluation system were inadequate. This would have an insinuation of insufficient and in effective monitoring and evaluation system in most of the projects.

5.2.2 Staff Knowledge and Skills of NGO employees

The second objective looked at the level of staff knowledge and skills and the study established that there was lack of enough trained M&E staff. The study found out that there was a strong influence of competency of staff and effective adoption of M&E on NGO projects. The study

also found that lack of proper professional and academic qualification, lack of experience, lack of knowledge in monitoring and evaluation and accuracy levels influenced effective adoption of M&E among NGOs. The study also established that once employed, regular training was not adequately done to keep the staff abreast with changes in the NGO world.

5.2.3 Donors and their influence on adoption of M&E

The third objective dwelt on donors influence on adoption of M&E system. The study established that donor influence was not significant in regards to the adoption of M&E among the NGOs.

5.2.4 Stakeholder involvement on adoption of M&E system

The fourth objective focused on the need for stakeholder involvement on adoption of M&E system. The study established that the community as well as the beneficiaries were not involved in the design and adoption of monitoring and evaluation system. It is only the donors that were involved since they provided the finances to run the NGOs.

5.3 Conclusion

The study investigated adoption of monitoring and evaluation system among NGOs in Murang'a County, Kenya. The findings of the first objective showed that financial status of NGOs influenced adoption of M&E system in the projects. The study established that the NGOs encountered a challenge of insufficient finances to adopt M&E system in projects they implement. So without adequate finances, NGOs are forced to cut back on some of M&E activities they are supposed to undertake which is an implication of inadequate and effective M&E system in most of the projects they implement.

The second objective pursued to find the level of which staff knowledge and skills influenced adoption of M& E system. The study showed that most NGOs did not have adequate trained per-

sonnel for the adoption M and E system mainly due to scarce resources at disposal to employ highly trained staff. The study found that experienced M&E staff at the NGOs was not adequate. This could be explained by the fact that there is loss of experienced workforces due to high staff turnover which could be attributed to lack of monetary resources to sufficiently train them and offer better remuneration so the staff opts for greener pastures. The study also looked at the impacts of M&E training. The study found out that NGOs had a big challenge of adding continuous knowledge as the funds to train are hard to come by as donors are main financiers.

The third objective determined the donor influence on adoption of M&E. There was no influence that the donors posed to the effective adoption of M&E system. The fourth objective looked at the need stakeholder involvement and adoption of M&E system. Donors were not consistently involved in all projects. This can be expounded by the fact that donors by the virtue of funding the activities, they have to dictate how monitoring and evaluation of projects has to be carried out. On the involvement of the community in M&E, the study found that the community was typically only a source of M&E data without any meaningful input. This showed that the project did not wholly demonstrate its benefits reaching the intended groups. It is apparent that most of the stake holders were not regularly involved in M&E system with save for donors. Non-participation of other stakeholders is counterproductive to project implementers as they could not fully adopt M&E system. Recommendations were formulated to develop a good monitoring and evaluation system of projects implemented by the NGOs.

5.4 Recommendations

The study made the following recommendations and also made recommendations for further study. The NGOs were deeply reliant on donors in terms of bankrolling the project they implemented. The regularly frequently implemented projects were; social economic mitigation care,

adolescents reproductive health and HIV/AIDS. The adoption of monitoring and evaluation system in projects was found wanting and M&E was inconsistently done on the projects. Some practices like design of M&E system and the use of qualitative indicators were commonly not used by majority of the NGOs. This can be attributed to the fact that they were short of expertise in monitoring and evaluation as underlined by the findings. Other factors that influence adoption of M&E system include among other, stringent requirements from donors, lack of skill project implementer staff, lack of stakeholder involvement and inadequate finance. The suitability and success of monitoring and evaluation system of the projects implemented was severally hindered by the factors brought forth by the respondents. The researcher concludes with the following recommendations to address some of the findings of the study.

Much as there are a lot of funds being allocated to different projects, for instance, orphans projects, very little gets to the grass root NGOs. Donors need to provide enough resources to the NGOs, for their activities to have an impact. By having meagre funds, monitoring and evaluation is taken as a luxury and therefore the projects do not get its benefits. Availability of extra funds would make the NGOs train and retain the crucial expertise that they are short of especially monitoring and evaluation.

Lack of expertise in M&E is evident in the projects implemented by the NGOs and training needs are needed to address it. Donors together with government should put in place programmes to convey M&E skills among the local NGOs and adjust their budgets to accommodate M&E systems. It is essential that the NGOs involve all the stakeholders in the design and adoption of M&E system. The stakeholders should be part and parcel of the service the project is offering. Through the active involvement of the stakeholders, the challenges of collecting M&E data from them will be minimized. The stakeholders get an added advantage maintaining ac-

countability on their part and also project safeguarding the continued existence of the project when the donors pull out their funding.

NGOs should start engaging themselves in extra income generating activities to minimize their reliance on donors. This will boost sustainability of their projects even in an event where the donors cease their funding. The findings of the research also pinpoint the fact that there are not enough funds allocated for M&E system. For the project to be effective, M&E should be done effectively and efficiency so NGOs should have income generating activities.

5.4.1 Recommendation of Further Studies

The research study was limited to adoption of M&E for NGOs in Murang'a County. Other studies should involve NGOs in other regions in order to get a more holistic information on adoption of M&E systems. Further research would be needed to show the concrete impact of M&E on the performance of projects especially of NGOs.

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APPENDICES

APPENDIX I: PROJECT MANAGERS' QUESTIONNAIRE (PMQ)

This questionnaire is intended to gather information on the adoption of monitoring and evaluation among Non-Governmental Organizations in Murang'a County, Kenya. Kindly go through the instruction for each question carefully before responding. Data gathered will be treated with utmost confidentiality and used for the needs of the study only. Kindly fill the information on the spaces provided. Indicate with a tick or fill as required. Feel free and give the correct information about your project.

SECTION A: DEMOGRAPHIC INFORMATION

Tick where necessary

1. Sex 1. Female [] 2. Male []

2. Age: 18 – 28 [] 29 – 39 [] 40 – 49 [] 50 and above []

3. For how long have you worked as a project manager in this project?

Below 1 year [] 2 – 6 years [] 7 – 10years [] 11 and above []

4. Have you ever served as a senior manager before? Yes [] No []

5. Give your highest level of education.

Certificate [] Diploma [] Degree [] Masters and above []

6. Which type of project is implemented by your organisation? (Please tick more than one option if you implement more than one project).

- ❖ **Social economic mitigation (care of orphans, widows, elderly) []**
- ❖ **Adolescent reproductive health project []**
- ❖ **Support and care of the sick.[]**
- ❖ **Human rights and advocacy[]**
- ❖ **Behavioral Communication change projects []**
- ❖ **HIV / AIDS Project []**

8. Have you adopted monitoring and evaluation system in your project?

- ❖ **Yes []**
- ❖ **No []**

SECTION B: FINANCIAL STATUS

1. What your total budget spent on adoption of monitoring and evaluation system last year?

- ❖ **Less than 50,000 []**
- ❖ **50,000-99,999 []**
- ❖ **100,000 – 149,000 []**
- ❖ **150,000 – 199,999 []**
- ❖ **200,000- 249,000[]**
- ❖ **250,000 and above []**

2. What would you say about the adequacy of funds availed for adoption of monitoring and evaluation purposes as compared to the total budget?

- ❖ **Very adequate []**
- ❖ **Adequate []**
- ❖ **Not Adequate []**

SECTION C: PROJECT MANAGERS KNOWLEDGE AND SKILLS

1. Have you attended three trainings or more in the past year? Were they helpful?

❖ Yes []

❖ No []

Explain you answer _____

2. Is the quality of human resource supplied based on work experience adequate for the adoption & sustainability of the M&E?

❖ Yes []

❖ No []

3. The following is a statement on the influence of requisite skills on the adoption of Monitoring and Evaluation among NGOs. Please indicate the level of your agreement.

1-Agree 2-Neither agree nor disagree 3-Disagree 4-Strongly disagree

Statement	1	2	3	4
Essential skills play a major role in giving functional advice in the development of suitable results-based performance Monitoring systems.				

SECTION D: DONOR INFLUENCE

1. Monitoring and evaluation funding requirements from donors are

❖ **Very stringent** []

❖ **Stringent** []

❖ **Tolerant** []

❖ **Very tolerant** []

2. How many policies have donors put in place as a condition for further funding?

3. Issue of funds from donors is subject to clarity of our M&E system

- ❖ **Strongly agree** []
- ❖ **Agree** []
- ❖ **Disagree** []
- ❖ **Strongly Disagree** []

4. Is there technical assistance from donors for the effective adoption & sustainability of the M&E?

- ❖ **Yes** []
- ❖ **No** []

SECTION E. THE NEED FOR STAKEHOLDERS INVOLVEMENT.

1. Generally the following stakeholders are involved in designing and adoption of monitoring and evaluation system.

	For all projects	Some projects	Few projects	Never
❖ Donors		[]	[]	[]
[]				
❖ Community		[]	[]	[]
[]				
❖ Project beneficiaries		[]	[]	[]
[]				
❖ We do not involve any		[]	[]	[]
[]				

Stakeholder.

2. To what extent does stakeholder participation influence adoption of M&E

- ❖ **To a great magnitude** []
- ❖ **To a moderate magnitude** []
- ❖ **To a little magnitude** []
- ❖ **To no magnitude** []

APPENDIX II. PROJECT MONITORING AND EVALUATION OFFICIALS: QUESTIONNAIRES

This questionnaire is anticipated to gather information on adoption of monitoring and evaluation among NGOs in Murang'a County, Kenya. Kindly read the instructions before giving responses for each question. Data gathered will be treated with utmost confidentiality and used for the purpose of the study only. Kindly fill out the information on the spaces provided. Indicate with a tick or fill as needed. Feel free and give the correct information about your project.

SECTION A: DEMOGRAPHIC INFORMATION.

1. Gender male [] Female []

2. Age:

- ❖ **18 – 28** []
- ❖ **29 – 39** []
- ❖ **40 – 49** []
- ❖ **50 and above** []

3. For what period have you been a monitoring and evaluation officer in this project?

- ❖ **Below 1 year** []
- ❖ **2 – 6 years** []
- ❖ **7 – 10years** []
- ❖ **11 and above** []

4. Give your highest level of education.

- ❖ **Certificate** []
- ❖ **Diploma** []
- ❖ **Degree** []
- ❖ **Masters and above**[]

5. Have you adopted monitoring and evaluation system in your project?

- ❖ **Yes** []
- ❖ **No** []

SECTION B. FINANCIAL STATUS.

1. Is there funding to ensure the adoption and implementation of Monitoring and Evaluation?

Yes [] No []

2. What percentage of the total budget is assigned to Monitoring and Evaluation?

- ❖ 5%
- ❖ 10%
- ❖ 20%
- ❖ 25%
- ❖ **Less than 5%**

3. Are the financial resources adequate for the adoption and implementation of monitoring and evaluation?

Yes No

4. Does adequate budgetary allocation have an impact on the adoption and enactment of Monitoring and Evaluation? Please indicate the extent of your agreement with each statement.

- ❖ **Large magnitude**
- ❖ **Neutral magnitude**
- ❖ **Small magnitude**
- ❖ **No magnitude at all**

SECTION C: M& E OFFICERS KNOWLEDGE AND SKILLS.

1) Have you ever attended any training on management of projects? Yes No

2) If yes, give us the information on the training by filling the table below.

Institution of training _____

Area of training _____

Duration of training:

- ❖ **3 Months**
- ❖ **6 months**
- ❖ **9 months**
- ❖ **1 year and above**

Year of Training _____

3) Was the training useful to your work?

❖ **Yes** []

❖ **No** []

4) If yes, what impact has the training brought towards your services delivery to the project?

❖ **Very high** []

❖ **High** []

❖ **Moderate** []

❖ **No impact** []

SECTION D: DONOR INFLUENCE

1. Do you think the current donor policies on M&E will enable this project be a success story to point to?

❖ **Yes** []

❖ **No** []

2. How would you rate the effectiveness of donor policies in relation to adoption and implementation of M&E practices project you carry out?

❖ **Effective** []

❖ **Ineffective** []

❖ **Very ineffective** []

❖ **Do not** []

3. In your own opinion, what strategies can donor agencies adopt to enhance the adoption of M&E practices in donor funded projects in Kenya?

4. What recommendations would you make to help improve the formulation and implementation of M&E practices in donor funded projects in Kenya?

5. Is there enough technical assistance from donors for effective adoption of M&E system?

❖ **Yes** []

❖ **No** []

SECTION E. STAKEHOLDERS INVOLVEMENT

1. Do you think stakeholders support M&E amongst projects?

❖ **Yes** []

❖ **No** []

2. To what degree do you think stakeholder involvement contributes to the attainment of the organization planned perspectives by way of adopting M&E?

❖ **Very high** []

❖ **High** []

❖ **Moderate** []

❖ **Low** []

APPENDIX III: PROJECT IMPLEMENTER STAFF

This questionnaire is proposed to gather information on the adoption of monitoring and evaluation system among NGOs in Murang'a County, Kenya.

Please go through the instructions very carefully before giving responding. The data gathered will be treated with utmost confidentiality and utilized for the purpose of the study only. Kindly give the information on the spaces provided. Show with a tick or fill as obligated. Feel free and give the correct information about your project.

SECTION A: DEMOGRAPHIC INFORMATION

Tick as appropriate

1. Sex 1. Male [] 2. Female []

2. Age:

❖ 18 – 28 []

❖ 29 – 39 []

❖ 40 – 49 []

❖ 50 and above []

3. For what period have you worked as a project implementer staff in this project?

❖ Below 1 year []

❖ 2 – 6 years []

❖ 7 – 10years []

❖ 11 and above []

4. Have you ever served in this position before?

❖ Yes []

❖ No []

5. If yes, in question 4, how long?

❖ Below 1 year []

❖ 2 – 6 years []

❖ 7 – 10years []

❖ 11 and above []

6. Give your highest level of qualification.

- ❖ **Certificate** []
- ❖ **Diploma** []
- ❖ **Degree** []
- ❖ **Masters and above** []

8. What category of projects are implemented by your organization? (Please tick more than one option if you implement more than one).

- ❖ **Social economic mitigation (care of orphans, widows , elderly)** []
- ❖ **Adolescent reproductive health project** []
- ❖ **Care and support of the sick.** []
- ❖ **Human rights and advocacy**[]
- ❖ **Behavioral Communication change projects** []
- ❖ **HIV / AIDS Project** []

9. For what duration (in years) has your firm been carrying out these projects?

- ❖ **0-3** []
- ❖ **4- 6** []
- ❖ **7 – 9** []
- ❖ **over 9** []

10. Have you adopted monitoring and evaluation system in your project?

- ❖ **Yes** []
- ❖ **No** []

SECTION B. FINANCIAL STATUS.

1. In your own opinion, has your institution given enough financial resources to the area of monitoring and evaluation?

❖ **Yes** []

❖ **No** []

2. To what degree do you think adequate financial resources add to adoption and effective implementation of M&E in your organization?

❖ **Very high** []

❖ **High** []

❖ **Moderate** []

❖ **Low** []

3. To what extent has the following financial allocation factors influenced adoption of M&E in your organization

Factors under consideration	1	2	3	4
There is a specific section with a specific budget mandated to carry out M&E				
There are incentives for using M&E				

Where

1- Strongly disagree

2- Disagree

3-Neither agree nor disagree

4- Agree

SECTION C: STAFF KNOWLEDGE AND SKILLS

1. To what extent has the following staff training factors influenced adoption of M&E in your organization?

Factors	1	2	3	4
Concept of M&E is known in my organization				
Regular M&E trainings to staff are conducted in my organization				
All staff are trained and capable of carrying out M&E functions				

Where

1- Strongly disagree

2- Disagree

3-Neither agree nor disagree

4- Agree

2. Do trainings help you provide quality information to the organization?

❖ **Yes** []

❖ **No** []

SECTION D: DONOR INFLUENCE

1. To what extent do donor funds influence adoption of M&E

❖ **To a great degree** []

❖ **To a moderate degree** []

❖ **To a little degree** []

❖ **To no degree** []

2. How do the results of M&E activities affect donor allocations within your organization for the subsequent (future) activities and projects?

- ❖ **All the time** []
- ❖ **Sometime** []
- ❖ **Rarely** []
- ❖ **Not at all** []

SECTION E: STAKEHOLDER INVOLVEMENT

1. Do you think stakeholders back up your strategic plan and especially on M&E activities?

- ❖ **Yes** []
- ❖ **No** []

Please explain _____

2. To what magnitude do you think stakeholder involvement adds to the adoption of M&E for attainment of the organization's strategic objectives?

- ❖ **Very high** []
- ❖ **High** []
- ❖ **Moderate** []
- ❖ **Low** []

APPENDIX VI: LIST OF TARGETED NGOS

1. Hand in Hand International
2. Ahadi Kenya
3. Mt Kenya Christian Community Services
4. Sustainable Agriculture Community Development Programmes (SACDEP)
5. World Renew
6. CARE
7. Feed the Children
8. Plan International
9. International Fund for Agriculture Development
10. Women Economic Promotional Programme
11. Murang'a County Youth Initiative
12. Mercy Corps – Yes Youth Can
13. Community resource link
14. Life equipping and restoration services
15. Kenya talents development organization
16. Agricultural production and development
17. Community health and rescue Centre
18. Focus on rural economic empowerment and development
19. Kenyan Paraplegic Organization
20. Ufadhili Trust

Source: NGO coordination board (2015)