RESOURCE ALLOCATION AND PERFORMANCE OF MONITORING AND EVALUATION SYSTEM OF CHILD PROTECTION PROJECTS: A CASE OF WORLD VISION, KENYA

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DECLARATION

This project is my original work and has not been presented for a degree in any other university. No part of this proposal should be reproduced without the authority of the owner and or Kenyatta University.

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I confirm that the work in this research project was carried out by the candidate under my supervision as the appointed University supervisor.

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I thank Dr. Caleb Kirui who guided me all through this piece. To my mentors, Mr. John Kariuki and his wife Dr. Louise Ngugi, you have been a source of inspiration, motivation and have challenged me and I am eternally grateful for that.

DEDICATION

To Ann Mugo my wife, Nathan Karanja as well as Eliana Wanjiku my son and daughter respectively

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ABBREVIATIONS AND ACRONYMS

AU	African Union
CPPs	Child Protection Projects
CRWC	Charter on the Rights and Welfare of the Child
HR	Human Resource
HRM	Human Resource Management
M&E	Monitoring and Evaluation
WVK	World Vision Kenya

OPERATIONAL DEFINITION OF TERMS

Child protection project: It is a program designed and implemented by World Vision Kenya to voice the concern of children including sexual abuse

Financial Resource Allocation: It includes budgets and forecasts, availability of funds, sources of funds and utilization of funds in carrying out child protection activities at World Vision Kenya. The variable was measured in terms of budgets and forecasting, availability of funds, sources of funds and utilization of funds.

Human Resource Allocation: It includes skills and competency, teamwork, delegation and diversity of the team carrying out activities in the child protection projects at World Vision Kenya. It was measured in terms of skills and competency, teamwork, delegation and team composition and diversity.

Material Resource Allocation: It involves material resource planning, procurement of materials, storage and issue of the inventories as well as adherence to the established polices during procurement of the materials needed to carry out the child protection projects at World Vision Kenya. It was measured in terms of material resource planning, procurement of materials, storage and issue and adherence to procurement policies.

Performance of M&E system: It include the progress reports, timeliness, costs and quality issues in the activities of done within the child protection projects at World Vision Kenya. It was measured in terms of progress reports, timeliness, cost and quality.

Resource allocation: It involves finances, human, materials and

		technologies that the management team of World Vision should set aside for effective functioning of the child protection projects in place.
Technological Allocation:	**Resource**	It covers data collection technologies, data analysis technologies, computer networks and information sharing technologies in place for carrying out the child protection activities at World Vision Kenya. It was measured in terms of data collection technologies, data analysis technologies, computer networks and information sharing technologies.

ABSTRACT

There is low utilization of the progress reports from monitoring and evaluation system of the child protection projects at World Vision Kenya. More specifically, less than 10% of the M&E progress reports generated periodically is utilized by the stakeholders. About 40% of the progress reports at World Vision Kenya are not prepared within the established costs, creating cost overruns within the M&E function at World Vision Kenya. The available budgetary constraints, human resource limitations and technological challenges have comprised the quality and timeliness of the progress reports with regard to child protection projects at WVK. Thus, the present study related the need to allocate resources and how this may shape ability of M&E system of the child protection projects at WVK to perform. More specifically, the study examined human, financial, technological and material resource allocation in relation to M&E system ability to perform at WVK. The resource based view theory, resource dependence theory and technology acceptance model theory anchored this inquiry. A descriptive design was adopted targeting 9 child protection projects by World Vision Kenya as the unit of analysis and 220 staff from World Vision Kenya at its head quarter in Nairobi as the unit of observation. The sample size was 141 participants. Primary data was collected through questionnaire that was pilot tested among 10 respondents from Save-the-Children. Content and construct validity were adopted while Cronbach Alpha was used to establish reliability. The collected data was processed as aided by SPSS tool supported by descriptive frequencies and percentages) and inferential statistics (regression analysis). It was established that material resource allocation; financial resource allocation, technological resource allocation and human resource allocation were all practiced at World Vision Kenya and they significantly contributed towards performance of the M&E system of the child protection projects. The study concludes that resource allocation is a significant factor that enhances performance of M&E system in a project organization. The study recommends that the project managers of the child project projects at WVK should ensure that the M&E teams have relevant diversity in terms of gender and age to effectively dispense their duties. Donors of the child protection projects at WVK like EU should increasingly demand for accountability in utilization of the funds in conducting M&E activities. The ICT managers at WVK should deploy new state of the art tools and techniques in carrying out M&E activities. The procurement managers at WVK should come up with relevant policies and regulations governing procurement of materials needed for carrying out M&E activities. The results of this study will inform policies formulated by donors including the European Union with regard to utilization of financial resources to heighten accountability at World Vision Kenya.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Performance of the monitoring and evaluation (M&E) system is a relatively new concept that is still evolving and it is affected by challenges of resource allocation. Some of the underlying issues in resource allocation that have far reaching influence on performance of the M&E system include human resource, financial and technology related resources. This assertion was echoed by Sadiq (2019) who noted that resources comprises of technologies, finances, physical facilities and time besides people who play a key role in addressing many issues related with failure of M&E systems. Resources enable the M&E systems of the project organization to run and thus allocation of the resources to the project entities should be done with care. Although allocation of resources in a project organization can be a tough undertaking, careful practice can help an organization to have access to the needed resources. Resource allocation is a relevant process when it comes to sound performance of the M&E system. It is very difficult for a project organization to operationalize and run its M&E system when the resources have not been allocated for the same purpose. Hence, proper performance of the M&E system requires an organization to allocate sufficient resources (Abalang, 2016).

On a global scale, Mark and Pfeiffer (2011) shared that the M&E system of the United States (US) government supports budgeting and management decisions done on a day to day basis. In India, Mehrotra (2013) shared that the increased public expenditure has increased the demand for M&E system from donor agencies and the government in general. In Brazil, Sellera, Brito, Jovanovic, Rodrigues, Oliveira, Santos and Moraes (2019) noted that continuous M&E activities help project organizations to measure and track strategically established information while improving on the quality of the established indicators of the projects. Focusing on China, Chen (2009) orated that most projects in urban planning are supported by strong and well performing M&E systems.

Regionally in Ghana, Kissi, Agyekum, Baiden, Tannor, Asamoah and Andam (2019) argued that existence of sound M&E system enhances the overall performance of the project. In South Africa, Ronette and Tania (2010) indicated that performance of the M&E system is affected by a number of issues including political leadership, inability to manage change issues and concerns about capacity building of the staff. Furthermore, Abrahams (2015) argued that in South Africa, there is a well-established official ministry responsible for issues of M&E in the country with other similar countries including Ghana, Benin and Uganda. In Tanzania, most of the non-governmental organizations do not have the requisite financial and human resources for proper functioning of their M&E systems with the issue of poor budgetary allocation and understaffing to perform the M&E activities (Mjingo, 2017). Uganda is one of the countries in East Africa with well-developed M&E frameworks that allow NGOs to carry out their project activities (Holvoet & Inberg, 2014).

Locally in Kenya, Wambua (2019) noted that sound M&E systems enhance the overall functioning of the project organization. Odhiambo, Wakibia and Sakwa (2020) argued that tracking of progress and timeliness are salient practices of any M&E system in a project organization. Proper performance of the M&E system requires the project managers to marshal the resources behind the M&E function in a project organization. Inadequate resources were slowing down performance of the M&E system of the organization while excessive funding was resulting into wastage of the resources of the organization. Thus, resources allocation should a well thought process with the aim of contributing towards performance of the M&E systems in place (Muchelule, Otonde & Achayo, 2017).

Performance of the M&E system has received close attention among scholars around the world. However, a clear interplay between resource allocation and performance of these M&E systems has remained poorly understood and conceived. In particular, the role played by allocation of finances, technologies, people and materials as dimensions of resource allocation and their relevance in driving performance of the M&E systems in both developed and less developed economies around the world including Kenya has

remained under-researched (Sopha & Asih, 2018). Thus, this study was to provide the link existing between resource allocation and performance of the M&E system.

1.1.1 Performance of Monitoring and Evaluation System

While monitoring is an ongoing process that allows the project organization to gather and process data with the key role of controlling the program (Mtshali, 2015), evaluation is an independent and systematic exercises that asses either completed or ongoing projects including the implementation phase and the results (Musonera & Mulyungi, 2016). Therefore, M&E is a process where data is systematically collected and analyzed on the ongoing programs and it is carried out through the system. There has been growing demands among stakeholders to safeguard performance of the M&E systems in a project organization. Stakeholders are always demanding for accountability in used of resources and the related impact of the project and this is what has heightened the need to adopt M&E systems in project organization.

As noted by Kasule (2016), the M&E system is an important factor if the project is to meet its formulated goals. However, performance of the M&E system has been a concern among different projects around the world. According to Paru (2019), one of the key challenges of affecting performance of the M&E is that there are no clearly established parameters for determining the quality as a proxy of M&E system. In Bangladesh, neither the government nor the non-governmental organizations do own the M&E systems. In Ghana, the M&E system has been considered by the government as a critical tool for managing intervention hence subjectivity.

With regard to M&E system, performance provides information on progress of the project in terms of risk, quality, costs, schedule and scope (Gitau, & Abayo & Kibuine, 2020). A highly performing M&E system helps the organization to periodically asses the progress of the project activities that contribute to the overall effectiveness of a program (Juma, 2015). Any well performing M&E system was to help the project managers to establish the level of performance of the program through management of its inputs and outputs. Well perfuming M&E system of the organization provides a link between the

past, current and future results and interventions while demonstrating some degree of accountability within the project (Njeru & Luketero, 2018). The issues of transparency and accountability are spelled out in a M&E exercise and this gives credibility to a project organization. It is through performance of the M&E system that the project organization is able to collect and analyze data so as to generate relevant information guiding the project. Performance of the M&E system helps in tracking, providing reviews besides regulating the progress of the program so as to attain the specified objectives of performance (Paru, 2019).

There are different indicators of measuring performance of the M&E system in a project organization. The most predominant indicators include quality, costs and time (World Bank Group, 2013). The measures shared by Njama (2015) include time, cost (budget) and economic use of resources. Wanjiru and Kimutai (2013) provided such measures to include techniques and tools, M&E staff proficiency and M&E training. Njeru and Luketero (2018) operationalized performance of the M&E system into skills of the M&E team. Abalang (2016) used the measures like methods and tools in M&E system and training of M&E staff. The key tools used in the M&E exercise include the logical framework and the cost benefit and cost efficiency analysis as well as the impact evaluation. Kamau (2017) used access to information, knowledge, and understanding of the M&E techniques and application of expertise as the measures of performance of the M&E system. Muchelule, Otonde and Achayo (2017) used quality, time and costs.

1.1.2 Resource Allocation

Resource allocation is the assignment and management of the assets in a way that supports the strategic goals of the M&E system of the project organization (Harris, 2014). Resource allocations aimed at ensuring that relevant assets have been assigned to the various activities of the M&E system in the project organization (Omollo, Ngacho & Onyango, 2017). There are different sets of resources that are needed for realization of the goals of the M&E system, which include finances, technologies, materials and people (human resources) (Maritan & Lee, 2017; & Lemarleni *et al*., 2017). Inadequate resource

allocation may constrain the various activities supported by the M&E system in a project organization (Danis & Kilonzo, 2014; & Jørgensen, 2015).

Financial resources are important assets needed for well-functioning of the M&E system in a project organization (Omesa, Gachunga, Okibo & Ogutu, 2019). The various activities including data collection and analysis require funds and these determine the quality of the M&E reports and information generated in the project organization. Thus, inadequate funds would adversely affect the quality of the reports generated from the M&E system in the project. Well-functioning M&E system requires an organization to set aside an adequate budget for the M&E department in place. Allocation of financial resources to the M&E system requires an organization to adopt budgetary practices (Kwarteng, 2018). Despite its role in project management, Ojha and Pandey (2017) shared that financial resource allocation has not been well conceptualized and understood especially in the context of M&E systems.

The M&E systems comprise of humans and these people create the whole difference in the project organization (Jin, 2019). The role played by human resources in performance of the M&E systems cannot therefore be overlooked. The M&E system should be supported by competent and qualified team and these should be regularly trained. As noted by Alipouri-Sakha, Mohtasham and Mostafavi (2018), success of the M&E system largely depends on the people in place with less support of the system related factors. Rewards either in monetary or non-monetary terms are also key issues when an organization seeks to enhance performance of its M&E system (Khanizad & Montazer, 2018). Poorly rewarded and less motivated M&E staff would compromise the quality of information obtained from the M&E exercises in the project organization (Momeni & Martinsuo, 2018).

Technology is shaping every sphere and operations across the world with the exception of the M&E systems (Struben, Lee & Bingham, 2020). Project organizations with modern technologies usually have strong and well-functioning M&E systems as compared to technically weaker organizations. Adoption of modern and state of art technologies help the project organizations to quickly monitor and evaluate the activities

that have been implemented more easily (Nouri, Riahi, Haji Nabi & Jahangiri, 2020). Technologies are constantly changing and thus the project managers need to allocate them to the M&E systems for quality reports. Allocation of technology to the M&E departments facilitates timely collection and analysis of data to generate status and progress reports of the program on time (Nair, 2014).

Material resources include office supplies that are purchased for the normal functioning of the project organization. Material resource allocation starts with purchasing of supplies, receipt and recording of the procured items, warehousing and storage of inventories and other components, issuance and stock taking of the inventories in place and well as efforts to carry out preventive maintenance on machineries, tools and equipment in place (Manhart, Vogt, Priester, Dehoust, Auberger, Blepp & Kosmol, 2019). Proper storage of material resource helps to minimize wastes and other associated losses. Sound material allocation include such activities as warehousing, storage and the movement of the needed facilities for carrying out the M&E activities in the project organization.

1.1.3 Child Protection Projects in Kenya

Child protection has emerged as an important social issue in the modern world since children are vulnerable and they are increasingly undergoing violence and exploitation. As a concept, child protection has been understood in different ways by the various agencies handling the welfare of the children. As such, this term has attracted different definitions on the basis of the various organizations involved in safeguarding the welfare of the children. Child protection has received a global attention, especially with the establishment of the instruments aimed at protecting the rights of the children around the world. These include the UNCRC formed in 1989 and the ACRWC established in 1999. In Africa, the activities of UNHCR are complemented by the CRWC that the African Union (AU) adopted in the year 1990. All these instruments have specific provisions that protect children against all manner of economic exploitation.

Kenya is a signatory of UNCRC and ACRWC treaties and it has a fully operational Children Act 2001. Besides, there is the 2010 constitution that has specific provisions which protect the rights of the children in Kenya. All these Provisions are complemented by different non-governmental organizations that are operating in Kenya to protect and safeguard the rights of the children. The rise of NGOs in child protection stems from the popular media reports which have indicated the serious problems posed by exploitation and violence against children. Some of the popular organizations operating in Kenya to protect the rights of children include UNICEF, SIDA, and Save the Children, Terre des homes, Plan International and World Vision among other organizations (NGO Coordination Board, 2020).

Child protection is also viewed as a flagship project for realization of Vision 2030 in Kenya, with the key interventions covering establishment of the child protection centers, establishing systems for managing data ion children and promotion of alternative family care services like adoption. A child protection center is a set up within the community that act as a hub for services and information mostly for children that are prone to abuse and exploitation. Some of the common programs that have been implemented in Kenya in regard to child protection include the Joining Forces Alliance for Children in Kenya and *Nilinde*. The Joining Forces Alliance for Children in Kenya is a program implemented by several members covering World Vision, Terre des Hommes, SOS Children's Villages Kenya, Save the Children, Plan International and ChildFund Kenya and it is funded by the European Union. The project was aimed at protecting children in Kenya during the COVID-19 period and beyond. Besides being implemented in Kenya, the Joining Forces Alliance for Children has also been put in place in Senegal, Mali, Ethiopia and Uganda. In Kenya, the program focuses on reduction of neglect, exploitation, abuse and violence among children in Kakuma camp for refugees, Busia, Bungoma and Nairobi Counties during the Covid-19 period. On the other hand, *Nilinde* is implemented by consortium led by Plan International besides mothers2mothers, Childline Kenya and the Ananda Marga Universal Relief Team (AMURT). This program has been implemented in Nairobi, Lamu, Taita Taveta, Kwale and Kilifi Counties. The

project seeks to protect the children in households affected by HIV/AIDs (Joining Forces Alliance, 2020).

1.1.4 World Vision Kenya

World Vision Kenya (WVK) is Christian based advocacy, development and humanitarian aid organization that focus on protection of children. It partners with other body corporates, donors, sponsors and the government together with communities in realization of its goals. World Vision has a operated in Kenya for a long time, spreading to cover 37 out of the total 47 counties. Regardless of the gender, ethnicity, race or religious affiliations, WVK serves all people without bias. WVK is striving to implement development projects in key areas covering education and child protection, hygiene, water and sanitation, resilience and livelihood, nutrition and health as well as disaster management (WVK, 2020).

There are 9 child protection projects that have been undertaken by World Vision in Kenya (appendix IV). These projects are guided by one goal of improving access to protection among the vulnerable children. In realization of this goal, WVK strives to improve the capacity of the households in nurturing and protecting children from abuse. The areas of interventions of WVK are listed on appendix V. The overall performance of these child protection projects is listed on appendix III. In the recent past, concerns have been raised on overall performance of the M&E systems. The organizations relies on outdated methods and techniques in carrying out M&E activities including the log-frame that has not been redesigned and refined with the changing needs (WVK, 2020).

Highly performing M&E systems like these for the child protection projects require adequate allocation of the financial, technological, human and material resources. However, allocation of these resources require the project managers to balance the priorities and needs while ensuring the most effective course of action within the M&E system had been determined to optimize the use of the limited resources (Mtshali, 2015). Resource allocation is a serious issue in an organization since the assets in place for the projects are limited in their supply besides the fact that any given form of

resources can have as many alternative uses as possible (World Bank Group, 2013). Thus, it is against this background that the present study seeks to establish how resource allocation may affect performance of this M&E system at WVK.

1.2 Statement of the Problem

The M&E system of World Vision is facing challenges as far as its performance is concerned. For instance, less than 10% of the M&E progress reports generated periodically is utilized by the stakeholders. About 40% of the progress reports at WVK are not prepared within the established costs, creating cost overruns within the M&E function at WVK (Muyomba, 2014). To enhance performance of the M&E system, the project managers of the organization should allocate sufficient financial, technological, human and material resources to the M&E function of the organization (Muchelule *et al*., 2017). However, at present, allocation of funds towards the M&E system of at WVK is not thorough enough. The M&E staffs are not adequate and budget constraints have remained a challenge at WVK (Jean, 2018).

The specific emphasis on child protection projects (CPPs) stem from the rising cases of abuse, neglect and violence on children that has remained a global challenge. Issues affecting the children have risen in the society as documented by different media reports (UNICEF, Kenya report 2014). Although different projects have been implemented in Kenya in regards to child protection, the study conducted by UNICEF-Kenya (2014) pointed out that performance of the M&E systems of these programs is underperforming. This is occasioned by the challenge of inadequate resource allocation. For the case of WVK, a number of child protection programs have been operating in Kenya in 21 counties for a long period of time. However, to date, there is no clearly documented status report of these child protection projects raising questions on whether performance of the M&E system is satisfactory enough.

Different studies have been carried out to on resource allocation and performance of M&E system in different contexts. Juma (2015) did an inquiry into factors that influence the ability of Kenyan banks to utilize M&E systems. The variables covered by the inquiry included resource allocation, staff training and managerial commitment and all

were found to have an influence on utilization of M&E system. Njama (2015) focused on bringing out the key issues that shape the degree of effectiveness within M&E system and covered availability of funds, stakeholder participation and leadership at the organizational level. The study conducted by Gitau and Kibuine (2020) focused on organizational resource allocation and its link with performance of the firm where the results were that allocation of resources is significantly connected with ability of the firms to perform.

The reviewed studies create gaps as some linked resource allocation and other concepts like firm performance and not M&E system. Other studies were done in different organizations like commercial banks and not the NGOs or the child project organizations. There are yet other studies that looked at the effectiveness of the M&E system and not specifically its performance. Thus, to fill these gaps, the present study sought to establish the relationship between resource allocation and performance of M&E system of child protection projects at World Vision Kenya.

1.3 Research Objectives

1.3.1 General Objective

To investigate the influence of resource allocation on performance of monitoring and evaluation system of child protection projects at World Vision Kenya

1.3.2 Specific Objectives

i) To determine the influence of human resource allocation on performance of M&E system of child protection projects at WVK
ii) To assess the influence of financial resource allocation on performance of M&E system of child protection projects at WVK
iii) To establish the influence of technological resource allocation on performance of M&E system of child protection projects at WVK
iv) To analyze the influence of material resource allocation on performance of M&E system of child protection projects at WVK

1.4 Research Questions

i) Does human resource allocation influence performance of M&E system of child protection projects at World Vision Kenya?
ii) To what extent does financial resource allocation influence performance of M&E system of child protection projects at World Vision Kenya?
iii) How does technological resource allocation influence performance of M&E system of child protection projects at World Vision Kenya?
iv) What is the influence of material resource allocation on performance of M&E system of child protection projects at World Vision Kenya?

1.5 Significance of the Study

The management team of WVK may come up with proper strategies of allocation resources for proper performance of the M&E systems in place. The project managers and the M&E team at WVK may appreciate resource allocation in enhancing performance of the M&E systems.

The study may inform policies formulated by donors including the European Union with regard to utilization of financial resources to heighten accountability at WVK. The M&E practitioners who are involved in design of the M&E system may find this study to be useful to them. The policy makers in the government of Kenya and the NGO Coordination Board may formulate relevant policies on M&E systems of the NGOs.

On overall, the recommendations of this study may be implemented to improve performance of the M&E system of WVK. The study was to add the existing knowledge and information on resource allocation and performance of the M&E systems. This literature may be reviewed by future scholars and researchers carrying out related studies.

1.6 Scope of the Study

The study was to examine resource allocation and performance of the M&E system. More specifically, the study concentrated on human resource allocation, financial resource allocation, technological resource allocation and material resource allocation in

relation to the performance of M&E system. The study focused on performance of M&E system because the area seemed unexplored. The available literature seemed to have concentrated more on performance of the project as a whole. The study paid attention on the child protection projects at WVK. The key emphasis on child protection projects was because of the growing incidences of abuse, violence and exploitation among children who are highly vulnerable. WVK was used as a case study since it is one of the leading international NGOs with specific focus on children. The study relied on primary data covering a period of 2010-2020. This period was selected because different child protection projects have been implemented within this time.

1.7 Limitations of the Study

The study was limited by fear of respondents to disclose relevant information for the study. However, this was mitigated by assuring the respondents of strict confidentiality of any information disclosed. The study also focused on some of the very busy senior managers and scheduling appropriate timings might be a challenge and might lead to continuous re-scheduling of meetings. However, the researcher kept to appointments by the management.

1.8 Organization of the Study

In the first chapter, the focus is on background information, statement of the problem, the objectives and queries, the essence, scope and limiting issues. The review of past studies including the theories is done in the second chapter while the methodologies are outlined in the third chapter. The findings of analysis are detailed in chapter four. The focus of chapter five is on summarizing the findings drawing relevant conclusion and recommendations as well as suggesting areas that demand further studied.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Resource allocation and performance of the M&E system are reviewed in this chapter. The gaps arising from the reviewed studies and the conceptual framework are also indicated in this chapter.

2.2 Theoretical Review of Literature

The based view theory (RBV), resource dependence theory and technology acceptance model theory was to anchor this inquiry. Resource based view and resource dependence theory were used because the study focuses on resource allocation and hence they are expected to give detailed insights. TAM is used because there is technical resource allocation which is well explained through this theory.

2.2.1 Resource Based View Theory

Advanced by Penrose (1959), this theory links resources with ability to remain competitive. Barney (2001) share effective utilization of the resources including the staff in the project organization can lead to better performance. In order to perform, the firm should have resources that cannot easily be copied by other rivals (Park, Seo, Hong, Shin, Hwa & Bae, 2015). Thus, a project organization needs to effectively take care of the resources in place to ensure better performance.

Capabilities are different from resources in the firm (Guo & Li, 2019). Resources that are too specific in their nature are regarded as capabilities (Barney, 2001). Resources are tangible and intangible facilities owned by an entity. Capability is the manner in which these resources are deployed in an entity. This is the main theory of the study since it supported the independent variable resource allocation. Thus, the theory is used to link resource allocation and performance of M&E system. In other words, resources are important for proper functioning of the M&E system in a project organization.

2.2.2 Resource Dependence Theory

The developers of this theory were Pfeffer and Salancik (1978) and it argues that in addition to being exposed to internal contingencies, the external contingencies also influence success of the project. The fact that resources are required for success of the project creates these contingencies. The resources required by the firm are likely to be controlled by the external factors and this is likely to shape the behavior of the project members resulting into external dependence. In order to limit the influence and power on the resources, majority of the organizations strive to reduce their own dependence or ensure that they increase how other firms dependent on them so as to meet the goals of the projects. This implies that projects place more emphasis on the need to have resources required for long term survival (Abuazoom, Hanafi & Ahmad 2017). Hence, the theory argues that project organizations need to manage their resource dependence within the environment so that there are successful activities. The composition of the board of the project organization has an influence on how the firm manages its resource dependence in the environment.

Nedzelsky (2016) argue that board enhances the skills and accessibility to resources and legitimacy. In essence, a board that is able to avail rare and unique resources to the firm is of greater essence as compared to the board which only plays a monitoring and control role. The environment of the project is seen as comprising of the all the events within the surrounding. The key theme arising from this theory is one focusing on interdependence. Within the socially established systems, interdependence comes about because of the open systems and it comes because one of the actors may not have an influence on all the required conditions for realization of the objectives of the desired outcome (Pfeffer & Salancik, 2003). Given the fact that another different organization may have an influence and control ion the resources, it is important that the focal organization interacts with other elements within the environment in order to come up with the required resources for completion of the project activities.

The desire to have access to different resources including the financial, human and technological resources that are harnessed from the environment means that the project

organizations should always dependent on internal or external sources so as to obtain these resources (Pfeffer & Salancik, 2003). There is mutual dependence between the actors as they strive to ensure that the flow of resources is adequate and thus resulting into a network of social interdependences and interactions. There are three factors within this theory that inform the success of the projects: the importance of the resources and the degree to which they are required by the project organization, the extent that stakeholders of the projection have discretion on the allocation and use of these resources and the degree of control on these resources by an interest group within the environment (Pfeffer & Salancik, 2003). Since project organizations are not self-reliant and sufficient, they need to depend and interact with other actors and units in the environment so that are able to secure and manage the resources required (Pfeffer & Salancik, 2003). Thus, the project units become dependent on the external environment of the project organization. Thus, survival of the project units require the project organizations optimally manage the resources in place while forming relationship with others units that have an influence on the require resources (Harrison, Hall & Nargundkar, 2017).

This theory was used to explain how project organizations like World Vision form relationship with other organizations in exploitation of the resources aimed at strengthening their M&E systems.

2.2.3 Technology Acceptance Model Theory

It is Davis (1986) who developed this theory and it determines the issues that inform adoption of technologies. The theory note that users' behavior, attitudes, perceptions about usefulness and ease in usage drive the need to embrace technologies in an entity. Furthermore, the intention of individuals to leverage on some technologies is also shaped by the external issues (Park, 2009). Figure 2.1 gives a summary of these issues

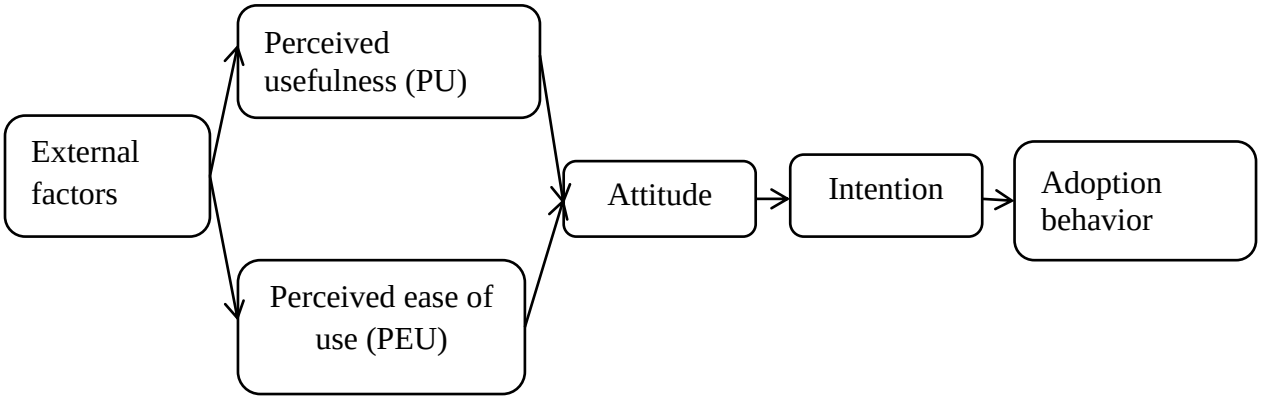

Figure 2.1: TAM

Figure 2.1 implies that perceptions regarding the ease in utilization and the usefulness have a link with how technologies are embraced. The theory explained how PU and PEOU would influence the allocation of technological resources in the project organization.

2.3 Empirical Review of Literature

2.3.1 Human Resource Allocation and Performance of Monitoring and Evaluation System

The study conducted by Sopha and Asih (2018) focused on human resource allocation in humanitarian entities. The study was informed by the assertion that human resources were believed to be the most relevant factor when it came to the way humanitarian entities carried out their operations. The essence of the inquiry was to dwell on bringing out the key policy of allocating human resources in such organizations. The inquiry leveraged on the systematic dynamics approach to come up with a simulation model that inform the policy of allocating human resources in the humanitarian entities. The inquiry developed and tested two incidences; empirical relief demand and constant relief demand. A number of experiments were carried out in bringing out the various policies used in allocation of human resources across these two scenarios. It was shown that a trade off in allocation of human resources existed between the activities of building capacity and the relief operations of the humanitarian organizations. Thus, the study inferred that allocation of human resource capacity is key in sustaining the relief operations of the

humanitarian entities on a long term horizon. Although this study covered the issues of HR allocation, it failed to link these with performance of the M&E systems hence the gap.

Arias, Saavedra, Marques, Munoz-Gama and Sepúlveda (2018) did an inquiry on human resource allocation within the management of the processes in the business. The study was supported by review of past journals and periodicals covering the period of 2005 all through to 2016. In total, 2,370 articles were reviewed in this study out of which 75 of them were selected for inclusion in the inquiry. The finding from the study was that human resource allocation is an area of research that is still emerging with validation and evaluation being the two main type of research in this area. Evaluation within the area of human resource allocation has largely been done through two methods being case studies and simulation.

Kwizera (2018) used a case of United States International University-Africa to determine the role that strategic HRM practices play as far as the ability of staff to perform is concerned. The variables of the study included financial rewards, manager's attitudes and organizational culture. The results from this study were that financial reward, manager's attitudes and organizational culture all have an influence on employee performance. The study looked at strategic HRM practices, where HR allocation could only be a subset and their link with staff performance. The present study was to focus specifically on HR allocation and its link with performance of the M&E system.

Dwivedula (2019) conducted a study on the HR management in the context of project management. The study reviewed literature that showed that HR management is an important concept when it comes to management of the project activities. A total of 104 peer reviewed article journals were reviewed in this study where six themes revolving around HR were identified. These themes that were identified from the review of the journals in this inquiry include the fact the project managers is an enabler of success of the project, human resources are vehicles of competitiveness of the projects, human resources drive innovation in projects, people management competencies and contextual competencies of the project manager all inform the success of the project. This study

creates conceptual gap since it failed to link HR allocation with performance of the M&E systems.

2.3.2 Financial Resource Allocation and Performance of Monitoring and Evaluation System

A study was conducted by Munge, Kimani and Ngugi (2016) with a focus on secondary schools in public sector in Nakuru with the aim of bringing out the key factors that shape their FM. The variables covered by the study included management of budgets and financial controls. The agency theory provided anchorage to the study. The adopted design was cross sectional survey. A total of 172 schools were covered and the respondents included the heads as well as the bursars. The analyzed results were that management of budgets and financial controls has a postive interaction with FM in learning institutions.

A study was conducted in India by Ojha and Pandey (2017) who looked at financing and management of e-government projects in the country. It was shown that a carefully structured strategy is paramount for success of the e-government projects. It was also shown that innovative financing drives effective decision making abilities, facilitates sharing of the risks within the projects and ensure that required funds for success of the projects are availed. The study creates gaps since it was conducted in China and not in Kenya. It also focused on management of e-government projects and not performance of the M&E of the child protection projects.

A study conducted by Cheluget and Morogo (2017) largely focused on determining the link between financial management (FM) practices and ability of the projects to perform. The study operationalized FM practices into financial reporting and budgeting. The theory of planned behavior provided anchorage to this study. The results indicated that financial reporting and budgeting are directly linked with realization of project activities. This study looked at financial management practices, the focus of the present study was on financial resource allocation.

In China, Wu (2019) did an assessment of the role that institutional investors play as far as the infrastructure projects in the country are concerned. By exclusively relying on review of the available literature, it was shown that institutional investors are key sources of financing most infrastructure projects in China. One of the relevant infrastructure projects funded by these institutional investors includes the road systems. These institutional investors are large corporate entities with large funds that are able to bridge the gap of budgetary shortfalls of the government.

2.3.3 Technological Resource Allocation and Performance of Monitoring and Evaluation System

Choi and Kumar (2016) did a study on allocation of technological resources in the firms that are diversified. The inquiry was supported by the influence cost theory and the managerial opportunism theory. The study focused on the manufacturing industries of US within the period of 1986 all through to 2002. The study noted that firms that are diversified do generate technological resources that have less application on their operations. This study, although focused on technological resource allocation, it failed to link it with performance of the M&E system hence the gap to be filled by the proposed study.

Lundin and Lund (2016) did a study on technology and its effect on management of projects the municipalities of Sweden. By reviewing relevant literature, the study showed that technology is an engine for project managers in management of the project activities. The approach adopted in the study was qualitative supported by semi-structured interviews among managers of the municipalities. The challenges inhibiting technological adoption in project management that were identified in the inquiry stemmed at an organizational level. The study noted that organizations should come up with tactics on how to work with technologies so as to enhance the competitive positioning. This study create contextual gap since it was conducted in Sweden, the present study is carried out in Kenya.

Sánchez-Morcilio and Quiles-Torres (2016) carried out a study on the trends in information technology project management. Once relevant literature had been reviewed

by this study, it was shown that organizations leverage on project management in delivery of crucial initiatives to support operationally established goals of the project organization. Furthermore, the need for the projects managers to be competent enough for effective delivery of the technological projects emerged. The study focused on qualitative approach where peer review was done on articles within a period of 2014-2016 in the field of IT project management. However, this study failed to link the IT issues with performance of the M&E system hence the gap that the present study was to fill.

2.3.4 Material Resource Allocation and Performance of Monitoring and Evaluation System

Keitany, Wanyoike and Richu (2014) analyzed material management and its contribution towards performance of the firm. Material management was operationalized into inventory control system and a total of 56 staff was covered by the study. From this targeted respondents, 49 of them were sampled and included in the study. It was shown that inventory control positively predicts the ability of the firm to perform.

An inquiry into key issues faced during material resource management among lecturers of social studies in Nigeria was conducted by Dania, Obro and Owhorhu (2016), where a total of 850 respondents were targeted. From this, the researcher randomly selected out 100 staffs, 120 learners and 40 material managers from the identified institutions of higher learning in Nigeria. The study had two research questions that resulted into formulation and testing of the hypotheses. It was shown that the appointment of an internal material resource manager was to help the organization to effectively utilize the available material resources in achieving the project goals.

The study conducted in India by Patel and Jayeshkumar (2017) focused on critically reviewing material and information on the role that material management plays as far as project delivery of the construction projects is concerned. The study entailed questionnaire survey to the respondents was selected purposively. It was shown that the ability to match the price of material with that of the competitors, the amount of time wasted in looking out for suppliers that are non-qualified and non-availability of materials contribute to ineffective management of material; resources in an organization.

Idowu, Shakantu and Kabir (2018) focused in the construction industry of Nigeria to bring out the interaction between the practices adopted in management of material resources. Relying on questionnaire to gather information from the respondents, it was shown that proper management of materials include the need to reduce material costs, enhance and control the level of quality, effective handling of material and having in place sufficient space for storage of material.

2.4 Research Gaps

Table 2.1: Research Gaps

Author & Year	Title	Findings	Gap	Focus of Present Study
Wu (2019)	Role that institutional investors play as far as the infrastructure projects in the country are concerned	Institutional investors are key sources of financing most infrastructure projects	This study was conducted in China among infrastructure projects	The present study is carried out in Kenya among child protection projects
Dwivedula (2019)	HR management in the context of project management	Six themes revolving around HR were identified	The study adopted desk review methodology where a review of the journal articles was done	The present study was adopting desk review alongside descriptive and explanatory methodologies
Sopha and Asih (2018)	Human resource allocation in humanitarian entities	Allocation of human resource capacity is key in sustaining the relief operations of the humanitarian entities on a long term horizon	The study failed to link HM allocation in isolation	The study was to link allocation of HR resources with performance of M&E system
Arias *et al*. (2018)	Human resource allocation within the management of the processes in the business	Human resource allocation is an area of research that is still emerging with validation and evaluation being the two main type of research in this area.	The study adopted desk review methodology alone	The study was to review relevant literature alongside collection of primary data for analysis to come up with findings
Kwizera (2018)	The role that strategic HRM practices play as far as the ability of staff to perform is concerned	Financial reward, manager's attitudes and organizational culture all have an influence on employee performance	Performance of staff was the dependent variable	Performance of the M&E system is dependent variable in present inquiry
Idowu *et al.* (2018)	To bring out the interaction between the practices adopted	proper management of materials include the need to reduce material costs, enhance and control the	Construction entities in Indian context was covered	The present study is conducted in Kenya using a case of World

	in management of material resources	level of quality, effective handling of material and having in place sufficient space for storage of material		Vision
Ojha and Pandey (2017	Financing and management of e-government projects in the country	A carefully structured strategy is paramount for success of the e-government projects	The study was conducted in India among e-government projects	The present study is carried out in Kenya focusing on child protection projects
Cheluget and Morogo (2017)	Determining the link between financial management (FM) practices and ability of the projects to perform	Financial reporting and budgeting all have a positive interaction with performance of the activities of the projects.	Project performance covered	M&E system performance to be the dependent variable in the proposed study
Patel and Jayeshkumar (2017)	Critically reviewing material and information on the role that material management plays as far as project delivery is an issue	the ability to match the price of material with that of the competitors, the amount of time wasted in looking out for suppliers that are non-qualified and non-availability of materials contribute to ineffective management of material; resources in an organization	This study was conducted in India among construction projects	The present study is carried out in Kenya focusing on child protection projects
Munge *et al.* (2016)	Bringing out the key factors that shape financial management among secondary schools in Nakuru	Management of budgets and financial controls has a postive interaction with FM in learning institutions.	The study covered learning institutions focusing on their financial management	The present study is done on World Vision Kenya, an NGO focusing on financial resource allocation
Lundin and Lund (2016)	Technology and its effect on management of projects the municipalities of Sweden	organizations should come up with tactics on how to work with technologies so as to enhance the competitive positioning	Sweden was the study context	Kenyan context is explored
Choi and Kumar	Allocation of technological	firms that are diversified do generate technological	The study was conducted in manufacturing	The present study is done in Kenya using a

(2016)	resources in the firms that are diversified	resources that have less application on their operations	sector of US	case of World Vision
Sánchez-Morcilio and Quiles-Torres (2016)	The trends in information technology project management	the need for the projects managers to be competent enough for effective delivery of the technological projects emerged	The study was qualitative in nature	The present study is both qualitative and quantitative
Dania, Obro and Owhorhu (2016)	Key issues faced during material resource management among lecturers of social studies in Nigeria	The appointment of an internal material resource manager was to help the organization to utilize the available material resources in achieving the project goals.	Nigerian context was evident	Kenyan using a case of World Vision was featured
Magaba and Cowden (2015)	The changes in technology and their effect on project management of firms with operations in the construction industry	communication was an issue in the construction industry and it had an influence on the management of the projects	Construction entities explored	child protection projects covered
Keitany, Wanyoike and Richu (2014)	To analyze material management and its contribution towards performance of the new Kenya Cooperative Creameries limited	inventory control positively predicts the ability of the firm to perform	Entity performance was explored	M&E system is explored

2.5 Conceptual Framework

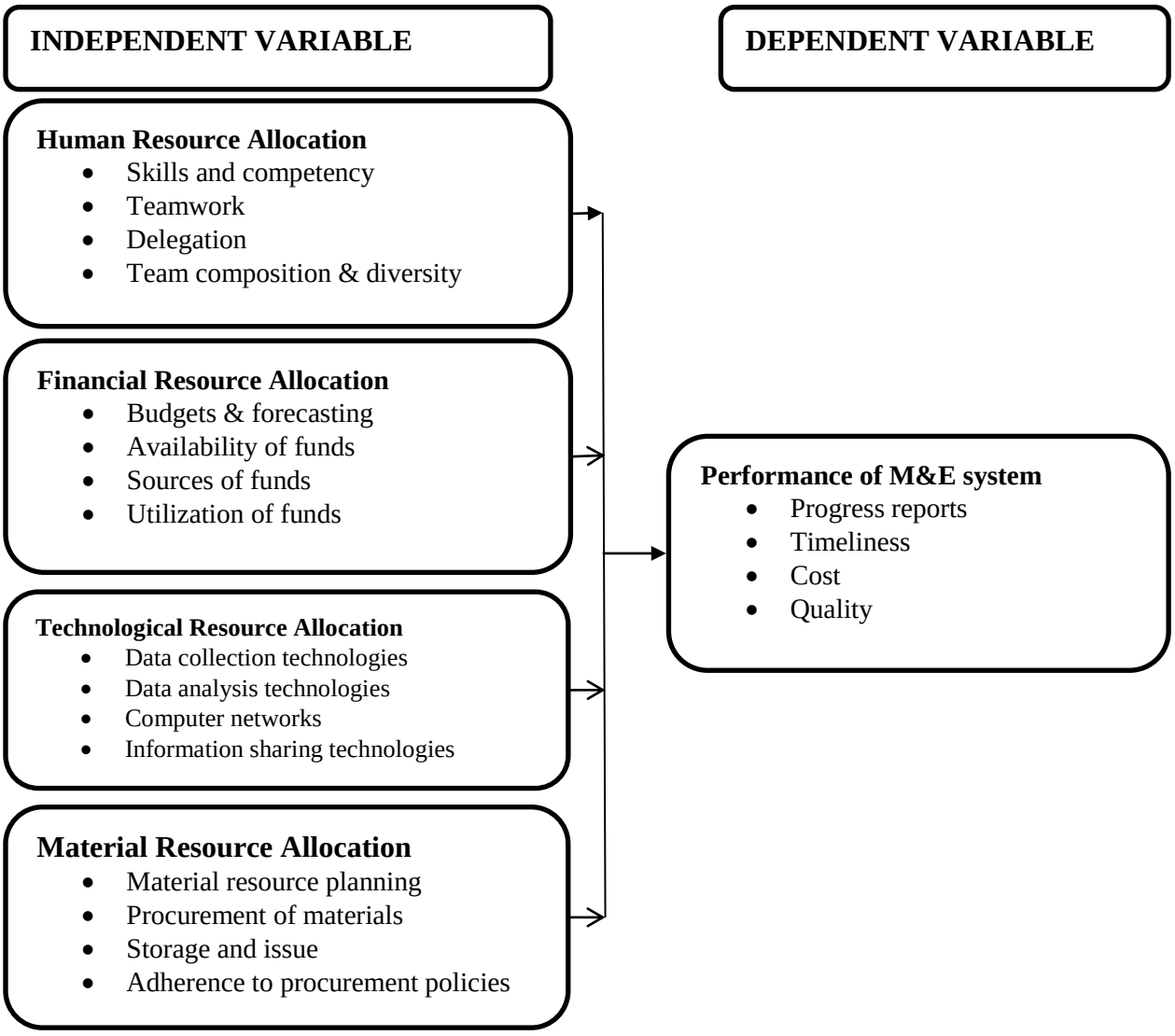

Figure 2.1: Conceptual Framework

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The plan detailing the relevant methodologies to be embraced in actualizing the study objectives is established in this chapter. The key issues covered include the design, targeted participants and how they were selected. The means of gathering the views from the participants and related procedures as well as how this was processed are also brought out in the chapter.

3.2 Research Design

In this inquiry, the design to be embraced was descriptive. Yin (2017) suggests that descriptive design provides a description of phenomena in a manner that is systematic. The key emphasis of the descriptive design is on the present while striving to share information on the status of the happening being inquired (Yin, 2017). The use of descriptive design helped the researcher to describe resource allocation and performance of M&E systems with regard to the child protection projects in Kenya. Past related studies like Kiangoi (2015) did adopt the descriptive research design. Descriptive research design was helpful in the study because it results in rich data that is collected in large amounts and the data collection allows for gathering in-depth information that may be either quantitative or qualitative in nature. Therefore, the study used the design to collect and present the data according to the respondents' perspective without altering any of the response.

3.3 Target Population

Target population is the grouping that supports the need to generalize the evidence sought from the inquiry (Asiamah, Mensah & Oteng-Abayie, 2017). The unit of analysis in this study was 9 child protection projects that have been implemented by World Vision in Kenya (appendix IV) while the unit of observation were the 220 staff of World Vision Kenya at its headquarters located in Nairobi as shown in Table 3.1.

Table 3.1: Target Population

Department	Target Population
Human Resource	43
Finance	50
ICT	35
Procurement	37
M&E	55
Total	**220**

Source: World Vision HR (2020)

3.4 Sample Size and Sampling Technique

This section details the techniques and the sample size that were used in carrying out sampling.

3.4.1 Sampling Technique

This study adopted probability sampling method, more specifically stratified random sampling technique. In this regard, all the respondents were stratified on the basis of their respective departments. Thereafter, a representative proportion was selected from each of the departments of the respondents to from the sample size as summarized in Table 3.2.

Table 3.2: Sample Size and Sampling Technique

Department	Target Population	Sample Proportion (%)	Sample Size
Human Resource	43	43/220*100=19.5%	19.5%*141=28
Finance	50	50/220*100=22.7%	22.7%*141=32
ICT	35	35/220*100=15.9%	15.9%*141=22
Procurement	37	37/220*100=16.8%	16.8%*141=24
M&E	55	55/220*100=25.0%	25.0%*141=35
Total	**220**	**100.0%**	**141**

Source: World Vision HR (2020)

3.4.2 Sample Size

Sample is the smallest unit that represents the final target population in a study. On the other hand, sampling is the process of selecting representative elements from the targeted population for inclusion in the inquiry (Flick, 2015). The study relied on the formulae advanced by Yamane (1967) to determine the sample size as shown:

$$n = N / (1 + Ne^2)$$

n = is the desired sample size (when the population is less than 10,000)

N = is the target population

e = is the acceptable margin of error estimated at 0.05 (at 95% confidence interval)

Therefore, sample size (n) = 220÷ (1+220(0.0025))

= 220÷ (1+.55)

= 220÷1.55

n= 141 respondents

3.5 Data Collection Instruments

This study collected primary data using questionnaire. The advantage associated with questionnaire was that it was low cost method of gathering information from the participants. Primary data was used in the study since it enabled the researcher to obtain first-hand information on resource allocation and performance of M&E that may inform the subsequent chapters of the study. The scale to be embraced in this inquiry was 5-point Likert. The rationale for using this Likert scale was that it helped in standardization of the responses sought from the respondents so as to that it becomes easier during analysis.

The constructs indicated in the conceptual framework guided the development and formulation of the items on the questionnaire. The questionnaire was divided into sections with general information being capture in section A, performance of M&E system in section B, human resource allocation, financial resource allocation, technological resource allocation and material resource allocation being covered by sections C, D, E and F respectively. The questionnaire included both close and the open ended questions; this gave room to the respondents to expand on their responses as they capture their details in the tools.

3.6 Pilot Study

The essence of piloting the tools of the inquiry is to gauge how valid and reliable they are before commitment of resources to the actual investigation. It is one way through which the researcher can make relevant adjustments and corrections on the tools prior to the actual study. A pilot study was carried out among 10 respondents from Save the Children NGO, and these respondents were excluded from the actual study. This helped in reducing possible biasness. The rationale for selecting on Save the Children was because it was one of the NGOs in Kenya with similar features as World Vision, all of them having an international perspective with a focus on child protection projects.

3.6.1 Validity of the Research Instrument

This study adopted content and construct validity. In this regard, the questionnaire was shared with the experts in the field of project management including the supervisor who reviewed the contents and shared their opinions that were effected before the actual data collection. In reviewing the questionnaire, attention was paid on the underlying constructs indicated in the conceptual framework and their alignment with the specific contents on each research questions of the study.

3.6.2 Reliability of the Research Instruments

Reliability of the tools reflects in the degree of consistency of its measurement overtime. A reliable tool is one where the study results can be produced under same methodologies (Taherdoost, 2016). In this study, reliability started by collection of the questionnaire administered in the pilot study. The dully filled in questionnaires was coded and the values of Cronbach Alpha coefficients were generated. Veal (2017) provides the Cronbach Alpha coefficient value of 0.7 and above as the threshold when gauging whether the instrument is valid with support of Cronbach Alpha.

3.7 Data Collection Procedure

Once the questionnaire had been piloted with necessary adjustments having been made, an introduction letter from Kenyatta University was sought. Once this letter had been

obtained, a permit from NACOSTI was obtained. Furthermore, the management team of World Vision was notified in written regarding the proposed study and the fact that the organization had been used as a case. The questionnaire was administered to the respondents in person, by the researcher. This helped to improve the response rate since respondents were to have an easier time to share out their concerns and any challenge as they fill in the questionnaire.

3.8 Data Analysis and Presentation

Data analysis is aimed at realizing the formulated objectives while providing answers to the established questions of the study (Yin, 2017). As shared by Lewis (2015), it is important to clean data before the actual analysis is conducted. From the field, there was cleaning of the responses through excel after which they were exported to SPSS version 24. Means and standard deviations were utilized to provide a description of resource allocation and performance of M&E system as informed by the descriptive design that was adopted in the study.

In order to draw relevant inferences on resource allocation and performance of M&E, regression analysis was performed. The associated effect between resource allocation and performance of M&E system was well understood through regression analysis. These inferential statistics were supported by the correlational design that was adopted in this study. More specifically, multiple regression analysis model was adopted in bringing out how resource allocation affects performance of M&E system as specified below:

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

Where;

Y= Composite score of performance of M&E system

B_0 - intercept coefficient

ε_i – error term (extraneous variables)

X_1 – Composite score of human resource allocation

X_2 – Composite score of financial resource allocation

X_3 – Composite score of technological resource allocation

X_4 – Composite score of material resource allocation

β_1, β_2, β_3, and β_4 =regression coefficients of human resource allocation, financial resource allocation, technological resource allocation and material resource allocation

3.8.1 Diagnostic Tests

Table 3.3: Diagnostic Tests

Type of test	Description	Test specification	Rule of thumb
Multicollinearity Test	Multicollinearity exists in the data when at least one of the independent variables are highly related with each other	Variance of Inflation factor (VIF)	1-10 VIF values signify absence of multicollinearity in the data
Heteroskedasticity test	a situation when the error term in the model is deemed to be constant over the period of consideration (Cohen, West, and Aiken, 2013	Breusch-Pagan (BP) test	$p<0.05$, heteroskedasticity is assumed
Normality Test	Normality exists when the data is normally distributed	Skewness and Kurtosis values	Values within range +/-2 signify presence of normality

3.9 Ethical Considerations

Necessary approval was sought before the study was conducted; these included the letter of introduction and the research permit from NACOSTI. The purpose and nature of the inquiry was well explained to the participants before the study and they had an option to choose whether to participate or not take part in the study. Assurance of confidentiality of

the respondents was provided supported by the need to have their responses as anonymous. All the information that had been borrowed from books, journals and other relevant reports were properly acknowledged through referencing using the APA system. This helped in avoiding possible chances of plagiarism.

CHAPTER FOUR

RESEARCH FIDNINGS AND DISCUSSIONS

4.1 Introduction

The analysis of the gathered data is presented in this chapter. The specific contents of the chapter include the response rate, descriptive statistics, diagnostic tests as well as inferential statistics covering correlation and regression.

4.2 Response Rate

From the 141 questionnaires that were administered to respondents, 93 were dully filled and returned. This was equivalent to a 66.0%. This response concurred with Babbie (2010) who argued that an above 60% response rate is good for analysis.

4.3 Reliability Results

Reliability was determined through Cronbach Alpha coefficients as summarized in Table 4.1.

Table 4.1: Reliability Results

Variable	No. of Items	Cronbach Alpha Coefficient
Performance of M&E System	4	.765
Human Resource Allocation	5	.876
Financial Resource Allocation	5	.788
Technological Resource Allocation	5	.753
Material Resource Allocation	5	.799
MIF Value		**.796**

Source: Field Data (2021)

Table 4.1 gives the mean Cronbach alpha coefficient value for the five variables as .796. Veal (2017) provides the Cronbach Alpha coefficient value of 0.7 and above as the threshold when gauging whether the instrument is valid with support of Cronbach Alpha. Thus, it can be inferred that reliable questionnaire was used in this inquiry.

4.4 Descriptive Statistics

This section details the findings of descriptive statistics covering means and standard deviations that were used in interpretation of the Likert scale. The 5-point Likert scale was converted into a continuous scale and the resultant values of means were interpreted as follows: 1-1.4 showed strong disagreement, 1.5-2.4 showed disagreement, 2.5-3.4 showed neutrality, 2.5-4.4 showed agreement and 4.5-5.0 showed strong agreement. The subsequent sections detail the findings.

4.4.1 Performance of M&E System

Table 4.2 gives a summary of the descriptive statistics on performance of M&E system.

Table 4. 2: Performance of M&E System

Statements on	Mean	Std. Dev
Progress reports indicating the status of the CPPs are generated in this organization	3.74	.865
Progress reports are generated on time in this organization	3.61	1.045
The M&E reports of the CPPs are prepared within cost provisions in this organization	3.50	1.034
Quality M&E reports of the CPPs are generated in this organization	3.45	1.199
Average	**3.58**	**1.036**

Source: Field Data (2021)

The average value in Table 4.2 is 3.58, an indication that respondents agreed on the constructs provided under performance of the M&E system. This was reinforced by the fact that progress reports (M=3.74) were generated on time (M=3.61) and that M&E reports were prepared within the cost provisions (M=3.50). These findings are echoed by Odhiambo et al. (2020) who argued that tracking of progress and timeliness are salient practices of any M&E system in a project organization. However, the quality of M&E reports received a moderate score from respondents (M=3.45). However, Gitau et al. (2020) argue that with regard to M&E system, performance provides information on progress of the project in terms of risk, quality, costs, schedule and scope.

4.4.2 Human Resource Allocation

Table 4.3 gives a summary of the findings on human resource allocation as an aspect of resource allocation.

Table 4.3: Human Resource Allocation

	Mean	Std. Dev
The staff have requisite skills to carry out M&E activities of the CPPs in this organization	3.78	.975
The staff working on M&E activities of the CPPs have the required competency	4.12	.794
Teamwork is highly promoted among staff working on M&E activities of CPPs in this organization	3.61	1.045
Senior staff working on M&E of the CPPs delegate duties to their junior staff in this organization	3.90	.737
The team carrying out M&E activities of the CPPs is diverse	3.43	.744
Average	**3.77**	**.859**

Source: Field Data (2021)

Table 4.3 gives an average value of 3.77; this means human resource allocation was practiced at WVK. The highly scored aspect of HR allocation was the fact that the staff working on M&E activities of the CPPs had the required competency (M=4.12). This finding is supported by Jin (2019) who shared that the M&E systems comprise of humans and these people create the whole difference in the project organization and that the role played by human resources in performance of the M&E systems cannot therefore be overlooked. Respondents agreed that senior staff working on M&E of the CPPs delegated duties to their junior staff (M=3.90). The staff had requisite skills to carry out M&E activities of the CPPs (M=3.61). This finding is supported by Njeru and Luketero (2018) operationalized performance of the M&E system into skills of the M&E team. This means that the skills of the M&E team are critical towards its success. However, the diversity of the project team was moderately scored (M=3.43).

4.4.3 Financial Resource Allocation

Descriptive statistics on financial resource allocation were determined and summarized as indicated in Table 4.4.

Table 4.4: Financial Resource Allocation

	Mean	Std. Dev
Adequate budget is set aside for carrying out the M&E activities of the CPPs in this organization	3.54	.958
Funds are forecasted before their commitment into the M&E activities of the CPPs in this organization	3.96	.881
The funds are available to carry out M&E of the CPPs in this organization	3.04	1.025
There are different sources of funds to finance M&E of the CCPs in this organization	3.21	.860
The allocated funds are utilized prudently in performing M&E of the CPPs in this organization	3.40	.742
Average	**3.43**	**0.893**

Source: Field Data (2021)

From Table 4.4, the value of average is 3.43; this means that financial resource allocation was moderately scored by respondents. In other words, finances were moderately allocated to carry out M&E activities of the child protection projects at WVK. The implication of this is that funds were not were not adequately allocated towards M&E activities at WVK. This is a serious concern as registered by Kwarteng (2018) who said that inadequate funds would adversely affect the quality of the reports generated from the M&E system in the project. However, some of the aspects of financial resources that were highly scored include funds being forecasted before their commitment into the M&E activities of the CPPs (M=3.96) as well setting aside adequate budget for carrying out the M&E activities of the CPPs (M=3.54). These findings are supported by Kwarteng (2018) who shared that well-functioning M&E system requires an organization to set aside an adequate budget for the M&E department in place and that allocation of financial resources to the M&E system requires an organization to adopt budgetary practices

4.4.4 Technological Resource Allocation

The findings on technological resource allocation were determined and summarized as indicated in Table 4.5.

Table 4.5: Technological Resource Allocation

	Mean	Std. Dev
Geographic information system (GIS) technologies are used to collect data to carrying out M&E for the CPPs	3.70	.761
Mobile phone devices are used to gather data for carrying out M&E of the CPPs in this organization	3.65	1.057
State of art technologies are utilized to analyze the collected data for M&E of the CPPs	3.74	.869
There are computer networks to coordinate M&E activities of the CPPs in this organization	3.83	.938
Different information sharing technologies have been allocated for the purpose of carrying out M&E of the CPPs in this organization	3.85	.798
Average	**3.75**	**0.885**

Source: Field Data (2021)

From Table 4.5, the value of average is documented as 3.75, which is interpreted to imply technological resource allocation was practiced at WVK. This implies that relevant technologies had been put in place at WVK to carry out M&E activities of the child protection projects. In fact, all the statements under technological resource allocation were highly scored by the respondents. These include the fact that different information sharing technologies had been allocated for the purpose of carrying out M&E of the CPPs (M=3.85). The finding is in line with Nouri et al. (2020) who established that project organizations with modern technologies usually have strong and well-functioning M&E systems as compared to technically weaker organizations and that adoption of modern and state of art technologies help the project organizations to quickly monitor and evaluate the activities that have been implemented more easily.

There were computer networks to coordinate M&E activities of the CPPs (M=3.83). State of art technologies were utilized to analyze the collected data for M&E of the CPPs (M=3.74). Geographic information system (GIS) technologies were used to collect data to carrying out M&E for the CPPs (M=3.70). Mobile phone devices were used to gather data for carrying out M&E of the CPPs (M= 3.65). Thus, the M&E activities for the child protection projects at WVK were supported by relevant technologies. These findings are in line with Nair (2014) who noted that technologies are constantly changing and thus the

project managers need to allocate them to the M&E systems for quality reports and that allocation of technology to the M&E departments facilitates timely collection and analysis of data to generate status and progress reports of the program on time.

4.4.5 Material Resource Allocation

Table 4.6 presents the findings of descriptive statistics on material resource allocation.

Table 4.6: Material Resource Allocation

	Mean	Std. Dev
Material resource planning (MRP) is carried out to estimate the quantities of inventories needed to carry out M&E activities of the CPPs in this organization	3.68	.827
The material resource plans guide procurement of material resources needed to perform M&E of the CPPs in this organization	3.70	.566
The organization has a central store where the procured materials for M&E activities of the CPPs are kept	3.78	.771
All materials issued for carrying out M&E of the CPPs are recorded	3.74	.865
There is adherence to the stipulated policies when procuring new materials of the M&E of the CPPs activities in the organization	3.81	.849
Average	**3.74**	**0.776**

Source: Field Data (2021)

From Table 4.6, the value of average is 3.74; this means that material resource allocation was conducted at WVK. In other words, it can be deduced that relevant materials were allocated towards the M&E activities of the child protection projects at WVK. In particular, respondents highly rated the stated that there was adherence to the stipulated policies when procuring new materials of the M&E of the CPPs activities in the organization (M=3.81). The finding is in line with Idowu et al. (2018) who established that proper management of materials include the need to reduce material costs, enhance and control the level of quality, effective handling of material and having in place sufficient space for storage of material.

The organization had a central store where the procured materials for M&E activities of the CPPs were kept (M=3.78). All materials issued for carrying out M&E of the CPPs were recorded (M= 3.74). The finding is in line with Manhart et al. (2019) who observed that material resource allocation starts with purchasing of supplies, receipt and recording

of the procured items, warehousing and storage of inventories and other components, issuance and stock taking of the inventories in place and well as efforts to carry out preventive maintenance on machineries, tools and equipment in place. The material resource plans guided procurement of material resources needed to perform M&E of the CPPs (M=3.70). Material resource planning (MRP) was carried out to estimate the quantities of inventories needed to carry out M&E activities of the CPPs in this organization (M=3.68). This implies that the M&E staff at WVK had relevant tools and equipment needed when carrying out M&ER activities of the child protection projects.

4.5 Diagnostic Tests

4.5.1 Heteroskedasticity test

Breusch-Pagan (BP) test was conducted to determine presence of Heteroskedasticity in the data. Table 4.7 gives the results.

Table 4.7: Heteroskedasticity test

Category	Value
Chi-square	235.34
Probability	.5672

Source: Field Data (2021)

From Table 4.7, $p>0.05$, thus the absence of Heteroskedasticity in the data was assumed. Thus, it is deduced that the data had no Heteroskedasticity which is desirable attribute for regression analysis.

4.5.2 Multicollinearity Test

The values of VIF were computed and summarized as shown in Table 4.8.

Table 4.8: Multicollinearity Test

	Collinearity Statistics	
	Tolerance	**VIF**
Human Resource Allocation	.852	1.174
Financial Resource Allocation	.537	1.861
Technological Resource Allocation	.486	2.056
Material Resource Allocation	.426	2.346
Mean VIF	**.575**	**1.859**

Source: Field Data (2021)

The mean VIF in Table 4.8 is given as 1.859, which is within the range of 1-10. This shows that there was no multicollinearity in the data.

4.5.3 Normality Test

Values of Skewness and Kurtosis were computed to determine the presence of normality in the data as presented in Table 4.9.

Table 4.9: Normality Test

	n	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Human Resource Allocation	93	-.622	.250	.070	.495
Financial Resource Allocation	93	-.464	.250	-.115	.495
Technological Resource Allocation	93	-.801	.250	.662	.495
Material Resource Allocation	93	-.383	.250	-.149	.495
Performance of M&E System	93	-.345	.250	-.008	.495
Mean	**93**	**-.523**	**.250**	**.092**	**.495**

Source: Field Data (2021)

Table 4.9 gives the mean values of Skewness and Kurtosis as -.523 and .092 respectively. All these values happen top fall with the range of +/-2. This is an indication that the data of the study was normally distributed.

4.6 Inferential Statistics

The section details the findings of correlation and regression analysis.

4.6.1 Correlation Analysis

Table 4.10 is a summary of the correlation results.

Table 4.10: Correlation Analysis

		Performance of M&E System	HR Allocation	Financial Resource Allocation	Technological Resource Allocation	Material Resource Allocation
Performance of M&E System	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	93				
Human Resource Allocation	Pearson Correlation	.261	1			
	Sig. (2-tailed)	.012				
	N	93	93			
Financial Resource Allocation	Pearson Correlation	.508	.255	1		
	Sig. (2-tailed)	.000	.014			
	N	93	93	93		
Technological Resource Allocation	Pearson Correlation	.566	.347	.589	1	
	Sig. (2-tailed)	.000	.001	.000		
	N	93	93	93	93	
Material Resource Allocation	Pearson Correlation	.794	.358	.651	.683	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	93	93	93	93	93

Source: Field Data (2021)

Table 4.10 gives correlation results where material resource allocation (r=.794) was found to have a strong and direct relationship with performance of M&E system. The finding resonates with Keitany, Wanyoike and Richu (2014) who established that inventory control positively predicts the ability of the firm to perform. Technological resource allocation (r=.566) also had a strong and positive relationship with performance of M&E system. This finding is supported by Magaba and Cowden (2015) who noted that when ICT tools have been implemented, they help in improving how the project activities are delivered.

Financial resource allocation (r=.508) equally had a strong and positive relationship with performance of M&E system. These findings are consistent with Cheluget and Morogo (2017) who indicated that financial reporting and budgeting are directly linked with realization of project activities. Munge, Kimani and Ngugi (2016) also shared that management of budgets and financial controls has a postive interaction with FM in learning institutions. On the other hand, human resource allocation (r=.261) had a moderate and positive relationship with performance of the M&E system. Equally, Sopha and Asih (2018) shared that a trade off in allocation of human resources existed between

the activities of building capacity and the relief operations of the humanitarian organizations.

4.6.2 Regression Results

The findings of the model summary are shown in Table 4. 11.

Table 4.11: Regression Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.796[a]	.633	.617	1.51383

Source: Field Data (2021)

Table 4.11 gives R^2 value of .633, whose implication is that 63.3% change in performance of the M&E of the child protection projects at WVK is explained by the resource allocation practices in place. The ANOVA findings were determined and summarized as shown in Table 4.12.

Table 4.12: ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Regression	348.398	4	87.099	38.007	.000[b]
Residual	201.667	88	2.292		
Total	**550.065**	**92**			

Source: Field Data (2021)

The statistics from Table 4.12 are as follows, $F=38.007$, $p<0.05$, an indication that on overall, the regression model of the study was significant. Table 4.13 gives the beta coefficients and significance.

Table 4.13: Coefficients and Significance

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	3.856	1.830		2.107	.038
Human Resource Allocation	.131	.064	.033	2.047	.033
Financial Resource Allocation	.189	.085	.029	2.224	.039
Technological Resource Allocation	.138	.062	.057	2.226	.010
Material Resource Allocation	.711	.089	.787	7.956	.000

Source: Field Data (2021)

At 5% level of significance, Table 4.13 shows that HR allocation (β=.131, $p<0.05$ & $t>1.96$) has significant effect on performance of M&E system of the child protection projects at WVK. This finding is supported by Dwivedula (2019) who observed that human resources are vehicles of competitiveness of the projects. At the same time, financial resource allocation (β=.189, $p<0.05$ & $t>1.96$) also had a significant effect on performance of M&E system of the child prwho shared that management of budgets and financial controls has a postive interaction with FM in learning institutions.

Technological resource allocation (β=.138, $p<0.05$ & $t>1.96$) had significant effect on performance of M&E system of the child protection projects at WVK. In line with this finding, Choi and Kumar (2016) noted that firms that are diversified do generate technological resources that have less application on their operations. Magaba and Cowden (2015) noted that when ICT tools have been implemented, they help in improving how the project activities are delivered. Material resource allocation (β=.711, $p<0.05$ & $t>1.96$) had the greatest significant contribution towards performance of M&E system of the child protection projects at WVK. Dania, Obro and Owhorhu (2016) established that appointment of an internal material resource manager was to help the organization to effectively utilize the available material resources in achieving the project goals.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

An overview of the processed information in the previous chapter is presented in this chapter. The recaps of the main concerns and recommendations as well as areas that need further investigations are also pointed out.

5.2 Summary of the Findings

The study general objective was to investigate the influence of resource allocation on performance of monitoring and evaluation system of child protection projects at World Vision Kenya. The specific focus of the study was to determine the influence of human resource allocation, financial resource allocation, technological resource allocation and material resource allocation on performance of M&E system of child protection projects at WVK. Data was collected using questionnaires and analysed using descriptive analysis and inferential statistics. The summary of the finding is presented as follows:

Financial resource allocation was moderately scored by respondents. This means that finances were moderately allocated to carry out M&ER activities of the child protection projects at WVK. However, some of the aspects of financial resources that were highly scored include funds being forecasted before their commitment into the M&E activities of the CPPs as well setting aside adequate budget for carrying out the M&E activities of the CPPs. Financial resource allocation had a significant effect on performance of M&E system of the child protection projects at WVK.

Technological resource allocation was practiced at WVK. This implies that relevant technologies had been put in place at WVK to carry out M&E activities of the child protection projects. Different information sharing technologies had been allocated for the purpose of carrying out M&E of the CPPs. There were computer networks to coordinate M&E activities of the CPPs. State of art technologies were utilized to analyze the collected data for M&E of the CPPs. Geographic information system (GIS) technologies

were used to collect data to carrying out M&E for the CPPs. Mobile phone devices were used to gather data for carrying out M&E of the CPPs. Technological resource allocation had significant effect on performance of M&E system of the child protection projects at WVK.

Relevant materials were allocated towards the M&E activities of the child protection projects at WVK. Respondents highly rated the stated that there was adherence to the stipulated policies when procuring new materials of the M&E of the CPPs activities in the organization. The organization had a central store where the procured materials for M&E activities of the CPPs were kept. All materials issued for carrying out M&E of the CPPs were recorded. The material resource plans guided procurement of material resources needed to perform M&E of the CPPs. Material resource planning (MRP) was carried out to estimate the quantities of inventories needed to carry out M&E activities of the CPPs in this organization. Material resource allocation had the greatest significant contribution towards performance of M&E system of the child protection projects at WVK.

5.3 Conclusion

On the first objective, the study concludes that human resources are critical when it comes to performance of M&E system in a project organization. Any project organization that wishes to enhance performance of M&E system should therefore be ready to allocate adequate human resources. These human resources include a combination of people, their specific expertise and experience that are needed for proper performance of a M&E system.

With regard to the second objective, the study concludes that finances are instrumental when it comes to performance of the M&E system in a project organization. Execution of M&E activities requires funds that should be adequately allocated to the relevant units. Thus, an inadequately funded M&E system is bound to fail.

In view of the third objective, this study concludes that allocation of relevant technologies towards M&E systems enhances their performance. Quality M&E reports

require technology. Furthermore, collection and analysis of huge volume of data for M&E purpose require deployment of latest state of the art of technologies.

In light of the last objective, the study concludes that allocation of the relevant material resources significantly contributes towards performance of the M&E system in a project organization. These material resources may include the relevant tools that are needed by M&E staff to carry out their duties.

5.4 Recommendations of the Study

The study has acknowledged the significant role played by human resource allocation in performance of the M&E system. Thus, the project managers of the child project projects at WVK should ensure that the M&E teams have relevant diversity in terms of gender and age to effectively dispense their duties.

Financial resource allocation was moderately practiced although it significantly enhanced performance of the M&E system. Thus, this study recommends that donors of the child protection projects at WVK like EU should increasingly demand for accountability in utilization of the funds in conducting M&E activities.

Technological resource allocation was seen to have significant effect on performance of M&EW system. Therefore, this study recommends the Information and Communication Technology (ICT) managers at WVK to invest more in latest technologies that would support robust collection and analysis of data for M&E activities. The ICT managers at WVK should deploy new state of the art tools and techniques in carrying out M&E activities.

Material resource allocation had the greatest and significant effect on performance of the M&E system. Thus, this study recommends that the procumbent managers at WVK should come up with relevant policies and regulations governing procurement of materials needed for carrying out M&E activities. Procurement managers at WVK should accurately determine the estimates of quantities to procure within the set policies and procedures for a successful monitoring and evaluation system.

5.5 Suggestions for Further Studies

The research focused on how resource allocation affects the monitoring and evaluation system in organizations like the world vision Kenya. The research therefore recommends future studies to increase coverage and bring on board county and national governments and international organizations. This research depended on primary data; therefore, future researches should carry out studies using both primary and secondary dat. Finally, the investigation covered only 63.3% of the data and therefore other studies should be carried out to cover other factors that can be described by 36.7% beyond the scope of this research.

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APPENDICES

Appendix I: Questionnaire

SECTION A: General Information

1. Please indicate your gender

Male	[ ]
Female	[ ]

2. Kindly indicate your highest level of education

No formal education	[ ]
Certificate	[ ]
Diploma	[ ]
First Degree	[ ]
Masters	[ ]
Other……..	

3. Kindly indicate the number of years you worked in your organization

Less than 5 years	[ ]
5-10 years	[ ]
10-15 years	[ ]
Over 15 years	[ ]

SECTION B: Performance of M&E System (Provide responses by ticking appropriate answers)

4. Use the following scale: 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree

Statements on	1	2	3	4	5
Progress reports indicating the status of the CPPs are generated in this organization					
Progress reports are generated on time in this organization					
The M&E reports of the CPPs are prepared within cost provisions in this organization					
Quality M&E reports of the CPPs are generated in this organization					

5. Kindly indicate any other relevant information on performance of the M&E system for the child protection projects (CPPs) in your organization.

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SECTION C: Human Resource Allocation and Performance of M&E System (Provide responses by ticking appropriate answers)

6. Use the following scale: 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree

	1	2	3	4	5
The staff have requisite skills to carry out M&E activities of the CPPs in this organization					
The staff working on M&E activities of the CPPs have the required competency					
Teamwork is highly promoted among staff working on M&E activities of CPPs in this organization					
Senior staff working on M&E of the CPPs delegate duties to their junior staff in this organization					
The team carrying out M&E activities of the CPPs is diverse					

7. Kindly indicate other ways through which human resource allocation has affected performance of the M&E system of the CPPs in your organization

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SECTION D: Financial Resource Allocation and Performance of M&E System (Provide responses by ticking appropriate answers)

8. Use the following scale: 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree

	1	2	3	4	5
Adequate budget is set aside for carrying out the M&E activities of the CPPs in this organization					
Funds are forecasted before their commitment into the M&E activities of the CPPs in this organization					
The funds are available to carry out M&E of the CPPs in this organization					
There are different sources of funds to finance M&E of the CCPs in this organization					
The allocated funds are utilized prudently in performing M&E of the CPPs in this organization					

9. Kindly indicate other ways through which financial resource allocation has affected performance of the M&E system of the CPPs in your organization

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SECTION D: Technological Resource Allocation and Performance of M&E System (Provide responses by ticking appropriate answers)

10. Use the following scale: 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree

	1	2	3	4	5
Geographic information system (GIS) technologies are used to collect data to carrying out M&E for the CPPs					
Mobile phone devices are used to gather data for carrying out M&E of the CPPs in this organization					
State of art technologies are utilized to analyze the collected data for M&E of the CPPs					
There are computer networks to coordinate M&E activities of the CPPs in this organization					
Different information sharing technologies have been allocated for the purpose of carrying out M&E of the CPPs in this organization					

11. Kindly indicate other ways through which technological resource allocation has affected performance of the M&E system of the CPPs in your organization

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……

SECTION E: Material Resource Allocation and Performance of M&E System (Provide responses by ticking appropriate answers)

12. Use the following scale: 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree

	1	2	3	4	5
Material resource planning (MRP) is carried out to estimate the quantities of inventories needed to carry out M&E activities of the CPPs in this organization					
The material resource plans guide procurement of material resources needed to perform M&E of the CPPs in this organization					
The organization has a central store where the procured materials for M&E activities of the CPPs are kept					
All materials issued for carrying out M&E of the CPPs are recorded					
There is adherence to the stipulated policies when procuring new materials of the M&E of the CPPs activities in the organization					

13. Kindly indicate other ways through which material resource allocation has affected performance of the M&E system of the CPPs in your organization

……
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THANK YOU

Appendix II: Achievements: Financial Year 2018 (Oct 2017-September 2018)

Results	FY2017	FY2018
Community structures strengthened for child protection	1,200	2,312
Children involved in children protection initiatives	15,213	15,686
Children participating in decision making and service delivery	23,000	23,456
Children supported to acquire birth certificates	-	21,872
Children participating in digital learning Programmes	24,089	36,786
Children who have completed life skills training	15,754	30,011
Parents/guardians supporting the ECDE teaching/learning processes	8,102	10,400
Classrooms constructed	46	68

Appendix III: Child Protection Projects at World Vision

1. Lorroki Girl Child Education Project
2. Hope for Flowers Project
3. Sook AntiFGM Project
4. GOK/UNFPA 8th Country Programme
5. Accelerating the Abandonment of Female Genital Mutilation Project
6. Well Spring Project
7. Child Protection Signature Initiative
8. Every Last One Counts
9. Bringing Back Out of School Children

Source: World Vision (2020)

Appendix IV: Areas of Child Protection Projects

1. Narok
2. Migori
3. Kakamega
4. Kajiado
5. West Pokot
6. Turkana
7. Elgeyo Marakwet
8. Samburu
9. Isiolo
10. Marsabit
11. Wajir
12. Taita Taveta
13. Kilifi
14. Kitui,
15. Nyamira
16. Nakuru
17. Lamu
18. Homabay
19. Elgeyo Marakwet,
20. Nairobi
21. Samburu.

Source: World Vision (2020)

Appendix V: Approval Letter

KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke
Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 810901 Ext. 4150

Internal Memo

FROM: Dean, Graduate School

DATE: 1st November, 2021

TO: Benson Waititu
C/o Management Science Dept.

REF: D53/OL/23274/2012

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 27th October, 2021 approved your Research Project Proposal for the M.B.A Degree Entitled, **"Resource Allocation and Performance of Monitoring and Evaluation System of Child Protection Projects: A Case of World Vision, Kenya "**.

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking Forms per semester. The form has been developed to replace the Progress Report Forms. The Supervision Tracking Forms are available at the University's Website under Graduate School webpage downloads.

Thank you.

JACKSON LUVUSI
FOR: DEAN, GRADUATE SCHOOL

c.c. Chairman, Management Science Department.

Supervisors:

1. Dr. Caleb Kirui
C/o Department of Management Science
Kenyatta University

Appendix VI: Research Permit

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **396148**

Date of Issue: **01/December/2021**

RESEARCH LICENSE

This is to Certify that Mr.. Benson Mwaura Karanja Waititu of Kenyatta University, has been licensed to conduct research in Nairobi on the topic: RESOURCE ALLOCATION AND PERFORMANCE OF MONITORING AND EVALUATION SYSTEM OF CHILD PROTECTION PROJECTS: A CASE OF WORLD VISION, KENYA for the period ending : 01/December/2022.

License No: **NACOSTI/P/21/14643**

396148

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

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