

**Influence of Monitoring and Evaluation Systems Use on
Performance of Non-governmental Organizations: A Case of Agri-
business Projects in Murang'a County, Kenya**

By

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**A Research Project Report Submitted in Partial Fulfillment of the
Requirements for the Award of Degree of Masters of Arts in Project Planning
and Management of the University of Nairobi**

2015

DECLARATION

I declare that this research project report is my original work and has not been submitted or presented for academic award in any other University

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

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DEDICATION

This Project is dedicated to my dear parents Mr and Mrs Njiiri, sister Evalyne and Brothers George and Felix who have been a constant source of support and encouragement through my life.

ACKNOWLEDGEMENT

In undertaking a study for my Master's Degree in Project Planning and Management, I was assisted and encouraged along the way by various people to whom I owe a huge debt of gratitude. I wish to acknowledge some of those who helped me by saying that I appreciate all they did for me. Thank you.

First I would like to thank God who gave me the opportunity and indeed the peace of mind to pursue these studies. Secondly, I would like to mention my supervisor Dr Anne Ndiritu for guiding me through the project journey, Friends and classmates for their utmost guidance and criticism during the research period which made me better and enabled me to produce this document. A special mention goes to my entire family who have cheered me along.

I also wish to thank the University of Nairobi for creating an enabling environment for learning and development of this specific part time Programme which has given me a chance to pursue a Master's degree and also work at the same time. For this, I am most grateful. I cannot also forget the various Lecturers who took us through various modules and were willing to share their vast knowledge with us.

I also want to thank my employer, Evidence Action for providing me with an enabling environment to pursue higher learning. The University Library has also been very resourceful in the search for material during the course of the Project.

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LIST OF ABBREVIATIONS AND ACRONYMS

AED	Academy for Education Development
M&E	Monitoring and Evaluation
MoA	Ministry of Agriculture
NGO	Non-Governmental Organization
INGO	International Non-Governmental Organization
MIS	Management Information System
OECD	Organization for European Co-operation and Development
PMS	Performance Management System
PO	Programme Officer
RBM	Results Based Monitoring
SRA	Strategy for revitalizing Agriculture
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNFPA	United Nations Population Fund
WHO	World Health Organization

ABSTRACT

Effective monitoring and evaluation (M&E), vital for tracking and measuring results and throwing light on the impact of development interventions, remain challenging. This study aimed to find out the influence of Monitoring and Evaluation Systems use on performance of Non-Governmental Organizations Agri-Business Projects in Murang'a County. The study was guided by the following research objectives; to assess the influence of indicators on performance of agri-business projects in murang'a county, to establish the influence of human resources on performance of monitoring and evaluation systems Use in non-governmental organizations Agri-Business projects, to determine how use of M&E findings influences performance of monitoring and evaluation system Use in non-governmental organizations Agri-Business projects, to find out the influence of information systems on performance of monitoring and evaluation system Use in non-governmental organizations Agri-Business projects and finally to examine the influence of propriety standards on performance of monitoring and evaluation system Use in non-governmental organizations Agri-Business projects. The research design used was a survey. The study targeted Programme Officers, monitoring and evaluation officers and field officers in non-governmental organizations implementing agribusiness projects in Murang'a County. The Data Collection instruments included a questionnaire and an interview guide. Data Analysis was quantitative in form of correlation and regression between the variables. Descriptive data collected was analyzed, interpreted and inferred through triangulation of information. The study found negative correlation between availability and use of indicators in projects and performance of NGO projects. In the second objective, the study found a positive correlation between human resources in monitoring and evaluation and performance. The third objective found a negative correlation between utilization of Monitoring and Evaluation findings and performance of NGO projects. The fourth objective found a positive correlation between information systems use in a project with how well the project performed. In the last objective, the study found a negative correlation between propriety standards in Monitoring and Evaluation and performance of NGO Agri-business projects.

The study was aimed at benefiting both non-profit organizations and also governments in promoting accountability for the achievement of objectives through the assessment of results, effectiveness, processes, and performance of both Governments and INGOs involved in various activities. It was also aimed at promoting learning, feedback, and knowledge sharing on results and lessons learned in NGOs and Governments as a basis for decision making on policies, strategies, program management, projects, and programs; and to improve performance.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Effective policy making requires information on whether Non-Governmental Organizations are doing things right and whether they achieve the results intended. Strong monitoring and evaluation systems provide the means to compile and integrate this information into the policy cycle and thus providing the basis for sound governance and accountability. (Kusek & Rist, 2004) conclude that many of the earliest adopters of RBM systems like Australia were predisposed to do so because they had democratic political systems, strong empirical traditions, civil servants trained in the social sciences and efficient administrative systems and institutions.

Presentations conducted at the fifth M&E conference in Minas Gerais; Brazil concluded that an unexamined project is not worth much. (Acevedo et al, 2010) No matter how perfect the plan, without regular reviews during the life of the project neither the project progress nor the reality of the plan can be assessed. According to (Kusek & Rist, 2004) an effective state is essential to achieving sustainable socioeconomic development. With the advent of globalization, there are growing pressures on governments and organizations around the world to be more responsive to the demands of internal and external stakeholders for good governance, accountability and transparency, greater development effectiveness, and delivery of tangible results. Governments, parliaments, citizens, the private sector, non-governmental organizations (NGOs), civil society, international organizations, and donors are among the stakeholders interested in better performance. As demands for greater accountability and real results have increased, there is an attendant need for enhanced results-based monitoring and evaluation of policies, programs, and projects (Kusek & Rist, 2004).

The need for RBM has been triggered by the problem of resource constraints, the quest for better quality and more responsive service delivery by members of the public. According to the Government of Zimbabwe RBM Programme document (2004, there are calls for politicians to be more people-sensitive and service-oriented, arguments for more effective resource allocation by financial controllers, demands by the private sector for improved services and infrastructure for development and growth. In addition, there are claims by donors for efficient and effective use of

limited funds and the growing challenges of the globalized and competitive world. One of the respondents in key informant interviews was quick to point out that RBM has become a global phenomenon. He further explained that this was so because national and international stakeholders in the development process seek increased accountability, transparency and results from government and non-government organizations.

Monitoring and evaluation is fragmented in Uganda according to Hauge (2001) with multiple government and donor planning and progress reporting formats. Policy formulation, work planning and budgeting are undertaken as separate exercises at the sector and district levels. From an M&E perspective the major problem is that both information management and decision making is focused on the administrative process of expenditures and activities rather than on the poverty outcomes, impacts and goals that are being pursued. Planning, budgeting and incentives are geared towards tracking inputs, activities and, recently, immediate outputs. Recurrent and development expenditures are reviewed separately, rather than for their combined impact in achieving overall goals. Monitoring and evaluation remain overly centered on compliance with government requirements and regulations rather than end-results of policy, program and project efforts.

Monitoring means to keep track of and to check systematically all project activities. (Cleland & Ireland, 2004). This enables the evaluation, an examination and appraisal of how things are going on the project. As a direct link between planning and control, the monitoring and evaluating functions provide the intelligence for the members of the project team to make informed decisions about the project performance. Monitoring should be designed so that it addresses every level of management requiring information about project performance and reflects the work breakdown structure of the project. Each level of management should receive the information it needs to make decisions about the project. In addition, monitoring should be consistent with the logic of the planning, organizing, directing, and motivating systems on the project. Monitoring means to make sure sufficient intelligence is gained on the status of the project so that an accurate and timely evaluation of the project can be conducted. Several issues have to be addressed by the project team in considering their monitoring and evaluation responsibilities. Kusek & Rist (2004) add that Monitoring and evaluation (M&E) is a powerful public management tool that can be used to improve the way governments and organizations achieve results.

Just as non-governmental organizations need financial, human resource, and accountability systems, they also need good performance feedback systems. There has been an evolution in the field of monitoring and evaluation involving a movement away from traditional implementation based approaches toward new results-based approaches. In other words, governments and non-governmental organizations may successfully implement programs or policies, but have they produced the actual, intended results. Have the organizations truly delivered on promises made to their stakeholders. For example, it is not enough to simply implement Agri-Business programs in Kenya and assume that successful implementation is equivalent to actual improvements in Food Security. One must also examine outcomes and impacts. The introduction of a results-based M&E system takes decision makers one step further in assessing whether and how goals are being achieved over time. These systems help to answer the all-important so what question, and respond to stakeholders' growing demands for results. (Kusek & Rist, 2004)

On the other hand, non-profit organizations also have to ensure that they perform in line with their laid out mission and vision. Poister (2003) mentioned that performance measurement is a method of identifying, controlling and utilizing different objective measures of the organization's performance and its programs on regular basis. Furthermore, Lindblad (2006) considered performance measurement as the utilization of objectives, indicators and information to assess NGOs interventions and services. Ferreira & Otley (2009) treated it as a mechanism of assessing people, teams and the overall organization. Miller (2007) viewed performance measurement as a program assessment method that evaluates efficiency and effectiveness of a program and its impact. Carman (2007) claimed that performance measurement is a systematic evaluation of a program's outputs, inputs and impacts. Still, there has been always little consensus over how to define and measure performance in NGOs since these organizations have unclear goals and uncertain relationship between programs' activities and outcomes.

According to Dieter, Lai and Sorensen. (2010), Over the past decade, development organizations have faced external pressure to become more effective, and many of them have launched agendas for results orientation. The international endorsement of the Millennium Development Goals (MDGs) in 2000 has given additional impetus to the quest for results and for demonstrating their achievements. While monitoring and evaluation (M&E) is recognized to be a key element in understanding and effectively tracking and documenting the results of development interventions,

it is also admitted that there is a general need to improve M&E in development work. M&E methods and guidelines have received much international attention, but the problems of putting M&E into practice and drawing lessons from field experience, have been less studied.

In the Kenya Agricultural Extension experience, an important lesson according to Gautam (2000) is that farmer's demands should be identified and that services should be tailored to suit local technological and economic conditions and circumstances. M&E is also critical for identifying the gaps and guiding the smart system, as needed, toward more efficient targeting. An immediate notable feature of Kenya's Extension system is that not only is monitoring and evaluation (M&E) non-functional, but even basic information is missing. Data are not readily available on the number of extension staff, their operational capacities or even on extension's annual expenditures.

1.2 Statement of the Problem

There have been concerns that Monitoring and Evaluation is only useful if the decision-making process is going smoothly. Succeeding in making program evaluations and the information generated have an impact on decisions regarding ways to expand, perfect or close programs is complicated and is the challenge faced by many people running various programs and projects. Acevedo et al (2010)

It is a frequently expressed concern that the information provided by monitoring and evaluation neither influence decision-making during project implementation nor planning of ongoing project development and new initiatives. What this gap represents is often the absence of mechanisms for learning in the design of M&E Systems. Britton (2009) adds that one critical element associated with the sustainability of an M&E system relates to the adequacy of human resources with the needed skill sets. Human resources capacity development has and continues to be an ongoing issue. On the other hand, Poister (2003) adds that performance measurement has really taken hold in government over the past several years, and over the past few years in the nonprofit sector as well. Although the idea has been around for some time, interest in performance measurement has been reinvigorated in public and nonprofit agencies in recent years as a result of the convergence of two forces, one is increased demands for accountability on the part of governing bodies, the media, and the public in general, and the other is a growing commitment on the part of managers and agencies to focus on results and to work deliberately to strengthen performance. Although NGOs

have become established organizational actors within development policy and practice, critical questions are increasingly being asked of their performance and accountability (Lewis & Wallace, 2000). The roles and activities of NGOs have been relatively well covered in literature, but there is far less systematic research on internal organizational processes and management (Lewis, 2001).

Declining performance of the Agricultural sector in terms of its growth, has been one of the major concerns facing policy makers and those having interests in the sector. The performance of agriculture, which remains the backbone of the economy slackened dramatically over the post-independence years from an average of 4.7% in the first decade to only below 2% in the 90s. It is instructive to note that a sizeable proportion of the rural labor force (over 51%) are engaged in small-scale agriculture and that women are the majority in the sector. A decline in agriculture has thus far reaching implications in terms of employment and income inequality as well as food security for the country (UNDP 2002).

Agricultural productivity can be increased, farmers' incomes raised, more people fed and in deed, the general economic welfare enhanced. It will then attract private entrepreneurs willing to invest therein and employ modern farming techniques necessary to achieve increased productivity.

This Study therefore seeks to determine the influence of Monitoring and Evaluation Systems Implementation on Performance of Non-Governmental Organizations. A case of Agri-Business Projects in Murang'a County, Kenya.

1.3 Purpose of the Study

The purpose of the Study was to determine the influence of Monitoring and Evaluation Systems Implementation on Non-Governmental Organizations: A case of Agri-Business Projects in Murang'a County

1.4 Objectives of the Study

The following were the objectives of the study:

1. To assess how indicators in Monitoring and Evaluation Systems use influence performance of Agri-Business Projects in Murang'a County.
2. To establish how Human Resource in Monitoring and Evaluation Systems use influences performance of Agri-Business projects in Murang'a County.
3. To determine how use of M&E findings in Monitoring and Evaluation Systems use influences performance of Agri-business projects in Murang'a County.
4. To determine how information systems in Monitoring and Evaluation Systems use influence performance of Agri-business projects in Murang'a County.
5. To examine the influence of propriety standards in Monitoring and Evaluation Systems use on performance of Agri-business projects in Murang'a County.

1.5 Research Questions

1. To what extent do indicators in Monitoring and Evaluation Systems use influence the performance of Agri-Business projects in Murang'a County
2. How does Human Resource in Monitoring and Evaluation Systems use influence the performance of Agri-Business projects in Murang'a County
3. How does the use of M&E findings in Monitoring and Evaluation Systems use influence the performance of Agri-Business projects in Murang'a County
4. In what way do Information Systems in Monitoring and Evaluation Systems use influence the performance of Agri-Business projects in Murang'a County
5. How do Propriety Standards in Monitoring and Evaluation Systems use influence the performance of Agri-Business projects in Murang'a County

1.6 Significance of the Study

It is hoped that the study will be of significance to non-governmental organizations by contributing to the body of knowledge regarding use and implementation of Monitoring and Evaluation systems. It is hoped that the study will also benefit researchers and scholars alike who will in future

use its findings as a reference to enrich Monitoring and Evaluation Literature. In addition, there will also be benefits to both non-profit organizations and also governments in assisting to come up with better monitoring and evaluation strategies and systems that will ensure accountability, transparency and results in project delivery. Policy makers can also use the study to advise and come up with better policies surrounding not just M&E but also governance and other sectors. Donors will also get value for their money due to the fact that there will be accountability for both funds and systems implemented.

1.7 Limitations of the Study

The study area was vast and required a significant amount of time and funds to traverse and spend during Data Collection some of which the study had no control over. The researcher contracted a research assistant to ensure that the targeted population was reached.

1.8 Delimitations of the Study

The study was delimited to Programme managers, Monitoring and Evaluation officers and Field Officers who work for non-profit organizations in Murang'a County that are registered with the NGO Coordination board under the Agriculture component and have filed their year 2015 returns.

1.9 Basic Assumptions of the Study

The study was carried out with the assumption that all the Programme Managers and Monitoring and Evaluation Officers were available and would also provide honest and accurate information in order to determine the discrepancy between the actual and expected impact of Monitoring and Evaluation System implementation in non-governmental organizations. The study also assumed that the respondents had a good understanding of the factors that influence Monitoring and Evaluation System Implementation in non-governmental organizations.

1.10 Definition of Significant Terms as used in the Study

Monitoring

Monitoring is the routine continuous tracking of the key elements of project implementation performance that is inputs like resources, equipment, activities and outputs, through record keeping and regular reporting. It is tracking the planned implementation against the actual implementation,

in order to be able to report on how the project is progressing and if there is need for corrective action and to facilitate decision making by the project manager during implementation

Evaluation

Evaluation is the episodic not continuous as the case with monitoring usually mid-term and at end of the project assessment of an ongoing or completed project to determine its actual impact against the planned impact strategic goal or objectives for which it was implemented.

Projects

Project in the context of this research is defined as temporary endeavor to achieve an objective. Temporary means the project has a time frame within which it should have achieved its set objectives within a fixed budget, usually funded by a donor. In the context of this research the objectives of the NGO projects is to respond to challenges of Food insecurity and contribute to household incomes for smallholder farmers.

Results based management (RBM)

A management strategy focusing on performance and achievement of outputs, outcomes and impacts

Performance Indicators

An indicator is a piece of information which communicates a certain state, trend, warning or progress to the audience. An education indicator could be enrollment rates for both genders male and female.

Human Resource

These are skilled people who effectively execute the M&E tasks for which they are responsible.

M&E Findings

Information from Evaluations which should be timely, useful and relevant to development managers, funders, government officials and other stakeholders that lead to improvement programmes, funding decisions, accountability and learning

Propriety Standards

Refers to legal and ethical standards within which an evaluation should be conducted, and with due regard for the welfare of those involved in the evaluation as well as those affected by its results including having a formal agreement in writing before engaging in an evaluation, protection of individual rights, disclosure of findings and conflict of interest.

Performance

Performance measurement is a method of identifying, controlling and utilizing different objective measures of the organization's performance and its programs on regular basis or the utilization of objectives, indicators and information to assess NGOs interventions and services.

Non-Governmental Organization

An NGO, according to the non-governmental organizations bill 2012, clause 22, is a private voluntary association of individuals, not operated for profit or for other commercial purposes but which has organized itself for the benefit of the public at large and having as its objective the promotion of social welfare in any of, but not limited to, the areas set out in the First Schedule; includes a community based organization. Non-governmental organizations are therefore charitable institutions that make use of donor funds for charitable as well as public benefit purposes. NGOs are therefore created to enhance government efforts in developmental issues and supplement service delivery with funds received from multilateral organizations.

1.11 Organization of the Study

The study was organized in five chapters. Chapter one consisted of the background of the study, problem statement, purpose of the study, objectives of the study, research questions, significance of the study, limitations and delimitations of the study, assumptions and finally the definition of significant terms. Chapter two consisted of the introduction, Overview of the concept of monitoring and evaluation systems implementation in non-governmental organizations, available literature done by other authors on the influence of monitoring and evaluation implementation in other contexts. It also provided a conceptual framework on the relationship between the dependent and independent variables of the study. Chapter three was the research methodology and consisted of the research design, target population, sample size and sampling design, piloting, validity and reliability of the research instruments, data collection procedures, data analysis techniques and the operationalization of variables. Chapter four consisted of data analysis, presentation and interpretation while chapter five was the summary of findings, discussions, conclusions, recommendations and suggestions for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents theoretical and empirical reviews of literature from the global, African and local perspective, conceptual framework representing the relationship between the identified dependent and independent variables. It assists the researcher to explore on the research study that needs to be solved. The researcher was able to assess the situation and source for material from journals, publications, reports and books. Such material made the study reach a successful end.

2.2 Performance of non-governmental organization Projects

It is widely assumed that non-governmental organizations are able to reach and improve the wellbeing of the poorest who are the subject of NGO assistance. (Riddell & Robinson, 1992) Performance measurement is best considered in the broader context of performance management and of Performance Management Systems (PMSs). PMSs involve the mobilization of both formal and informal mechanisms to convey the direction and goals of the organization, to formulate and implement strategies, plans, and programs, and to facilitate organizational learning and change (Ferreira & Otley, 2009). PMSs are concerned with defining, controlling and managing both the achievement of outcomes or ends as well as the means used to achieve these results (Broadbent & Laughlin, 2009). Performance measurement plays a key role in the implementation of strategies, plans, and programs, but also provides information to enable organizational learning and to instigate organizational change. According to MoA (2002) Agriculture is the backbone of Kenya's economy and the means of livelihood for most of the rural population. Recent statistics indicate that an estimated 44% of the country's population live below the poverty line and about 7.5 million people are described as chronically food insecure out of which about 1.5 million require food aid at any one time.

During periods of shock such as drought and floods, the number of people requiring food aid rises to between 2.5 to 3.5 million. The sector contributes directly 26 per cent of the Gross Domestic Product (GDP) and another 25 per cent indirectly. It supplies the manufacturing sector with raw materials and generates tax revenue that helps to support the rest of the economy. The sector also accounts for 65 per cent of Kenya's total exports, it employs over 40 per cent of the total population, and over 70 per cent of the rural population depend on agriculture for their livelihood.

Sustained and equitable agricultural growth is critical to uplifting the living standards of the people as well as generating rapid economic growth. (MoA, 2011).

The working environment of NGOs is dynamic and risky and the overall effectiveness of these organizations requires meeting the various demands of stakeholders through building realistic performance measurement and management systems. In order to guarantee success, NGOs first have to develop and implement effective systems of managing and measuring their performance. NGOs are required to manage and evaluate their performance from multiple perspectives, taking into account the projects/programs performance, the agenda of donors, the needs of beneficiaries and the internal effectiveness. Nevertheless, the concept of NGOs performance has been defined in different theoretical frameworks and used for different managerial processes. (Mohammed & Borgonovi, 2015)

According to Peersman, Rugg and Carael (2008), Monitoring is the routine tracking and reporting of priority information about a project or program and its inputs, activities, outputs, outcomes and impacts. Evaluation is the systematic collection of information about the activities, characteristics and outcomes of a specific program to determine its merit or worth. If a program is judged to be of merit, it is also important to determine whether it is worth its cost. Evaluation provides credible information for improving programs, identifying lessons learned, and informing decisions about future resource allocation.

Monitoring and Evaluation (M&E) are essential components of results based management (Rist, Boily & Martin, 2011). Results based management involves deliberately gathering empirical evidence in order to know the extent to which intended results are being achieved so that modifications to the design and delivery of activities can be made to improve and account for performance in achieving intended outcome. Furthermore, organizations successfully adopting RBM will need to have appropriate systems and procedures in place that collectively constitute and RBM regime (Mayne, 2007).

2.2.1 Monitoring and Evaluation Systems

Monitoring and Evaluation (M&E) seems like and often is a technical exercise, designed by and used by technical experts and researchers. In fact, like all numerical data of this kind, the ultimate purpose of the M&E exercise is to provide useful information to decision makers. (Kozma & Wagner, 1997). According to the WHO, Monitoring and Evaluation are systematic processes which assess the progress of ongoing activities and identify any constraints for early corrective action. They measure the effectiveness and efficiency of the desired outcome of the Programme. Monitoring provides a descriptive snapshot of what is happening at a given point in time. It is a regular, ongoing management activity which, through reliable record-keeping, provides information to managers on a regular basis. Evaluation provides greater in-depth analysis on whether a policy, plan or Programme has achieved its desired goals. Planning for implementation needs to take into account monitoring and evaluation from the beginning as well as budgeting. Policy-makers need to consider allocating approximately 10% of the total budget of a policy, plan or Programme to evaluation activities. (WHO, 2008)

In many organizations, monitoring and evaluation is something that is seen as a donor requirement rather than a management tool. Donors are certainly entitled to know whether their money is being properly spent, and whether it is being well spent. But the primary and most important use of monitoring and evaluation should be for the organization or project itself to see how it is doing against objectives, whether it is having an impact, whether it is working efficiently, and to learn how to do it better. (Civicus, 2002) Monitoring and evaluation should be part of the planning process. It is very difficult to go back and set up monitoring and evaluation systems once processes have begun to happen. However, according to Kelly et al. (2008), a good M&E system for donor funded programmes is one which is: dynamic, participative, reflective and evolving. First, dynamic systems encourage learning by doing and are promoting regular ways of seeking dynamic feedback from multiple sources about the benefits, problems and impacts of the intervention. Secondly, participative and gender sensitive systems actively seek to overcome barriers of gender, age, power, culture and other issues which limit the participation of all stakeholders in the monitoring and assessment process. Thirdly, reflective systems encourage staff, partners and stakeholders to create regular space and time for analyzing information and reflecting back on the underlying assumptions or theories of change which underpin the interventions. Fourthly, evolving systems

are adapting and changing in order to keep them as light and simple as possible while providing real time information which informs on-going improvement of the intervention. Mackay (2007) argues that substantive demand from the government and NGOs is a prerequisite to successful systems institutionalization. This implies that an M&E system must produce monitoring information and evaluation findings that are judged valuable by key stakeholders, that are used to improve government and NGO performance, and that respond to a sufficient demand for the M&E function to ensure its funding and sustainability for the foreseeable future by donors.

2.3 Influence of indicators in Monitoring and Evaluation Systems use on performance of NGO Agri-Business projects

According to Acevedo et al (2010), the litmus test of the success of a monitoring and evaluation (M&E) system lies in the quality of indicators that are used to capture a dimension or an attribute to show the results in the form of an assessment of the performance in a particular aspect of governance or public service delivery. The classical view of the quality of indicators in M&E systems is to ensure that they are objective and adequate to reliably measure the impact of an input or intervention. Mackay (2007) asserts that indicators are useful for setting performance targets, for assessing progress toward achieving them, and for comparing the performance of different organizations. They are a relatively inexpensive means of measuring government performance on a frequent basis. Although performance indicators can be used to identify problems, thus allowing corrective action to be taken, a limitation is that they do not usually reveal whether government actions led to improved performance. They can, however, be used to flag the need for a follow-up review or evaluation of an issue. A common danger with performance indicator systems is over engineering the system by including too many underutilized indicators; this can lead to poor quality data. The indicators are supposed to measure and reflect change over time and hence conform to the Clear, Relevant, Economic, Adequate, Measurable (CREAM) as well as Specific, Measurable, Attainable, Realistic, Time bound (SMART) criteria. Wagner & Kozma (2005) indicate that the choice of core indicators in any program like a Sustainable Agriculture program is the key to determining the impact of new agricultural technology on farmer knowledge, skills and attitudes. In order to understand the outputs of any program, inputs must also be measured, such as ICT resources, farmer training, pedagogical practices, and the educational, technological, and social context. Outputs should be measured against these same variables as well as costs. Data

should be collected throughout the program's implementation, and in sufficient breadth and depth such that conclusions have credibility with the consumer of the study. While indicators are easy to define, it is not always easy to select the right ones to study. Unclear goals and objectives can frustrate a results orientation: When different planning mechanisms, management arrangements, and M&E initiatives entail inconsistent objectives, there is a risk that managers will become confused as to what the real or highest-priority goals are. (Wagner & Kozma, 2005)

The source of performance data is important to the credibility of reported results hence, it is important to incorporate data from a variety of sources to validate the findings. Furthermore, while primary data is collected directly by the M&E system for M&E purpose, secondary data are those collected by other organizations for purposes different from M&E (Gebremedhin, Getachew & Amha, 2010). In the design of an M&E system, the objective is to collect indicator data from various sources, including the target population for monitoring project progress (Barton, 1997). The methods of data collection for M&E system include discussion/conversation with concerned individuals, community/group interviews, field visits and review of records. Others include key informant interviews, participant observation, focus group interviews, direct observation, questionnaire, one-time surveys, panel surveys, census, and field experiments. Moreover, developing key indicators to monitor outcomes enables managers to assess the degree to which intended or promised outcomes are being achieved (Kusek & Rist, 2004).

According to Casley, Dennis and Kumar (1987), choosing the proper indicators to be measured is crucial to setting up effective beneficiary monitoring. This choice has consequences for the users who will be served, the reporting period, and data collection methods. Inappropriate indicators can doom an information system. Furthermore, failure is sealed when managers choose all the indicators that come to mind or are listed in various guidelines. As the list grows larger, so does the number of inappropriate indicators. WHO (2008) asserts that in order to measure progress, it is important to establish from the beginning, the clear goals and targets to be achieved Data for indicators can be newly collected through surveys or obtained from a variety of existing sources. A significant part of the information required to assess process and output indicators for an Agriculture program will come from sectors outside the Agriculture sector like public transportation and food production. Therefore interaction with the various relevant stakeholders

will be essential for the data collection process. Capacity to analyze the information collected is essential, and a balance between the quality of the data, their purpose and available resources need to be achieved. On the other hand, Casley, Dennis & Kumar (1987) add that project managers guide the choice of indicators by deciding what they need to know. Some indicators are especially important because they illuminate matters that the managers can influence to improve project performance. In beneficiary contact monitoring, project managers and the monitoring staff should concentrate on basic data. The number of persons reached by project services or inputs, the number of persons who initially or repeatedly adopt project elements, and the estimated level of production gains that is achieved. These indicators measure physical and behavioral accomplishments and suggest attitudes that determine whether the project will face growing demand or become increasingly irrelevant to farmers' underlying desires. Indicators should follow a certain criteria including unambiguous definition, consistency, specificity, sensitivity and ease of data collection.

2.4 Influence of Human Resource in Monitoring and Evaluation Systems use on performance of NGO Agri-Business projects

One factor underlying project success is staffing. (Acevedo, et al, 2010) The calibre of project staff, their commitment to overall project objectives and degree of empathy with the intended beneficiaries all contribute to the more successful projects. Well-trained and educated staff motivated by a reasonable level of remuneration and decent working conditions play a critical role in this regard. Staffing is a special concern for M&E work because it demands special training and a combination of research and project management skills. Also, the effectiveness of M&E work often relies on assistance from staff and volunteers who are not M&E experts. Thus, capacity building is a critical aspect of implementing good M&E work. While the overall judgment of project performance is favorable, the projects exhibit weaknesses in certain key respects. (Riddell & Robinson, 1992)

In a study by White (2013) on monitoring and evaluation best practices in development INGOs, the researcher writes that INGOs encounter a number of challenges when implementing or managing M&E activities one being insufficient Monitoring and Evaluation capacity where M&E staff usually advise more than one project or Programme at a time, and have a regional or sectoral assignments with a vast portfolio. Furthermore, taking on the M&E work of too many individual projects overextends limited M&E capacity and leads to rapid burnout of M&E staff whereby high

burnout and turnover rates make recruitment of skilled M&E staff difficult, and limits the organizational expertise available to support M&E development.

Mulandi (2013) study on factors influencing performance of monitoring and evaluation system argues that Monitoring and Evaluation system cannot function without skilled people who effectively execute the M&E tasks for which they are responsible for. Therefore, understanding the skills needed and the capacity of people involved in the M&E system is important. At the same time, undertaking human capacity assessments and addressing the human capacity gaps through structured capacity development programs is at the heart of the M&E system (Gorgens & Kusek, 2009). In its framework for a functional M&E system, UNAIDS (2008) notes that, not only is it necessary to have dedicated and adequate numbers of M&E staff, it is essential for this staff to have the right skills for the work. Moreover, M&E human capacity building requires an organizational environment with a wide range of activities, including formal training, in-service training, mentorship, coaching and internships. Lastly, M&E capacity building should focus not only on the technical aspects of M&E, but also address skills in leadership, financial management, facilitation, supervision, advocacy and communication. Mulandi (2013) mentions that building an adequate supply of Human Resource is critical for the sustainability of the M&E system and generally is an ongoing issue. Furthermore, it needs to be recognized that growing evaluators requires far more technically oriented M&E training and development than can usually be obtained with one or two workshops. Both formal training and on-the-job experience are important in developing evaluators with various options for training and development opportunities which include: the public sector, the private sector, universities, professional associations, job assignment, and mentoring programs (Acevedo et al., 2010).

There is a constant demand for training in planning, monitoring, review, evaluation and impact assessment for both program staff and partners in projects (Gosling & Edwards, 2003). Skills for numeracy, literacy, interviewing and monitoring in qualitative and quantitative methods, for management information systems are necessary for participatory monitoring and evaluation (Mulandi, 2013). Staff need to be trained not only on collecting descriptive information about a program, product, or any other entity but also on using something called values to determine what information and to draw explicitly evaluation inferences from the data, that is inferences that say

something about the quality, value or importance of something (Davidson, 2004). Players in the field of project management like project and Programme managers, M&E officers, project staff and external evaluators will require specialized training not just in project management and M&E; but specifically in areas like Participatory monitoring and evaluation and results based monitoring and evaluation (Murunga, 2011). Lack of adequate monitoring and evaluation expertise or capacity among NGOs is one area that has been highlighted by several scholars (Hughes, 2002). Monitoring and evaluation requires specific skills and expertise such as monitoring and evaluation design skills particularly log frame design, indicator setting: both qualitative and quantitative, design of data collecting instruments including questionnaires, focus discussion guides (Hughes, 2002) noted that skills such as advanced data analysis, conducting of focus groups, qualitative indicator setting are very scarce amongst NGO staff even in Kenya.

2.5 Influence of findings in Monitoring and Evaluation Systems use on performance of NGO Agri-Business projects

The purpose of M&E is to provide credible options based on the best information that can be gathered to support one or another decision. One of the first choices that must be made concerns the breadth and depth of the M&E task. Mackay, (2007) mentions that once an M&E System is in place the organizational environment has to encourage dissemination of results once they are out. The major challenge faced by government and donor evaluation offices alike is to ensure that the evaluations they produce are used intensively. It is now well understood that it is not enough to complete an evaluation report, make it publicly available to stakeholders, and assume that utilization will somehow take care of itself. Instead, individual evaluators and their evaluation offices need to be highly proactive in implementing a detailed strategy for dissemination of not just the evaluation report but its findings as well to encourage acceptance of the evaluation's findings and implementation of its recommendations. On the other hand, Rogito (2010) study on the influence of monitoring and evaluation on project's performance found that a project implemented without the baseline study faced serious challenges on tracking its' progress effectively on indicators.

According to Rogito (2010), for best practice a baseline needs to be planned and done a year earlier to get full information on the project to undertake which was largely not done from the study

findings. He concludes that youth projects were poorly performing as baseline survey study was minimally done hence it was hard to achieve project goals. He recommends that baseline studies need to be properly timed before project implementation and the findings kept properly and used to monitor progress of projects. World Bank (2013) says that determining the presence or absence of the success factors and constructing reliable indicators in agribusiness that can be used for benchmarking and for comparisons and requires an understanding of production and marketing systems as well as the agricultural policies and enabling environment that promotes or hinders agribusiness in a given country.

In most countries, the demand for evidence based decision-making is not always present. Poor performance and misconduct, for instance, are rarely sanctioned. Also, little feedback is provided on data collected through ministerial inspection. What matters with M&E is not so much the data that is collected or the facts that are available, but how the data is used to inform choices in the different stages of planning and public service delivery. Such a problem has, in turn led to poor quality M&E data in terms of missing, inaccurate, or outdated information. (Gebremedhin, Getachew & Amha, 2010) The distinction between observed reality and what is hoped for is often blurred. Although the M&E systems and practices that are in place arguably provide a reasonable accountability framework, their contribution to substantive learning is more limited. Kenya's M&E system produces a large volume of data on compliance with rules and regulation, but it is often of poor quality or not fully used and does not yield a sufficiently clear basis for assessment of value for money and cost-effectiveness in public service delivery. Poor data quality and lack of demand for performance information are mutually reinforcing in undermining efficacy of M&E systems. (Hauge, 2003)

On the other hand, credibility of the findings and of the interpretations based on them is very important. To be acceptable to the decision makers, the findings should either be consistent with their own impressions and frame of reference or be based on such solid evidence that these mistaken impressions are overcome. (Casley, Dennis & Krishna. 1987). Monitoring information and evaluation findings can contribute to sound governance in a number of ways including evidence-based policy making including budget decision making, policy development, management, and accountability. Many NGOs around the world have realized much of this potential according to Mackay (2007)

2.6 Influence of information systems in Monitoring and Evaluation Systems use on NGO Agri-Business projects

Technology plays a major role in monitoring and evaluation of projects in NGOs and government, where organizations like Evidence Action established in 2013, are collaborating with developers to use paperless data collection processes of monitoring through smart phones, where they have introduced mobile data monitoring and evaluation of projects. According to Casley, Dennis & Krishna (1987) the monitoring function is carried out by using the data within a management information system. Such a system includes the basic physical and financial records, the details of inputs and services provided to beneficiaries like credit and extension advice and the data obtained from surveys and other recording mechanisms designed specifically to service the monitoring function. Evaluation will also draw on the management information system, but with a view to comparisons over time and against comparable control information. The full exercise of the evaluation function will require, in selective cases, supplementing the project management information system with data from impact studies that may be designed and executed outside the project management system itself. In Kenya a web-based monitoring and evaluation (M&E) systems was developed for NGOs by Academy for Education Development (AED) and Advantech Consulting with funding from the Rockefeller Foundation, which was launched in 2012. The main aim of the system was to allow NGOs to efficiently monitor and keep track of their activities and targets. This system was met to assist the NGOs to be able to engage with the Aid agencies (Chesos, 2010).

Monitoring and evaluation is an integral part of the project's design, implementation and completion (Chaplowe, 2008). It is useful to all projects, big or small, since information got from it enables better decision making by helping to identify project areas that are on target and those that need to be adjusted or replaced. Although different types of projects require different types of M&E systems, collection of data and information at all levels of the projects life cycle adds value to every stage of the project by ensuring project targets are met. (Mackay, 2010), which helps in learning from what/how we are doing or have done by focusing on efficiency, effectiveness, impact, relevance and sustainability (Hunter, 2009). Weaknesses in the project are also identified on time and collective measures taken (Gorgens et al., 2010). An effective M&E system also calls for the interaction between the employees, procedures, data, technology and key stakeholders, in order to ensure feasibility and ownership (Chaplowe, 2008).

One of the factors that have led to the unprecedented growth of NGOs according to Chesos (2010) is the growing demand for information, analysis, and action. The general public is bombarded with unsystematic and unreliable information. NGOs can collect data to make decisions, a role that is invaluable in developing countries where such information might not readily exist. Another issue is the improved communications technologies including the growth of the Internet which has led to inexpensive, instant, and largely unregulated flow of information. In addition, the nature of the information age makes it very difficult to restrict the inflow of information from the perspective of authoritarian governments.

Non-Profit Organizations have begun to move away from a focus on mainly small-scale projects in Agriculture and other sectors towards an increasing involvement in broader processes of development, including policy advocacy, and organizational and human capacity building (Edwards & Hulme, 1992). At the same time, finding themselves vulnerable to criticism about their level of accountability to stakeholders who are the poor, governments and donors. Many development NGOs are beginning to seek ways to increase their impact, effectiveness, and overall professionalism. This has led them to recognize the importance of three types of information for their operation and activities. First, there is the need for high-quality information about their work on the ground, which is crucial to ensure accountability, to learn from experience, and to develop and disseminate good practice. This information according to (Mackay, 2007) can only be realized through incorporating M&E systems in their work. Second, there is a need to gain access to information about wider contextual forces such as macro-economic policy, the national and local political climate, and the ongoing work of other organizational actors.

This type of contextual information is increasingly important for development NGOs if they are to campaign for policy changes at national and international levels. The third issue is information about organizational inputs and outputs is essential in order for NGOs to make effective use of scarce human, financial, and material resources (Edwards, 1994). Most researchers advocate for computerized M&E systems because most of the times, Information is usually presented formally in an electronic format or manual reports of targets and achievements within the NGO. There can also be memos circulated among officers and field staff, and audiovisual material capturing situations on the ground in real time. Information is also very often communicated informally in the form of verbal messages, or held tacitly, as in human memory (Meyer, 1997). Much academic writing in the field of information systems endeavors to describe the interaction between the formal

and informal information systems within an organization, although very little research has been conducted on the internal issues of organization, management, and communication within development NGOs (Lewis, 2001). Organizational learning has been another issue raised within the NGO literature, and there is a general view emerging that earlier perspectives on NGOs as learning organizations, advanced by writers such as Korten (1990), may not apply typically across the whole range of the development NGO field. Indeed, Fowler (1997) points out that one of the weaknesses of NGOs is found within their often-limited capacity to learn, adapt and continuously improve the quality of what they do which is a serious concern. The problem is that NGOs lack effective information systems that can provide access to data about what they are doing and thereby enable them to assess what they are or are not achieving.

2.7 Influence of propriety standards in Monitoring and Evaluation Systems use on performance of NGO Agri-Business projects

According to the American Evaluation Association (2004), ethical issues frequently arise in the course of M&E work. Program staff are responsible for engaging in and addressing ethical issues to the best of their ability. World Bank (1999) adds that clarifying responsibilities helps to ensure that their work is undertaken systematically and competently, with integrity, honesty, and respect for people, local values, and cultural norms. The goal is to promote honesty, justice, and development to improve the quality of life of those being served. Working in a complex and interconnected environment, it is impossible to predict with certainty the outcomes and impacts of project interventions. To this end, M&E findings should provide adequate knowledge to inform programmatic decisions in changing contexts to help decision makers avoid possible harmful effects associated with an intervention. Lewis & Wallace (2000) say that when ethical issues arise, program staff and stakeholders need to acknowledge them and to discuss them with interested parties to reach a resolution. Program managers and M&E specialists should develop a strong working relationship with project staff to discuss M&E ethical issues openly and honestly. In some instances, it may be appropriate to involve community members in resolving ethical challenges. Local residents can often provide valuable insights into devising a culturally appropriate solution. (American Evaluation Association, 2004).

On the other hand, Hagens (2008) asserts that during the planning phase, it is important to identify potential ethical challenges and to develop a framework for resolving any conflicts. Although

planning ahead will not ensure that ethical conflicts do not arise, it is likely to decrease the severity of any conflicts and expedite their solutions. To identify challenges and paths towards solutions, begin with individual reflection and critical thought about the ethical components of the upcoming work. Next, hold discussions with key stakeholders to engage them in the ethical elements identified, as well as any they see as relevant. The World Medical Association's Declaration of Helsinki (1964/2004) declares that the right of research subjects to safeguard their integrity must always be respected. Every precaution should be taken to respect the privacy of the subject, the confidentiality of the patient's information and to minimize the impact of the study on the subject's physical and mental integrity and on the personality of the subject must be upheld. Program staff are responsible for engaging in and addressing ethical issues to the best of their ability. Clarifying responsibilities helps to ensure that their work is undertaken systematically and competently, with integrity, honesty, and respect for people, local values, and cultural norms. The goal is to promote honesty, justice, and development to improve the quality of life of those being served. Miller (2007) says that working in a complex and interconnected environment, it is impossible to predict with certainty the outcomes and impacts of project interventions. To this end, M&E findings should provide adequate knowledge to inform programmatic decisions in changing contexts to help decision makers avoid possible harmful effects associated with an intervention. When ethical issues arise, program staff and stakeholders need to acknowledge them and to discuss them with interested parties to reach a resolution. Program managers and M&E specialists should develop a strong working relationship with project staff to discuss M&E ethical issues openly and honestly. In some instances, it may be appropriate to involve community members in resolving ethical challenges. Local residents can often provide valuable insights into devising a culturally appropriate solution. (Hauge, 2003)

To ensure recognition, accurate interpretation and respect for diversity, evaluators should ensure that the members of the evaluation team collectively demonstrate cultural competence. Cultural competence would be reflected in evaluators seeking awareness of their own culturally-based assumptions, their understanding of the worldviews of culturally-different participants and stakeholders in the evaluation, and the use of appropriate evaluation strategies and skills in working with culturally different groups. Diversity may be in terms of race, ethnicity, gender, religion, socio-economics, or other factors pertinent to the evaluation context. (WHO, 2008)

2.8 Theoretical Framework

The theoretical framework for this study will be based on the program theory put forward by Bickman (1987) which consists of a set of statements that describe a particular program, explain why, how, and under what conditions the program effects occur, predict the outcomes of the program, and specify the requirements necessary to bring about the desired program effects (Sedani & Sechrest, 1999). The program theory has been used to guide evaluation for many years; it shows the capability of the program to fix a problem by addressing the needs in the need assessment. It also gives tools to determine areas of impact in evaluation (Seith & Philippines, 2012). Most NGO's deal with human service programs that are designed to improve the society, which are at times designed and redesigned in due course (Hosley, 2005). The concept of a program theory is similar to the one used in logical models. The program theory hence uses logical framework approach as its methodology (J-Pal, 2003). The difference is that the program theory is a detailed version of the logic model. The program theory can also be represented graphically through the logical model. The logical model is used in guiding stakeholders' engagement, the management and evaluation of outcomes (Hosley, 2009).

2.9 Conceptual Framework

According to Mugenda and Mugenda (2003), conceptual framework involves forming ideas about the relationship between variables in the study and showing the relationship graphically.

Reichel & Ramy (1987) describe a conceptual framework as a group of ideas that are also broad and a set of principles taken from relevant inquiry and used to structure subsequent presentations. The rationale of conceptual framework is that it helps the researcher to know the connection between the literature that exists and their own research goals.

The diagrammatic presentation in Fig.1 explains the relationship between the independent, moderating, extraneous and dependent variables. It is based on the influence that independent variables which include performance indicators, human resources, use of M&E findings, use of information systems and propriety standards have on performance of Agribusiness projects.

Independent Variables

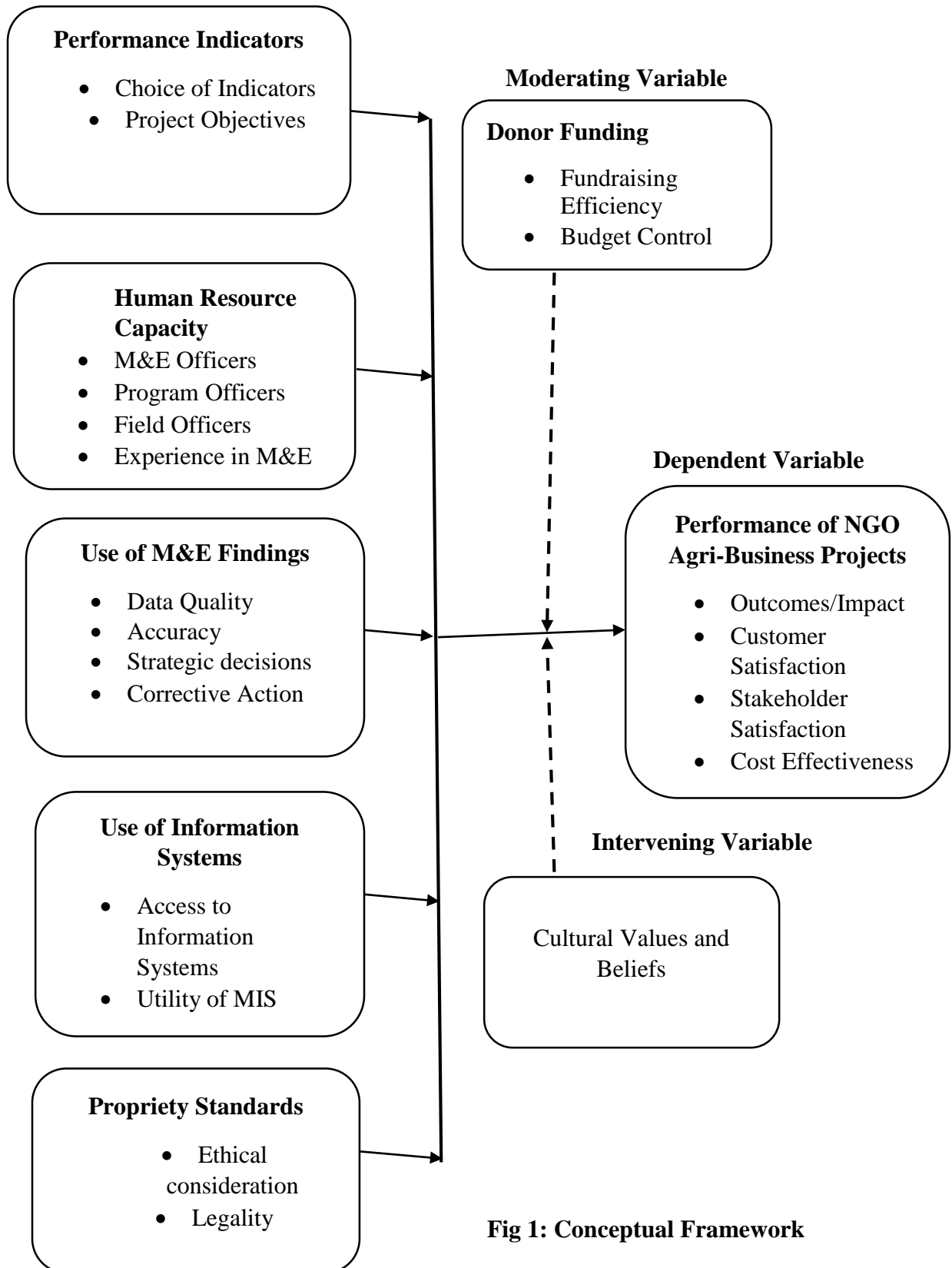


Fig 1: Conceptual Framework

2.10 Knowledge gap

Variable	Author and Year	Findings	Knowledge Gap
Performance Indicators	Kozma & Wagner (1997)	Direct measures of M&E indicators are the most reliable sources of information. They also tend to be the most costly. Indirect measures, such as surveys, can be less expensive, but also less reliable.	Focuses more on ICT projects in the Education sector
Human Resources	Mulandi (2013)	Performance of monitoring and evaluation systems is satisfactory if information is accessible to organizational staff	Focuses more on M&E in Governance sector
Use of M&E findings	Mulandi (2013)	Improve the accuracy, quality and access of information provided by the monitoring and evaluation system	Focuses more on M&E in Governance sector

Use of Information Systems	Wagner et al (2005)	Monitoring and evaluating the role of new technologies in programs is sufficient but long-term objectives are more important.	Focuses more on ICT projects in the Education sector
Propriety Standards	UNFPA (2004)	Evaluations should be designed and conducted in a way that respects and protects the rights and welfare of individuals	Focuses more on Evaluation reporting

2.11 Summary of Literature Reviewed

This chapter has reviewed existing literature on the influence of performance indicators, human resources, use of M&E findings, information systems and propriety standards on the performance of monitoring and evaluation systems globally, regionally and locally. These concepts form the basis of the theoretical framework. The chapter also presents a conceptual framework reflecting the relationship between the dependent variable (performance of NGO Agribusiness projects) and independent variables which include choice of performance indicators in line with the objectives, Human Resource like individuals and teams with M&E experience. It also evaluates the use of M&E findings in making strategic decisions, utility of information systems and propriety standards like ethical consideration and how they all influence monitoring and evaluation system implementation in non-governmental organizations implementing agribusiness projects in Murang'a County.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the methodology used in undertaking the research. The chapter details the target population, research design, data collection methods, instruments and analysis employed in the research. It also presents a table on operationalization of variables.

3.2 Research Design

To develop an understanding of performance of Non-Governmental Organization Projects, survey study design was employed. The study used qualitative and quantitative approaches. Although the two paradigms have appeared to be on opposing sides, Cameron, (2009) argues that the mixed methodologies approach that is advanced by pragmatists recognizes the strengths and weaknesses of each of the approach and seeks to compensate for such by their use in gathering and analyzing data. According to Nachmias and Nachmias (1996), a personal interview is a face to face, inter-personal role situation in which an interviewer asks respondents questions designed to elicit answers pertinent to the research hypotheses. In this study, personal interviews will be used to ensure instant responses will be obtained

3.3 Target Population

The population refers to the group of people or study subjects who are similar in one or more ways and which forms the subject of the study in a particular survey. The study populations are members of a real or hypothetical set of people to which a researcher wishes to generalize the results of the study (Sproul, 1995). The target population for the study constituted ninety two Monitoring and Evaluation Officers and Program Officers in twelve non-governmental organizations implementing Agribusiness projects in Murang'a County.

Table 3.1: Number of Program, M&E and Field Officers in each Sub-County

Name of Location	No. of NGOs	No. of Program Officers	No. of M&E Officers	No. of Field Officers	Total	Percentage
Kiharu	2	3	7	3	13	14.13
Mathioya	1	3	5	2	10	10.87
Kangema	3	5	8	3	16	17.39
Gatanga	2	4	6	2	12	13.04
Kigumo	1	4	7	2	13	14.13
Kandara	1	3	6	1	10	10.87
Muranga	2	9	6	3	18	19.57
Total	12	31	45	16	92	100.00

Source: NGO Coordination board (2014)

3.4 Sample Size and Sampling Technique

Sampling may be defined as the selection of some part of an aggregate or totality on the basis of which a judgment or inference about aggregate or totality is made. (Fraenkel & Norman, 1990).

This research used Yamane (1967) formula of sample selection to generate a sample size for the study as indicated:

$$n = \frac{N}{1 + Ne^2}$$

Where: n = Sample size

N = Target Population (92)

E = Error = 0.05

$$n = \frac{92}{1 + 92 (0.05)^2}$$

n = 75

The study size therefore constituted 75 monitoring and Evaluation Officers and Programme Officers from Murang'a County.

3.5 Research Instruments

Data collection refers to gathering specific information aimed at proving or refuting some facts (Kombo & Tromp, 2006). Both primary and secondary data will be collected during the study. Secondary data will be obtained from document review which is a very comprehensive source of data. Project activity reports from the various organizations targeted by the study will also be used. The data collection instruments in this study were questionnaires and interview guide. The use of more than one method for gathering data is to ensure methodological triangulation as distinguished by Denzin, as cited in Alan (2003). The questionnaire consisted of items applying the likert scale with the responses ranging from strongly agree, agree, not sure, disagree and strongly disagree on a 1,2,3,4,5 rating scale. The questionnaire will consist of both open- ended and closed ended questions to offer opportunities for comments, suggestions and areas of improvement that would make a positive difference when using monitoring and evaluation systems

3.5.1 Piloting the Instruments

Bordens and Abott (2011) defines a pilot study as a small-scale version of the study used to establish procedures, materials and parameters to be used in the full study. A pilot study was conducted to clarify instructions, determine appropriate levels of independent variables, and determine the reliability and validity of the observational methods in order to use the pilot results to make adjustments in the study questionnaire.

3.5.2 Validity of the Instruments

Validity refers to the degree to which the empirical measures or several measures of the concept, accurately measure the concept (Orodho, 2005). It indicates the extent to which the instrument measures the constraints under investigation (Mugenda and Mugenda, 1999). This study will use content validity, construct validity and criterion validity. To ensure content validity, the questionnaires were reviewed by research experts to confirm that the data collected will represent the content that the test is designed to measure. According to Bordens & Abott (2011), content validity of an instrument is improved through expert judgment in constructing the instrument

items, simple English language will be used to ensure that the respondents will understand. Effort will be made to construct clear and precise items in order to avoid ambiguity. Construct validity will be measured by administering a few questionnaires to some respondents and analyzing the results to evaluate whether the questionnaire measures what it is required to measure. Criterion validity will be measured by analyzing outcome provided by the data collected using the questionnaires.

3.5.3. Reliability of the Instruments

Reliability is the degree of consistency with which an instrument measures a variable (Mugenda & Mugenda, 1999). In order to test the reliability of the instruments to be used in the study, the split-half method will be used where we randomly divide all items that purport to measure the same construct into two sets. The researcher will administer the entire instrument to a sample of people and calculate the total score for each randomly divided half. The split-half reliability estimate is simply the correlation between these two total scores. The researcher will randomly divide the test into two parts. This is often done using an even-odd approach. Each half of the test should approximately be the same number of questions. The questions in each half should be more or less equivalent. Essay questions were included as long as they are evenly distributed between halves in terms of content and point value. Reliability index is calculated using the coefficient alpha (α). A reliability of 0.8 and higher is generally considered to be good.

$$\alpha = \left(\frac{k}{k-1} \right) \left(1 - \frac{\sum \alpha_j^2}{\alpha^2} \right)$$

where α_j = variance of one test item, k is the total number of test items, Σ is the sum

3.6 Data Collection Procedure

The study adopted the use of a questionnaire as the main data collection tool. The developed questionnaires were administered to the sampled respondents. A face to face interview method was used to administer the questionnaires since most of the respondents were too busy with field activities to fill the questionnaires by themselves.

3.7 Data Analysis Technique

After data collection, all the returned questionnaires were numbered, categorized and the data coded. A coding strategy was developed to change the non-numeric data into categories with

numerical codes using Open Data Kit software for Data Entry. Specific responses to the structured questions were each assigned a number to give it a numerical code. A code book containing all the variables derived from the research objectives and research questions of the study as presented in the questionnaire was developed. Preliminary editing was done where the data was checked for accuracy and errors committed. Clarity and legibility of all questions was established and questions with ambiguous responses eliminated. A code sheet was then developed based on the information entered in the code book together with information collected from the field. The coded data was then entered using open Data Kit open source software and analyzed with the aid of STATA software Programme for Data Analysis. The objectives of the study were analyzed quantitatively using simple descriptive statistics. The findings were summarized and presented using regression and correlation, percentages and frequency distribution tables. For the unstructured type of questions in the questionnaire and the interview guides, all responses given for each question were transcribed, compiled and then discussed qualitatively along the main objective areas of the study.

3.8 Ethical Consideration

Permission was obtained from the concerned authorities including the National Council for Science and Technology and Directors of non-profit organizations in Murang'a County that are participating in the study before commencing the study. Participation was voluntary and written informed consent of prospective participants was obtained which states that the consenting party is aware and that they could withdraw from the study up until the time the data was analyzed. Participants were not necessarily required to put their names on the questionnaire and responses will be treated with utmost confidentiality.

3.9 Operationalization of Variables

The relationship of variables is illustrated in table 3.2 which shows their respective indicators.

Objective	Type of Variable	Indicators	Measurement	Level of Scale	Data Collection Method	Data Analysis
To assess how indicators influence performance of Agri-Business Projects in Murang'a County	Independent Variable Indicators	Choice of Indicators Project Objectives	Indicator type: Qualitative or Quantitative	Nominal and Ordinal	Questionnaire	Quantitative and Descriptive
To establish how Human Resource influences performance of Agri-Business projects in Murang'a County	Independent Variable Human Resource	Program Officers M&E Officers M&E Experience	Level of M&E Training Number of years in M&E Number of Projects Monitored & Evaluated	Ordinal	Questionnaire	Quantitative and Descriptive
To determine how use of M&E findings influences performance of Agri-business projects in Murang'a County.	Independent Variable M&E Findings	Data Quality Accuracy Strategic decisions Corrective Action	Frequency of Data Collection Frequency of Data use in executive decision making	Nominal	Questionnaire	Quantitative and Descriptive

To find out how information systems influence performance of Agri-business projects in Murang'a County	Independent Information Systems	Access to Information Systems Utility of the Information Systems	Number of Computers used Number of Information Databases Frequency of use	Ordinal	Questionnaire	Quantitative and Descriptive
To examine the influence of propriety standards on performance of Agri-business projects in Murang'a County	Independent Propriety Standards	Ethical consideration in M&E activities Legality of M&E activities	Frequency of consensual research	Nominal	Questionnaire	Quantitative and Descriptive
Determine the influence of Monitoring and Evaluation Systems Implementation on Non-Governmental Organizations: A case of Agri-Business Projects in Murang'a County	Dependent Performance of NGO Agri-Business Projects	Project Impact Project Quality Cost and Effectiveness Stakeholder Satisfaction	Budget spent Vs Allocation	Ordinal	Questionnaire	Quantitative and Descriptive

Table 3.2 Operationalization of Variables

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents and discusses findings deduced from the questionnaire with regard to research objectives namely; to assess how indicators, Human Resource, use of M&E findings, information systems and propriety standards in Monitoring and Evaluation Systems use influence performance of Agri-Business Projects in Murang'a County.

The data collected using questionnaires was analyzed using STATA software, and data presented in frequency tables, percentages, means, averages, correlation and regression. Qualitative data was analyzed based on content analysis.

4.2 Response Rate

The research assistants targeted seventy five respondents made up of program officers, M&E officers and field officers from twelve non-governmental organizations implementing agribusiness projects in Murang'a County with the questionnaires. A total of Sixty seven interviews were successful. Those that were unsuccessful were attributed to various factors including travel to other field sites far away for Monitoring and Evaluation purposes and others on annual leave. This makes an 89 % questionnaire return rate. Mugenda and Mugenda (2003) assert that a 50% response rate is adequate. Sekaran (2003) recommends 30% as an adequate response rate for descriptive surveys. Based on these assertions, this implies that the response rate for this research was adequate for analysis.

4.3 Profile of Respondents

The profile of respondents provides the social-demographic characteristics of the respondents that include the age distribution of the respondents, gender, their level of education and number of years they have been in Monitoring and Evaluation.

4.3.1 Gender of Respondents

The respondents were asked to state their gender in the questionnaire and the findings are as summarized in Table 4.1 and 4.2.

Table 4.1. Gender of Respondents

Gender	Frequency	Percentage	Cumulative Frequency
Male	41	61.19	61.19
Female	26	38.81	100
Total	67	100	

Majority of the respondents (61%) were male while the 39% were female

The mean and standard deviation of the gender distribution is as summarized in table 4.2

Table 4.2. Mean of the Gender distribution

Variable	Observations	Mean	Standard Deviation
Gender	67	1.38806	0.4909861

In the questionnaire, male was represented by 1 while female was represented by 2. The gender data is closely centered to the mean of 1.38. The mean gender was male. The small standard deviation helps us determine where the values of the distribution are in relation to the mean.

4.3.2 Respondents profession

The respondents were asked to state their profession in the questionnaire and the findings are as summarized in Tables 4.3 and 4.4.

Table 4.3. Respondents' profession

Position	Frequency	Percent
Monitoring & Evaluation Officers	35	52.24
Program Officers	23	34.33
Field Officers	9	13.43
Total	67	100

In the questionnaire, monitoring and evaluation officers were represented by 1, program officers were represented by 2 while field officers were represented by 3. 52% of the respondents were Monitoring and Evaluation Officers, 34% were program officers while 13% were field officers working with the 12 NGOs implementing Agribusiness projects.

Further analysis of the mean and standard deviation of the respondents' profession are as shown in table 4.4

Table 4.4: Mean of Profession Distribution

Variable	Observations	Mean	Standard Deviation
Position	67	1.61194	0.7167947

The respondents' profession data is closely centered to the mean of 1.61. The small standard deviation shows the datasets were not widely spread or scattered.

4.3.3 Age of Respondents

The respondents were asked to state their age in the questionnaire and the findings are as summarized in Table 4.5

Table 4.5: Age of Respondents

Age of Respondents	Frequency	Percentage	Cumulative Frequency
Below 25 Years	9	13.43	13.43
26 to 35 years	35	52.24	65.67
36 to 45 years	15	22.39	88.06
46 years and above	8	11.94	100
Total	67	100	

Majority of the respondents (52%) were of ages between 26 to 35 years, 22% were of ages between 36 to 45 years, 13% of the respondents were aged below 25 years while 11% of the respondents were above 46 years of age.

Further analysis of the mean and standard deviation of the respondents' ages is summarized in table 4.6

Table 4.6: Mean of Age Distribution

Variable	Observations	Mean	Standard Deviation
Age	67	2.328358	0.8596698

In the questionnaire, those aged below 25 years were represented by 1, those aged between 26 to 35 years were represented by 2, and those aged between 36 to 45 years were represented by 3 while those aged above 46 years were represented by 4. The mean age was therefore 26 to 35 years. The small standard deviation shows the datasets had tightly grouped, precise data.

4.3.4 Respondents level of education

The respondents were asked to state their level of education in the questionnaire and the findings are as summarized in Table 4.7 and 4.8

Table 4.7: Respondents level of education

Highest Level of Education	Frequency	Percentage	Cumulative Frequency
Non-Formal Primary	3	4.48	4.48
Secondary	15	22.39	26.87
College	49	73.13	100
Total	67	100	

73% of the respondents had been to college, 22% had been to secondary school while 4% of the respondents went to non-formal schools. Further analysis of the mean and standard deviation of the respondents' education are as shown in table 4.8 below

Table 4.8: Mean Education level

Variable	Observations	Mean	Standard Deviation
Highest Level of Education	67	2.686567	0.5562035

In the questionnaire, non-formal education were represented by 1, secondary school was represented by 2 while college was represented by 3. The mean education level was therefore college. The small standard deviation shows the datasets had tightly grouped, precise data.

4.4 Influence of indicators in Monitoring and Evaluation Systems use on performance of Agri-Business Projects

The respondents were asked if their projects had indicators and whether they used the indicators before or during implementation of project activities. The findings are as summarized in Table 4.9

Table 4.9: Availability of Indicators in Agribusiness Projects

Indicators in Projects	Frequency	Percentage	Cumulative Frequency
Used	57	85.07	85.07
Not Used	10	14.93	100
Total	67	100	

85% of the respondents used indicators in their projects while 15% did not use indicators in their projects. In order to determine in quantitative terms the degree in which the variables are related, correlation between indicators and performance is shown in figure 4.10

Table 4.10: Correlation between indicators in Monitoring and Evaluation Systems use and performance

Correlation	Availability of Indicators in Projects	Performance
Availability of Indicators in Projects	1.0000	
Performance	-0.0753	1.0000

There was a negative correlation (-0.0753) or no relationship between availability of indicators in a project and performance of projects.

In order to determine in quantitative terms the measure of the degree of the relationship between presence of indicators and performance, a regression of the two variables is shown in table 4.11.

Table 4.11: Anova table and overall model fit of Regression between presence of indicators and performance of NGO Projects

Source	SS	df	MS	
Model	0.048176319	1	.048176319	Number of obs = 67
Residual	8.45928637	65	.130142867	F (1, 65) = 0.37
Total	8.50746269	66	.12890095	Prob > F = 0.5450
				R-squared = 0.0057
				Adj R-squared = -0.0096
				Root MSE = .36075

The number of observations used in the regression is 67 giving an F-statistic of 0.37 and an R-Squared of 0.0057 which shows a low strength of association although it does not reflect the extent to which the dependent variable performance is associated with the independent variable indicators. The adjusted R-squared is -0.0096 and includes addition of extraneous predictors to the model. The standard deviation of the error term is 0.36075. Parameter estimates of the regression model are summarized in table 4.12.

Table 4.12: Parameter estimates of the regression between indicators and performance of NGO Projects

Performance	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
Indicators	-.0384263	.0631571	-0.61	0.545	-.1645599	.0877072
_cons	1.300091	.2518024	5.16	0.000	.7972073	1.802976

From the regression, for every unit increase in indicators, we expect a 0.384263 decrease in performance holding all other variables constant, a standard error of 0.0631571 and a t-statistic or significant difference from zero of -0.61. The coefficient of performance (-0.0384263) is not statistically significant at the 0.05 level since its p value (0.545) is greater than 0.05 at 95% level of confidence.

4.5: Influence of Human Resource in Monitoring and Evaluation Systems use on performance of Agri-Business projects.

The respondents were asked their profession and their experience in Monitoring and Evaluation.

The findings are summarized in table 4.13

Table 4.13: Respondents professions

Position	Frequency	Percent
Monitoring & Evaluation Officers	35	52.24
Program Officers	23	34.33
Field Officers	9	13.43
Total	67	100

35(52%) of the respondents were monitoring and evaluation officers, 23(34%) were program officers while 9(13%) were field officers.

4.5.1 Respondents experience in Monitoring and Evaluation

The respondents were asked to state their level of experience in Monitoring and Evaluation. The findings are as summarized in Table 4.14.

Table 4.14: Respondents experience in Monitoring and Evaluation

Monitoring and Evaluation Experience	Frequency	Percentage	Cumulative Frequency
0-5 years	43	64.18	64.18
6-10 years	19	28.36	92.54
More than 10 years	5	7.46	100
Total	67	100	

64% of the respondents had experience of between 0 and 5 years, 28% had experience of 6 to 10 years while 7% had experience of more than 10 years in Monitoring and Evaluation. Further analysis of the mean and standard deviation of the respondents' profession are summarized in table 4.15.

Table 4.15: Mean level of Experience

Variable	Observations	Mean	Standard Deviation
Monitoring and Evaluation Experience	67	1.447761	0.6805431

In the questionnaire, 0-5 years of experience was represented by 1, 6-10 years' experience was represented by 2 while more than 10 years was represented by 3. The mean level of experience was therefore 0-5 years. The small standard deviation shows the datasets had tightly grouped, precise data.

In order to determine in quantitative terms the degree in which the variables are related, correlation between human resource and performance is presented in table 4.16

Table 4.16: Correlation between human resource in M&E and performance of NGO projects

Correlation	Human Resource in M&E	Performance
Human Resource in M&E	1.0000	
Performance	0.0392	1.0000

There is positive correlation between human resources use in monitoring and evaluation and performance of agribusiness projects.

In order to determine in quantitative terms the measure of the degree of the relationship between human resource in M&E and performance, a regression of the two variables is shown in table 4.17 and Table 4.18

Table 4.17: Anova table and overall model fit of Regression between human resource in M&E and performance of NGO Projects

Source	SS	df	MS	
-----+-----				Number of obs = 67
				F (1, 65) = 0.05
Model	.027099179	1	.027099179	Prob > F = 0.8204
Residual	33.8833486	65	.521282286	R-squared = 0.0008
-----+-----				Adj R-squared = -0.0146
Total	33.9104478	66	.513794663	Root MSE = .722

The number of observations used in the regression is 67 giving an F-statistic of 0.05 and an R-Squared of 0.0008 which shows a low strength of association although it does not reflect the extent to which the dependent variable performance is associated with the predictor variable human resource. The adjusted R-squared is -0.014 and includes addition of extraneous predictors to the model. The standard deviation of the error term is 0.722. The parameter estimates of the regression are shown on table 4.18

Table 4.18: Parameter estimates of Regression between human resource and performance of NGO Projects

Performance	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
-----+-----						
Human Resource	.0288198	.1264005	-0.23	0.820	-.281259	.2236195
_cons	1.725069	.5039486	3.42	0.001	.7186138	2.731523
-----+-----						

For every unit increase in human resource, we expect a 0.288 increase in performance holding all other variables constant, a standard error of 0.126 and a t-statistic or significant difference from zero of -0.23. The coefficient for human resource (-0.028) is not statistically significant at the 0.05 level since its p value (0.820) is greater than 0.05 at 95% level of confidence.

4.6 Influence of M&E findings in Monitoring and Evaluation Systems use on performance of Agri-business projects.

The respondents were asked whether their projects utilized Monitoring and Evaluation findings, the frequency that they used the findings and the usefulness. The findings are summarized in Table 4.19

Table 4.19: Frequency of utilization of M&E findings

M&E Findings	Frequency	Percentage	Cumulative Frequency
Utilize	61	91.04	91.04
Do not Utilize	6	8.96	100
Total	67	100	

In order to determine in quantitative terms the degree in which the variables are related, correlation between utilization of M&E findings and performance is presented in table 4.20

Table 4.20: Correlation between utilization of M&E findings and performance of NGO projects

Correlation	Utilization of M&E Findings	Performance
Utilization of M&E Findings	1.0000	
Performance	-0.2661	1.0000

There was a negative (-0.266) correlation or no relationship between utilization of M&E findings and performance of agribusiness projects.

In order to determine in quantitative terms the measure of the degree of the relationship between utilization of M&E findings and performance, a regression of the two variables was conducted. The results are summarized in table 4.21

Table 4.21: Anova table and overall model fit of Regression between utilization of M&E findings and performance of NGO Projects

Source	SS	df	MS	Number of obs = 67
-----+-----				F (1, 65) = 4.95
Model	.386748781	1	.386748781	Prob > F = 0.0295
Residual	5.07593779	65	.078091351	R-squared = 0.0708
-----+-----				Adj R-squared = 0.0565
Total	5.46268657	66	.082767978	Root MSE = .27945

The number of observations used in the regression is 67 giving an F-statistic of 4.95 and an R-Squared of 0.0708 which shows a high strength of association although it does not reflect the extent to which the dependent variable performance is associated with the predictor variable M&E Findings. The adjusted R-squared is 0.056 and includes addition of extraneous predictors to the model. The standard deviation of the error term is 0.279. The parameter estimates of the regression are shown in table 4.22.

Table 4.22: Parameter estimates of Regression between utilization of M&E findings and performance of NGO Projects

Performance	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
M&E Findings Use	-.1088747	.0489231	-2.23	0.030	-.2065808	-.0111685
_cons	1.516926	.1950524	7.78	0.000	1.127379	1.906472

For every unit increase in M&E findings use, we expect a 0.1088747 decrease in performance holding all other variables constant, a standard error of 0.048 and a t-statistic or significant difference from zero of -2.23. The coefficient for M&E findings use (-0.1088747) is statistically significant at the 0.05 level since its p value (0.030) is greater than 0.05 at 95% level of confidence.

4.7 Influence of Information systems in Monitoring and Evaluation Systems use on performance of Agri-business projects.

The respondents were asked whether their projects utilized information systems, the frequency that they used the systems and the usefulness. The findings are summarized in Table 4.23

Table 4.23: Frequency of Information Systems use

Use of Information Systems	Frequency	Percentage	Cumulative Frequency
Use Systems	43	64.18	64.18
Did not use Systems	24	35.82	100
Total	67	100	

43 (64%) of the respondents used both online and offline information systems in their monitoring and evaluation activities while 24 (36%) of the respondents did not use any information systems in their activities.

In order to determine in quantitative terms the degree in which the variables are related, correlation between utilization of information systems and performance is shown in table 4.24

Table 4.24: Correlation between utilization of information systems and performance of NGO projects

Correlation	Utilization of Information Systems	Performance
Utilization of Information Systems	1.0000	
Performance	0.0353	1.0000

There is a positive correlation (0.035) between utilization of information systems and performance of agribusiness projects.

In order to determine in quantitative terms the measure of the degree of the relationship between utilization of information systems and performance, a regression of the two variables is shown in table 4.25

Table 4.25: Anova table and overall model fit of Regression between utilization of Information Systems and performance of NGO Projects

Source	SS	df	MS	Number of obs =	67
-----+-----				F (1, 65) =	0.08
Model	.019179036	1	.019179036	Prob > F =	0.7768
Residual	15.383806	65	.236673939	R-squared =	0.0012
-----+-----				Adj R-squared =	-0.0141
Total	15.4029851	66	.233378562	Root MSE =	.48649

The parameter estimates of the regression are summarized in table 4.26.

Table 4.26: Parameter estimates of Regression between utilization of Information Systems and performance of NGO Projects

The number of observations used in the regression is 67 giving an F-statistic of 0.08 and an R-Squared of 0.0012 which shows a low strength of association although it does not reflect the extent to which the dependent variable performance is associated with the independent variable information systems use. The adjusted R-squared is -0.014 and includes addition of extraneous predictors to the model. The standard deviation of the error term is 0.486

Performance	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
-----+-----						
Information Systems Use	.0242452	.0851702	0.28	0.777	-.1458514	.1943418
_cons	1.263038	.3395666	3.72	0.000	.5848762	1.941199

For every unit increase in Information systems use, we expect a 0.024 increase in performance holding all other variables constant, a standard error of 0.0851702 and a t-statistic or significant difference from zero of 0.28. The coefficient for Information systems use (0.024) is not statistically significant at the 0.05 level since its p value (0.777) is greater than 0.05 at 95% level of confidence.

4.8 Influence of propriety standards in Monitoring and Evaluation Systems use on performance of Agri-business projects.

The respondents were asked whether the NGOs were registered by the NGO coordination board, whether their M&E activities were legalized and whether they requested consent from their respondents during implementation of their activities. The findings are summarized in Table 4.27.

Table 4.27: Legality and Standards in M&E activities

Legality and Standards in M&E Activities	Frequency	Percentage	Cumulative Frequency
Activities Legalized by Authorities	61	91.04	91.04
Activities not Legalized by Authorities	6	8.96	100
Total	67	100	

61(91%) of the monitoring and evaluation activities were legalized by the concerned authorities while 6(8%) had not been legalized. NGOs that had their activities legalized were also registered by the NGO coordination board while the others were not. 94% of the respondents also said that they asked for consent from their respondents before carrying out monitoring and evaluation activities while 6% did not ask for consent. 51(81%) of the respondents said that the consent from respondents were signed while 12(19%) said that the consents were not signed.

In order to determine in quantitative terms the degree in which the variables are related, correlation between standards in M&E and performance is shown in table 4.28.

Table 4.28: Correlation between standards in M&E activities and performance of NGO projects

Correlation	Standards in M&E Activities	Performance
Standards in M&E Activities	1.0000	
Performance	-0.0414	1.0000

There was a negative correlation or no relationship (-0.041) between standards in monitoring and evaluation and performance of NGO agribusiness projects.

In order to determine in quantitative terms the measure of the degree of the relationship between M&E standards and performance, a regression of the two variables is shown in tables 4.29 and 4.30

Table 4.29: Anova table and Overall model fit of Regression between Monitoring and Evaluation standards and performance of NGO Projects

Source	SS	df	MS	Number of obs = 67
-----+-----				F (1, 65) = 0.11
Model	.009347134	1	.009347134	Prob > F = 0.7396
Residual	5.45333943	65	.08389753	R-squared = 0.0017
-----+-----				Adj R-squared = -0.0136
Total	5.46268657	66	.082767978	Root MSE = .28965

The number of observations used in the regression is 67 giving an F-statistic of 0.11 and an R-Squared of 0.001 which shows a low strength of association although it does not reflect the extent to which the dependent variable performance is associated with the predictor variable M&E Standards. The adjusted R-squared is 0.0136 and includes addition of extraneous predictors to the model. The standard deviation of the error term is 0.289. Parameter estimates of the regression between the two variables are summarized on table 4.30.

Table 4. 30: Parameter estimates of Regression between Monitoring and Evaluation standards and performance of NGO Projects

Performance	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
M&E Standards	-.0169259	.0507092	-0.33	0.740	-.1181992	.0843474
_cons	1.155993	.2021735	5.72	0.000	.7522242	1.559761

For every unit increase of M&E Standards in project activities, we expect a 0.0169259 decrease in performance holding all other variables constant, a standard error of 0.0507 and a t-statistic or significant difference from zero of -0.33. The coefficient for Information systems use (-0.016) is not statistically significant at the 0.05 level since its p value (0.740) is greater than 0.05 at 95% level of confidence.

4.9 Summary

This chapter details the collection, editing and analysis of data. The results were analyzed thematically under the five major variables of indicators, human resources, monitoring and evaluation findings, information systems and propriety standards. The data was collected using questionnaires. Descriptive analysis of the data was done in terms of frequencies, percentages, regression and correlation of variables.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter details the summary of the findings, discussions, conclusions and offers recommendations to the challenges that have been brought forth by this study. In addition the study suggests areas of further research. The literature reviewed was utilized in making conclusions of this study. The research objectives were used to guide the collection of required data from the respondents

5.2 Summary of the findings

The study assessed the influence of monitoring and evaluation systems use on performance of Non-Governmental Organizations agribusiness projects in Murang'a County. This was done by measuring the influence of indicators in monitoring and evaluation systems use on performance of agribusiness projects, Influence of Human Resources in Monitoring and Evaluation Systems use on performance of Agri-Business projects, Influence of M&E findings in Monitoring and Evaluation Systems use on performance of Agri-business projects, Influence of Information systems in Monitoring and Evaluation Systems use on performance of Agri-business projects and the Influence of propriety standards in Monitoring and Evaluation Systems use on performance of Agri-business projects.

All the respondents of the study were either program officers, M&E officers or field officers from twelve non-governmental organizations implementing agribusiness projects in Murang'a County. The monitoring and evaluation officers interviewed were 35(52%), program officers were 23(34%) while field officers were 9(13%). 41(61%) of the respondents were male while 26(39%) were female.

A maximum of 35(52%) of the respondents were aged between 26 to 35 years, 15(22%) were aged between 36 to 45 years, 9(13%) of the respondents were aged below 25 years while 8(11%) were above 46 years of age. 49(73%) of the respondents had been to college, 15(22%) had been to secondary school while 3(4%) of the respondents went to non-formal schools. 43(64%) of the respondents had monitoring and evaluation experience of between 0 and 5 years, 19(28%) had experience of 6 to 10 years while 5(7%) had experience of more than 10 years in Monitoring and

Evaluation. 85% of respondents used monitoring and evaluation indicators in their project activities while 10 (14%) did not use indicators in their activities.

5.2.1: Influence of M&E Indicators on performance of NGO projects

There was negative correlation between availability of indicators in projects and performance of agribusiness projects. In the regression analysis, the results showed that for every unit increase in indicators use, we expect a 0.384 decrease in performance holding all other variables constant.

5.2.2: Influence of Human Resources in M&E on performance of NGO projects

There was a positive correlation between human resources in monitoring and evaluation with performance of agribusiness projects. In the regression analysis, results showed that for every unit increase in human resource, we expect a 0.288 increase in performance of projects holding all other variables constant.

5.2.3: Influence of M&E findings use on performance of NGO projects

There was a negative correlation between utilization of monitoring and evaluation findings on performance of NGO projects. In the regression analysis, the results showed that for every unit increase in M&E findings use, we expect a 0.108 decrease in performance holding all other variables constant. 43(64%) of the respondents used online information systems in their work while 24(35%) of the respondents did not use information systems.

5.2.4: Influence of Information Systems use in M&E on performance of NGO projects

There was a positive correlation between using information systems in project activities and performance. In the regression analysis, the results showed that for every unit increase in Information systems use, we expect a 0.024 increase in performance holding all other variables constant.

5.2.5: Influence of propriety standards in M&E on performance of NGO projects

From the respondents experience, 61(91%) of the monitoring and evaluation activities were legalized by the concerned authorities while 6(8%) had not been legalized. NGOs that had their activities legalized were also registered by the NGO coordination board while the others were not. 94% of the respondents also said that they asked for consent from their respondents before carrying out monitoring and evaluation activities while 6% did not ask for consent. 51(81%) of the respondents said that the consent from respondents were signed while 12(19%) said that the

consents were not signed. However, there was a negative correlation between standards in monitoring and evaluation activities and performance. In the regression analysis, the results showed that for every unit increase of M&E Standards in project activities, we expect a 0.016 decrease in performance holding all other variables constant.

5.3 Discussion of Findings

The study made the following findings on the variables

5.3.1: Influence of M&E Indicators on performance of NGO projects

While indicators are easy to define, it is not always easy to select the right ones to work with in a project. The research findings on the influence of indicators in monitoring and evaluation systems use on performance of agribusiness projects revealed that there was negative correlation between availability and use of indicators in projects and performance of agribusiness projects. In the regression analysis, the results showed that for every unit increase in indicators use, we expect a decrease in performance holding all other variables constant.

5.3.2: Influence of Human Resources in M&E on performance of NGO projects

Programme officers working in these NGOs had received the necessary training in monitoring and evaluation either formally or through in-service training besides having several years of experience working with monitoring and evaluation systems. Moreover, these Programme officers were in-charge of few projects from which they were able to provide timely information. There was positive correlation between human resources use in monitoring and evaluation and performance of agribusiness projects. In the regression analysis, the results showed that for every unit increase in human resource, we expect an increase in performance holding all other variables constant.

5.3.3: Influence of M&E findings use on performance of NGO projects

Most of the sampled NGOs used M&E findings in their activities especially during project implementation. However, influence of M&E findings in Monitoring and Evaluation Systems use on performance of Agri-business projects showed a negative correlation between utilization of M&E findings and performance of agribusiness projects. The regression analysis showed that for every unit increase in M&E findings use, we expect a decrease in performance holding all other variables constant.

5.3.4: Influence of Information systems use on performance of NGO projects

Most of the sampled NGOs had information systems. However, there is need for NGOs to develop more effective information systems. The continued relevance of NGOs depends in part on their ability to adapt to wider contextual change and to respond to the critique of their current levels of learning, performance, and accountability. A key dimension of this challenge is to link both local and global agendas and to learn from and adapt to changing demands and opportunities in their environment. The growth of communication technology is just one element that has brought about a broadening of NGO agendas into such fields as advocacy and agribusiness.

5.3.5: Influence of propriety standards in M&E on performance of NGO projects

Most of the sampled NGOs were registered. There is need for all NGOs to be registered and work in line with Government rules and regulations that have been stipulated by the government of the day. This also conforms to the laid down procedures by donors. The results showed a negative correlation between standards in monitoring and evaluation and performance of NGO agribusiness projects. The regression analysis showed that for every unit increase of M&E Standards in project activities, we expect a 0.016 decrease in performance holding all other variables constant.

5.4 Conclusion

Measuring performance represents a vital mechanism for improving the work of NGOs since these organizations face complicated challenges in delivering their programs and services. It helps NGOs to maximize their social impact and achieve their ultimate objectives. This paper is aimed at reviewing performance measurement and management in NGOs. It mainly highlighted the different frameworks and tools of measuring performance and the key variables mentioned in the literature. The selection of tools and techniques to be used in an M&E system determines the project success or failure. Performance measurement systems are often not stand-alone systems, but rather are essential to support or operationalize other management and decision-making processes, such as planning, budgeting, performance management, process improvement, and comparative benchmarking. Thus it is imperative for system designers to clarify a system's intended uses at the outset and to tailor the system to serve those needs.

5.5 Recommendations of the Study

Based on the findings of this study and the conclusion made, the study makes the following recommendations for policy action by NGOs given that their monitoring and evaluation systems have a bearing on the performance of projects that they implement:

1. According to the findings of this research project, most of the respondents in the study were not fully aware of recent developments in M&E especially in information systems. NGOs Coordination Board and the NGO Council should work with NGOs in developing a database of M&E systems information across the sector, where lessons learnt from previous experiences of other NGOs can be documented. They should also develop harmonized training curricula for the M&E staff and conduct training workshops. This will contribute to the induction of local M&E experts, as well as improve the quality and quantity of the experts.
2. Most of the respondents sampled in the study had some form of M&E experience gained either formally or informally. However, there was need to have more people with technical skills especially in information systems for M&E. The NGOs should ensure that there is adequate early planning for project M&E activities including human resources and involvement of all stakeholders in development and implementation of the M&E system. The project managers and the M&E staff in charge of the M&E systems should ensure that they employ staff with the required technical expertise and offer them the necessary training to operate the M&E system effectively as well as handle the position.
3. From the study, there is need to have NGOs collaborate more and share knowledge and experiences from each other. The Government should gazette the Public Benefit Organization Act, 2013 and enact the Charities Act which will see the transformation of the NGOs to PBOs that will also conform to the Constitution of Kenya. The PBO Act will see the organizations (NGOs) work together through result-based management to meet the needs of their beneficiaries, develop transparent reporting policies as well as development and use tools for monitoring and evaluation of their work and impact.

4. Integration of modern technology into the NGO sector in regards to the improvement of the M&E systems. ICT will provide efficient management of the M&E systems and engage more stakeholders. The management should identify ways to integrate technology in to the project activities as well as ensure a good interaction between the employees, procedures, data and key stakeholders. The study therefore recommends that the management must to be innovative as well as interrelate with all aspects of the M&E system. There is also need for incentives to the management for M&E to be well executed and its information consumed.

5.6 Suggestions for further research

The following areas are suggested for further research:

1. The influence of other standards like accuracy on project implementation
2. The role of ICT support to other projects like in the education sector
3. Influence of management practices on performance of NGO projects.

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APPENDICES

Appendix 1

Individual Questionnaire for M&E & Program Officers

This questionnaire is intended to gather general information on the Influence of Monitoring and Evaluation System Implementation on Performance of Non-Governmental Organizations: A Case of Agri-Business Projects in Murang'a County, Kenya

The questionnaire has two sections. Kindly respond to all question items honestly. Your response will be kept strictly confidential. Please tick (✓) in the appropriate box or write answers in the space provided. Your assistance and cooperation will be highly appropriate.

Are you willing to participate in the exercise and thereby respond to the questions I will put to you? **A. Yes B. No**

If Yes, please put a tick to the correct answer or give details as appropriate in the following questions

SECTION 1: PERSONAL INFORMATION

1. Please indicate your Gender Male Female
2. What is your age?
 - a) Below 25 years
 - b) 26-35 years
 - c) 36-45 years
 - d) 45 years and above
3. What is your level of education (please indicate the highest)
 - a) Non-formal Primary b) Secondary c) College/university
4. What is your current position in the organization?
 - a) Monitoring & Evaluation Officer b) Program Officer c) Field Officer
5. For how many years have you worked for the organization?
 - a) 0-5 years b) 6-10 years c) More than 10 years
6. For how many years have you worked for the organization in a Monitoring & Evaluation Capacity?
 - b) 0-5 years
 - c) 6-10 years
 - d) More than 10 years

SECTION 2: INDICATORS INFLUENCE ON PERFORMANCE OF AGRIBUSINESS PROJECTS

- 7. How often do you have new projects?
 a) Monthly b) Quarterly c) Every Half Year d) Yearly
- 8. Do your projects have performance indicators?
 A. Yes
 B. No
- 9. Do your indicators follow the Specific, Measurable, Attainable, Realistic criteria?
 A. Yes
 B. No

Please tick next to the appropriate column in the table below.

Statement	Strongly disagree	Disagree	Not Sure	Agree	Strongly agree
Project activities should use more quantitative indicators than qualitative indicators					
The choice of indicator in setting up monitoring and evaluation systems					
Personal knowledge of impacts, outcome, outputs and inputs influence performance of monitoring and evaluation systems					

SECTION 3: HUMAN RESOURCES INFLUENCE ON PERFORMANCE OF AGRIBUSINESS PROJECTS

- 10. What monitoring and evaluation training do you possess?
 A. Formal training only
 B. In-service training only
 C. Formal and in-service
 D. Other (specify) _____

11. Does your training help you provide quality information to the organization?
- A. Yes
 - B. No
12. Do you have any monitoring and evaluation experience?
- A. Yes
 - B. No
13. If Yes to, how many years of monitoring and evaluation experience?
- A. Less than 1 year
 - B. 2 years
 - C. 3 years
 - D. Over 4 years
14. How many projects are you in-charge of monitoring and evaluating for this financial year?
- A. 1-2 projects
 - B. 3-4 projects
 - C. 5-6 projects
 - D. 6 projects and above

SECTION 4: M&E FINDINGS INFLUENCE ON PERFORMANCE OF AGRIBUSINESS PROJECTS

15. a) Do you utilize M&E findings?
- A. Yes
 - B. No
- b) If No, what do you do with the findings?
16. How often do you utilize monitoring & evaluation findings?
- A. Always
 - B. Frequently
 - C. Occasionally
17. What do you do with the findings?
- a) Implementation of Projects
 - b) Donor Reporting
 - c) Continual Improvement

18. a) Does your organization conduct baseline surveys?
 A. Yes
 B. No

b) If No, which data do you rely on before starting a project?

19. If Yes to , when do you conduct baseline surveys?

- A. Before project implementation
 B. During project implementation
 C. After project implementation
 D. Before and after project implementation

Please tick next to the appropriate column in the table below.

Statement	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
Utilizing monitoring and evaluation findings improves the quality of project information					
Monitoring and Evaluation findings affect Executive decision making					
Monitoring and Evaluation findings affect quality of project information					

SECTION 5: INFORMATION SYSTEMS INFLUENCE ON PERFORMANCE OF AGRIBUSINESS PROJECTS

20. Does the Organization have a Monitoring & Evaluation System in place?
 A. Yes
 B. No

21. a) Is the Organization Monitoring and Evaluation System computerized?

- A. Yes
- B. No

b) If yes, what kind of a system is it? _____

Statement	Strongly disagree	Disagree	Not Sure	Agree	Strongly Agree
Use of Information systems influence project quality/output					
Information Systems improve Project Information Accessibility					
Information Systems improve project timelines					

SECTION 6: PROPRIETY STANDARDS INFLUENCE ON PERFORMANCE OF AGRIBUSINESS PROJECTS

22. Is the NGO registered by the NGO Coordination board?

- a) Yes b) No

23. Is the NGO allowed by all relevant Government bodies to conduct Monitoring and Evaluation activities?

- a) Yes b) No

24. In your Monitoring & Evaluation activities, what kind of people do you engage with?

- a) Cooperatives b) Self Help Groups c) Individual Farmers d) Community Based Organizations e) Other? Specify _____

25. a) Do you seek consent from your respondents before engaging with them?

- A. Yes
- B. No

b) If No, why not? _____

c) If yes, is the consent signed? _____

26. What do you do with the information from them? _____

SECTION 7: PERFORMANCE OF NGO AGRIBUSINESS PROJECTS

27. Please tick next to the appropriate column in the table below;

Statement	Strongly disagree	Disagree	Not Sure	Agree	Strongly Agree
Monitoring and Evaluation Information improves Project Activities					
Monitoring and evaluation systems meet the information needs of Organization Staff					
Monitoring and Evaluation information is accessible to all the staff of the organization					
All staff get feedback after measurement of project activities					

Thank you for your cooperation

Appendix 2

List of Targeted NGOs

No.	NGO Name
1	Hand in Hand International
2	Ahadi Kenya - Banana Livelihood Project Murang'a
3	Mt Kenya Christian Community Services
4	Sustainable Agriculture Community Development Programmes (SACDEP)
5	World Renew
6	CARE
7	Feed the Children
8	Plan International
9	International Fund for Agriculture Development
10	Women Economic Promotional Programme
11	Murang'a County Youth Initiative
12	Mercy Corps – Yes Youth Can



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21st October, 2015

REF: UON/CEES//NEMC/22/383

TO WHOM IT MAY CONCERN

RE: NJIIRI PATRICK NGATIA -L50/72244/2014

This is to confirm that the above named is a student at the University of Nairobi, College of Education and External Studies, School of Continuing and Distance Education, Department of Extra- Mural Studies pursuing Master of Arts in Project Planning and Management.

He is proceeding for research entitled "influence of monitoring and evaluation systems use on performance of non-governmental organizations". A case of agri-business projects in Muranga County, Kenya.

Any assistance given to him will be appreciated.


CAREN AWILLY
CENTRE ORGANIZER
NAIROBI EXTRA MURAL CENTRE

