

**INFLUENCE OF MONITORING AND EVALUATION FACTORS ON  
PERFORMANCE OF CO-OPERATIVE SOCIETIES IN KENYA. A CASE  
OF NAIROBI COUNTY**

**BY**

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## **DECLARATION**

**This research project report is my original work and has not been presented for a degree in any other university**

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## **DEDICATION**

I dedicate this work to my mother Ruth Wairimu Maina. I walk the paths of your dreams with pride.

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## **ABBREVIATIONS AND ACRONYMS**

**M&E**-Monitoring and evaluation

**MME** -Mandatory Monitoring and evaluation

**NGO** -Non-governmental Organization

**OECD**- Organization for Economic Cooperation and Development

**NPOs** -Non Profit Organizations

**OAS** - Office Automation Systems

**KWS** - Knowledge Work Systems

**CBK** - Central bank of Kenya

**FOSA** - Front Office Saving Activities

**GOK** - Government of Kenya

**ICA** - International C-operative Alliance

**KUSSCO** - Kenya Union of Savings and credit co-operatives.

**MFI** - Microfinance Institutions

**MoCDM** - Ministry of Co-operative Development and Marketing

**ROSCA** - Rotating Savings and Credit Association

**SACCO** - Savings and Credits Co-operatives Societies

**SASRA** - Sacco Societies Regulatory Authority

**SPSS** - Statistical Package for Social Scientists

**WOCCU** - World Credit Council of Credit Union

**CO-OPS** - Co-operative societies

## ABSTRACT

The study set out to examine the influence played by monitoring and evaluation (M&E) factors on performance of Co-operative societies in Nairobi County. The study examined how M&E factors, influenced Financial, Non-financial and Sustainability in performance deliverables, such as objectives of the Co-operative societies as well as achieving the right quality in line with the Co-operative society by-Laws. This study was guided by the following objectives: To determine how M&E Quality factors influences performance of Nairobi in Nairobi County: To examine the extent to which M&E Relational factors influences performance of Co-operatives: To assess how Organizational factors in M&E influence performance of Co-operative Societies in Nairobi County: To assess to what External Factors in M&E influence performance of Co-operative Societies Nairobi County. The study analyzed articles and previous papers on the subject of Monitoring and evaluation in the context of co-operative societies. The literature review discusses the context of the objectives and program theory selected as the theory that clearly explains and supports the thinking of the study. PERT diagram has been used as a model to explain monitoring as a factor that influences the performance of Co-operative society through activities. Two cases were discussed to give perspective to performance of Co-operative societies at the regional and international level. PERT diagram was used as a model to explain monitoring as a factor that influences the performance of Co-operative society through activities arranged. Lastly a conceptual framework was derived to give direction to the study. The research study adopted a correlational and descriptive design to assess whether M&E factors influences the performance of Co-operative societies. The study targeted the co-operative society managers of the Co-ops in Nairobi County who were directly involved in management, monitoring and evaluation of the societies. Due to the need to get specific information from specific people, purposive sampling was used to select the managers; however, a mix of stratified and random sampling was used to select the societies in order to get an objective view. The study collected data with questionnaires with open and close ended questions. Descriptive analysis of the data collected was mainly done in narrative form using descriptive statistics and Tables as appropriate. The results were assessed on whether they agree with other similar studies done previously. Collected data will be analyzed using SPSS. The study found that the different aspects of quality influenced the performance of co-operative society. Although quality was identified as a key component to utility, the process of M&E itself lacked quality. Relational issues were found to positively affect the performance although there were poor relations in most cases. Organizational structure and culture was found to be firm with the same contributing positively to performance. The co-op performance was not negatively affected by external factors with the media although highly regarded it changing members' opinion, remaining a non-factor on performance. Finally the study recommended that more emphasis be given to the planning phase of M&E to ensure inclusivity and better structures within the Monitoring and evaluation units as well as the organizational structure of the Co-operative society to enhance resilience of M&E process.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of Study**

The concept of the influence of Monitoring and Evaluation was first introduced by Karen Kirkhart (2000) where she defined its importance in monitoring and evaluation as the capacity or power of persons, activities or things to produce effects on others by intangible or indirect means. Influence in this context can be a positive or negative force that affects a project program or policy intervention. Prominence is attached to Monitoring and evaluation in today's management circles as a result of heightened and enhanced awareness of the importance of performance in management (Cook, 2006). The Public Service Commission of South Africa (2008) noted that it is no longer just important for governments to deliver to the population or society, more members of the public are becoming increasingly aware of the importance of the 'How' progress was attained. Monitoring and evaluation aspects which this research intends to investigate from various angles are aligned to questions about the quality of program and policy management in Kenya's co-operative sector and the utility of results of monitoring and evaluation exercises aligned to those management processes.

Monitoring is observed as a constant capacity building activity that utilizes precise gathering of information on determined pointers gives administration and fundamental partners of an on-going improvement intervention signs of the degree of advancement and accomplishment of destinations (Booth and Morin 1998).As indicated by Perrin (2012) Monitoring includes following advancement concerning beforehand distinguished objectives or arrangements, utilizing

information effectively caught and measured on a continuous premise. Evaluation according to Organization for Economic Co-operation and Development (OECD) is a systematic and objective assessment of an ongoing or completed project, program or policy, its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, efficiency, effectiveness, impact and sustainability.

Ademba (2006) explains monitoring and evaluation (M&E) as a process that helps improving performance and achieving results. Its goal is to improve current and future management of outputs, outcomes and impact. The credibility and objectivity of monitoring and evaluation reports depend very much on the independence of the evaluator or evaluating team in charge. Their expertise and independence is of major importance for the process to be successful. M&E plays a critical role in supporting performance management at various levels, in that it contributes to a thinking that is results oriented and also provides methodological options to support performance management (Castells, 1999). According to Bonaglia *et al.*, (2001), the various strategies and methods used in the pursuit of oversight emerge when there is an M&E discourse, which although varied in terms of purpose and level of operation, is connected together by the issues essential to high-quality management of projects and M&E. M&E is a process in built in a management practice essentially to improve performance and results. The influence of M&E in management practice is hedged on the process or product of Monitoring and evaluation, relational factors, the organizational factors and external factors (M.Läubli Loud & J. Mayne 2014).

Co-operative societies are autonomous association of persons united voluntarily to meet their common economic, social and cultural needs and aspirations through jointly owned and democratically controlled enterprise (Lund, 2012). Co-operatives are recognized by the

government of Kenya to be a major contributor to national development as co-operatives are found in almost all sectors of the economy. The ministry of co-operative development and Marketing in 2008 estimated that 80% of Kenya's population derives their income either directly or indirectly through the co-operative activities (Wanyama, 2009). Like any other organization Co-operatives, are guided by the practice philosophy, fundamental principles and values of the co-operative movement the world over (Champo, Mwangi.M& Oloo.2008) The Government of Kenya has outlined the Co-operative sector as one that has a key role in achievement of the Vision 2030. This entails developing the cooperative sub-sector into an efficient and competitive enterprise. There exists within the projects towards vision 2030 a medium term plan to promote an innovative, commercially oriented, and modern agricultural and financial services sectors through co-operatives. Cooperatives help agriculturists expand their yields and earnings by pooling their assets to bolster aggregate administration procurements and monetary strengthening. Given their essential transmit to add to smallholder rancher generation, farming cooperatives are seen as basic in accomplishing the administration's improvement focuses in the Growth and change plan, and concentrating on different sorts of cooperatives requires an option structure for examination (Sifa, 2012).

### **1.2 Statement of the Problem.**

The immediate impact of liberalization of Co-operatives in the 90's was collapse of co-operatives partly due to the inability to manage the new found independence from the state. Co-operatives were left without a regulatory system to play the role that the government previously played. The newly found freedom was dangerously abused by elected leaders to the detriment of many co-operative societies (Wanyama.F, 2013).

The importance of the co-operative movement in Kenya is underscored by various legislation that the government of Kenya since independence has put in place to boost confidence in the subsector. In the 1970's, the Kenya government through the publication of a government sessional paper officially acknowledged the important role co-operatives were playing in National development of the country. Sessional paper no.6 of 1997,'Co-operatives in a liberalized Economic environment '(Republic of Kenya, 1997a) provided the current policy framework for co-operatives development and management in Kenya. It was developed after the liberalization of the economy which necessitated the withdrawal of state control over the co-operative movement. In 2004 Co-operative societies amendment act of 2004(the Republic of Kenya, 2004a) which outlines the operational procedures of all primary co-operatives in Kenya was enacted. It was followed by the Sacco Societies Act of 2008(Republic of Kenya, 2008b) whose intention was to protect the interests of co-operative members and improving the confidence of the public in Co-operatives. The act created SASRA whose mandate entails licensing regulating and supervising the co-operative societies engaged in deposit taking business(SASRA, 2013) The government of Kenya established SASRA under the Ministry of Co-operative Development and Marketing (Currently The Directorate of Co-operative Development and Marketing) in an effort to reform SACCOs and ensure that the public has confidence in the co-operative sector and this spurs Kenya's economic growth(Ministry of Co-operatives & Marketing, 2008).As recently as 2014, the Ministry of Industrialization and enterprise development listed some of the challenges facing societies as lack of sustainability of societies, shortage of staff, capacity building issues, lack of value addition to produce before sale, ageing membership and governance issues. The study therefore intends to study how monitoring and evaluation as a factor focused on performance improvement is



influencing the performance of Co-operative society in an environment where legal; policy and institutional interventions are not achieving expected results.

Kioko (2010) looked at the impact of Sacco monitoring and evaluation on Sacco Operations in Kenya with emphasis on Deposit-taking Sacco's in Nairobi. She concludes that one of the main issues affecting compliance with SASRA regulations is low liquidity levels in Saccos. She notes that some SACCOs are likely to be liquidated or merged for failure to comply with the rules. Her study however does not look at all variables in general which is peculiar to this current study. SACCOs in Kenya have no appropriate observing and assessment instrument to make prerequisite of prudential benchmarks and enhance security and soundness of people's wealth. They can't deal with the creating interest for credits, yet they are potential savers and thus the need to answer the question on what is the impact of monitoring and evaluation on execution of co-operators in Nairobi County. Ngaira (2011) looked at the impact of Sacco regulatory authority guidelines on Sacco operations in Kenya. Both studies touch on monitoring and evaluation of societies the focus more on SACCO's than on the Co-operative movement as a whole.

### **1.3 Purpose of the study**

The purpose of the study was to assess the influence of Monitoring and evaluation on the performance of Co-operative societies in Nairobi County.

### **1.4 Research Objectives**

The research study will be based on the following objectives

- i. To establish how monitoring and evaluation quality factors influences performance of co-operative societies in Nairobi County.
- ii. To examine how monitoring and evaluation relational factors influence performance of co-operative societies in Nairobi County.

- iii. To establish how monitoring and evaluation organizational factors influence the performance of co-operative societies in Nairobi County.
- iv. To examine how monitoring and evaluation external factors influence performance of co-operative societies in Nairobi County.

### **1.5 Research Questions of the study**

The following research questions will guide this study

- i. To what extent do quality factors in monitoring and evaluation influence the performance of Cooperative societies in Nairobi County?
- ii. To what extent do Relational factors in monitoring and evaluation affect the performance of co-operative societies in Nairobi County?
- iii. To what extent do Organizational factors in monitoring and evaluation influence the performance of Cooperative societies in Nairobi County?
- iv. How do external factors of M&E the performance of Cooperative societies in Nairobi County?

### **1.6 Significance of the Study**

The government of Kenya through the National Integrated Monitoring and Evaluation System (NIMES) has introduced institutionalization of Monitoring and evaluation into its operations. Results from one level flow towards the next level leading to the achievement of the overall goal. Monitoring and Evaluation is a prescribed and regulated management practice which promotes a high level of compliance and uniformity of operations across all counties. From a research perspective it means that findings can be extrapolated and replicated to other counties in the country and inferences made about cause and effect more generally.

The study will contribute to the body of knowledge through suggesting areas of improvement in the approach of M&E. It will also be helpful to other academicians and practitioners in the co-

operatives industry who will want to understand the importance of M&E to the performance of Government social policies and programs. Co-operative societies as a tool of financial sector deepening in Kenya will better understand the role of Monitoring in developing their opportunities for growth. Through this research finding, researchers will have a doorway to investigate more on the monitoring of the Co-operative difference to understand better the co-operative enterprise.

The study findings are of interest to the Government through the monitoring agents i.e. the government, SASRA. The government's interest is to protect its citizenship from exploitation and malpractices of individuals. In most cases, the government is compelled to intervene from to time to intervene on consumer rights and protection. From the study, the government will be able to determine the extent of success in implementation of the new regulations as well as identify inherent deficiencies in the NIMES in order to come up solutions geared towards high levels of efficiency in M&E and Co-operatives development.

The study findings are of interest to Sacco Societies Regulatory Authority since it is the body mandated by the Government to provide a supervisory role to deposit-taking SACCOs. This study will be helpful to the institution through the provision of information that regards to challenges faced by SACCOs as they cope with the new regulations and thus help develop measures that will address the identified areas. This is so because even as SASRA endeavors to enhance compliance, attention should also be given to the Non-financial and Sustainability challenges of performance that the co-operative societies are facing.

### **1.7 Delimitation of the Study**

The study focused on investigating the influence of M&E on performance of Co-operative societies. It focused on how various factors of Monitoring and evaluation affect the various aspects of Co-operative performance i.e. Financial Non-Financial and Sustainability. It looked at

Monitoring regarding Quality, Relational, Organizational and External factors which influence performance through the utility of M&E. The study is focused on Kenyan Co-operative societies.

### **1.8 Limitations of the study**

The study was to explore Monitoring and evaluation of Co-operatives in Nairobi County due to financial and time constraints. The questionnaire return rate might not be 100% as assumed, and Co-operative Society officials might not be conversant with the importance of M&E. Due to the stigma associated with performance measurement in government circles, officials may withhold valuable information.

### **1.9 Assumptions of the study**

Assumptions are statements of what the researcher believes to be facts but cannot be verified (Mugenda, 2005). The study made the following assumptions: That respondent provided truthful details which they had full knowledge, the questionnaires were an adequate instrument of measurement and that sample was an accurate representation of the population and that the respondent rate would be 100%.

### **1.10 Definition of Significant terms**

**Monitoring and Evaluation:** A complementary process of assessing the progress towards and eventual achievement of an interventions objectives.

**Monitoring:** The routine checking of information on progress so as to confirm that progress is occurring against the defined direction. It commonly involves monthly to quarterly reporting, on outputs, activities and use of resources (e.g. people, time, money, and materials).

**Evaluation:** The systematic and objective assessment of an on-going or completed project / program or policy with the aim is to determine relevance and fulfillment of objectives, development efficiency, effectiveness, impact and sustainability

**M&E Quality:** The subjective attribute of meeting certain set standards through adherence to the organizations quality assessment checklist or when appropriate, oversight by the evaluation reference group (stakeholders).

**M&E Relational Factors:** Interactions at different levels that are important within the organization, between individuals (including the evaluator), and within networks or stakeholder groups.

**M&E Organizational Factors:** These are factors critical to the process of analyzing and tracking performance metrics that are linked to the characteristics of the organizations that conduct and are affected by M&E culture, structure and knowledge management.

**M&E External Factors:** These are factors related to analyzing and tracking performance process which are neither linked to the project nor the process but may affect the results are perceived by stakeholder or the subsequent utility of the report.

**M&E:** This is a complementary process of Monitoring and evaluation, it is a process that is carried out to improve performance and achieve results. Its goal is to improve current and future management/measures of outputs, outcomes and impact.

**Co-operative societies:** these are autonomous association of persons united voluntarily to meet their common economic, social and cultural needs and aspirations through jointly owned and democratically controlled enterprise in Kenya, they are registered under the Directorate of Co-operative development and planning.

**Co-operative performance:** ability to fulfill their co-operative purpose as set out in their by laws in financial, nonfinancial and sustainability terms.

### 1.11 **Organization of the study**

The research study is organized in three chapters. Chapter one consists of the back ground of the study, statement of the problem, objectives of the study, research questions, and significance of the study and the definitions of significant terms. Chapter two was on literature review on monitoring and evaluation and how it influences the performance of co-operative societies. The study investigated monitoring and evaluation influences through characteristics of organizations that conduct M&E and those which are being monitored, and the study will through the same perspective analyze relational factor external factors and Quality factors that relate to M&E and Co-operatives. The paper further wholesomely looked at performance it terms of financial performance, Non-financial performance and Sustainability of the Co-operative business. Chapter three comprises of the research Methodology used. It included the research design, target population, sample and sampling procedure research instruments, validation and reliability of the research instruments, data collection procedures and data analysis techniques Chapter four included data analysis presentation and interpretation, while chapter five I covered summary of findings discussions, conclusions and recommendations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter reviews literature guided by the objectives of the study. It covers M&E Quality factor and Co-operative performance, M&E and Organizational factors; external factors of M&E influence Co-operative performance and Relational issues as M&E factors and Co-operative performance. Related theories that explain the area of study and the attributing variables are also explored. The chapter covers related studies on Monitoring and evaluation and performance measurement of the co-operative enterprise in the international community and Africa. The approach to Monitoring and assessment was discussed and the relationship between the independent and dependent variable established in the conceptual framework. It describes the theoretical framework, the research gaps from the studies in the reviewed literature then closes with a summary of the literature review.

#### **2.2 Quality Factors of M&E and Co-operative Performance.**

Quality in Monitoring and Evaluation entails that the work plan for evaluation design, data collection and analyses of assessment findings and recommendations should be presented in a manner that can be understood by target stakeholders. The significant questions and areas for M&E should be specified, coherent and realistic to ensure the accuracy and reliability of the information generated (Wasikhe, 2014). Each evaluation should employ design, planning and implementation processes that have quality, including appropriate methodologies for data collection, analysis and interpretation. All evaluation reports should be submitted in a complete and equal way, detailing findings with evidence, conclusions, recommendations and lessons.

Reports should be brief, to the point and easy to understand, must explain the methodology used, highlight the methodological limitations and have findings with evidence. Reports must also have an executive summary that sums up the essence of the information contained in the evaluation report.

It is important to think through the purpose of monitoring, and or evaluation. This purpose needs to be negotiated and based on the needs of the users since different people have different expectations of M&E. These specific questions will need to be made explicit and negotiated. The purpose as well as the specific M&E questions and the intended use, will influence the M&E approach. The approach also needs to be negotiated (Darnton, 2008). Whilst decisions are not just based on one (evaluation) report, these reports should be timely since they do inform decision-making. However evaluation plan does not determine the complete set of evaluations finally undertaken. The implementation of the plan is influenced by various factors, including the availability of resources and requests for ad hoc evaluations by different stakeholders. (Valdez *et al*, 1994).

The evaluators must be accepted as unbiased and impartial, technically and culturally competent to deal with the questions raised by the evaluation and methods and sources for data collection and analysis must be regarded as appropriate. If the evaluators are regarded as lacking in the necessary qualifications, doubtful sources for data collection then the credibility of the evaluation is compromised (IFAD, 2002).

Ademba (2006), monitoring and evaluation (M&E) is a process that helps improving performance and achieving results. Its goal is to improve current and future management of outputs, outcomes and impact. The credibility and objectivity of monitoring and evaluation reports depend very much on the independence of the evaluator or the evaluating team in charge. Their expertise and



independence is of major importance for the process to be successful. Quality factors in Monitoring and evaluation ensure that the process gains acceptability with all stakeholders through negotiations. The purpose and approach ensure that what ought to be measured is what is being measured (Behn, 2003).

### **2.3 M&E Relational factors and Co-operative performance**

Sandison (2005) defines relational factors as the issues dealing with relationships that affect the monitoring and evaluation process. She further explains that relationships at these different levels are for example within the organization itself, between individuals and within networks and stakeholder groups.

#### **2.3.1 Personal and interpersonal relations:**

It is important for the evaluator to be able to establish a constructive relationship with the users of monitoring and evaluation. He/She should make an effort to establish a trust which will assist in creative information sharing. Interpersonal relations are crucial during the design and planning stage of monitoring and evaluation process. According to Wasike (2014), Evaluators must exercise professional integrity and confidentiality of sensitive information. In a similar capacity, the evaluator should represent the views expressed while being sensitive to beliefs, gender roles, customs and way of life of the people they interact with.

#### **2.3.2 Role and Influence of the Evaluation Unit:**

Under normal circumstances, there are many Agencies involved in the monitoring of Co-operative societies. In Kenya, this includes the Directorate of co-operative development and marketing under the Ministry of enterprise development and the Sacco Societies Regulatory Authority SASRA. Co-operative Unions, National Co-operative Organizations (NACO's) among other interested parties. The evaluation unit should manage its independence from decision makers while ensuring close

integration and relationships. The evaluation unit plays a mediating role between stakeholders (Sandisson, 2005). How the unit conducts itself grants legitimacy to the process and reduces the potential for conflicts of the interested parties that would arise if policy makers and managers are solely responsible for their own evaluation (Wasike,2015).

### **2.3.3 Networks communities of practice:**

The communities of co-operative societies and its networks include other societies, unions, and international organizations. These are key stakeholders in the networks of both the evaluating organ and the organization being evaluated. These links, networks influential and individuals essentially enhance the credibility of evaluation enabling the practice to reach and influence the wider policy. These networks advocate for the use of M&E, best practices which ultimately contribute to results due to Monitoring and evaluation.

In the Co-operative context, the importance of Relational factors cannot be underestimated; Co-operative societies are association's born out of the interest of common good (Gamba P, 2011). Therefore, relations between the members, their officials, the government, other societies with the same objectives, international organizations and regulatory authorities will immensely affect how monitoring and evaluation will influence their performance. Positive relations will enhance independence and at the same time ensure the credibility of data collected during the monitoring and evaluation process. The utility of the monitoring and evaluation process in increasing accountability of the organization, making and reviewing of decisions based on the report, increasing the knowledge base for the co-operative sector as well as advocating for positive change within the sector. This will in turn influence the performance of The co-operative society.

## **2.4 Organizational factors and Co-operative performance**

According to the business dictionary, an Organization is defined as a social unit of people that is structured and managed to meet a need or to pursue a goal. To achieve these needs and goal organizations establish a management structure that determines relationships and assigns roles and responsibilities among the units forming the Organization. There are three factors which affect monitoring and evaluation in an organization these are the organizational culture, organizational structure, and organizational knowledge management. All these come down to building a learning organization (Holland & Ruedin, 2012). Organizational learning encompasses both finetuning the monitoring and evaluation process as well as the co-operatives sectors' internal operations. According to Sundisson(2012), organizational factors hinge on understanding the knowledge that is generated and how it is shared, the role of the managers and how the organizations plan for knowledge sharing.

### **2.4.1 Organisational Culture:**

Organizational culture is defined as the shared norms, values, and beliefs of an organization. Values are the building blocks of organizational culture and are derived either from the organization's leaders or from organizational traditions (Cartwright, 2002). Attention to performance is integral to working practice, and managers need to support staff to learn they should promote and reward learning. According to Wasike (2014), M&E helps to promote and expand the culture of accountability, learning and performance improvement. She further states that an organization should aim to be accountable to its stake holders improve transparency demonstrate achievements and contribute to organizational learning in the context of Evaluation objectives. Ketz De Vries(2001) Likens organizational culture to the submerged part if an iceberg

that cannot be seen and states that a negative organizational culture will make it difficult for a Monitoring and evaluation process to be functional and effective. It is part of the hidden and informal forces that drive an organization and should be taken into account. The cultural factors that may affect performance are power and influence patterns, group dynamics, conformity forces, impulsiveness, feelings and individual needs. Within the co-operative movement, these are elements that affect the day to day running of the societies. As user owned and controlled enterprises the amalgamation of different attitudes and behaviors may cause a conflict of opinion on the running of the society. (Schein, 2006) contends that the primary responsibility of a strategic leader is to create and maintain the organizational characteristics that reward and encourage collective effort. Organizational culture is essentially a coping mechanism as a result of different views and attitudes. For Monitoring and evaluation to produce positive results, it is important for the culture to support learning. Time should be provided for tailor-made facilitation since everybody is willing to learn in a way.

Principle 5 of the Co-operatives principles states that: Co-operatives should provide education and training for their members, elected representatives, managers, and employees so they can contribute effectively to the development of their co-operatives. They inform the general public – particularly young people and opinion leaders - about the nature and benefits of co-operation (Rogan,2004). This indicates that through their principles Co-operatives have learned as a core objective. However it is one thing to have it on the program, and quite another to utilize the knowledge.

#### **2.4.2 Organizational structure and Co-operatives:**

Organizational structure as defined by (Raymond E, 2008) refers to how an organization arranges manpower duties and responsibilities so that its work can be performed and its goals can be met. When manpower is small and face-to-face communication is frequent, formal structure may be unnecessary, but in a large complex organization, decisions have to be made about the delegation of various tasks. Procedures are established that assign responsibility for various functions. It is these decisions that determine the organizational structure. An organization structure defines how job tasks are formally divided and group co-ordinate. It is the formal pattern of interactions and co-ordinations designed by management to link the tasks of individuals and groups in achieving organization goals (P.G.Aquinas, 2009).

In Monitoring and evaluation context, the organizational structure becomes a critical factor in ensuring support. M&E is closely linked to senior decision makers who are adequately resourced and competent. According to Snow & Hrebiniak(2014), performance is a measure of the state of an organisation or the outcomes that result from management decisions and the execution of those decisions by employees of the organisation. It is a set of financial and non-financial indicators which offer information on the degree of achievement of set objectives. The structure of the co-operative organisation plays a major role in creating utility for M&E hence enhancing performance. There should be clear decision-making structures mechanisms and lines of authority. The M&E unit should also be linked to the decision-making process of the senior management and relevant departments to gain support. They should be involved in meetings that build on the results of the Monitoring and Evaluation process.

### **2.4.3 Knowledge Management**

By definition, Knowledge is information that changes something or somebody either by becoming grounds for action, or by making an individual (or an institution) capable of different or more effective action. (Drucker, 1989). Knowledge management means arranging an organization's information and learning comprehensively, and it is basically, an order that elevates a coordinated way to deal with recognizing, catching, assessing, recovering, and sharing the majority of an undertaking's data resources. These benefits may incorporate databases, records, approaches, strategies, and already un-caught mastery and involvement in individual work (KMWorld, 2012) the main purpose of Knowledge Management is to make knowledge reusable throughout an organization as a whole in essence to share it. New knowledge-based views on organizations suggest that it is knowledge that holds organizations together (Brown, 2006). The approach to Knowledge Management differs in various organizations but can be narrowed down to two strategies; the codification strategy and the personalization strategy. However, the approach chosen should be one that aligns to the organization's characteristics to enable learning to take place. An enterprises knowledge management strategy should reflect its competitive strategy: how it creates value for customers, how that value supports an economic model, and how the enterprises people deliver on the value and the economics and therefore performance. (Morten, Nitin, & Thomas, 1999) Knowledge management has a potential in improving the utility of M&E, and can contribute to improved actions or behavior (Sandison, 2005). Knowledge management should be a key focus to co-operative societies, especially in developing countries to enable the sector move from an era of constant continuous change to one of stability and productivity.

## **2.5 External factors and Co-operative performance.**

The external environment as relates to monitoring and evaluation affects utilization in ways beyond the influence of the primary stakeholders which are the members, the community, and most times the Government. The external factors also affect the evaluation process. Lindbard, (2012) defines external factors as those things that are beyond your control in an enterprise as a decision maker. Tight loaning conditions, government regulations, and rivalry are a portion of the outside components that influence for all intents and purposes each little business. It is vital organizers foresee and deal with a portion of the circumstances that influence their undertakings. The external factors according to (Sandison, 2005) include indirectly involved stakeholders whose actions can affect the use of an evaluation. These include the public or media, governance structures, executive committee and donor This underscores the need for proper planning and design of M&E even before the onset of the intervention. The board members, ministers of government and parliamentarians have been known to interfere with the management of Co-operatives in Kenya. Gamba and Komo(2011) found that the direct intervention by the Government in the management of cooperatives compromises the principles of member-owned and run organizations. Government involvement has hindered the emergence of member controlled co-operatives since members relied on Government to safeguard their interest. As a result, equality, equity, equality, solidarity, democratic principles, self-responsibility and self-help (ICA, 2006) that are important pillars of successful co-operatives were thus hindered. This caused the co-operatives to be run as if they were Government owned instead of privately owned member organizations. (Erdogan, 2013) has identified public opinion/Media and Accountability to the stakeholders as two main external factors that affect the performance of enterprises concerning monitoring and evaluation process.

**2.5.1 Public opinion and media** can have a negative or positive effect on the performance of Co-operatives through M&E in the sense that the report can generate issues which if not well handle can lead to misinterpretation. Even when the indicators associated with results are not good or clear, it is possible to learn from the process and to use this knowledge to improve it (UNDP, 2002). A rush to judgment or opinion by the Media or Public can push decisions that prevent further uproar ant the expense of performance improvement of the intervention as a whole.

### **2.5.2 Accountability to beneficiaries**

Accountability is the act of taking responsibility for one's actions and is a corollary of being given a mandate by sponsors donors or Management. It means that one has agreed to be held up to scrutiny so that decisions and the processes used to reach results can be evaluated and reviewed. Accountability also has a technical dimension relating to the ability to account for resources and its use in achieving the outcomes the finances was intended for. Adherence to generally recognized accounting practice and standards of the organization is a key factor in accountability. (RSA, 2008). Accountability should also be extended to the beneficiaries to a slight extent. However, balance is critical to prevent an overemphasis on the recipients as it can yield disagreement between the management sponsors and beneficiaries as their interests are varied. It could also lead to a delay in adoption of the final report from the Monitoring and Evaluation exercise.

### **2.6 Monitoring and evaluation-Process and purpose**

Monitoring and evaluation fall under the control function of management. Monitoring provides regular feedback helping the organization track costs, personnel implementation time organizational development, economic and financial results to compare what was planned to actual performance benchmarks. Evaluation is a systematic and objective assessment of the ongoing or



completed program or policy regarding design implementation and result to judge issues such as program/policy relevance, effectiveness, efficiency, impact and sustainability (OECD, 2012). There has been an evolution in the field of M&E involving the movement away from traditional implementation based approaches toward new results based approach which helps to answer the 'So What' question(Kasek and Rist, 2004). This study will determine the influence of M&E implemented by the government on the 'So what.'question.

Monitoring and evaluation should be taken into account during the design phase of the intervention. Monitoring and evaluation plan should be formulated which is a fundamental document which details the intervention strategy towards achieving objectives and describes the procedures that will be implemented to determine whether or not the objectives were met. The plan shows how the expected result of a program relates to its goals and objectives. It describes the data required, how it will be collected and analyzed and how resulting information will be used (Owuor, 2009).

There are five stages in the process of Evaluation.The first stage is planning for the evaluation. The stage clarifies the scope of the assessment. It is at this juncture that the main purpose of the evaluation is identified i.e. Theory of change is determined, and the underlying assumptions are developed and determined. The second step is designing the evaluation. This involves coming up with a design matrix. The design should be discussed by the various stakeholders to avoid surprises. It also helps in determining resources available for the evaluation such as the budget for consultants and travel and the competencies of the team. It is at this stage that data collection strategy including instruments and sampling methods are determined (Morra, 2009).

The third stage is the actual conducting of the evaluation; it involves testing the methodology, training the data collectors, gathering the data, Data analysis and formulating the findings. The fourth step is reporting the results of the assessment. It involves the following activities; Identifying the major findings and themes; that is what works, what does not work and what needs improvement, writing the report, briefing the client, the program officials, and key stakeholders on findings and statements of facts and make corrections. It is also at this stage that the program officials are allowed to review and comment on the draft report. Clear and accurate recommendations indicating who should do what and when based on the evidence from the findings are developed (Freeman, 2003).

The final stage is dissemination and follow-up of the evaluation results. It includes determining the recipients of the report. It also involves conducting workshops in which lessons and mechanisms for sharing are identified. Follow up on formal recommendations to determine implementation is planned. Further dissemination through professional organizations and journals can be done.(Linda et al.,2009) For the purpose of this research monitoring and evaluation encompasses the activities identified in the various stages of evaluation.

## **2.7 Co-operatives and Performance**

Performance in Co-operative societies is closely associated with creating member value, as a social enterprise it is important that the achievement of objectives reflect directly on improvement of social condition rather than income to the general enterprise. Measuring and reporting performance should not be first and foremost about compliance. It should be about business improvement, a case for measuring and reporting on performance should be linked to driving value creation. Enterprises go beyond the mandatory minimum reporting and in this regard Co-operatives are no

different. They should be clear about member value creation as it demonstrates how co-operative principles are running throughout the business, measuring performance follows from this (Philip and Sadler 2009).

Kibaara & Betty. (2006), explain that sustainability refers to the ability endeavour in an activity into the future within the existing organizational resources as part of it's the continued budgetary and management processes. A Co-op's sustainability depends on how effectively and efficiently it can meet the members' demand for loans needs, cover the operational expenses and meet all the compliance requirements (Keown et al., 2008). The co-op's for a long time have been able to maintain stable and low-interest rates as compared to the banks and other financial institutions. Most have developed a variety of products with varied interest rates to suit their members' needs. For example, the objective of SACCO societies is members' empowerment through savings mobilization, disbursement of credit and ensuring the Co-op's long-term sustainability through prudential financial practices. By adopting sustainable practices, Co-op's can gain a competitive edge, increase their market share and build members' confidence (Kioko, 2010).

The main source of funds for Co-op's include members' savings, loan repayment, Bank credit and loans, the sale of assets and internally generated surpluses. A well organized and successful society should at the end have a balance of funds that can allow it to protect members' share and savings from any risk and allow the expansion of its financial services in the future (Ross et al., 2008). Borrowing from members by encouraging them to save more, provide new products and augment the savings product range, that include having fixed deposit accounts and building a revolving fund for reserves to replace gradually external borrowing. Co-op's must ensure compliance with the regulations and conform to the prudential financial operating standards (Owen, 2007).

Odera, (2012) argued that Co-op's are community membership-based financial institutions that are formed and owned by their members in the promotion of their member's economic interests. It can also contribute favorably to Human Integrated Development. Cooperative strategies should include the management of Customer Relationships Education, and Training, Information Technology, Regulatory Framework, Observing, assessment, and Mentorship, Developing a reserve funds society. Promoting of an investment funds activation society, Change of demeanor and reliance disorder, Funding of unviable cooperatives, Adequate institutional bolster structure and Capacity working in the helpful development. Client Relationship Management is the logic, arrangement and planning system interfacing diverse players inside and to organize their endeavours in making a significant general method of encounters, items, and administrations for the clients (Tumaini, 2010).

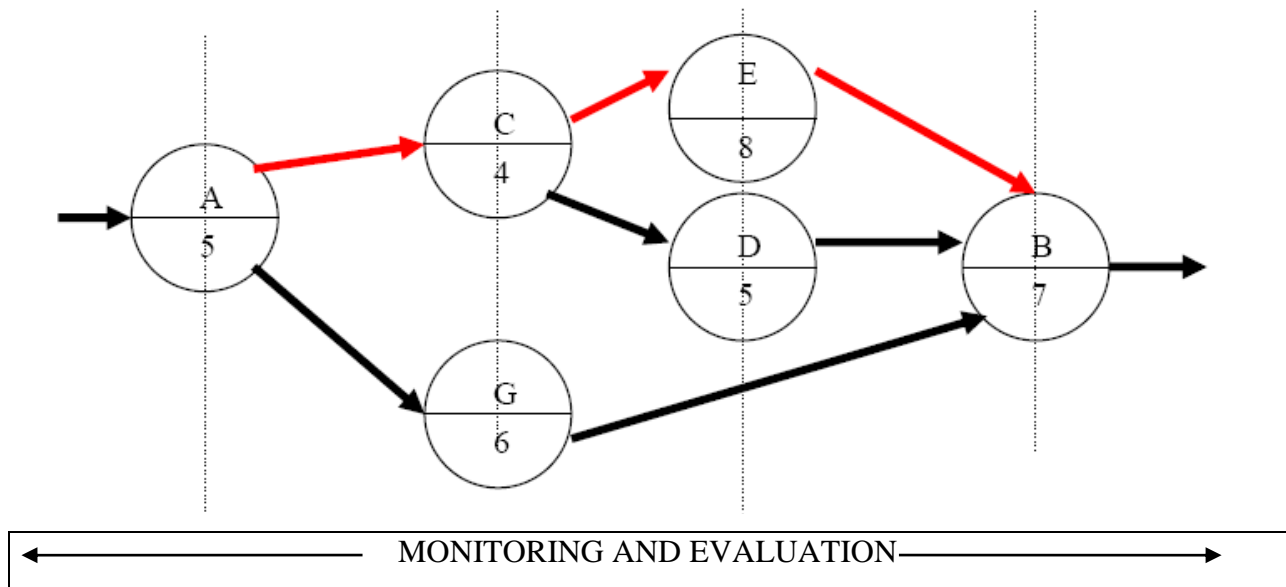
## **2.8 Theoretical framework.**

A theoretical framework consists of concepts and their definitions in reference to relevant scholarly literature and existing theory that is used in a particular study (Herbert B. 2013). Fredreic, (2010) defines a theoretical framework as a collection of interrelated concepts like a theory but not necessarily well worked out. The purpose of the theoretical framework is to guide the research determining what you will measure and what statistical relationships to look for.

Programme theory is defined in evaluation practice today as the construction of a plausible and sensible model of how a programme should work. (Bickman, 1987). It guides an evaluation by identifying key programme characteristics and articulating how these elements are postulated to relate to each other (Donaldson, 2001); Lipsey (1990) alludes to the complexity and dynamism of the monitoring and evaluation process meaning that this theory will be inadequate, incentives are

therefore needed to be in place to regularly collect evidence around the programme theory, testing, reflecting and reconsidering its relevance and assumptions. Data collection plans are made within the framework of program theory in order to measure the extent and nature of each variable occurrence and then analysed. The data collected by different methods and sources on the programme elements are triangulated, (Trochim, 1989; Yin, 1994). Weiss(1972) recommended using path diagrams to model the sequences of steps between program interventions and desired outcomes. This causal model helps an evaluator identify the variable to induce in the evaluation. It helps determine where in the chain of events, the sequence breaks down or stays trained to variables in implementation which can influence the pattern depicted in the model. Rossi (2004) Describes program theory as consisting of the organizations plan which deals with how to assemble, configure and deploy resources and how to organise program activities so that the intended systems are developed and maintained. Programme theory deals with the service utility plan which examines how the prescribed intervention for a target population accesses the intended levels of intervention inputs through interaction with the intervention delivery system. In Finality the theory explains how the intended intervention for a specified target population brings about social benefits or impact/Influence(Uitto,2000). The Monitoring and Evaluation although anchored in the intervention is actually a small project within the intervention whose purpose is improvement of performance and learning. M& E like any intervention is prescribed to performance measurement and improvement. It accesses the program through tools and staff to measure and interact with the program, the program theory therefore fits the study as an explanation.

## 2.9 Theory Model



A PERT is a logical method for organizing the ‘on-time’ and ‘on-budget’ completion of projects originally developed by the Navy in 1958 to manage the Polaris missile project. The diagram explains the inter dependability of policy or program activities during the process of bringing about the required impact. Monitoring and evaluation takes place during the whole process from A to B at times necessitating the change in the PERT diagram and the critical path. The letters denote the Activity while the numbers denote the length of time.

## 2.10 Case Studies on Co-Operative Performance

Co-operative performance is dictated by its ability to grow effectively to meet the needs of its members. According to Birchall(1997) In the now-developed countries, co-operatives evolved autonomously according to the ebb and flow of social movements and comparative economic advantage, but in the developing countries, cooperatives were promoted by colonial and then nationalist governments as a way of modernizing traditional economies. Small co-operative

societies grew as encouraged by government officials during the early colonial days. Approaches differed with the colonizers preferences. In this case, we look at the development of the co-operative sector of Sri Lanka and Tanzania both former colonies of the British Empire. The introductory phase of the co-operative sector in both cases was similar to the co-operative societies used by the colonizers to achieve goals which supported social development, e.g., rural credit distribution in Sri Lanka and organizing Cash crops for export in Tanzania.

### **2.10.1 CASE ONE: Co-op Development in Tanzania**

After independence in Tanzania, there was a rapid expansion of rural co-operative societies in a wide range of sectors. The first five years saw a drive to place all marketing of crops under the control of co-operatives, which were seen as the primary vehicle of the government's effort to modernize the economy. By 1965 over 20 types of crops were being marketed through 1287 primary co-ops, and controlled over 80 percent of agricultural production and marketing (Banturaki 2000). The rapid expansion of the sector was associated with a decline in efficiency and by 1966, there was rising complaints, and a presidential commission of inquiry set up to investigate charges of nepotism and corruption. The commissions for co-operative societies in the country urged the government to expand co-operative education, strengthen control over the movement, and increase the powers of the Registrar to fire incompetent and corrupt leaders. All these were enacted in a law passed in 1968, while 16 districts and regional co-operate government interference was seen as beneficial, the argument being that government was using cooperatives to achieve the political aim of socialism, an aim which overrode any claims on the part of co-operative members to autonomy. Under the Arusha Declaration of 1967, Co-operative Societies were seen as 'instruments' for implementing the policy of socialism, and from 1969 onwards they

were fitted into Ujamaa villages as multi-purpose cooperative societies. However, substantial government involvement and manipulation, systematically eroded and diminished the poverty reduction potential of co-operatives' (Sizya 2001: 6).

.However, in 1976 President Nyerere declared that co-operatives could not cope with his 'quick march to socialism,' as they were capitalist organizations. All cooperative unions were dissolved and replaced with crop authorities that were required to do marketing directly from the villages. There was resistance; the unions failed to die a natural death and had to be forcibly closed by the police. In the 90's, the impact of liberalization was disastrous to the existing small co-ops. Cooperatives were in a weak position at the start of the trade reform process, and had no space to adjust, and so private sector took over much of their business. The sector inherited structures and attitudes that put little emphasis on membership and lacked professional management (Sizya 2001).Some primary societies began to operate as agents of private traders and rent out facilities to them. District unions operated facilities that, under liberalization proved to be unviable, such as cotton ginneries, oil mills, transport and hotels (Gibbon, 2001). The government had to forgive 35 billion shillings of the 40 billion of debts the cooperatives had piled up, but this still left five billion to be paid back to the banks. All of this was exacerbated by increasing misappropriation by dishonest managers and committee members. Between 1994 and 2000 there was 262 coffee growing societies, after much evidence of mismanagement, members wanted to vote out the committee, but regional government leaders kept it in power. A government report on mismanagement and interference was not made available for several more years; there was factionalism among committee members because two main opposing groups were 'each fighting for a bigger slice of the co-op pie' (Banturaki 2000: 79).



In 1991a act to reform the sector was enacted, it recognized the ICA principles of autonomy and independence for cooperatives, allowed primary co-operatives to choose whether or not to belong to their district union. However, Gibbon says this freedom of co-operatives 'mainly tended to consolidate the space for the pursuit of private interests' (2001: 396). However, reform began with a Presidential Commission, in 2000 a Presidential Committee of experts identified the constraints to the revival and strengthening of co-operatives. Previously, reports had indicated that inadequate structure, weak capital base, poor management, an inappropriate policy and legal environment, weak co-operative support institutions, confinement of the form to a few sectors, and lack of education and training as the main sources of problems in the co-operative sector.

The presidential commission's recommendations were all followed up in 2001 with the Department of Co-operatives being upgraded to a full ministry of Co-operatives and Marketing. In 2002 a Co-operative Development Policy was promulgated, aimed at 'enabling co-operatives to get back onto the development path and become more responsive to the needs of their members and communities. The process has been largely successful in Tanzania since there are no vested interests at national level prepared to defend the agricultural co-operative unions since their performance during the 1990s was so poor. Agricultural Marketing Co-operative Societies are recognized as a vital part of the mix of measures needed to revitalize the rural economy, and so there is no choice but to reform them or substitute something similar. In the coffee-growing areas the district unions have been going through a process of revival with direct links with purchasers in Europe for organic and fair trade coffee their prospects are brighter than they have been for a long in Tanzania, the outlook for a co-operative revival are much better.

### **2.10.2 CASE TWO: Co-op Development in Sri Lanka**

In Sri Lanka, the multi-purpose societies (MPC's) had proved a disappointment; they were not really multi-purpose, retail sales were inadequate, there was inefficient and dishonest management. With a lack of member education, they became merely distributors of rationed commodities, and only a few had created a real development role based on the identification of member's needs. In 1972, an act increased the Registrar's powers further; the government's view was that large sums of its money were in co-operative hands and with 46% of the societies either defunct or loss making it had to take control. However, political patronage and corruption continued.

In Asia, average growth during 1985–90 period was nearly 8% in membership and 17% in savings, by 1995 there were 14,500 unions affiliated to the World Council of Credit Unions (WOCCU), with over six million members. However, the market penetration was low at 0.34%, but this was to be expected if the poorest people were benefiting from them (Birchall 1997: 184–5). A reformer reactivated the society in his home village then organized a seminar to publicize the results the movement began to grow. Between 1980 and 1985 the number of primary societies had almost doubled, and 19 district unions had been formed. Efforts were put in place to incorporate lower income groups and women, By the mid-1980s again; the movement faced severe constraints on further growth due to lack of technical and managerial capacity. To resolve this, societies started a long association with international NGOs that provided assistance. However, there was a shift of emphasis among donors towards semi-cooperative forms that were able to circumvent the government regulated official sector and develop independently. They were named producer associations and used the new participatory development methodology. In 1985, SANASA came under intense political pressure to become the rural delivery mechanism for a USAID-funded 'million houses program' by which people could secure loans for housing improvement. The

number of societies more than doubled, many were formed just to get the loans. In 1988, just before elections, the ruling party forgave loans to poorer societies and widespread defaults resulted. SANASA was insulated from the losses, but it was left with thousands of societies that were weak or defunct, since then, the priority has not been to further growth but consolidation and development of national apex institutions such as the SANASA Development Bank and the Education Campus.

The MPCs remained cushioned by their role as the main distributor of rationed commodities and welfares. However, by 1994 intense competition meant small producer associations were down to 29 societies. In 2005, there were 8440 societies, with 858,000 members (SANASA 2005). In Sri Lanka, there is devolved government and provincial governments that have their own co-operative laws these remain unreformed, the effect of the domestic legislation is minimal and only applies to national level co-operatives. There is also the need to rewrite the bylaws of individual co-operatives, so as to guarantee good governance and clear definition of the rights of members over their elected boards (Henry 2002).

In Sri Lanka, the need for reform is obvious. In our interviews with key informants, we asked how independent the MPCs are from the government. The latest Co-operative Statistics show that most hold regular elections and that a large proportion of members vote. In 2002, 136 MPCs were due to hold elections, and 120 did so (some were affected by the war in the North). Voting for boards is indirect, with delegates elected from the branches; 9692 delegates were eligible to vote, and 6815 did so, making it a 70% turnout (Cooperative Department 2002). Despite these impressive statistics, MPCs are government controlled. Unlike the consumer arm of the MPCs, the rural banks are doing quite well and invest mainly in government bonds and lend mainly to

urban businesses, so are criticized for recycling money from rural to urban areas. The lack of separation from the other parts of the business puts the savings of rural people in jeopardy. There is too much temptation to use savings deposited to bail out the ailing consumer business. If depositors were to lose confidence they will collapse. Despite the need for change, legal reform has not happened all co-operatives are still registered under an Act of 1972, amended in 1983 and 1992. There is a Ministry of Co-operatives, under which is the Co-operative Development Department. Co-operative societies are regulated at national, provincial and district level. There is a problem of overlapping national and provincial laws, and district commissioners do not apply them consistently. Co-operatives are subject to annual audit where they have to gain permission to do anything new, and at the district level, Primary Co-operative Societies are subject to micro-regulation. Genuine co-operative activity needs lighter regulation if it is to succeed. It needs a grading system that acknowledges good governance with freedom to develop. The power of the provincial commissioners should be produced for a central regulatory body because at the local level there is sometimes collusion between the regulators and the regulated. In 2001, a presidential commission was appointed to report on the state of the co-operative sector. It reported back and drafted a new co-operative law, but the report was shelved.

The reason for failure is that co-operative leaders do not want to lose the relationship with government, so they feel threatened by the new law and explain that the existing act is needed for existing MPCs and that a new act is only required for new national-level cooperative businesses, allowing joint ventures with the private sector. Unless there is a change of personnel at the top, it is likely that efforts at reform will continue to be blocked. The rural co-operative banks (RCBs) may eventually be delinked from the MPCs, as part of a different reform process concerning the

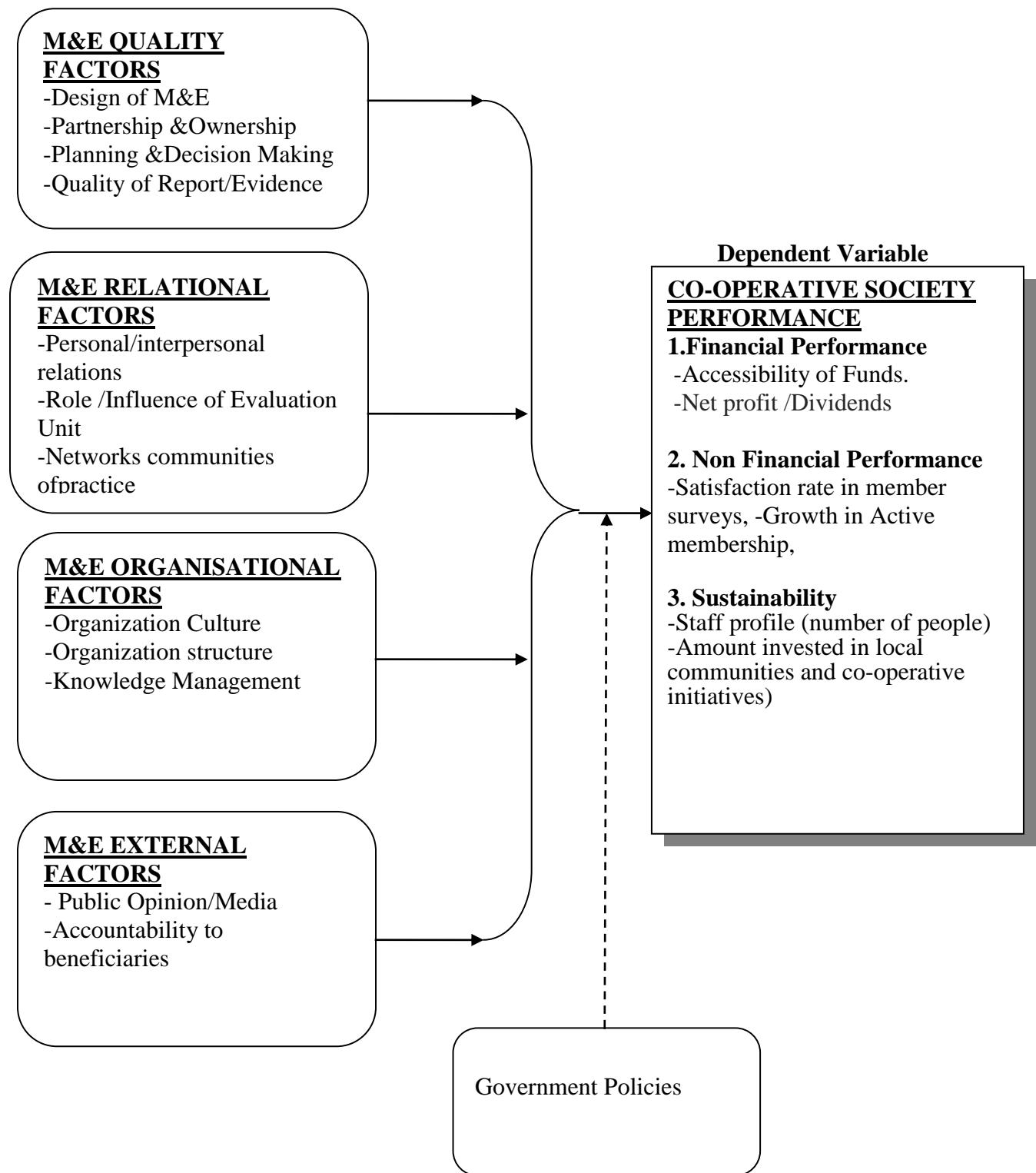
microfinance sector. It seems likely that pressure from the World Bank will continue and that the RCBs will become regulated by the Sri Lanka Central Bank. If this happens, the weaknesses of the consumer arm of the MPCs will be revealed. However, it is unlikely that they will be allowed to collapse since they provide the only network by which government can distribute essential goods in a crisis; the government has recently recognized this by setting up a new wholesale society. Without necessary reforms in the relationship between members and boards, boards and politicians, managers and district commissioners, it's hard to see how their performance can be improved. These are two cases of Co-operative societies where performance has been supported or curtailed by government interventions which more or less mirror Kenya's efforts towards the development of Co-operative societies. In Tanzania despite historical mishaps the policy interventions have started to yield fruits while it continues to be a challenge for Sri Lanka.

### **2.11 Conceptual Framework.**

The conceptual model is a presentation of the researcher's view of the relationship between the variables in the study by showing graphically or diagrammatically how the variables relate to each other. Ideally the purpose of conducting Monitoring and evaluation is to enhance the performance of the co-operative society through a combination of factors attached to Monitoring and evaluation.

**Fig.2 Conceptual framework**

**Independent Variable**



**Moderating Variable**

## **2.12 Knowledge Gap**

The financial aspect of co-operative performance has been the subject of frequent researchers in Kenya as evidenced by Mwakajumilo (2011) in his study analyzed evaluation of the financial performance of SACCOs in Nairobi before and after deregulation concludes that performance of Sacco's in the two eras was not significantly different although profitability ratios were favourable before deregulation. Ngaira (2011) also studied financial performance and argued that the SASRA monitoring and evaluation have impacted on SACCOs performance regarding outreach, sustainability, and financial performance. This concluded on operational and financial challenges in implementing the regulations resulting from the cost of loans and speed of processing loans the other challenge noted were the liquidity provisions and the control of investment avenues that affected the SACCOs operational capacity and ability to competitively remunerate its employees. Overall the main focus has been on the financial side of co-operative societies by focusing more on Savings and Credit Co-operative Societies (SACCO's) which function more like banks. However, there are other forms of co-op's whose priorities and local dynamics do not revolve around financing, e.g., farmer co-operatives which focus on access to inputs and markets to produce. The study opens up debate on the African context on a subject widely discussed in developed co-operatives in more mature economies on monitoring the co-operative difference. Though it is a new concept in Kenya with minimal data, the introduction of NIMES-National Integrated M&E system, New Co-operative standards, and legal structures have set up a base for Monitoring and evaluation in the Co-operative context. The study is expected to highlight the importance of M&E as a function of management to performance improvement in the Co-operative sector as a whole.

### **2.13 Summary of the literature review**

The literature review was based on the objectives as seen in the conceptual framework, details on Quality, Relational Organizational factors are explained in the context of the relevant literature. Further, the monitoring and evaluation process is explained as well the nature of the co-operative movement as well as performance measurement in the co-operative sector. To complement the performance aspect, we have critically analysed performance measurement through the lenses of various authors on the subject. We have used program theory to support our study, a logic model, and conceptual framework to explain the direction we intend to focus on. Lastly, we have explained the gap the study intends to cover in the context of Co-operatives as that of The relatively new concept of using M&E as a performance improvement tool in Co-op's as well as focus on the sector as a whole and not only the financial section of the co-operative sector. In light of this, the research seeks to highlight the influence of the Monitoring and evaluation factors on Co-operative performance.





## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This study aims to investigate how monitoring and evaluation affect the performance of co-operative societies in Kenya with a focus on Nairobi County. It concentrates on the study design, target population, the sampling procedure and sample size, research instruments, pre-testing of research instrument, data collection procedures, data analysis and presentation, the operational definition of variables and ethical considerations concerning best practices in research.

#### **3.2 Research design**

The study adopted a correlation and descriptive design to assess the influence of M&E factors on the performance of Co-operative Societies in Kenya. The research was intended to include overarching frameworks within which norms and standards contained was used for testing the research hypothesis in actual practice. The study design ensured that the research study is explicit, objective- based and replicable to make sure that the roadmap for collecting, measuring and analyzing the data is appropriate (Cooper & Schindler, 2001). The descriptive approach was used in this study since the study is gathering the facts and not manipulating the variables in investigating the influence of monitoring and evaluation factors on Co-operative Societies performance.

#### **3.3 Target Population.**

Cooper and Schindler (2003) define population as the total collection of elements about which the researcher intends to make inferences. The population under study is of similar characteristics with minor differences on the mission and mode of operation It consists of 11,968 active co-operative

societies (Kenya National Bureau of Statistics, 2008) of which 564 Co –operative societies actively operate in Nairobi County according to data availed by Directorate of the Co-operatives Marketing and development in Nairobi. There are two major groups of Co-operative societies in Kenya Service Co-operatives and producer co-operatives. Due to the nature of central nature of economic activities within the city, the number of producer co-operatives is less than the number of Service co-operatives. The study focused on the Co-operative managing directors whom according to Mumanyi(2014) are in a good position to have extensive knowledge of the co-operative societies.

### **3.4 Sampling Size and Sampling procedure.**

This section presents how the sample size was determined and includes sampling technique used in order to select elements from the target population.

#### **3.4.1 Sampling Size**

The sample design involves coming up with a plan for obtaining the sample from the target population. According to Creswell (2002), it refers to the selection of individuals, units and or settings to be studied. The Sample size has to be representative of the population on which the study used to generalize the findings and small enough to meet and maximize financial and economic constraints(Amin, 2005).Ngechu, (2004) emphasizes the importance of selecting a representative sample by making a sampling frame. A sample frame refers to a list of elements from which the sample is drawn and is closely related to the population under study (Cooper and Schindler, 2003).

The sampling frame in this study is a list of 564 Co-operative societies in Nairobi County as listed by the Directorate of Co-operative Marketing and Development in Nairobi County. The co-

operatives were grouped into strata based on 6 categories of societies which dominate in the county. At least thirty percent of the total population should be representative (Borg and Gall, 2003). Therefore, 30% of the accessible population was enough for the sample size. The method of proportional allocation was used to ensure the numbers of sizes from different strata are kept proportional to the size of respective strata. According to (Kothari, 2004) If  $P_i$  is the proportion of population included in stratum  $i$  and  $n$  represents the total sample size, the number of elements selected from stratum  $i$  is  $n * P_i$  below is the formula used:

$$P_i = (N_i / N)$$

$$n_i = n * P_i \text{ where: } n = \text{Sample Size}$$

$$N_i = \text{Strata Population Size}$$

$$N = \text{Population size}$$

Table 1

Category (Strata)	Category (Stratum i)	Pop. Proportion( $P_i$ )	No. of Elements( $n_i$ )	
1.	Fosa Saccos	50	0.089	15
2.	Transport Saccos	192	0.340	58
3.	Agriculture Co-ops	38	0.067	11
4.	Artisan Co-ops	22	0.04	7
5.	Housing Co-ops	35	0.062	10
6.	Employer Based Co-ops	227	0.40	68
<b>Totals</b>		<b>5641</b>		<b>169</b>

### 3.4.2 Sampling Technique

Saunders, et al. (2003) defines Stratified random sampling as a technique used whereby the population into two or more strata based on some relevant attributes. A stratum is a subset of the population that shares at least one common characteristic. Babbie (2001) explains that; stratified sampling as a sampling method produces a higher degree of representation of population

characteristics. Stratified random sampling technique was used to select the sample size as it is the most efficient among all probability design because all groups are adequately sampled and represented, and comparison among the groups is possible (Sekaran, 2003). The population was stratified into 6 categories to generate sub populations that are more homogeneous individually than the population. Since each stratum is more homogeneous than the total population, we can get more precise estimates for each stratum.

### **3.5 Research Instrument**

The study involved data collection through questionnaires. The questionnaires were administered by the researcher and research assistants who were trained by the researcher before data collection. The questionnaires were checked to ascertain that they are fully filled and if not, respondents was required to fill in the gaps. The questionnaire contained questions which will be closed and open-ended. (Merriam-Webster's online dictionary) These types of questions are accompanied by a list of possible alternatives from which respondents are required to select the answer that best described the situation. The questionnaires were administered to 188 respondents who are Cooperative society's general managers. According to the Ministry of Cooperative Development and Marketing (2004), the general managers of co-operative societies are in charge of policy planning. The general managers are therefore the best suited to answer the questions as they are in charge of policy planning in Co-operative Societies. The questionnaire is a valuable method of collecting a wide range of information from a large number of individuals, often referred to as respondents, Graeff (2005).

#### **3.5.1 Instrument Validity**

Validity refers to the extent to which an instrument measures what it is supposed to measure. It has to do with how accurately the data obtained in the study represents the variables of the study. It is

the degree to which the results obtained from the analysis of data actually represents the phenomena under study. Validity is determined by the presence or absence of systematic error in data. A research instrument should have content validity if the inferences drawn from the results of that study can be relied upon. To check this, the researcher will remove any bias in the research instrument by constructing them in line with the objectives of the study. Content validity is the measure of the degree to which data collected using a research instrument represents a specific domain of indicators or content of a particular concept or variable ( Nacmias & Nachmias, 1996). In this study, expert judgment of content validity was used. Kothari (1990) argues that determination of content validity is primarily judgmental and intuitive. It can also be determined using a panel of persons who shall judge how well the instrument meets standards, but there is no numerical way to express it. Thus, assistance was sought from the researcher's supervisors to assess the relevance of the content in the research tools against the objectives of the study. Their suggestions were used to improve the clarity of the items on the questionnaires used in this study.

### **3.5.2 Instrument Reliability**

Reliability of measurement concerns the degree to which a particular procedure gives similar results over some repeated trials (Orodho, 2003). To ensure reliability in the study, the researchers evaluated the test-retest the questionnaire and ensure that all the questionnaires are filled.

According to (Kothari,2004), reliability of a research instrument is influenced by a random error which is the deviation of an instrument measured due to factors such as ambiguous instructions to subjects or questionnaire fatigue. The smaller the deviations on data, the more reliable the instrument in getting the information required. A co-efficient of 0.80 or more implies that there is high degree of reliability. The study used the split half technique to test for reliability. A sample of

domain indicators measuring a variable was administered to a group of subjects. The random scored domains of indicators were then be divided into Odd and even. Each subject total score of domain of indicators were calculated the score of the two groups and all correlated using Pearson's Product Moment Correlation Coefficient Formula

$$\text{Reliability of Scores of total test} = \frac{2 \times \text{Reliability for 1/2 test}}{1 + \text{Reliability for 1/2 test}}$$

### **3.6 Data collection procedures**

Data was collected from primary source by open and close-ended questionnaires in administering the research instruments after seeking permission from the Ministry of Education Science and Technology. The researcher was drop and pick mail method. The questions were categorized into four sections based on the research questions. The questionnaires were administered to the Co-operative Society general managers.

### **3.7 Data Analysis techniques**

The data was sorted, coded and checked for completeness. Then quantitative analysis was applied using descriptive methods, i.e., mean, mode and median. SPSS version 22.0 was used to analyze the data and presented using frequency tables and pie charts. To analyze quantitative data, frequency distribution and percentages was used. Qualitative data was organized into major themes and used to draw conclusions. The data was then organized by the use of frequency tables.

A multivariate regression model will be applied to determine the influence of M&E on Co-operative Societies in Kenya. The researcher was the regression model since the problem involved is the nature of the relationship between the dependent variable (response) and the (explanatory) independent variable. The analysis consists of choosing and fitting an appropriate model, with a

view to exploiting the relationship between the variables to help estimate the expected response for a given value of the independent variable.

The regression model below was used in determining the relationship

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

Where, Y = Dependent Variables

X 1-n = Independent variable

$\beta_0$  = the constant

$\beta_1$ -n = the regression coefficient or change included in Y by each  $X$

$\epsilon$  = error term

Y= Co-operative Societies performance indicators (Accessibility of Funds, Net profit distributions to members, Satisfaction rate in member surveys, Growth in Active membership, Staff profile(number of people), Amount invested in local communities and co-operative initiatives

(X1; X2; X3; X4)= (Quality Factors; Relational factors; Organizational factors; External factors).

The means of the Co-operative performance indicators were regressed against the independent variables. Since the purpose of the research is to establish the dependent variable (Co-operative performance) from a set of predictor variables (Monitoring and evaluation factors) Multi-co linearity was tested through the use of SPSS software

### **3.8 Ethical Considerations**

Permission was sought from the Ministry of Education Science and Technology to carry out the research. The researcher sought permission from the Nairobi County authorities to interview its staff. To ensure confidentiality, information was only used for the purpose of research and names of the participants' were omitted on the questionnaires to ensure anonymity.



## **CHAPTER FOUR**

### **DATA ANALYSIS, PRESENTATION AND INTERPRETATION**

#### **4.1 Introduction**

This chapter presents the findings of the study and analysis from data collected from managers of co-operatives purposively selected due to their roles and access general information on the Co-operative societies. The response rate and the demographic characteristics and the respondents are presented. The operational definition of variables in section three guided the formulation of the questionnaire items which subsequently addressed the study objectives. The four themes on the influence of M&E factors on performance of Co-operative Societies were addressed by the study. These factors include M&E quality, Relational, Organizational & External factors. The analysis and discussion in this section focuses on these themes. After validation, the questionnaires were used to gather data. Simple descriptive statistics such as frequencies, percentages, mean averages were used where appropriate for data analysis and findings presented in Tables.

#### **4.2 Response Rate**

The researcher targeted 169 respondents from Co-operative societies in Nairobi County. Of the 169 self-administered questionnaires sent out by the researcher, 160 were completely filled questionnaires were collected translating to 96% response rate. According to Babbie (2002), any response rate of above 80% and above is adequate for analysis and therefore, the response rate of 96% is acceptable.

### 4.3 Demographic Characteristics of Respondents

#### 4.3.1 Gender

The issue of gender was important in the study as it would indicate whether there was gender balance in the responses given as well as in the monitoring function in Co-operatives. Gender balance is also an important characteristic in measuring performance of co-operative societies

**Table 4.1 Gender**

<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
Male	98	61
Female	62	39
<b>Total</b>	<b>160</b>	<b>100</b>

Table 4.1 shows majority of respondents were male which was 61%(98) of the total response rate and 39%(62) of the respondents who were female which shows that there were more male than females who were managing co-operatives and therefore their opinions on the influence of Monitoring and evaluation on the performance of Co-operative societies in Nairobi County not very well represented.

#### 4.3.2: Academic Qualifications

For managers to understand monitoring and evaluation process or project management altogether, their level of education is a critical factor. The respondents were asked to state their level of education according to Table 4.3

**Table 4.2 Academic Qualifications**

<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
Secondary Level	2	1

College Level	65	41
University Level	93	58
<b>Total</b>	<b>160</b>	<b>100</b>

Majority of the respondents who were 58%(93) had university level education, 41%(65) college level and 1%(2) had secondary level education. This indicated that majority of respondents were knowledgeable and provided the required information on influence of Monitoring and evaluation on the performance of Co-operative societies in Nairobi County. The two respondents with secondary education had wide experience in the co-operative societies.

#### 4.4.3 Working Experience

The respondents were analyzed according to work experience this was important in understanding their knowledge in the workings of the organization.

**Table 4.3: Working Experience**

Category	Frequency	Percentage
Below 2 years	40	25
2-5 years	67	42
5-10 years	53	33
<b>Total</b>	<b>160</b>	<b>100</b>

Table 4.3 above shows the number of years the respondents had worked in the organization, majority of respondents who were 42% (67) had 2-5 years, 33% 5-10 years and 25% below 2 years. This indicates that most respondents have been with the organization for a long time and could provide the required information on influence of Monitoring and evaluation on the

performance of Co-operative societies in Nairobi County due to their wide experience in the co-operatives they represented.

#### 4.4.4 Age of the Organization

The age of the organization is an important demographic as it shows that the organization has been in existence for long enough to appreciate the change that is associated with inclusion of Monitoring and evaluation in an organizations activities. Table 4.4 below shows the age of the organizations the respondents represented was majorly between 5-10 years at 39%(63) followed by below 5 years at 36%(57) and 25% at above 10 years.

**Table 4.4 Age of the Organization**

<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
Below 5 years	57	36
Between 5-10 years	63	39
Above 10 years	40	25
<b>Total</b>	<b>160</b>	<b>100</b>

This shows that most of the Co-operatives involved in the study had been in operation for more than 5 years giving enough time to be able to analyze the benefits or demerits of Monitoring and evaluation.

#### 4.4.5 Total Client Number

Table 4.5 below shows the total number of clients served by the co-operative societies, 32%(51) co-operative societies had between 2,000 and 5,000 members.

**Table 4.5 Total Client Number**

<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
Below 1,000.	39	24
Between 1,000 to 2000	50	31
Between 2,000 to 5,000	51	32
Between 5,000 to 10,000	10	6
Above 10,000	10	6
<b>Total</b>	<b>160</b>	<b>100</b>

The large number of members indicates that these were fairly large organization and would give a representative view of the study and enable duplication.

#### **4.4.6 Number of Employees in the Organization**

The study sought employee satisfaction as a metric of performance of the co-operative society, the number of employees was important as it gave significance to the data on employee satisfaction. Table 4.6 above shows the number of employees in the organization, majority of the respondents who were 48% indicated that the organization had 51 and above employees, 44% between 11-50 years and 48% above 51.

**Table 4.6 Number of Employees in the Organization**

<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
Below 10	13	8
Between 11-50	70	44
Above 51	77	48
<b>Total</b>	<b>160</b>	<b>100</b>

This shows that most organizations had many employees hence the representativeness of the response given by the managing directors of the co-operative society.

#### **4.4.7 Main Goals of the Sacco.**

Co-operative performance is based on the objectives of the co-operative society the goal of the society is therefore important in indicating if the monitoring and evaluation parameters measure what is important to the co-operative society.

**Table 4.7 Main Goals of the Sacco**

<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
Profit motive	69	43
Poverty eradication	40	25
Easy credit access	51	32
<b>Total</b>	<b>160</b>	<b>100</b>

Table 4.7 above shows the main goals of the Sacco, majority of respondents who were 43% indicated Sacco's existed to make profit, 32% for easy credit access and 25% for profit alleviation. No other options were selected with resource mobilization not having any selection.

#### **4.5.1 M&E Quality factors and Co-operative performance.**

The respondents were asked a variety of questions using a table to be able to gauge various aspects of quality related to the process of M&E. According to the findings on Table 4.8, the respondents indicated that the results of M&E are not a considerate and accurate presentation of all stake holders' views, this is shown by the mean of 0.40, this shows that stakeholders were not well presented in M&E planning phase. Majority of respondents were of the view that evaluators and Monitoring staff are not free of influence of management and sponsors; this was evidenced by the mean of 0.20. Majority of respondents strongly disagreed that M&E staff are independent and do not have vested interests in the co-operative society, this was evidenced by the mean of 0.20, this shows that M&E staff can be easily be compromised to influence M&E reports.

**Table 4.8 M&E Quality Factors**

<b>M&amp;E Quality Factors</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>Percentages</b>	<b>Mean</b>
<b>The Results of M&amp;E are a considerate and accurate presentation of all stake holders views</b>	15	12	40	50	43	31%	0.40
<b>Evaluators and Monitoring staff are free of influence of Management and Sponsors</b>	20	20	33	40	47	29%	0.20

<b>M&amp;E staff are independent and do not have vested interests in the Co-operative Society</b>	9	11	40	44	56	35%	0.20
<b>M&amp;E staff are accepted by all Co-op stakeholders as Unbiased, impartial, technically and Competent.</b>	17	23	36	40	44	27%	0.20
<b>M&amp;E Reports adhere to the organizations quality assessments and performance standards</b>	20	30	47	33	30	29%	0.60
<b>M&amp;E reports are presented in a complete and equal way detailing findings with evidence, conclusions, recommendations and lessons.</b>	41	40	36	23	20	26%	1.00
<b>M&amp;E reports are used by the co-operatives to inform day to day practice.</b>	25	26	29	38	42	24%	0.20
<b>The conduct of Monitoring and evaluation staff is one fashioned with integrity while maintaining confidentiality of sensitive information</b>	13	17	33	47	50	31%	0.20

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**Key:** Large extent [5], Moderate extent[4], Neutral[3], Little[2], None[1]

The study found that M&E staff are not accepted by all Co-op stakeholders as unbiased, impartial, technically and competent as evidenced by the mean of 0.20, this shows that there was not agreement on the staff to conduct M&E. Majority of respondents were neutral that M&E reports adhere to the organizations quality assessments and performance standards as shown by the mean of 0.60, this indicates that there was understanding among respondents on M&E quality assessment methods follow the laid down standards.. Respondents also strongly agreed that M&E reports were presented in a complete and equal way detailing findings with evidence, conclusions, recommendations and lessons as evidenced by the mean of 1.00, this shows that most respondents were in agreement with the findings of M&E reports. Despite the last two conclusions, majority of the respondents strongly disagreed that M&E reports are used by the co-operatives to inform day to day practice as evidenced by the mean of 0.20, this shows that previous M&E reports was not used to inform day to day activities of cooperative societies activities as reports were presented on annual basis. Majority of respondents strongly disagreed that the conduct of monitoring and evaluation staff is one fashioned with integrity while maintaining confidentiality of sensitive



information, this was evidenced by the mean of 0.20, this shows that M&E staff shared sensitive information with unintended people.

#### 4.5.2 Extent to which Quality affects performance

The study sorts the perception of the respondents on whether or not Quality in M&E affected the performance of co-operative society. According to the findings on table 4.9, Majority of respondents indicated that there was large extent of influence by quality factors of the Monitoring and Evaluation on financial performance as evidence by a mean of 1.00.

**Table 4.9 Extent of Quality influence on Performance**

Category	5	4	3	2	1	Percentage	Mean
<b>Financial Performance</b>	47	43	40	25	5	29%	1.00
<b>Non-Financial Performance</b>	37	43	50	28	2	31%	0.60
<b>Sustainability</b>	46	44	33	27	10	29%	1.00

**Key:** Large extent [5], Moderate extent[4], Neutral[3], Little[2], None[1]

This shows that M&E reports were perceived to supported financial improvement. The respondents were neutral on the relation between quality of the Monitoring and Evaluation on non-financial performance of the organization as evidenced by mean of 0.60. The perception that Non financial performance was not attributed to Quality of M&E performance may be attributed to the co-operatives focus on financial aspects. A majority of respondents indicated that there was large extent of quality effect on sustainability performance of the organization as evidenced by the mean of 1.00, this shows that M&E reports created a history and provided recommendation on how cooperatives can be more sustainable.

### 4.5.3 M&E Relational factors & Co-operative performance.

The monitoring agencies play a major role on the relational issues of Co-operative societies Table 4.10 shows the extent to which of monitoring and evaluation agencies affect the performance of co-operative societies, As expected the respondents indicated Internal supervisory committees had the greatest influence on Monitoring and evaluation. It is closely followed by SASRA and the directorate of Co-operative Development and Marketing.

From the table below, it is clear that the Monitoring agencies have a huge influence on the performance co-operative societies which is represented by the mean of 1. Indicating that for various reasons the Respondents attributed performance to the Monitoring agencies.

**Table 4.10. Influence of Monitoring and Evaluation Agencies**

<b>Evaluation Unit</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>Percentage</b>	<b>Mean</b>
<b>Directorate of Co-o Dev. &amp; Marketing</b>	72	70	18	0	0	45%	1.00
<b>Sacco Societies Regulatory Authority</b>	79	71	7	3	0	49%	1.00
<b>National Co-operative Orgs.</b>	67	63	28	2	0	42%	1.00
<b>Sponsor's (NGO's/Foreign Govts)</b>	71	49	35	5	0	44%	1.00
<b>Internal Supervisory Committees</b>	89	41	27	3	0	56%	1.00
<hr/> Large extent [5]   Moderate extent [4]   Neutral [3]   Little [2]   None [1]							

Influence of M&E Agencies is important as it shows the regard with which co-operative societies hold the agencies. From the Table it is clear that internal supervisory committees are held in high regard followed by SASRA and the directorate of Co-op development and marketing. Peer

organizations and sponsors are second and second last. The relationship is passed on the powers vested on the agencies to regulate or hold leadership accountable and not one of value addition.

#### **4.5.4 Relationship Between Evaluators and stakeholders.**

In this study the relationship between the stakeholders and the evaluation unit was important as it indicated their ability to get the correct information when carrying out evaluation. Table 4.11 below shows the rate of relationship between evaluators; majority of respondents who were 31% indicated neutral, 25% poor, 21% very poor, 18% good and 6% very good, this shows that the relationship with the evaluators was not very clear.

**Table 4.11 Relationship between Evaluators and stakeholders**

<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Very good</b>	10	6
<b>Good</b>	28	18
<b>Neutral</b>	49	31
<b>Poor</b>	40	25
<b>Very poor</b>	33	21
<b>Total</b>	<b>160</b>	<b>100</b>

Most respondents remained non committal which can in fear of victimization, or view of the M&E staff. However the numbers further leaned on poor and Very poor. This can hinder usability or trust in the product of M&E.

#### **4.5.5 Community Networks In M&E and Co-Operative performance**

Table 4.12 below shows the community networks in M&E and their roles in support of Monitoring and evaluation activities, on whether community networks increase credibility/Accountability and Knowledge base of M&E within co-operative societies, the respondents remained skeptical strongly disagreeing as evidenced by the mean of 0.20, this shows that by belonging to a certain community network did not guarantee increased credibility/Accountability and Knowledge base of M&E. However the respondents were positive on the community networks role in advocating for utility of M&E and general positive change in the co-operative sector. The study also found that the common bond helped to enhance the monitoring and evaluation quality and effort with a majority percentage of 26% and mean of 0.80.

**Table 4.12: Community Networks In M&E and Co-Operative Sector**

	5	4	3	2	1	Percentages	Mean
<b>Community Networks increase credibility/Accountability and Knowledge base of M&amp;E within co-operative societies</b>	22	31	33	36	38	24%	0.20
<b>Community networks help to institutionalize the role of M&amp;E in Co-ops</b>	24	27	29	41	39	26%	0.40
<b>Community networks advocate for utility of M&amp;E and positive change within the Co-operative sector</b>	36	38	34	32	20	24%	0.80
<b>The common bond in co-operative enhances Monitoring and evaluation</b>	39	41	36	24	20	26%	0.80

**KEY:** [5] Strongly Agree [4] Agree. [3] Non-Committal [2] Disagree [1] strongly disagree

Community networks form the fabric of inter-relations between the common parties in Monitoring and evaluation of Co-operative societies i.e. the M&E units and Co-operative societies. The study at this point showed that the communities are active in the soft parts of M&E advocacy and

enhancing legitimacy however fared poor in practical once such as institutionalization and holding co-ops accountable. This may be attributed to the independence and political nature of Co-ops.

#### **4.5.6 Influence of M&E relationships on Cooperative Performance**

Table 4.13 below shows the respondents perception on influence of M&E relationships on cooperative performance, majority of respondents who were 94% (150) answered Yes as compared to 6% who answered No.

**Table 4.13 Influence of M&E relationships on Cooperative Performance**

<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	150	94
No	10	6
<b>Total</b>	<b>160</b>	<b>100</b>

This gives the indication that relationships in M&E environment within co-operatives had a major influence on cooperative performance. On the reason why respondents pointed out views ranging from enabling a good work environment to enabling better information sourcing and reports.

#### **4.5.7 M&E Organizational factors and Co-operative performance.**

Table 4.14 shows a summary on the organizational characteristics; on whether managers and co-op officials support and promote performance improvement, The study showed that majority of respondents agreed that managers and co-op officials support M&E which was evidenced by a mean of 0.80. The respondents were also of the opinion that the shared norms values and believes

of the co-operative society's foster positive use of M&E which was evidenced by a mean of 0.80, this shows that the co-operatives value system, norms and believes were highly regarded. On the suggestion that the culture prevented M&E from being functional and effective the respondents were neutral 30(19%) disagreeing with the statement. However, the study found that the management structure was not clear with 36%(57) of the sampled respondents disagreeing as evidenced by a mean of 0.40, this shows that clear management structure influenced effectiveness M&E. 49(33%) of the respondents disagreed that the M&E unit has a clear reporting line and order of operations as evidenced by the mean of 0.40, this shows that M&E was not well coordinated similar to the management structure. there was also not a clear structure of how knowledge is identified captured as evidenced by the mean of 0.40, this shows that there lacked making the future identification of and replication of knowledge impossible. Majority of respondents 54(34%) disagreed that the co-operative adheres to the ICA co-op principle no.5 on Education and encourages learning as evidenced by a mean of 0.40.

**Table 4.14: Organizational Factors**

	5	4	3	2	1	Percentages	Mean
<b>Managers and Co-op officials support and promote performance improvement</b>	44	46	40	26	4	29%	0.80
<b>The shared norms values and believes of the co-operative societies foster positive use of M&amp;E</b>	51	49	38	20	2	32%	0.80
<b>The Culture of the Co-operative prevents M&amp;E from being functional and effective</b>	29	31	59	40	1	37%	0.60
<b>The management structure is clear and responsibilities are clearly assigned to their functions.</b>	4	16	40	57	43	36%	0.40
<b>The M&amp;E Unit has a clear reporting line and order of operations.</b>	9	10	41	52	48	33%	0.40
<b>There is a clear structure of how</b>							

<b>knowledge is identified Captured</b>	8	22	40	49	41	31%	0.40
<b>The Co-operative adheres to the ICA co-op principle no.5 on Education and encourages learning.</b>	6	10	44	54	46	34%	0.40

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[5] Strongly Agree [4] Agree. [3] Non-Committal [2] Disagree [1] strongly disagree.

The general perception was that the leadership supported learning a key support area in use of M&E, However they remained undecided on culture, norms and values which might be as a result of the common bonds which co-operative have which might slow down change necessitated by M&E structures and results. A key area which slowed down performance of M&E was the structure found not to be clear and poor knowledge identification and distribution. It was also identified that the principle of Education was not adhered to. Therefore the attitude towards learning is one supported theoretically but not practically, and support to M&E staff is not stable. There needs to nbe clarity as to who monitoring and evaluation units are responsible to.

#### **4.5.8 Effect on Co-operative Performance**

The sort the respondent's opinion on whether organization factors affected the three aspects of co-operative performance. Table 4.15 shows the impact of culture of the Co-operative performance; Organization culture had a high impact on financial performance, as shown by the mean of 1.00.Organization it has the highest impact here at 38% It had a similar effect on Non financial performance at a mean on1.00 while the least impact was on sustainability shown by the mean of 0.80.

**Table 4.15 Impact of Culture of the Organization**

Category	5	4	3	2	1	Percentage	Mean
<b>Financial Performance</b>	61	59	30	10	0	38%	1.00
<b>Non-financial Performance</b>	56	44	33	27	0	35%	1.00
<b>Sustainability</b>	51	59	30	20	0	37%	0.80

High impact [5] Moderate impact [4] Neutral [3] Low impact [2] None [1]

The culture was found to affect financial performance the most while sustainability the least. This may be attributed to the perception that the sustainability of the co-ops is etched on their culture.

#### 4.5.9 Impact of Organization Structure

Table 4.16 shows impact of organization structure. Organization structure had high impact on financial performance as shown by the mean of 1.00. Organization structure had high impact on non-financial performance as shown by the mean of 1.00. Organization structure had moderate impact on sustainability of the organization as shown by the mean of 0.80.

**Table 4.16 Impact of Organization Structure**

Category	5	4	3	2	1	Percentage	Mean
<b>Financial Performance</b>	51	49	39	21	0	32%	1.00
<b>Non-financial Performance</b>	69	61	22	8	0	43%	1.00
<b>Sustainability</b>	60	67	20	13	0	42%	0.80

High impact [5] Moderate impact [4] Neutral [3] Low impact [2] None [1]



Non financial performance was most affected due to the service delivery aspect where poor structures affect service delivery. Again a lesser effect is perceived on sustainability reinforcing the position that co-ops believe that sustainability is stronger in the bond rather than structures.

#### 4.5.10 Impact of Knowledge management systems of the co-operatives

Table 4.17 shows impact of knowledge management systems of the co-operatives, majority of respondents indicated that knowledge management systems had high impact on financial performance as shown by the mean of 1.00.

**Table 4.17 Impact of Knowledge management systems of the co-operatives**

Category	5	4	3	2	1	Percentages	Mean
<b>Financial Performance</b>	57	43	40	20	0	36%	1.00
<b>Non-financial Performance</b>	53	52	34	21	0	33%	1.00
<b>Sustainability</b>	56	54	36	14	0	35%	1.00

High impact [5] Moderate impact [4] Neutral [3] Low impact [2] None [1]

Majority of respondents indicated that knowledge management systems had high impact on non-financial performance. However, while sustainability came in second indicating that knowledge was key to keeping trust between the Co-op and membership.

#### 4.5.11 M&E External factors and Co-operative Performance

The study inquired on the various characteristics of External factors. The findings on Table 4.18, majority of respondents disagreed that the public's opinion on M&E results of Co-operatives affects the utility of reports as shown by the mean of 0.60, this shows that public opinions had little effect on M&E results of Co-operatives and their subsequent usability. 29% (47) of respondents agreed that the Media is highly regarded in its opinion on performance of Co-operative societies as shown by the mean of 0.80, this shows that the media had major influence on how cooperatives were managed due to its marketing characteristic in that the Image of the Co-operative could be damaged through poor portrayal in the Media. 27%(43) of respondents agreed that the stakeholders of the monitoring and evaluation exercise can be clearly identified as shown by the mean of 0.80, this shows that there was clarity in the decision on whose opinion matters in activities of monitoring and evaluation. 32%(51) of respondents agreed that the monitoring and evaluation teams are accountable to the shareholders as shown by the mean of 1.00. It indicates that the share holders being the owners of co-operatives were the most important to the Monitoring and evaluation units.

**Table 4.18: External Factors**

<b>External Factors</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>Percentages</b>	<b>Mean</b>
<b>The publics opinion on M&amp;E results of Co-operatives affects the utility of reports</b>	13	20	40	44	43	28%	0.60
<b>The Media is highly regarded in its opinion on performance of Co-operative societies</b>	44	47	39	20	10	29%	0.80
<b>The stakeholders of the Monitoring and evaluation exercise can be clearly identified</b>	40	43	37	33	7	27%	0.80
<b>The monitoring and evaluation teams are accountable to</b>	51	49	31	10	9	32%	1.00

**the shareholders.**

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[5] Strongly Agree [4] Agree [3] Neutral [2] Disagree [1] Strongly disagree

There is a clear knowledge on who are the important stakeholders when putting out a report and utilizing it there is also clarity on public opinion and how it should affect usability. Despite this the Media's role in today's performance landscape is appreciated.

#### **4.5.12 Impact the Media and Beneficiaries of Co-Operative performance**

Table 4.19 shows the impact the media and beneficiaries of co-operative societies, 29%(46) of respondents who were of the perception that the Media had moderate impact on Co-operative performance, 28% low impact, 25% no impact, 13% high impact and 6% very high impact

**Table 4.19 Impact the Media and Beneficiaries of Co-Operative performance.**

<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
<b>No impact</b>	40	25
<b>Low Impact</b>	44	28

<b>Moderate Impact</b>	46	29
<b>High Impact</b>	20	13
<b>Very High Impact</b>	10	6
<b>Total</b>	<b>160</b>	<b>100</b>

The media therefore has no major role on co-operative performance making them very independent of influence from beneficiaries. Despite the high regard that the media is held with it does not affect the performance of co-operative societies

#### **4.5.13 Extent of Performance Improvement with introduction of Monitoring and evaluation.**

The purpose of introducing a monitoring and evaluation system into an organization is to enhance the performance of the study looked into the areas of co-operative performance which were improved after introduction of Monitoring and evaluation into the organization.

**Table 4.20: Extent of Performance Improvement of the Co-Operative Society**

	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>Percentages</b>	<b>Mean</b>
<b>Safety of member savings</b>	43	57	33	20	7	36%	0.80
<b>Accessibility of funds</b>	20	29	50	31	30	31%	0.60
<b>Cost of loans</b>	46	60	36	10	8	38%	0.80
<b>Speed of getting the loans</b>	17	20	40	41	42	26%	0.20
<b>Good salary and benefits for the</b>	38	39	35	28	20	24%	0.80

<b>employees</b>							
<b>Good working environment for the employee</b>	42	44	40	20	14	28%	0.80
<b>Growth of Co-op in terms of membership</b>	49	50	38	13	10	31%	1.00
<b>Growth of Co-op in terms of assets</b>	47	48	20	25	20	30%	0.80
<b>Growth in terms of services offered</b>	40	48	49	12	11	31%	0.60
<b>Legal and regulatory framework compliance</b>	47	45	40	18	10	29%	1.00
<b>Contribution to the national goals</b>	39	40	38	23	20	25%	0.80
<b>Board members elections</b>	37	40	58	15	10	36%	0.60
<b>Participation of members in Co-op activities</b>	38	38	37	40	37	24%	0.40
<hr/>							
Large extent [5]	Moderate extent [4]	Neutral [3]	Little [2]	None [1]			

Table 4.20 shows a summary of extent of performance improvement of the co-operative with the introduction of Monitoring and evaluation. The performance metric that improve the most was growth in terms of membership with a mean of 1.00 and 31%(50) of respondents concurring on improvement on the moderate, However, 31%(49) respondents indicated this metric improves to a large extent. Compliance to Legal and regulatory framework came in second with 29%(47) attributing the introduction of M&E to the improvement of this metric. Cost of Loans, safety of Members savings, Growth in Assets, Working environment, Contribution to National goals and Good salary and benefits for employees all made an improvement at a mean of 0.8. The improvement of Board member elections, accessibility to funds and Growth in terms of services offered was minimal at a mean of 0.6 while participation of members and speed of getting loans had seen little or no improvement from the respondents.

## 4.6 Inferential Analysis

Inferential statistics was used to make judgments of the probability that the observed characteristics between independent variable and dependent variables are dependable and related or not.

### 4.6.1 Correlation of Variables

The study conducted correlation analysis on influence of Monitoring and evaluation on the performance of Co-operative societies in Nairobi County determinants for employee's attitude

towards retirement. Table 4.21 shows strong relationship between M&E Quality factors and o-  
 operative performance. The relationship is significant ( $r = -0.667$ ,  $P < 0.01$ ), the figure shows M&E  
 Relational factors had positive influence on organization performance. The table shows relational  
 factors to have a strong effect on organization performance. The relationship was significant at ( $r =$   
 $0.722$ ,  $P < 0.01$ ), thus relations factors greatly influenced organization performance.

The table shows a strong relationship between organizational factors and co-operative  
 performance. The relationship is significant at ( $r = -0.755$ ,  $P < 0.01$ ), the figures shows strong  
 relationship between organizational factors and co-operative performance, thus organizational  
 factors greatly affected organization performance.

The table shows a strong relationship between external factors and organization performance, the  
 relationship is significant at ( $r = 0.889$ ,  $P < 0.01$ ), the figures shows that there is positive  
 relationship between external factors and organization performance.

**Table 4.21 Correlations of Variables**

		Correlations				
		M&E Quality factors	Relation factors	Organiz ational factors	External factors	Org.Performanc e
M&E Quality factors	Pearson	1	.883**	.857**	.760**	.667**
	Correlation					
	Sig. (2- tailed)		.000	.000	.000	.000
	N	160	160	160	160	160
Relation factors	Pearson	.883**	1	.874**	.804**	.722**
	Correlation					
	Sig. (2- tailed)	.000		.000	.000	.000

	N	160	160	160	160	160
Organizational factors	Pearson Correlation	.857**	.874**	1	.879**	.755**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	160	160	160	160	160
External factors	Pearson Correlation	.760**	.804**	.879**	1	.889**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	160	160	160	160	160
Co-operative Performance	Pearson Correlation	.667**	.722**	.755**	.889**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	160	160	160	160	160

**\*\*.** Correlation is significant at the 0.01 level (2-tailed).

The relation between the quality factors and the organisational performance is a negative one that might be as a result of the lack of quality adherence in the process of M&E. Relational factors had a positive correlation with respondents regarding relations as crucially important to performance. Organisational factors especially structure and knowledge management were not well developed and showed in terms of negative relations. External factors had positive correlation with independence from public opinion and due allocation of the medias responsibility being key factors.

#### 4.6.2 Regressions Analysis

According to Kothari (2006), regression analysis is a statistical process for estimating the relationships among variables. Table 4.19 shows the results of multiple regressions. The value of  $R^2$  is 0.797, revealing 79.7% variability in M&E Quality factors, Relation factors, Organizational

factors and External factors accounted for organization performance variables in the model developed. The adjusted  $R^2$  is an improved estimation of  $R^2$  in the population.

**Table 4.22 Model Summary**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.893 <sup>a</sup>	.797	.791	.43874

a. Predictors: (Constant), External factors, M&E Quality factors, Relation factors, Organizational factors

This shows that much of the variability of the performance of the Co-operative can be attributed to the Monitoring and evaluation factors up to a level of 79.1% while 20.9% is the error showing that it is correct that Monitoring and evaluation influences performance of Co-operative societies.

#### 4.6.3 Coefficients

The estimates of the regression coefficients, t-statistics, standard errors of the estimates and p values are shown in Table 4.23 below. Taking all factors into account, M&E Quality factors, Relation factors, Organizational factors and External factors constant at 0.499. The findings presented show that taking all other independent variables at 0.499, a unit increase in quality factors would lead to a -0.014 decrease in Co-operative performance, a unit increase in relational factors would lead to a 0.118 increase in organization performance, a unit increase in organizational factors would lead to a -0.208 decrease in Co-operative performance . A unit increase in external factors would lead to a 1.047 increase in Co-operative performance.

$$Y=0.499+0.014X_1+-0.118X_2 +-0.208X_3 +1.047X_4$$

**Table 4.23 Coefficients**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.499	.166		3.010	.003



M&E Quality factors	-.014	.074	-.016	-.188	.851
Relation factors	.118	.084	.126	1.406	.162
Organizational factors	-.208	.106	-.195	-1.957	.052
External factors	1.047	.083	.971	12.623	.000

a. Dependent Variable: Organization Performance

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Relational factors and External factors were found to have the most significant positive influence on organization performance while Quality factors and organizational factors had a negative correlation to co-operative performance.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This section represents the summary of the findings of the data collected, discussions, conclusions and proposed recommendations. They were based on the four objectives of the study which include: To establish how monitoring and evaluation quality factors influences performance of co-operative societies in Nairobi County. To examine how monitoring and evaluation relational factors influence performance of co-operative societies in Nairobi County. To establish how monitoring and evaluation organizational factors influence the performance of co-operative societies in Nairobi County. To examine how monitoring and evaluation external factors influence performance of co-operative societies in Nairobi County. This chapter, later presents a summary of the key findings of the study as well as the limitations of the study, and recommendations for further research.

## **5.2 Summary and Discussions of the Major Findings**

The findings of the study managed to address both the research questions and objectives. The study had set out to establish the influence of Monitoring and Evaluation on the performance of Co-operative societies. The study found that that 64%(103) organizations involved in the study had been in operation for more than 5 years and provided the required information on influence of Monitoring and evaluation on the performance of Co-operative societies in Nairobi County due to the maturity of the organization. 43 %( 69) of the respondents interviewed indicated that the main goal of most cooperatives was profit making pointing to a common goal in the organizations. The respondents were in disagreement that the results of M&E are considerate and accurate presentation of all stake holders' views. The study found that that M&E unit are not accepted by all Co-op stakeholders as unbiased, impartial, technically and competent. According to Chambers (1997) and Chitere (1994), stakeholder's participation involves empowering development beneficiaries in terms of resources and needs identification, planning on the use of resources and the actual implementation of development initiatives. From the study, this is not effectively done which then reflects o how the quality factors relate to organizational performance. The findings agree with Mungai (2009), who found that the community participates in the identification of projects depending on how politicians shape the boundaries of engagement. The stakeholders are not well involved in projects that are run by the co-operative society leading to a negative reaction of the relationship The respondents appeared to be undecided on whether M&E reports adhere to the organizations quality assessments and performance standards despite concluding that the M&E reports were presented in a complete and equal way detailing findings with evidence, conclusions, recommendations and lessons this is an important factor in establishing usability. However it was

also ascertained by the study that the reports are rarely used in the day to day running of the Co-operative societies. Respondents strongly indicated that the conduct of monitoring and evaluation staff is one that is not fashioned with integrity while maintaining confidentiality of sensitive information which is a cause for mistrust and general withholding of information. Despite the negative perception majority of the respondents agreed that the quality factors of monitoring and evaluation play crucial role in financial performance, Non-financial and sustainability performance of the co-operative societies.

On the extent of influence of the monitoring and evaluation agencies, majority of respondents indicated Internal supervisory committees as the most influential in Monitoring activities at mean of 56% closely followed by SASRA at a mean 49% to conduct monitoring and evaluation to a large extent. However the general agreement on the respondents was that the evaluation agencies had a great influence on the performance of the co-operative societies.

The study found that community networks did not increase the credibility/Accountability and Knowledge base of M&E within co-operative societies with majority of respondents strongly disagreeing with the proposal. The role of community networks in helping to institutionalize the role of M&E in Co-ops was also negated by the respondents of the study. Majority of respondents indicated the influence of M&E organizational factors 38%(61) of the respondents indicated that financial performance was most affected followed by non financial and sustainability performance of cooperatives generally there was a strong relationship between M&E Organizational factors and organization performance.

The study established that co-op official's support and promote performance improvement with majority of respondents being in agreement- 46 respondents followed by strong agreement at 42.

Shared norms values and believes of the co-operative society's foster positive use of M&E while the respondents were undecided on whether culture of the co-operative prevents M&E from being functional and effective. The management structure, the study found is in a majority of cases not clear and responsibilities are not clearly assigned to their functions this makes it difficult for the M&E units to know who to report in continuation majority of respondents disagreed that the M&E unit has a clear reporting line and order of operations. Study found that there lacks a clear structure of how knowledge is identified and captured for future use. Organization learning is one of the key importance of Monitoring and evaluation to an organization however; the study found that the co-operative did not adhere to the ICA co-op principle no.5 on Education and encouraging learning. According to Simon, (2007); Singh and Ramesh, (2013), reports can help in detecting whether a project is proceeding towards the intended objectives or whether the right procedures are being used. This would help stakeholders make timely decisions. It is therefore not surprising to find some projects stalling due to lack of information which could not be corrected in time due to unavailability of timely information through reports McLeod (2005). The lack of use of this reports in future planning can be a major cause for organizational factors negatively affecting the performance of co-operative societies. The study found that majority of the respondents agreed that there was a strong relationship between organizational factors and Co-operative performance although it negatively affected it. Knowledge management was also found to be a challenge. According to Keen and Morton, (2008)it is not only difficult to get ready information from the relevant employees in most public institutions but also project related documents easily due to poor management of records it was also found to be true of most societies in Nairobi county. There was no logical way of finding out what worked and what did not.

Public opinion sometimes tends to shift operations and use of Monitoring and evaluation reports (Sanderson, 2002) however the study found that respondents disagreed with the idea that the public's opinion on M&E results of Co-operatives affects the utility of reports. The Media is highly regarded in its opinion on performance of Co-operative societies considered by the co-operatives. Study established that the stakeholders of the monitoring and evaluation exercise can be clearly identified this is crucial in usability of the M&E results as it ensures that the M&E team reports in perspective additionally, the monitoring and evaluation teams were found to be accountable to the shareholders and not the stakeholders in general as the Co-operative societies are created to solve issues of the members i.e. the shareholders. The Media's impact on the monitoring and evaluation activities was found to be moderate respondents appeared undecided on impact the media and beneficiaries of co-operative societies this is as a result of the marketing voice of the media which can damage or build the reputation of the co-operative society on the other hand is the co-operative purpose which brings the members together.

Finally the performance of the co-operative society as attributed to the monitoring and evaluation activities was undertaken and the study found that that monitoring and evaluation had the highest positive effect on the cost of loans, followed by safety of members savings, election of board members, adherence to legal and regulatory frameworks and in enhancing a good working relationship for the employees. The list improvement at 25% was on the participation of the participation of the members in co-operative activities and sustainability objective through contribution to National Goals.

Improvement on growth of co-op in terms of assets was also considered improved; the respondents were neutral on performance improvement on growth in terms of services offered. However generally considered majority of the respondents were in agreement that the performance of the

co-operative on the thirteen aspects considered had improved due to the establishment of various monitoring and evaluation structures.

### **5.3 Conclusions**

Most organizations had many employees who provided information on influence of Monitoring and evaluation on the performance of Co-operative societies in Nairobi County. The stakeholders were not well presented in M&E planning given. The M&E staff could easily be compromised to influence M&E reports and there was no agreement on how the M&E units should conduct their work to conduct M&E. Although there was unclear understanding among respondents on M&E quality assessment methods most respondents were in agreement with the findings of M&E reports were not a representation of day to day activities of cooperative society's activities as reports were presented on annual basis. M&E staff shared sensitive information with unintended people as they were found not to be confidential in their dealings. On extent of quality of the monitoring and evaluation, M&E reports enhanced the performance on some areas of financial improvement. M&E reports provided recommendations on how cooperatives can be more sustainable hence contributing to the sustainability aspect of performance

On relational factors, the relationship with the evaluators was not very clear. Communities were not so much involved in M&E decisions since they had little knowledge on the importance of monitoring and evaluation although the interpersonal relations the relations with monitoring agencies appeared key in enhancing performance. M&E environment had a major influence on cooperative performance. Community networks only participated in the advocacy aspect though did not greatly influence co-operative performance.

Managers and co-op officials supported M&E in the cooperatives. The co-operatives valued shared norms values and believe which made M&E to be effective. Culture had a major effect on effectiveness of M&E. Clear management structure influenced effectiveness M&E. According to Kelly and Magongo (2004), Gyorkos (2003), AUSAID (2006) and McCoy et al (2005), there should be an individual who is directly responsible and in charge of the monitoring and evaluation exercises. It should be a main function and identification of different personnel for the different activities of the monitoring and evaluation such as data collection, analysis, report writing, dissemination of the monitoring and evaluation findings. This is aimed at increasing the usability of the data that is collected. M&E was not well coordinated in cooperatives. There lacked a clear structure of how knowledge is identified and captured. Organization culture had a high impact on financial performance of the cooperatives. There was a positive relationship between organizational factors and co-operative performance. Finally the M&E process lacked structure as well as the organizations themselves creating a power vacuum which negatively affected the operations of the Monitoring and Evaluation staff and process.

Public opinions had little effect on use of M&E results of Co-operatives however thee media had major influence on how cooperatives were managed. There was clarity in the appointment of monitoring and evaluation stakeholders to be considered in the planning phase of monitoring and evaluation, a key factor in ensuring that the process only involves key stakeholders. Finally, Co-operatives were cable to ensure safety of member's savings by adoption of monitoring and evaluation exercises. Increase in member recruitment was a key non financial performance metric that increased as a result of introduction of Monitoring and evaluation it therefore is a factor that boosts confidence of members due to improved security of the resources the members invest into

the organization. Cost of loans also substantially reduced a financial metric. It is therefore clear that although some aspects of Monitoring and evaluation may need to be improved in order to participate positively in enhancing co-operative performance, the general view is that Monitoring and evaluation influences the performance of Co-operatives in Nairobi County.

#### **5.4 Recommendations**

The management of cooperatives should come up with policy to ensure there is equal representation of all stakeholders during monitoring and evaluation. Monitoring and evaluation team should comprise of people of high integrity. The quality assessment methods to be adopted should be agreed by all members whose findings should be presented in the final report. The monitoring and evaluation report should be shared to all stakeholders.

Co-operatives should have policies in place that will ensure there is strong relationship with the evaluation team. The evaluation team should involve the communities on monitoring and evaluation through awareness creation. Communities' members should have a representative in monitoring and evaluation team. Monitoring and evaluation reports should be shared with members of the community.

Co-operatives culture should ensure there is conducive environment for monitoring and evaluation. The organization structure of cooperatives should support monitoring and evaluation activities through coordination of M&E activities. Co-operatives culture should aim at improving financial performance through monitoring and evaluation. Organization culture should have a major role in performance improvement and learning

Cooperatives should implement the outcomes of M&E reports to improve their performance. Cooperatives should implement measures aimed at safeguarding member's savings. Cooperatives should put measures in place to ensure quality customer service to the customers. The rate at which loans are processed should be reassessed. Cooperatives need to do more in improving participation of members in co-op activities.



## **5.5 Recommended Areas for Further Study**

The study was to determine the influence of Monitoring and evaluation on the performance of Co-operative societies in Nairobi County and excluded cooperatives in the other 46 counties, therefore further study is recommends study be conducted to cover cooperatives all over the country. The study only targeted cooperative sector, further studies are recommended to determine the influence of Monitoring and evaluation on the performance on various financial institutions in Kenya.

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### TRANSMITTAL LETTER

William Mugo Maina  
Mobile; 0720-836869  
Nairobi- Kenya.  
27<sup>th</sup> May, 2016

Dear Sir/Madam,

**RE: Study on influence of Monitoring and Evaluation on performance of Co-operative Societies in Kenya. A case study of Nairobi County.**

I am a graduate student of the University of Nairobi conducting a research on the aforementioned subject in partial fulfilment of a degree in Masters of Arts in Project Planning and Management.

You have been selected to participate in this study. The findings of this study will be of value in strengthening monitoring and evaluation practice in the Co-operative sector in Kenya. I would appreciate it if you kindly assist me by responding to all the items attached in the questionnaire.

Your name and that of your organization need not to appear anywhere in the questionnaire unless you so wish. The information you provide is confidential and will be used for academic research purposes only. Where possible, and upon request, I will make available to you the findings of the study. Your cooperation will be greatly appreciated. Thank you in advance.

**Yours faithfully,**



**William Mugo,  
L50/78532/2009.**

**Part 1: Institutions Biodata:**

Gender: Male  Female

Academic Qualification: Secondary  College  University

1. How long have you worked for the organization?

<2 years  2-5 years  5 >10 years

2. What is the approximate age of this Organization?

Below 5 years  Between 5-10 years  Above 10 Years

3. Total client number (tick)

Below 10,000  Between 10,001-20,000  Between 20,001-50,000

Between 50,001-100,000  Above 100,000

4. How many employees do you have (tick)

Below 10  Between 11-50  Above 51

5. What are the main goals of this SACCO? (tick)

Profit Motive  Poverty Eradication  Easy Credit access

Resource Mobilization  Others  Specify .....

**Part 2: M&E Quality Factors**

**2a.** In this section the researcher is assessing your opinions on the quality of M&E procedures. Kindly indicate your level of agreement with the following statements as per the codes in the Table below:

[5] Strongly Agree [4] Agree [3] Neutral [2] Disagree [1] strongly disagree

		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1.	The Results of M&E are an considerate and accurate presentation of all stake holders views					
2.	Evaluators and Monitoring staff are free of influence of Management and Sponsors					
3.	M&E staff are independent and do not have vested interests in the Co-operative Society					
4.	M&E staff are accepted by all Co-op stakeholders as Unbiased, impartial, technically and Competent.					
5.	M&E Reports adhere to the organizations quality assessments and performance standards					
6	M&E reports are presented in a complete and equal way detailing findings with evidence, conclusions, recommendations and lessons.					
7.	M&E reports are used by the co-operatives to inform day to day practice					
8.	The conduct of Monitoring and evaluation staff is one fashioned with integrity while maintaining confidentiality of sensitive information					

**2b.** To what extent does the quality of the Monitoring and evaluation process and result influences the performance of the Co-operative in the following categories?

<b>Category</b>	<b>Large extent[5]</b>	<b>Moderate extent[4]</b>	<b>Neutral[3]</b>	<b>Little[2]</b>	<b>None[1]</b>

Financial Performance					
Non-Financial Performance					
Sustainability					

**2c.** State in your own opinion one reason why the quality of M&E process and product influences each of the categories of performance in **2b.** Above.

.....  
 .....

**Part 3: Perceptions of Significance of M&E Relational factors on The Performance Of Co-Operative Societies**

**Part3a.**

In this section the researcher is assessing your opinions on the M&E Relational issues procedures and their influence on performance of Co-operative societies.

1. The following are the major Monitoring and evaluation agencies in Kenya. In terms of impact on a rate of 1 to 5 rate their influence on the performance of the co-operative (Tick the appropriate degree of influence)

Large extent [5]   Moderate extent [4]                      Neutral [3]      Little [2]              None [1]

<b>EVALUATION UNIT</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>Directorate of Co-op Dev. &amp; Marketing</b>					
<b>Sacco Societies Regulatory Authority</b>					
<b>National Co-operative Org.se.gKussco</b>					
<b>Sponsor’s (NGO’s/Foreign Govts)</b>					
<b>Internal Supervisory Committees</b>					

2. How would you rate the relationship between evaluators and the various stakeholders in the co-operative?

A) Very good [   ]



- B) Good [ ]
- C) Neutral [ ]
- D) Poor [ ]
- E) Very poor [ ]

3. The following are statements relating to community networks in M&E and co-operative sector in a range of 1-5 (tick where appropriate as shown below)

[5] Strongly Agree [4] Agree. [3] Non-Committal [2] Disagree [1] strongly disagree

		5	4	3	2	1
1.	Community Networks increase credibility/Accountability and Knowledge base of M&E within co-operative societies					
2.	Community networks help to institutionalize the role of M&E in Co-ops					
3.	Community networks advocate for utility of M&E and positive change within the Co-operative sector					
4.	The Common bond in co-operative enhances Monitoring and evaluation					

4. In your opinion do relationships within the M&E environment of co-operative influence performance?

Yes [ ] No [ ]

If yes, in a single statement, state how

.....  
 .....

**Part 4: Organizational Factors**

1. On a scale of 1-5 please rate your level of agreement or disagreement on the following statements

[5] Strongly Agree [4] Agree. [3] Non-Committal [2] Disagree [1] strongly disagree.

		5	4	3	2	1
1.	Managers and Co-op officials support and promote performance improvement					
2.	The shared norms values and believes of the co-operative					

	societies foster positive use of M&E					
3.	The Culture of the Co-operative prevents M&E from being functional and effective					
4.	The management Structure is clear and responsibilities are clearly assigned to their functions.					
5.	The M&E Unit has a clear reporting line and order of operations.					
6	There is a clear structure of how knowledge is identified Captured					
7.	The Co-operative adheres to the ICA co-op principle no.5 on Education and encourages learning.					

4b. On a scale of 1-5 rate the impact the following factors have on the following performance metrics, where

High impact [5] Moderate impact [4] Neutral [3] Low impact [2] None [1]

i) Culture of the Organization

	5	4	3	2	1
Financial performance					
Non-financial Performance					
Sustainability					

ii) Organizational structure

	5	4	3	2	1
Financial performance					
Non-financial Performance					
Sustainability					

iii) Knowledge management systems of the co-operatives

	5	4	3	2	1
Financial performance					
Non-financial Performance					
Sustainability					

**Part 5: External Factors**

In this section the researcher is assessing your opinions on the M&E External factors and their influence on performance of Co-operative societies. Kindly indicate your level of agreement with the following statements as per the codes in the Table below.

1. On a scale of 1-5 please rate your level of agreement or disagreement on the following statements

[5] Strongly Agree [4] Agree [3] Neutral [2] Disagree [1] Strongly disagree .

		5	4	3	2	1
1.	The publics opinion on M&E results of Co-operatives affects the utility of reports					
2.	The Media is highly regarded in its opinion on performance of Co-operative societies					
3.	The stakeholders of the Monitoring and evaluation exercise can be clearly identified					
4.	The monitoring and evaluation teams are accountable to the shareholders.					

2. What would you say is the level if impact the Media and beneficiaries of co-operative societies have performance of the co-operative society?

[1] No impact [ ]

[2] Low Impact [ ]

[3] Moderate Impact [ ]

[4] High Impact [ ]

[5] Very High Impact [ ]

3. On a scale of 1 to 5 please rate the overall extent of performance improvement of the Co-operative society in terms of the following aspects after implementing monitoring and evaluation activities. Where:

Large extent [5] Moderate extent [4] Neutral [3] Little [2] None [1]

	<b>Indicator</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1.	Safety of member savings					
2.	Accessibility of funds					
3.	Cost of loans					
4.	Speed of getting the loans					
5.	Good salary and benefits for the employees					
6.	Good working environment for the employee					
7.	Growth of Co-op in terms of membership					
8.	Growth of Co-op in terms of assets					
9.	Growth in terms of services offered					
10.	Legal and regulatory framework compliance					
11.	Contribution to the national goals					
12.	Board members elections					
13.	Participation of members in Co-op activities					

#### APPENDIX 1: List of Co-operative Societies Sampled

The following are Saccos in Nairobi that have been licensed by SASRA as at January 2015

1. Africa Youth Trust Sacco
2. Afya Sacco Society Ltd
3. Asili Co-operative
4. Balozi co-operative savings & credit society
5. Balozi Sacco
6. Biashara Community Sacco
7. Biblia Sacco
8. Bingwa Sacco
9. Cabrosta Co-op savings & Credit Society Ltd
10. Central Kenya Adventist Co-Op Savings & Credit Society
11. Chai Sacco
12. Comoco Sacco
13. Concode Sacco
14. Cuew Co-op Savings & Credit Society Ltd
15. Dhamini Co-op Savings & Credit Society Ltd
16. East African Sacco
17. Elimu Sacco

18. Elyonabi Home & Office Furniture
19. Freka Rental Sacco
20. French Cultural & Co-operation Centre
21. Gakurwe Sacco
22. Githunguri Dairy Farmers Cooperative Society
23. Githunguri Dairy Farmers Sacco
24. Harambee Sacco
25. Hazina Sacco
26. Home Co-Operative & Credit Society Ltd
27. Home Sacco
28. Horticulture Cooperative Union Ltd (Kenya)
29. International Federation Of Red Cross & Red Crescent Societies
30. Jamii Sacco
31. Jumbo Sacco
32. Kamuthi Farmers Sacco
33. Kanisa Co-Op Savings & Credit Society Ltd
34. Kanisa Sacco
35. Kencom Sacco
36. Kenpipe Sacco Society
37. Kentours Sacco
38. Kenversity Sacco
39. Kenya Bankers Sacco
40. Kenya Rural Sacco
41. Kenya Police Sacco
42. Kiambu Unity Finance Co-operative Union
43. Kiamumbi Farmers Sacco
44. KilimaniJua Kali Sacco
45. Kimisitu Sacco
46. Kingdom Sacco
47. Lompasago Co-op Sacco Ltd
48. Lompasango savings and credit society

49. Macobo Saving & Credit Society Ltd
50. Magereza Co-Operative Savings & Credit Society Ltd
51. Magereza Sacco
52. Maisha Bora Sacco
53. Mawasiliano Co-operative Sacco
54. Mchope Sacco
55. Mhasibu Sacco Society Ltd
56. MicrocatAutoparts& Accessories Sacco
57. Mshamba Housing Co-Operative Society
58. Mashambani Sacco
59. Mwalimu Co-operative Savings Credit Society
60. Mwalimu Sacco
61. Mwito Sacco Society Ltd
62. Naccico-op savings and credit society
63. Nacico Sacco
64. Nairobi Handicraft Industrial Co-op Society Ltd
65. Naku Sacco Society
66. Nassefu Sacco
67. Nimepata Co-Operative Savings & Credit Society
68. Nimepata Sacco
69. Nyati Sacco
70. P & T Employees Housing Sacco
71. Romokia Housing Co-Operative
72. Sauti Sacco
73. Savings And Loan Ltd
74. Sawa Co-operative Savings & Credit Society
75. Sawa Sacco
76. Sheria Sacco
77. Shirika Sacco
78. Shujaa Sacco Society
79. Solid Investments Societies Ltd

80. Stima Sacco
81. St.Mary's Transport Sacco
82. Stone Bridge Multipurpose Sacco
83. TelePost Sacco Society Ltd
84. Tembo Sacco
85. The Kenya Saving and Credit Co-op society
86. Ufundi Co-Operative Sacco
87. Ukulima Co-operative Sacco
88. Unaitas Sacco Ltd – Kenya
89. Uokoaji Savings and Credit Society Ltd
90. Uzazi Bora Sacco
91. Wanandege Sacco
92. Waumini Sacco
93. Wananchi
94. Jitegemee
95. Maruti United SavingsAnd Credit Co-OperativeSociety Ltd
96. Mgin Cooperative Savings&Credit Society Limited
97. 4 2b Travellers Sacco Ltd Chairman Jackson Githegi Kahiga
98. KGT Savings And Creditco-Operative SocietyLimited
99. 2k-Nn Savings And Credit Co-Operative Society Limited
100. Ngorika LineTravellers Company limited
- 101.2ml Sacco Society Limited
102. 2mtw Saving And Credit Co-Operative Society Limited
103. 2nk Sacco Society Limited General Management
104. 2TS Savings And CreditCooperative SocietyLimited
105. 3 N-To
106. 3ken Savings And Credit Co-Operative Society Limited
107. 3m Port Savings And Credit Co-Operative Society
108. 3nck Sacco Ltd
109. Across Western Sacco
110. Ajawaab Trans Savings And Credit Co-Operative Society Limited
111. Akilla Transporters Company Limited



112. Aldana Travellers Sacco
113. Alsops Travellers Service Ltd
114. Al-Wahim Express Shuttle Limited
115. Ammotak Company Limited
116. Astrabell Limited Baba Dogo 25 Travelers Sacco
117. Bahama Sita Travelers Savings And Credit Co-Operative Society Ltd
118. Bakaki 101 Travellers Savings And Credit Co-Operative Society Limited
119. Bakimatra Savings And Credit Cooperative Society Limited
120. Bakora Travellers Company Ltd.
121. Bambu Farmers Co-operative society
122. Bamburi Shuttle Savings And Co-Operative Society Limited
123. Banana Hill Matatu Sacco Ltd
124. Beads Shuttle Limited Chairman Jeremiah Kandie Chemwetich
125. Benjo( K) Ltd
126. Benk Safaris Limited
127. Best Line Sacco
128. Blueline Safaris Shuttle Director Mary Silantoi Mosiany
129. Bluemarks Shuttles Sacco Ltd.
130. Buruburu 58 Travellers Savings And Credit Co-Operative Society Limited
131. Cbet Sacco Central Rift Psv Matatus
132. Central Rift Savings And Credit Co-Operative Society Limited
133. Chakana Savings And Credit Co-Operative Society Limited
134. Chamberline Services Limited
135. Savings And Credit Cooperative Society
136. City Hopper Limited/Fanaka Merchants Limited
137. City Star Shuttle Limited
138. City Tram Shuttle Ltd
139. City Travellers Savings And Credit Cooperative Society Limited
140. Classic Luxury Shuttle Limited
141. Classic Pelican Sacco Limited
142. Classic Shuttle Savings And Credit Co-Operative Society Limited

143. Climax Coaches Limited
144. Comfort Safaris Sacco
145. Comlines Sacco Limited
146. Compliant Management Company Limited
147. Mahuti Housing Co-operative Society
148. CosyTravellers Ltd
149. CrosslandTravellers Limited
150. Crown Bus Service Ltd
151. Dabumato Commuter Service Savings & Credit Co-Operative Society Ltd
152. Daima Connections Ltd
153. DakikaMatatu Owners Sacco
154. DandoraUsafiriTravellers Sacco
155. Dayah Express Company Limited
156. Desert Cruiser Bus Services Ltd
157. Dix-HultMatatu Owner Sacco
158. Double T.Shuttle Savings And Credit Cooperative Society Limited
159. Dreamline Express Limited
160. Eastern Bypass Savings And Credit Co-Operative Society Limited
161. Eastern Bypass Travellers Company Limited
162. Eastland's Eagles Co-operative Society Limited
163. Eastleigh Co-operative Society Limited
164. Eastleigh RouteCo-operative Society
165. Muramati Sacco
166. Ebenezer Matatu Savings And Credit Co-Operative Society
167. EcosaTravellers Sacco
168. Egesa Shuttle Sacco
169. EldoMoc Savings And Credit Co-Operative Society Limited





**UNIVERSITY OF NAIROBI**  
**COLLEGE OF EDUCATION AND EXTERNAL STUDIES**  
SCHOOL OF CONTINUING AND DISTANCE EDUCATION  
**DEPARTMENT OF EXTRA - MURAL STUDIES**

Tel 051 - 2210863

P. O Box 1120, Nakuru  
26<sup>th</sup> May 2016

*Our Ref: UoN/CEES/NKUEMC/1/12*

**To whom it may concern:**

**RE: WILLIAM MUGO MAINA – L50/78532/2009**

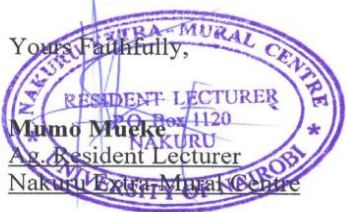
The above named is a student of the University of Nairobi at Nakuru Extra-Mural Centre Pursuing a Masters degree in Project Planning and Management.

Part of the course requirement is that students must undertake a research project during their course of study. He has now been released to undertake the same and has identified your institution for the purpose of data collection on “Influence of Monitoring and Evaluation Factors on Performance of Co-operative Societies in Kenya; A Case of Nairobi County.”

The information obtained will strictly be used for the purpose of the study.

I am for that reason writing to request that you please assist him.

Yours Faithfully,

  
**Mumo Mueke**  
Ag. Resident Lecturer  
Nakuru Extra-Mural Centre



**NATIONAL COMMISSION FOR SCIENCE,  
TECHNOLOGY AND INNOVATION**

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NAIROBI-KENYA

Ref: No.

Date:

**NACOSTI/P/16/34942/11751**

**1<sup>st</sup> August, 2016**

William Mugo Maina  
University of Nairobi  
P.O. Box 30197-00100  
**NAIROBI.**

**RE: RESEARCH AUTHORIZATION**

Following your application for authority to carry out research on *“Influence of Monitoring and Evaluation factors on performance of co-operative societies in Kenya. A case of Nairobi County,”* I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **30<sup>th</sup> July, 2017**.

You are advised to report to **the County Commissioner and the County Director of Education, Nairobi County** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.

  
**BONIFACE WANYAMA**  
**FOR: DIRECTOR-GENERAL/CEO**

Copy to:

The County Commissioner  
Nairobi County.

The County Director of Education  
Nairobi County.

