

**INFLUENCE OF MONITORING AND EVALUATION APPROACHES ON  
PERFORMANCE OF NON-GOVERNMENTAL ORGANIZATION PROJECTS:  
ACASE OF ONE ACRE FUND BUNGOMA COUNTY**

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**DECLARATION**

This research project report is my original work and has not been presented for any award of degree in any university.

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## **DEDICATION**

I dedicate this research project to my wife Rhoda Toili, son Juventino Siboe and daughter Matilda Siboe whom during my academic journey have endured my Constance absence.

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

<b>DFID</b>	Department for international development
<b>GOPP</b>	Goal oriented project planning
<b>KNBS</b>	Kenya national bureau of statistics
<b>LF</b>	Logical framework
<b>LFA</b>	Logical framework approach
<b>LF-M</b>	Logical framework matrix
<b>M&amp;E</b>	Monitoring and evaluation
<b>NGOs</b>	Nongovernmental organizations
<b>ODA</b>	Overseas development administration
<b>OECD</b>	Organization for economic cooperation and development
<b>PMI</b>	Project management institute
<b>U S GAO</b>	United States Government audit office
<b>UDN</b>	Uganda debt network
<b>UNDP</b>	United Nations development program
<b>USAID</b>	United States agency for international development
<b>UNHSP</b>	United Nations Human Settlements Programme
<b>OAF</b>	One Acre Fund

## **ABSTRACT**

This study sought to investigate influence of monitoring and evaluation approaches on performance of nongovernmental organization projects in Kenya. The objectives of the study were; to examine how logical framework approach influences the performance of nongovernmental organization projects in One acre fund. To evaluate the extent to which participatory approach influence the performance of nongovernmental organization projects in One acre fund. To establish how results based approach influence the performance of nongovernmental organization projects in One acre fund. To examine the extent to which impact evaluation approach influences the performance of nongovernmental organization projects in One acre fund. The researcher adopted descriptive research design survey targeting a population of 120 project participants. Census of 120 project participants was considered as target population. A pilot study comprising 10% of target population was carried out at ACE Africa an NGO in Bungoma County. Data was collected by use of structured questionnaires, and then analyzed through the use of descriptive statistical methods and presented with help of simple APA formatted tables. From the study, it was observed and concluded that all the monitoring and evaluation approaches of the study were implemented at One acre fund and consequently their use of some improved the performance of projects positively. The findings on logical frame work approach and performance of project indicated that on average 78% of respondents said that use of log frame improved project performance. On average 68% of the respondents said that participatory approach improved project performance. More over on results based management 76% of the respondents said that it significantly improved the performance of projects and lastly on impact evaluation, 78% of the respondents said that it also positively influenced project performance. It was therefore recommended that these monitoring and evaluation approaches such as logical frame work approach, participatory approach, results based approach and impact evaluation approach should be implemented fully by nongovernment organizations because they positively influence performance of NGO projects.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Back ground to the study**

The assessment of NGO performance is largely done through the detailed analysis of the projects commissioned to fulfill specific goals and objectives mainly set by the interested parties which may be either stakeholders or project beneficiaries. It is important to note that the said projects are usually implemented by recipient partner also known as professional contractor or nongovernmental organization (Antony & Kovac, 2000).

Performance of nongovernmental organization has tremendously increased in the recent years this is attributed to the number of projects undertaken by both developed nations and the developing nations from Europe to the horn of Africa. Consequently, there is increasing high levels of performance expectation from the donors who are in dire need to see that every coin allocated to specific project is accounted for (Raynard, 2000).

Project performance in nongovernmental organization is an obvious but amorphous concept that may be understood to involve balancing the demands for efficiency and effectiveness thus says (Hulmes & Edwards, 1995). Performance of the projects is promoted by good and responsible decision making and importantly accountability comes in handy through transparency, on how well the project resources have been utilized in line with project goals and objectives on intended outcomes similarly doing things the right way is the focus of project performance.

There is some increasing evidence that NGO projects do not perform as effectively as it had been assumed in terms of poverty alleviation, cost effectiveness, sustainability, popular participation in terms of service delivery to beneficiaries this is because there is no empirical study that demonstrates that NGO projects are cheaper and affordable than public projects in terms of performance. More over study conducted by World Bank (2010) brought the fact that NGO which depend on official funding often perform poorly in crucial tasks than those whose project have been geared towards some sort of income generating and self-sustaining perform better off. This study seeks to examine the influence of monitoring and evaluation approaches on performance of nongovernmental organization projects in Kenya.

In the United States of America, the key players driving development initiatives were considered to be the nongovernmental organizations (AEA, 2009). In addition, it was well believed that the NGOs were panacea of every problem ranging from disasters and emergency aid supplies but recent studies have disputed that fact to be a wrong assumption. This was brought out by the government audit office, which is an agency that has long been a strong proponent of efforts to build and strengthen executive branch monitoring and evaluation capabilities and practices to enhance performance of projects (US GAO, 2011). The wealth of resources supporting project performance (Wholey and Kathryn, 2004) in the United States results, in part, from such significant political factors as the constitution separation of powers, the complexity of the government, an executive branch that draws on unelected officials to staff policy making positions. A plethora of advocacy and watchdog organizations represents virtually every societal group affected by government activity that is interested in assessing the results of nongovernmental projects. Many of these organizations promote, fund, or demand monitoring and evaluation of specific nongovernmental organization projects.

Malley and Martin (2009) pointed out that NGO projects solve problems that are otherwise being ignored by the government, in other cases the purpose is to call attention to problems that are otherwise being ignored by the authority in place, in instances, the aim is to reduce efforts of government agencies. A study conducted in evaluating health reforms in Massachusetts (Sharon and Stockley, 2009) after a major reform passed in 2006; various stakeholders became concerned that existing data were not sufficient to support tracking its impacts. A group of nongovernmental organizations led by Blue Cross of Massachusetts Foundation funded a survey to evaluate the reform. After the first year of survey, the state rebid its own survey as well. Although the state initially did not see the need of conducting a different study, in the long run it embraced the results of study from the foundations.

Major findings were that health reform led to significant gains in insurance coverage and healthcare access, use, and affordability. The findings from the performance of that project helped move the policy debate in Massachusetts and at the national level from the question of whether it was possible to achieve near universal coverage to an ongoing discussion of how to maintain and pay for the coverage expansion. Study findings were also an important part of the state's discussion with the federal government on continued financial support for the initiative, as

provide independent information on the impacts of reform, conclusively the NGO projects performed fairly better.

In China, a study conducted by the World Bank (The World Bank, 2007) on education, health and social security chain of accountability was measured through the performance of NGO projects the study indicated that 90% of projects undertaken were successfully executed and their outcome satisfactorily quenched the beneficiary thirst for development. A case study according to Abbot, (1998) studies conducted in China demonstrate project performance contributed greatly to improving the living standards of locals thus life expectancy was raised by 15% this was verified statistically over a period of 10 years.

In Ghana, the performance of NGO projects and its implementation is heavily dependent on overseas funding. An interview done on 33 NGO staff indicated that common problems such as poverty, disease and ignorance are among the main purpose why NGOs exist there and endeavor to improve project performance geared to the sector of the noted is mile stone achievement realized (Action Aid, 2000) in spite of the above successes project performance in Ghana has also comes with a bunch of short comings is more prominent when it comes to implementation phase, seemingly other challenges includes financial constraints, fragmented and uncoordinated information, particularly at the sector level. To address these challenges the CLEAR report argues that the current institutional arrangement will have to be supported with sufficient capacity to support and maintain effective monitoring and evaluation system as a method and technique of evaluating project performance. (Booth &Morin, 2000).

In Uganda, the Uganda Debt Network (UDN) mobilized a network of nongovernmental organizations in 17 districts. According to (Muhwezi 2001) nongovernmental organizations are usually involved in project based development, through which their performance can be measured, the performance of NGO projects have been attributed to being both good and some incidence not satisfactory to both beneficiary and donors for example a study carried by Brown (2010) on how institutional arrangements related to the carbon finance aspects of projects affects the opportunities for rural producers involved, or those living in the vicinity of projects in Uganda it was observed that the project beneficiaries received their payments and subsequently improved their standards of living on the other hand unsatisfactory results basing on project performance was evident through a study done by Okidi and Deininger (2003).

Despite the existence of numerous donors funding projects to alleviate poverty the situation is deteriorating from better to worse with growing number of street families as an indicator, this has continued to escalate emanating from poor project performance thus NGO implementers through poor project performance have not attained the specified goals set by the donor agencies.

In Kenya, the situation of non-performance by nongovernmental organization is not very different from the NGOs in African countries there is evidence of poor project performance by a number of Nongovernmental organizations. According to Fowler (1996), NGOs in Kenya are finding it very difficult to come up with sound cost effective methods to show the results of their development. More over efforts by the government to control their funding levels and operations have curtail the performance of the projects initiated by NGOs this has been done through a number of legislation enacted by Acts of parliament of Kenya and enforced by the National Council for NGOs of Kenya under section 23 of the NGOs coordination Act laws of Kenya. More over the sessional paper No. 1 of 2006 on nongovernmental organizations highlighted that NGOs performance has been affected by misappropriations of resources and lack of transparency and accountability which have contributed to poor performance of their projects due to low morale by implementers. The problem of poor performance of projects has spilled over from urban based NGOs to the up country or rural based NGOs it is therefore important that this menace be addressed before it cripples the NGO sector which apparently uses project based approach in carrying out their daily business.

## **1.2 Statement of the problem**

For over a decade, nongovernmental organizations through their projects have positively contributed to the good quality of life of local communities. However, there is some increasing evidence that NGO projects do not perform as effectively as it had been assumed in terms of poverty alleviation, cost effectiveness, sustainability, popular participation of service delivery to beneficiaries, UNHSP (2004), interestingly there is no empirical study that demonstrates that NGO projects are better performing and affordable than government. According to a study done by Murphy (2013) some Kenyan farmers are abandoning the One Acre Fund due to lack of provision of farm inputs such as seedlings, pesticides, manure and extension services that the NGO was previously providing to them, he asserts that the NGO has since been unable to meet the local peasant farmers demands for farm inputs, this has consequently affected the yield of



farmers who solely depended on farm production to earn a decent living, problems of low output of agricultural produce are now a common phenomenon to farmers registered by the NGO it is reported that the project has lost about 10% of its members when it announced it would not offer maize production in its package, at the end of 2012 Enrolment in Sirisia location, located on the outskirts of Bungoma town fell to 73 farmers from 200. This study aimed at investigating the influence of monitoring and evaluation approaches on performance of nongovernmental organization projects of One Acre Fund in Bungoma County.

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

The purpose of this study is to investigate the influence of monitoring and evaluation approaches on performance of non-governmental organizations projects of One Acre Fund in Bungoma County.

### **1.4 Objectives of the study**

1. To examine how logical framework approach influence the performance of nongovernmental organization projects of One Acre Fund in Bungoma County.
2. To evaluate the extent to which participatory approach influence the performance of nongovernmental organization projects of One acre Fund in Bungoma County.
3. To establish how result based approach influence performance of nongovernmental organization projects of One Acre Fund in Bungoma County.
4. To examine how impact evaluation approach influence performance of nongovernmental organization projects of One Acre Fund in Bungoma County.

### **1.5 Research questions**

1. How does logical framework approach influence performance of nongovernmental organization projects of One Acre Fund in Bungoma County?
2. To what extent does participatory approach influence performance of nongovernmental organization projects in One Acre Fund Bungoma County?
3. How does result based approach influence performance of nongovernmental organization projects of One Acre Fund in Bungoma County?
4. To what extent does impact evaluation approach influence performance of nongovernmental organization projects of One Acre Fund in Bungoma County?

### **1.6 Significance of the study**

This study provided information on the influence of monitoring and evaluation approaches on performance of nongovernmental organization projects. It assisted nongovernmental organizations to apply the most appropriate monitoring and evaluation methods that can bring about project efficiency and effectiveness. The researcher also benefited from the research as he will be able to access results on the outcome of the study this will enhance learning and expand his knowledge in research work. It is the researchers' aspiration that this work to be distinctly adapted to the body of knowledge as far as monitoring and evaluation practice is concerned. The researcher hopes that it was an initiation of sound knowledge in adaptation of monitoring and evaluation approaches in One Acre Fund in Bungoma County and Kenya as a country. Seemingly it is the researchers' intention that. The study generated findings that will enable nongovernmental organizations, Project managers and their shareholders including donors to know the extent to which their projects are meeting the set objectives and leading to their desired and intended outcomes.

### **1.7 Delimitation of the study**

The study focused on influence of monitoring and evaluation approaches on performance of nongovernmental organization at One Acre Fund in Bungoma County. The participants were limited to One Acre fund project managers, monitoring and evaluation specialists and other project stake holders.

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

Limitations are the difficulties, restrictions or problems in a study that may decrease the generalization of the findings. In these study problems that the researcher faced financial constraints, respondents not willing to respond because of organizational policies on confidentiality. Which were solved by proper budgeting of finances and seeking the proper authorization from relevant authorities at One Acre Fund.

### **1.9 Basic assumption of the study**

The study assumed that people responsible in the monitoring and evaluation department at One Acre Fund will be able to provide all the relevant information without biasness, fear or favor. The monitoring and evaluation officers will be able to provide relevant data on implementation of monitoring and evaluation approaches in their organization and how it realizes organizational efficiency and effectiveness. The study further assumed that the sample of the monitoring and

evaluation officers and other project stakeholders selected will be a representative basket of all the population characteristics covering the study area.

### **1.10 Definition of significant terms as used in the study**

**Influence of Monitoring and Evaluation approaches** are systematic processes of gathering project information with a view of providing a basis for stakeholders to make informed decisions whether project activities, inputs and outputs are in line with their goals and objectives and the effect an approach has on M&E activity either negatively or positively.

**Project performance** refers to when activities involving project goals and objectives are consistently being met in an effective and efficient manner.

**Nongovernmental organizations** are private voluntary, nonprofit bodies with a willfully giving motive.

**Logical frame work approach** refers the tool for planning and carrying out monitoring and evaluation.

**Participatory approach** refers bringing together stakeholders for involvement in planning for monitoring and evaluation activities.

**Results based approach** refers to a monitoring and evaluation strategy focusing on project performance.

**Impact evaluation approach** refers to the use of long term project results to determine whether project activities were implemented as planned.

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

This research project is organized into five chapters: Chapter one(Introduction) contains the following sections: Background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, significance of the study, basic assumptions of the study, limitation and delimitations of the study and definition of significance terms. Chapter two contains (Literature Review) included; , influence of monitoring and evaluation approaches, Logical framework approach, Participatory approach, Results based approach, Impact evaluation approach, theoretical framework, Summary of Literature and conceptual framework. Chapter three contains (Research Methodology) which included; research design, target population, sample size and sampling procedure, data collection instrument, data collection procedure, validity of instruments, reliability of the instruments, data analysis techniques, ethical considerations and operational definition of variables. Chapter four contains analysis of the data

analysis, presentation, interpretation and discussion. Chapter five contains presents a summary of the findings, conclusions, recommendations and suggestions for further research. This research project ended with references and appendices that included questionnaires.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter reviewed the literature related to the way monitoring and evaluation is dealt with in solving specific problems as far as performance of nongovernmental organization projects is concerned in Kenya. This is followed by focus on, logical framework approach, participatory approach; results based approach and impact evaluation approach. A conceptual frame work was used for Operationalization of the variables and lastly the gaps in the literature are summarized.

#### **2.2 Monitoring and evaluation approaches**

There is increasing acknowledgement within scholars and practitioners that good project management is inherently connected to well-made monitoring and evaluation structures. Mostly comprising different outcomes, the major problem appears to be that organizations are making an effort to design their systems from scratch ignoring past lessons gained from lots of effort efforts to come up with suitable and real monitoring and evaluation systems. (Caroline et al., 2005).

The role of nongovernmental organization cannot be underrated especially in developing countries. A section of this has been the part played an increase of NGOs that have been on the rise and urge to fulfill services that the states are either incapable or reluctant to provide. (Lehman, 2007). Most NGOs carry out monitoring and evaluation since it is required of them by the financiers. As such most monitoring and evaluation activities are required to meet donor funding requirements and projects standards which should be institutionalized. Lack of demand for M&E activity is as a result of initiatives that are donor driven. M&E frequently address the concerns of donors to account for project contributions and their results, instead addressing local concerns connected to wider development concerns. The inconsistent element of donor initiative diminishes local obligation to possession of M&E efforts (Zogo, 2015).

For this study, monitoring is perceived as a constant function that takes in to account systematic data collection on stated indicators to offer interventions with indicators of the level of improvement and accomplishment of objectives. Alternatively, evaluation is organized and objective assessment of a continuing or finished project, whose goal is to establish relevance and fulfillment of objectives that the organization seeks to accomplish.

### **2.3 Logical frame work approach and performance of nongovernmental organizations**

The LFA was designed by 1969 by firm in consultation practical concepts Incorporation. For United States agency for international development (USAID) as a tool for project design and evaluation, a research conducted by Couillard et al. (2009) amongst the main objectives of the LFA was to offer a mutual project vision and perception. The implementation outcome of LFA is a four column, four-line matrixes, known as the log frame (LF). The four columns are narrative summary, objective verifiable indicators, means of verification and assumptions. The four lines consist of goals, purpose, outputs, and inputs. The LF must summarize why the project should be carried out also the ultimate purpose the project serves, the question of outcome and end products of the project, what inputs are needed to obtain the results, and what are the risks which should be mitigated in accordance to the design of the project and evaluation tool to be reliable. Nevertheless, numerous pitfalls have inhibited its application as a tool for project management (DFID, 2002).

The planning and implementation of projects has to be in line with projects champions and stakeholder's goals and objectives. Definition of the goals and objectives has to be conducted at the beginning; outcomes are usually associated to goals while the activities that bring out the desired outcome are related to objectives. These two acts as a contract or agreement between those managing the project and those funding it (Watson, 1998).

When goals have been set it is importantly known that any changes to the project must come with an understanding between the parties involved, in case there is any form of change, there has to be an agreement between project implementers and those funding. Moreover, communication has to be made to the project team. Bee and Bee (1997) argues that for a project to successfully complete all the subsequent stages it should answer the following questions. What are the objectives of the project? What outputs are expected from the project? What criteria are used when assessing the success of the project? Project objectives are expected to align with organizational both the teams' and individual's objectives so as to guarantee that mutual focus is set on intended goals (Bee & Bee, 1997).

For there to be successful alignment these issues are expected to be put in consideration; organizational objectives, team objectives and individual objectives. Organizational objectives are results that a firm intends to attain. Project objectives are the operations that are involved in

achieving a firm's goal (Field & Keller, 1998). Objectives are the fundamental basis of the project activities and articulate goals in better terms, they define the expected results and what activities are mandatory for set goals. They state ultimate results in terms of improved percentages, ratios, or innovative products and processes. Objectives aid defining the project in terms of its purpose and alleged gains (Turner, 1997).

Objectives are to be SMART. This simply means specific (evidently stated with exact results), Measurable (thus the end of every objective can be identified and measured in contrast to the criteria of success), Achievable (possible provided the presented resources in relation to quality anticipated), Realistic (practical, logical and line up activities for accomplishing set goals) and Timely (premeditated and attained responsibilities in regard of base line and prioritization of hierarchy of wants).

Development of projects has to be within the confines established by the project triple constraints in other words known as primary objectives of time, resources and scope in harmony of anticipated quality for project output. Smith (2008) states that sustaining the entire primary objectives fully is practically not possible. Preferences must be used in determining the relative significance of every constraint in accordance to the goals. Goals are wide with long term result and objectives should be set within the limits of triple constraints of time, scope and quality of project deliverables.

On influence on project performance a number of scholars have different opinions as far as project performance is concerned never the less there is agreement of thoughts as to what really project performance means (Nyonje et al., 2012), Olive (2002) and Neurbet (2010) considered project performance as the general quality within any project in terms of its effect, value to recipients, application effectiveness, efficacy and sustainability logical framework approach as a method of carrying out monitoring and evaluation is analyzed to see its influence on project performance this also means the degree of project goal achievement. It is important to recognize that project activities are steps planned and executed in order for the project realize its goals thus achieving performance this activities must be carried out in accordance of the set plans and systems in place in the organization, project activities must be controlled in an effective and efficient manner this is because it involves project resource that come about with budgeted

resources which must be accounted for to the project stake holders and as well as project beneficiaries who wait for the end results of the project.

Project management inputs, processes and outputs are the foundation and key pillars of the logical framework approach which forms a basis for effective tool in conducting monitoring and evaluation of projects (PMI, 2010). Project inputs can be defined as any item, either internal or external to a project, which is needed by any process prior that proceeds an output is well thought-out a precursor process. Some examples are like; project charter, project schedule, resource calendars, permitted change requests, enterprise environmental factors like government or the sector guidelines, management information system that is linked to a project, organizational structure, cultural practices and infrastructure. Project out puts on the other hand refers to either a product, outcome or service created by a process maybe an input to a succeeding process which include; performance of work, request to changes, updates within the project management plans, organization's process assets updates and updates of project documents. It is importantly noted that all projects must have output if they have inputs and there for the act of converting the input to output is referred to as project process this is to say that performance of a project is therefore measure by use of indicators which normally derived from the output or results of a project thus it is therefore clear and factual to argue that log frame work approach that has elements such as input output thus influence the performance of projects either positively or negatively depending with how the approach has been used. Project Management Institute(2008) states that the initial life cycle, members to the project team together with business oriented sponsors such as NGOs must visualize the probable project contribution to the inputs and output of any institution, determine the project goal or aim, determine the necessary actions to attain the stakeholders wants and prospects and lastly determine how to accomplish work. Having a clear a clear image and understanding the project and project goal have been identified to be crucial to the success of a project in terms of performance improvement. The logical frame work approach is no doubt an important ingredient in conducting monitoring and evaluation which influences the outcome of project success, projects initiated by nongovernmental organization are increasingly raising eye brows of what really their effect is on the beneficiaries thus their measurement of project output has a direct contribution on the performance of the projects.



## **2.4 Participatory approach and performance of nongovernmental organizations projects**

Fallavier (2007) conducted a study which indicates the difference that exists in participation as either a “means” or “end” suggests a technique for detecting and gauging empowerment within development projects that are participatory. It is important to note that the idea of participation bears other several definitions in some other type of circumstances; genuine participation is believed to compose some form of empowerment that was popularized in the 80s particularly amongst practitioners at the village level (Chirajewee and Harald, 2012). The following terms; participatory approach, people centered, bottom-up approach and evolutionary approach are synonymous and mean the same concept and are often used in the place of the other by academicians and other development theorists and practitioners. The participatory approaches are perceived to be the most effective way of accomplishing un biased development that is both social and human. It credits its fame to extensive concern that arose because of conventional development strategies failure in bringing about any significant difference to marginalized and poor people lives. Participatory approaches have arisen so as to bring closer the practice of development to people because of lack of satisfaction brought by the top down approach that was led by experts (Sillitoe, 2002) as well as efforts to test the inequalities within the societies (Kothari, 2001). Participatory methods towards development are like: identifying, collecting, interpreting, analyzing and representing on exact forms of local knowledge, by means of mechanisms that the stakeholders, specifically the indigenous communities, development initiatives effect and share control, verdicts and resources. Such mechanisms are vital in the way participatory development will achieve empowerment, efficiency and sustainability as objectives (World Bank, 2010)

A study done by Martin (2014) recognizes a set of interconnected shifts in techniques to development that is well planned for, that have come about because of previous failure and new policy goals: first of all, a move from narrow technology guided project to concerns within sectors like sector wide reform and cross sectoral issues which include; poverty and gender. Furthermore, a project is never a closed control system since exists a change; from project to organization centered concerns. Again, to successively achieve development objectives and promoting reforms within institutions it is important to dwell on partnerships and inter agency links. Thirdly a shift from the initial blue print style in development planning to one that is more flexible grounded on the verdict that development resolutions frequently change at

experimentations and practice relatively at design. Lastly, a shift has been experienced at the centralized styles and techniques right to a rather decentralized bottom up participatory approach.

Other academicians and theorists conducted studies among them. Overseas Development Authority (2005) explained the difference that exists between the two kinds of approaches. The blue print approach contains of sensibly secure objectives, fixed outputs as well as a well-structured procedure to be used in implementation. On the other hand, the process approach tolerates flexibility in designing of the project and moreover, vast objectives are usually defined such as; inputs and outputs to the project and immediate objectives are derived when the project goes on. The process approach is suitable for projects which are concerned with the participation of stakeholders. The shift that exists between the two processes can be defined as a response towards failed projects that are centrally planned. In other words, it means that there exists a need on the reduction costs within the public sector, raising levels of effectiveness and allowing the indigenous people, private sector and NGOs to take part so as to raise sustainability in the long-term. From the past experiences with projects that did not involve infrastructure the process approach was developed since the blue print approach failed. Generally, the process approach entails significant time to be provided during preparation and implementation. Revisions on this process have to be regular. It is important to note that the process approach can suit projects whose aim is establish institutional development together with ensuring peoples' involvement to promote sustainability (ODA, 2005).

Beneficiary assessments procedures are usually used in project development, since many development projects are used a measure of availing resources especially financial and technical to NGOs. After participatory approaches emerged participatory methods then followed. As a result, a further step has been achieved whereby the marginalized people have been included (Chambers 2001) with their roles being defined clearly; which encompass include farming system study, rapid rural appraisal and participatory poverty assessments, social impact assessments, learning for transformation, beneficiary assessment and gender assessment.

Participatory rural approach (PRA) has been popular and became crucial in guiding and conducting, monitoring and evaluation. Moreover, during the early 90s PRA became so rampant in the form of training programs, publications and networks. Later on its strategies were

embraced by other development bodies. Long (2001) describes PRA simply as the collection of techniques and approaches to facilitate rural individuals to exchange and assess their understanding of life and situations to budget and act. In addition, PRA plays an integral role in reducing dominance of development professionals and can give strength to the weakest in the society. Hence, those chosen for engagement in PRA activities are in most cases disadvantaged due to restricted or inadequate resources or opinion in the decision-making process according to Kothari (2001). Moreover, it is adopted by many entities with less rigid and versatile cultures and structure, have a one-directional communication system and are mainly democratic and participatory. According to Chambers (2000), the rapid dispersion of inappropriate practice can be attributed to superficial comprehension of the approaches, poor training and unreliable techniques used by various facilitators. Hailey, (2001) summarizes the problems that were encountered in implementing PRA techniques and to perceive them as prescriptions that guarantee the success of the project rather than a tool. Furthermore, facilitation of these strategies requires unique behaviors and attitude and also comprehensive training that are in most cases not considered by project managers. Kothari (2001) argued that the emphasis on material inequality in the identification of PRA participants may conceal other powers in peoples' lives. The project approach is interchangeably interrogated according to Chambers (2004) the term project refers to asset of organized development initiative limited to, or regarded relative to a reduced level of administration or management scope in terms of timing, cost and geographical area covered. Despite the fact that the word term programme is utilized to explain various phases of the project ODA (2005) these are the listed four main phases in project cycle: 1) The identification and formulation stage, which includes the review of various elements of a desired project, regularly made by development bodies and or nongovernmental organizations or state departments; 2) The design stage, also called the planning or preparation stage, nongovernmental organizations and government departments usually conduct this task; 3) the implementation phase that begins once the real activities are done. At this phase, the development agencies and states requests the communities to be involved in the process as well; 4) Evaluation stage, it covers feedback, monitoring, midterm assessments and ultimate evaluation once the project is finalized.

Projects work differently. There are those that embrace a blueprint or planning strategy whereby activities are prior to their execution and indicators are created at the start of project. It is regarded as a deductive process since events are budgeted and the indicators are determined prior

to their execution. The inductive approach is the opposite of deductive whereby events are considered as an abstract of previous encounters that may be more of learning technique. Application of a learning process technique implies that a project can have an adjustable form and changes can be done when required. Additionally, this technique is contrary to the blueprint format whereby the design of a project should be applied in a particular manner of common inputs, output, activities and cost to a specific time. As regards blue print approaches, project management fails to have an array of choices since outcomes and events are laid out prior to its happening. In addition, there exists little or no regard for both political and social elements that can impact the outcome of a project. A study conducted by Thomas in 2002 stated that a project design can be in terms of insufficient information, or may fall short of consideration for partner nations context, value systems and institutional unpredictability that may impact output and impact. Various development bodies like ODA revised this technique and chose to lag the determination of indicators till a is established (ODA, 2005).

Stake holder analysis is considered a systematic manner of collecting and assessing qualitative data to find out whose interest must be factored when creating and applying a project if the main aim of the project includes social development, engagement ends up being an aim in itself. When it comes to economic projects, stake holder analysis is deemed as a way of achieving other projects. Asim (2004) emphasized that come the end of 1994, no respectable growth project could be identified or financed without the term 'participation'. Development projects is important since it gives various stakeholders the capacity to impact the kind and quality interventions. Therefore, projects have the ability to bring together various interest groups and stakeholders to exchange ideas and make choices regarding different aspects associated with a particular community. Stake holder analysis takes place by different forms ranging from contribution of assessing the strength and weakness of individual interest groups.

ODA (2005) notes that imbalances found in groups and individuals can impact a project's design and points out that women are considered as the common marginalized category in the communities. Nevertheless, the presence of participatory techniques to development covers debate and theoretical changes that engulf gender challenges.

## **2.5 Results based approach and performance of nongovernmental organizations**

According to the World Bank (2004) result based monitoring and evaluation approach emphasizes on reviewing the manner in which a project is to be implemented. A result based M&E provides valuable information to stake holders on the real results and aims of the projects that the organization has attained. In addition, results oriented system aids react to a number of questions: What are the aims of the institution? Are the goals being realized? What are the ways of ensuring that the achievement of the goals can be proven? Results based monitoring and evaluation (M&E) is a primary element of the MfDR, (managing for development results) tool box which aids both nations and agencies in a systematic manner determine the development of a plan and project results. Hence, reliable results oriented M&E is imperative to properly oversee the performance of nongovernmental organization projects, and more over to show progress to stakeholders in the civil society. Also, it illustrates the degree to which particular activities or programs add to the attainment of country-wide outcomes as per the OECD-DAC (2006).

Nongovernmental organizations and government agencies face a lot of internal and external pressure to demonstrate fairness in results. Outcome oriented monitoring and evaluation M&E systems are strong public management tools to attain these objectives. Kusek and Rist (2004). Results oriented M&E frameworks may aid create and stimulate political and fiscal reinforcement for policies, programs instrumental in the development of stable base. Furthermore, they may lead to significant changes in the manner in which the governments and organizations work, resulting in enhanced performance, accountability, openness, trust and knowledge, results oriented M&E systems can be regarded as an ongoing process that requires full participation and organizational dedication are required to assure their practicability and long-term significance. Creating the cultural change in performance is pivotal to transform an entity towards results based that factors time, dedication and organization structural capacity.

Project cycle management is a major facet of project design and management tool in relation on the log frame, European Commission (2000). It's significantly noted that project cycle management is a complicated procedure since it entails the arbitration choices that are embraced by crucial stakeholder groups, team work, management and communication proficiency are therefore pivotal to proper project cycle management in influencing project performance.

According to, Kusek & Rist (2004). The 10 phases to creating, keeping and maintaining a results oriented M&E system include: a prepared assessment must be done to establish if the requirements for a results oriented M&E system are in play. It must always assess rewards and organization capability for an effective M&E system notwithstanding the duties, responsibilities and frameworks for reviewing nongovernmental organization output. Results to track and assess must be consented via an engagement process *identifying* stakeholders demands and developing them as the end results. Results must be first identified and a clear road map to review how the goal can be attained. Crucial signs of success (Key Performance Indicators) in the identification and monitoring of results must be chosen via a participatory manner with consideration on the interests and particular demands of the stakeholders. Indicators must be very clear, relevant, economical adequate and measurable. Base line information on indicators must be created as a direction through which to track long term project output. Significantly in the institution of baselines and collecting data on indicators encompass the points, gathering, analysis, reporting and application of data. Working or performance goals must be chosen to determine anticipated and satisfactorily project outcomes. Elements to factor encompass baseline resources, timelines and legal requirements. A participatory process and stakeholders is an important player for perfect and reliable outcomes.

Monitoring results encompass the implementation and monitoring of results and also forging partnerships to meet credible results. Monitoring and evaluation frameworks require management by objective in order to maintain authenticity. Collection of data requires reliability, validity and in a timely manner. Data on strategy, learning and operations is provided through an evaluation as a way of to resolve challenges by suggesting proper solutions. Characteristics of good evaluations are impartiality, relevance, technical sustainability, stakeholder engagement and feedback. Reports on the outcomes of M&E frameworks can be utilized to garner support and research and explore. Moreover, the reports must factor the interests of the target and existing data properly. Findings of oriented based M&E systems may as well be utilized to enhance output and show transparency and accountability. Importance of findings includes constant feedback and organizational and institutional intelligence and learning. Desirable results oriented M&E systems should be utilized for sustainability. Critical elements of sustaining M&E frameworks constitute the following elements defined roles, responsibilities, trustworthy, trust worthy information, accountability, capacity and incentives system.

According to Project Management Institute (2008) monitoring and evaluation systems come in handy with results based monitoring and evaluation approach is an extensive management technique with an aim of attaining enhanced output and practical outcomes. Planning, monitoring and evaluation cooperate as result based management (RBM). Monitoring and evaluation system is a designed way for data collection, analysis and information use for the progress and impact of a project. Its purpose is to help the people involved in the Project/program to take appropriate decisions. Adequate M&E system is an essential mgt tool that enhances efficient and effective mgt of projects and programs. M&E system ensures budgeted outcomes are attained, enhancing and assisting management and creating new knowledge. Generating the ability of the stakeholders. Encouraging shareholders, making sure there is project accountability. Stimulating political and public aid and concern for project sustainability.

According to OECD (2005) monitoring is regarded as a management role with an aim to rank a person performing based on the outlined goals and objectives focused of the project. Monitoring aids one to identify progress and its alignment with the plan and the assessment questions to be asked. When evaluation decisions are made at the top of nongovernmental organizations, there are higher chances of being faulty: claiming an effect when there is none, singling out an impact when there exists none, stating an impact in case of one, stating no impact when there is only one, or poor comprehension of the cause.

A study done by NDPC (2011) established that in all the 6 nations, monitoring is ancient and well-resourced component of the results based management shown in, Kenya and Uganda by the wide reporting procedures in existence. A lot of time and resources is channeled on the development of supply of monitoring reports and not basically yielding assistive proof. For instance, seventy percent of M&E funds in Ghana for nongovernmental organizations is alleged to have been used in the monitoring of activities exclusively. Yearly development publications are probably the primary products of the monitoring and evaluation systems in Kenya and Ghana which generates two primary kinds of cross government's yearly report and several nongovernmental organizations reports.

In Uganda, a study conducted by the World Bank (2001) suggests that there is system of biannual performance review meetings conducted by nongovernmental organizations; seemingly same is done by the government side where the prime minister, ministers and other top public

officials attend to those organized meetings and issue recommendations through the budgeting process. Nonetheless, what is still unknown are the effects of inadequate performance and the rigor of evaluative choices are made. The study further noted that there is proof of enhancing endogenous interests for monitoring proof in nongovernmental organization in developing countries. M&E systems are dominated by monitoring in all scenarios and there are challenges with the outcomes orientation, extent and standard of information of the monitoring systems.

Additionally, evaluation systems help one to comprehend, both the expected and unexpected and a program for what is to take place in the future. It happens by investigating the extent of project capacity to be attained, the results being felt in implementation phase of project. Monitoring and evaluation can be applied to improve project design, through summary of activities across their project cycle. A study by Owen (2007). Suggests that evaluation is important in differentiation between implementation failure (not doing things properly) and theory failure (good performance but the results are inadequate (Chen, 2005; Rodgers, 2011). In research, evaluation is diverse as it aims to support the creation of utilization focused responses for interest groups as pointed out by Patton in 2008. Monitoring is effective in the implementation phase and actually responds to questions on what is taking place and fails to give reason. Effective project evaluation assist project participants understand and increase our assessment by giving insightful proof based guidance for enhancing interventions. Countries such as Ghana, Kenya and Senegal, there exists evaluation capability in the nation's nongovernmental organizations projects in other countries evaluation of projects of nongovernmental nature remained predominantly practice undertaken by contracted specialists outside the NGOs. For example, the evaluation costs accounted to 10% of their overall budget.

There is a big proportion of evaluation expertise to drawn upon in Kenya. For example, the 36 randomized control experiments done by Jameel Poverty Action Lab (JPAK). Several other evaluations are done by nongovernmental organizations are implemented in Kenya with foreign aid, to the degree that organizations in Kenya possess a proper capacity level, for instance, the Alliance for Green Revolution in Africa (AGRA), in the development of evaluation norms and standards that can help nongovernmental organizations to place demands on evaluation profession and consequently increase donor confidence as far as their financial contribution to projects is concerned. Additional local capability can get preference the commissioning of



evaluation instead of depending on foreign experts. In such a manner, nongovernmental organization may enhance the standard of the provision of project evaluation, via the creating and setting up project performance standards. In the longer term, it can aid improve domestic and contextually essential for evaluation and monitoring and the performance of nongovernmental organization projects. Participatory result based evaluation approach is aimed to strengthen beneficiaries by allowing them to shape choices that impact their wellbeing. Projects characterized by participatory orientation have the probability to take part in the formulation of their M&E framework that suggests that the beneficiaries performed an integral function in the description of the signs to be tracked and may be in the mentoring and evaluation as well (World Bank, 2010).

## **2.6 Impact evaluation approach and performance of nongovernmental organizations**

According to MDC (2011) an effect on the impact evaluation reviews in the welfare of people, communities or nongovernmental organizations which may be due to a certain project, policy or program. The main impact evaluation concern of address is what could have occurred to the recipients in case they failed to receive the project.

Impact evaluation strives at giving responses to aid enhance the nature of programs and projects. Moreover, to make provisions for improved accountability, impact evaluations is an element for continuous learning through aiding policy makers improve ongoing projects and ultimately influence the performance of projects through effective monitoring and evaluation and better allocate funds across programs. There exist various kinds of project assessments with the inclusion of organizational evaluations which fail to show the extent of its impacts with an elaborate causation. As a result, casual analysis is fundamental for comprehending the relative function of impact evaluation on effectiveness and efficiency of nongovernmental organization projects.

Formative evaluation can at times be pointed out as internal which is a technique of deciding the value of a project whereas project events are developing into outputs, they may be carried out at any stage phase of a project. Such a form of evaluation emphasizes on the procedure therefore formative evaluations are mainly implemented on the fly. They allow the project designers, students, instructors and the management to monitor properly the directional goals and aims are achieved. Its primary aim is to catch the inadequacies to allow for good interventions.

According to Jean and Karolin (2016) asserts that long term project benefits has been focus over the last years a growing number of individual donors have undertaken themselves or more commonly commissioned one or more studies of their major NGO projects, or sizeable selection of projects funded through these projects, focusing broadly on impact though it would be wrong to lump all of these together and treat them homogenously for they all use different approaches and methods, they differ in scope and intensity and some are sub components of wider analyze and discussions. There is sufficient in common to the majority of studies to make it possible to group them and try to analyze them together in order to draw common threads and differences for purposes of this synthesis study.

A study done by USAID GAO (2012) a conclusion was reached from reviewing domestically initiated reviews and evaluations is that they seem very important or partially critical reading of the effect of their growth objectives, then of the hardships they encounter, moreover Kenyan assessments have the tendency of sharing its inadequate data on the impact with other nations, despite the fact that, contrary to the majority opinion, evaluation researches have been implemented in Kenya for some time, seemingly from reviewing various reports is that even though there exists a lot of discussions on the participatory techniques, there is evidence of participatory procedures but there is quite clear of what can be regarded as an expansion of demand and activity in the participatory appraisal from a Kenyan perspective. VADA (2001) the level to which evaluations in Kenya utilize headings of studies commissioned by donors on the impact of poverty, replicability, sustainability and creativity differs immensely. For example, consider the challenge of poverty, most of the reports fail to highlight the level to which the challenge has transformed thanks to the various interventions, on the contrary, a majority indicate the hardship and essentially the complex nature of the problem of some interest is a connection established in various findings between the progress made in improving the living conditions and innovations in the techniques applied and still being experimented.

There is no sufficient proof realized despite the rigor and cost-effective assessment of projects, nonetheless, an NGO in Kenya had generated an exquisite manual on the challenge over a decade ago. The issue is in most cases not the desire or drive to make an attempt, but the shortage of the existing data.

A regular attribute located in most of the reports was the challenges discovered and indicated in attaining long run sustainability of the projects under assessment. Unsurprisingly, most are not optimistic regarding the achievement of financial stability enough to guarantee progress of health services and learning that have been reliant on comparatively peak levels of donations may be of greater interests is the degree to which the problems of institutional rigidity are debated and analyzed resulting in a robust and relatively broad conclusion that the NGOs are supposed to dedicate more attention to the means of improving and reinforcing the capability of groups to oversee growth agendas autonomously (Mutua K et al 1996)

There exists insufficient proof of cross cutting theme like environmental or gender problems appearing solidly in the valuation researches assessed. Nonetheless, paralleling debate on participatory techniques and particularly participatory appraisal there is increasing regard with the gender dimensions of NGO growth plans, what seems as inadequate tools with to review the gender and environmental problems.

Njeru (1995) conducted an assessment of different explorations on credit projects. There exists proof of interplay of expost evaluation and studies being pumped into and impacting the lives of project beneficiaries. Also, there is proof from Kenya on the challenges encountered and basically more feeble impact performance in case generalists NGOs attempted with insufficient proficiency and intelligence or technical skills to manage, for instance, credit and micro-finance programs in most cases not conversant of the current reflection and learnt lessons in other nations similarly, Kenya evidence points out the issues linked with attempting to foster SME projects with unqualified and experienced individuals, and of sustainability challenges originating from fiscal and non-fiscal services.

According to Ndung'u (1996), the evidence from Kenya implies that since domestically propagated expost assessments emphasize on the least and more particular challenges in a project they have a tendency to result in more situations of post evaluation follow up mostly improving future project impact unlike donor commissioned investigations. Nevertheless, various qualifications to such a generalization is required as most of the evaluations and researches reviewed particularly those situated in the micro-enterprise area gave rigid proof of externally propagated evaluations resulting in adjusted instructions and enhanced project in the long term. Evidently, the Kenyan review uniquely assessed evaluation in nongovernmental organizations

that gave some deductions solidly at a variance with those originating from more traditional approaches.

According to Oliver (2012) long term project benefit is felt by beneficiaries a number of years after completion of project notably as per the project in Namibia Strengthening protected area network the key immediate project aim is improved management efficiency of PA network for bio diversity preservation. And the Global Environmental facility (GEF) monitoring and evaluation measure particularly the evaluation was carried out to attain various objectives: To analyse the projects the projects entire output compared to the objectives established in the project document among other associated documents, to determine the success and validity of project, to insightfully assess implementation and coordination of the project, to itemize and record lessons regarding the project design and to evaluate the relevance of the project to national priorities and provide guidance for the similar project activities in other parts of the world. Seemingly expected outcomes and results as per project designed included; enhanced systematic capability gives a conducive protected area management, institutional abilities for protected area management are reinforced, leading to more successful application of fiscal and human resources and protected area management intelligence is increased and strengthened via creative field coordination illustrations.

Final evaluations established that 98% of PA land was under improved management effectiveness, which far exceeded the end of project target of 50% the program had addressed the recommendation of midterm evaluation to identify smaller PA and an ex post evaluation thereafter that will address the future effect of the project effects on the environment.

According to Wanjohi (2012) impact evaluation is acts as a systematic process of identifying the impacts (negative or positive) aimed or not on individuals, organizations and the environment caused through a particular development activity like project or program. Additional impact evaluation aids to project sponsors and implementers such as NGOs to clearly comprehend the degree to which activities have poor and size of their impacts on people's wellbeing.

## **2.7 Theoretical Framework**

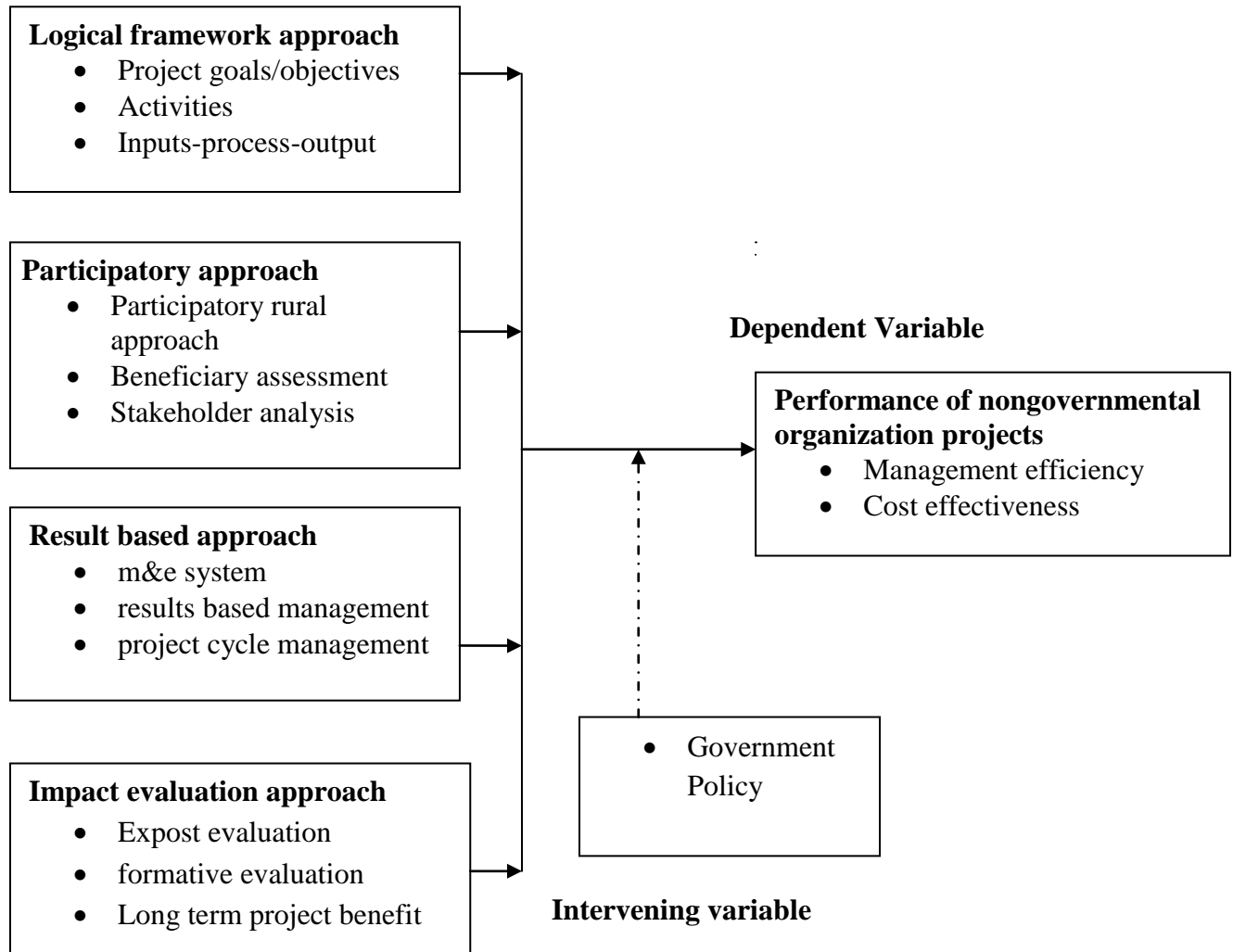
This study adopted programme theory or programme logic by Funnel and Rodgers (2011) which shows clearly that programme theory works out well with the concept of monitoring and evaluation this is because various means of creating a casual modal of linking project inputs, and practices to channel of targeted or observed findings and then utilizing this model to direct the evaluation. A program theory is employed to develop a logical framework and utilizing this in various means in an evaluation and tracking of activities which will aid an organization in efficiency and effectiveness as far as project performance is concerned.

The study identifies that between the proper intentions and good outcomes lay a theory, simply not a list of the jobs but an objective what should take place in the present. Nongovernmental organizations broadly use this theory because it gives a clear picture image of the process in which the change takes place and the means of improving performance; purposeful theory program illustrates the means in which to create, conceptualize and apply the program theory properly and tactically to meet a specific scenario in this case the influence of monitoring and evaluation approaches and performance of nongovernmental organizations.

## 2.8 Conceptual framework

The conceptual framework of this study was provided in figure 1. This model highlights the independent variable which comprises, logical framework approach, participatory approach, results based approach and impact evaluation approach on the dependent variable performance of nongovernmental organizations, as shown

### Independent variables



The whole literature review was summarized in the figure 1, conceptual framework to investigate the influence of monitoring and evaluation approaches on performance of nongovernmental organizations projects in One Acre Fund. It also showed the various indicators that provided a platform measurement of their influence on performance of NGO projects.

## **2.9 Summary of literature review**

The chapter looked at influence of monitoring and evaluation approaches and how they influence the performance of projects in nongovernmental organization. The monitoring and evaluation approaches reviewed by the researcher noted that logical framework approach is essential tool when conducting projects appraisal its application in the practical projects of nongovernmental organization is a prerequisite by serious donor funding organization thus it remains the standard of practice, on another variable of participatory approach establishes that the community plays a very significant role because they are part of stake holders and mainly beneficiaries thus for successful implementation of monitoring and evaluation of projects their contribution is a necessity through proper identification of needs and problems and execution of project activities to provide long term solution achieving a win-win situation. Finally result based approach and impact evaluation approach have been noted by the researcher to assist in developing monitoring and evaluation system that help organizations assess how well their activities are directed towards the specific course allocated and how their utilization influences peoples well-being as a result of their implementation on nongovernmental organization projects.

**Table 2.1: Knowledge gap**

<b>variable</b>	<b>findings</b>	<b>Literature review</b>	<b>Knowledge gap for the study</b>
Logical frame work approach	Log frame is invaluable tool for assessing project performance though there is little understanding of its application by the organization	The logical framework approach improves the performance of projects through establishing goals and objectives and establishing how activities are to be carried out following the project goal. Highsmith, (2004)	Significantly established influence of log frame on project performance
Participatory approach	Participatory approach influences positively the performance of projects	Participatory approach through beneficiary assessment and stake holders' analysis has immensely influence the performance of nongovernmental organization projects by eliminating top down projects Sillitoe, (2002).	The influence of participatory approach positively improved project performance
Results based approach	Results based project management shows project output hence influences performance of projects	Results based monitoring and evaluation has greatly affected the performance of projects through following of project cycle of organization Kusek & Rist, (2004).	Inadequately influence the performance of projects
Impact evaluation approach	Implementing impact approach influences performance of projects	Impact evaluation is attained due to project design after expost evaluation of projects Oliver C (2012)	Significantly affected the project performance



## CHAPTER THREE

### RESEARCH METHODOLOGY

#### **3.1 Introduction.**

This chapter comprises of the methodology that was used in this study which include the research design, target population, sample size, sampling procedure, research instruments, validity and reliability of the research instruments, data analysis techniques, ethical issues and operational definition of variables.

#### **3.2 Research design**

The study applied a descriptive research design survey. This is in line with the purpose of the study as it seeks to investigate influence of monitoring and evaluation approaches on performance of nongovernmental projects in Kenya. The major purpose of descriptive research is description of state of affairs as it exists at present. Cohen & Morrison(2000). Argue that descriptive survey gathers data on a one-shot basis and hence it is economical and efficient.

#### **3.3 Target population**

The research targeted a population of 120project participants as shown in table 3.1.They consisted of One Acre Fund project managers, project officers among others are monitoring and evaluation officers who are men and women of all ages within the confined operations of a nongovernmental organization referred to as One Acre Fund which is situated in Bungoma County. Respondents were from all areas where projects were undertaken. The One Acre fund operational resident office was used to identify the interviewees and study population.

**Table 3.1 target population**

<b>Target Category</b>	<b>Number of respondents Targeted</b>
Monitoring and evaluation officers	40
Project officers	40
Project managers	40
<b>Total</b>	<b>120</b>

### **3.4.1 Sample Size**

A sample size is a smaller group of subjects obtained from the accessible population. The researcher used census due to smaller number of respondents identified. Therefore the sample size was 123 respondents.

### **3.4.2 Sampling Procedure**

The researcher considered the project participants as one group into; they include project officers, monitoring and evaluation officers and project managers.

### **3.5 Research instruments**

A structured questionnaire was administered to the project officers, project managers and monitoring and evaluation officers. Interview schedule was used to obtain information from project directors.

### **3.6 Pilot Testing**

A pilot study was conducted to standardize the instruments before the instruments are used for actual data collection. This was carried out at Ace Africa which was a different organization 10% of the study target population was used from study area.

### **3.7 Validity of the Instruments**

The validity of a test is a measure of how well a test measures what it is supposed to measure, Kombo (2006). Validity of an instrument was determined by the presence or absence of systematic error in data or non-random error which had a consistent boosting effect on the measuring instrument Mugenda and Mugenda, (2003). The validity of research instruments was established by research experts through review of construct of questionnaire before data collection in the field was done.

### **3.8 Reliability of the Instruments**

In order to establish the reliability of the instrument the researcher conducted a pilot study at Ace Africa with 10% of target population. The test-retest method of assessing reliability was used which involved administering the same instrument twice to the same group of subjects after a

carefully considered time lapse between first and second test. The second test was administered after two weeks. The researcher used Pearson product moment formula to calculate the coefficient of correlation. Coefficient of correlation of 0.8 was obtained which was high enough (Mugenda and Mugenda, 2003).

### **3.9 Data collection procedures.**

The researcher followed the right procedure this was done through first obtaining consent from all the relevant authorities before collection of data. The researcher sought permit from the University of Nairobi by attaching cover letter to all questionnaires then arranged for appointments with monitoring and evaluation staff, project officers and identified stake holders of One-acre fund organization. All the respondents filled the questionnaires there after the researcher collected the completed questionnaires.

### **3.10 Data Analysis Techniques**

Data analysis refers to the process in which raw data is ordered and organized to make it useful information. The study used descriptive statistical methods. It started with coding, editing and tabulating questionnaires to minimize errors. Questionnaires were crosschecked to ensure the questions are answered well. Coding of the answered question and organization of the whole information was done before editing, tabulation and analysis of the data. Frequency and percentages was used in the analysis of data, SPSS 21. Was used to analyze data. The information in tables was used to explain and enhance interpretation of the data. (Jeans, 1992).

### **3.11 Ethical Issues**

The study required the researcher to observe utmost confidentiality by safeguarding information from the study and respondents confidential. The names and any form of identification that can be associated with the respondents were not sought because such information was not included in the report. Additionally, prior to provide information, the respondents were given enough information regarding the study which was for academic purposes and their participation was voluntary. The researcher sought permission from relevant authorities before embarking on research. It included seeking permission from the University of Nairobi, One Acre Fund. This enabled them to provide the required information without any fear, favor or doubt.

### 3.12 Operationalization of variables

The study focused on two variables Independent and dependent variables. The Independent variables is logical framework approach, participatory approach; results based approach and impact evaluation approach. The dependent variable is performance of nongovernmental organization projects.

**Table 3.2: Operationalization of Variables**

<b>Objectives</b>	<b>Types of variables</b>	<b>Indicators</b>	<b>Scale of measurement</b>	<b>Tool of Analysis</b>
To examine how logical framework approach influence performance of nongovernmental organization projects.	<b>Independent variable</b> Logical framework approach  <b>Dependent variable</b> Performance of NGO Projects	-Project goals and objectives -Project activities -Input-process-output	Nominal   Ordinal	Descriptive Analysis  Frequencies  Percentage Mean
To evaluate how participatory approach influence performance of nongovernmental organization projects.	<b>Independent variable</b> Participatory approach  <b>Dependent variable</b> Performance of NGO Projects	-Participatory rural appraisal -Beneficiary assessment -Stakeholder analysis	Nominal   Ordinal	Descriptive Analysis  Frequencies  Percentage Mean
To establish how result based approach influence performance of nongovernmental organization projects.	<b>Independent variable</b> Result based M&E approach  <b>Dependent variable</b> Performance of NGO Projects	-M&E system -results based management -Project cycle management	Nominal   Ordinal	Descriptive Analysis  Frequencies  Percentage Mean
To examine how impact evaluation approach influence performance of nongovernmental organization projects.	<b>Independent variable</b> Impact evaluation approach  <b>Dependent variable</b> Performance of NGO Projects	-Expost evaluation -formative evaluation  -long term project benefit	Nominal   Ordinal	Descriptive. Analysis  Frequencies  Percentage Mean

## CHAPTER FOUR

### DATA ANALYSIS, INTERPRENTATION AND DISCUSSION

#### 4.1 Introduction

This chapter constitutes data analysis, interpretation and discussion of the results obtained from the study on influence of monitoring and evaluation approaches on performance of nongovernmental organizations of One-acre fund in Kenya.

#### 4.2 Questionnaire return rate

The study targeted monitoring and evaluation officers, project officers and project managers at One-acre fund headquarters in Bungoma County.

**Table 4.1 Questionnaire return rate**

<b>Target Category</b>	<b>Number Targeted</b>	<b>Number Responded</b>	<b>Return Rate (%)</b>
Monitoring and evaluation officers	<b>40</b>	<b>39</b>	<b>32.5</b>
Project officers	<b>40</b>	<b>38</b>	<b>32</b>
Project managers	<b>40</b>	<b>39</b>	<b>32.5</b>
<b>Total</b>	<b>120</b>	<b>116</b>	<b>100</b>

Out of 120 questionnaires administered to respondents, 116 were dully filled and returned representing a return rate of 97% (116). Dully filled questionnaires were considered adequate for analysis.

#### 4.3 Demographic characteristics of the respondents

The questionnaire content included inquiry of information on the gender of the respondents. The findings are shown in the table 4.2.

**Table 4.2 Demographic characteristics of the respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Male	56	48
Female	60	52
<b>Total</b>	<b>116</b>	<b>100</b>

From table 4.2 out of the 116 respondents, 48% (56) of them were male and 52% (60) were female. The findings show that more female participated in the study than male counterparts.

#### **4.3.1 Respondents by Age**

The study sought to estimate the range of age of the respondents at One Acre fund. This is shown in table 4.3.

**Table 4.3 Age of respondents**

<b>Age bracket</b>	<b>Frequency</b>	<b>Percentage</b>
18-20	0	0
21-30	60	52
31-40	46	40
Above 41	10	8
<b>Total</b>	<b>116</b>	<b>100</b>

From table 4.3, the study found out that no persons below age of 20 years was among the respondents (60) 52% were between the age of 21-30 years old, (46) 40% were between the age of 31-40 years old and (10) 8% of respondents were above 41 years, majority of respondents were above 41 years old.

### 4.3.2 Respondents by level of education

The study sought to estimate the level of education. This is shown in table 4.4.

**Table 4.4 level of education**

<b>Level of education</b>	<b>Frequency</b>	<b>Percentage</b>
Certificate	40	35
Diploma	41	35
Bachelors degree	30	26
Masters degree	5	4
PhD	0	0
<b>Total</b>	<b>116</b>	<b>100</b>

The table 4.4 shows that (30) 26% of respondents hold at least a bachelors degree, (41) 35% of the respondents are diploma holders, (40) 35% of respondents are certificate holders, (5) 4 % are masters degree holders and none of the respondents hold a PhD degree. This is an indication that the respondents who provided data for the study had considerable adequate knowledge and thus the information obtained after analysis is considered reliable to arrive at conclusions for the study.

## 4.4.Logical Framework Approach and Performance of Nongovernmental Organization Projects.

The researcher sought to establish how logical framework approach influences the performance of nongovernmental organization projects in one acre fund.

### 4.4.1. Projects goals and objectives

The researcher sought to establish if one acre fund projects had goals and objectives. The findings are shown in table 4.5

**Table 4.5. Projects goals and objectives**

<b>Projects goals and objectives</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	116	100
No	0	0
<b>Total</b>	<b>116</b>	<b>100</b>

Out of 116(100%), all the respondents said that the one-acre fund projects had goals and objectives, hence the projects progress can be effectively and efficiently measured.

#### **4.4.2. Goals and Objectives on Project Performance**

The respondents were asked to use Likert scale to state extent to which goals and objectives improved project performance. The findings are shown in table 4.6.

**Table 4.6.Goals and Objectives on project performance**

<b>Goals and objectives</b>	<b>Frequency</b>		<b>Mean (%)</b>
High	70	60	<b>75</b>
Average	10	9	
Low	16	14	
Very low	20	17	

The table 4.6 shows (70) 60% of respondents recorded a high response in terms of projects being undertaken to have improved performance. (10) 9% of respondents rated them as average, (16) 14% of respondents settled on low achievement of project improvement and (20) 17% of the respondents alluded that goals and objectives improved project performance. On average 75% of the respondents said that Goals and Objectives improve project performance. The findings show that goals and objectives improved the performance of projects. This study is supported by



World Bank (2010) which aligned goals and objectives at the log frame to directly influence the outcome and thus the performance of nongovernmental organization projects. Similar sentiments were argued by Highsmith (2004) who described that elements of a log frame including activities should be linked with the goals and objectives of the project to enhance better performance of a project.

#### 4.4.3 Elements that satisfy stakeholders' interests

The respondents were asked to state the Elements that satisfy stakeholders' interests in project performance. The responses are shown in table 4.7:

**Table 4.7 Elements that satisfy stakeholders' interests**

<b>Stakeholders' interests</b>	<b>Frequency</b>	<b>Percentage</b>
Project inputs	11	9
Processes	20	17
Activities	10	9
Outputs	75	65
<b>Total</b>	<b>116</b>	<b>100</b>

From table 4.7 shows that (75) 65% of respondents think that project outputs satisfy stakeholders interest whereas (20) 17% of respondents also agree that projects processes satisfy stakeholders interests. (10) 9% of the respondents suggested that project activities satisfy stake holders interests and (11) 9% of the respondents said that project inputs satisfy stake holder interests. From the above analysis stake holders value more the outputs of the project. This is in line with studies done in the past on logical frame work approach. According to PMI (2008) stake holders interests are satisfied by how project inputs, processes and outputs are conducted by the project team.

#### 4.4.4 Extent to which Output Satisfies Stake Holders' Interests

The respondents were asked to rate using likert scale and state the extent to which output elements satisfy stakeholders' interest. The findings are shown in table 4.8.

**Table 4.8 output and stake holder interest**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Mean (%)</b>
Strongly agree	58	50	78
Agree	30	26	
Neutral	0	0	
Disagree	18	16	
Strongly disagree	10	9	
Total	116	100	

From the table 4.8, 58 (50%) of the respondents strongly agreed that output was the key concern of stakeholders, 30 (26) agreed to the fact that output was the key interest of stakeholders in project performance, none of the respondents were neutral, 10 (9%) of the respondents strongly disagreed that output was key interest for stakeholders. On the average 78% of the respondents said that that output was the key interest of stakeholders thus project performance is improved when stake holders view outputs of the project. Similar facts were reinforced by the PMI (2008) that project stakeholders main performance indicator is the projects outputs or results.

#### **4.4.5 Stakeholders' Interests and Project Performance**

The respondents were asked to using likert scale to state whether elements of stakeholders interest improves project performance. The findings are shown in table 4.9.

**Table 4.9 Stakeholders' Interests and Project Performance**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Mean (%)</b>
Strongly agree	58	50	80
Agree	26	23	
Neutral	18	16	
Disagree	10	9	
Strongly disagree	4	4	
<b>Total</b>	<b>116</b>	<b>100</b>	

From the table 4.9, 58 (50) of the respondents strongly agreed that stakeholder interest improved their project performance, 26(23%) of the respondents agreed that stakeholder interest improves project performance, 18 (16%) were neutral to that fact. 10 (9%) disagreed that stakeholder interest improves project performance, also noted was 4(4%) of the respondents strongly disagreed that stakeholder interest improves project performance, on average 80% of the respondents said that stakeholder interests improve project performance. A study done by ODA (2005) indicated that 70% of stake holder's involvement contributes to project improvement in the developing nations.

#### **4.5 Participatory Approach and Performance of Nongovernmental Organization Projects.**

This section looked at the extent to participatory approach on performance of nongovernmental organization projects. The questions were directed towards obtaining responses on how participatory approach influence performance of projects by nongovernmental organization.

##### **4.5.1 Techniques mostly used by the Organization on Community Participation**

The respondents were asked to identify the techniques their organization implemented on community participation. The responses were as shown on table 4.10:

**Table 4.10. Techniques of community participation**

<b>Techniques</b>	<b>Frequency</b>	<b>Percentage</b>
Beneficiary assessment	16	14
Stake holder analysis	20	17
Participatory rural approach	80	69
<b>Total</b>	<b>116</b>	<b>100</b>

From table 4.10, the researcher found that (80) 69% of respondents think that participatory rural approach is the technique mostly carried out in the organization. whereas (20) 17% of respondents indicated that stake holder analysis is the technique used in the organization for community participation and (16) 14% of the respondents alluded to the fact that beneficiary assessment was the technique used for community participation in the organization.

These results agree with a study done by Fallavier (2007) who argued that that participatory rural approach is a method commonly used by nongovernmental organizations for identification and measuring of participatory development projects. Similar sentiments were echoed by ODA (2005) citing imbalances between participating groups may influence performance of projects.

#### **452. Extent which Community Participation Techniques Influenced Project Performance**

The respondents were asked to using likert scale to state extent which community participation technique influenced performance of projects. The findings are shown in table 4.11

**Table 4.11. Extent to which community participation improved project performance**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Mean (%)</b>
Very high	54	46	68
High	26	22	
Neutral	4	3	
Low	20	17	
Very low	10	9	
Total	116	100	

From the table 4.11 54(46%) of the respondents rated very high that community participation improved project performance, 26 (22%) of respondents rated high that community participation improved project performance, 4 (3%) of the respondents rated that community participation was neutral. 10 (%) of the respondents rated very low that community participation improved project performance, 10 (9%) of the respondent rated very low that community participation improved project performance. On average 68 % of all the respondents that community participation improved project performance.

#### **4.5.2New projects analysis methods in the organization**

The respondents were asked to state whether their organization carries out needs assessment or beneficiary awareness before initiating new projects. The responses were as shown on table 4.12:

**Table 4.12. Needs assessment and beneficiary awareness in the organization**

<b>Method employed</b>	<b>Frequency</b>	<b>Percentage</b>
Beneficiary awareness	16	14
Needs assessment	100	86
<b>Total</b>	<b>116</b>	<b>100</b>

From the table 4.12 shows that (16) 14% of the respondents pointed that their organization creates beneficiary awareness before initiating new projects and (100) 86% of the respondents think their organization conducts needs assessment on new projects before initiating them. A study done by Chambers (2001) affirmed the above results in a study done that when beneficiary needs are assessed before going on with a project contributes to achieving empowerment of the beneficiaries thus participatory approach influencing project performance of nongovernmental organizations. Similarly Long (2001) added that participatory rural approach enhance knowledge sharing thus improves performance of projects.

#### **4.5.3 Extent to which new project needs assessment improves project performance**

The respondents were asked using likert scale to rate extent to which new project needs assessment improves project performance. The findings are shown in table 4.13.

**Table 4.13. Extent to does new project needs assessment improves project performance**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Mean (%)</b>
Very high	60	52	78
High	26	22	
Neutral	4	3	
Low	20	17	
Very low	6	5	
Total	116	100	

From the table, 4.13. 60 (52%) of the respondents rated very high that new projects needs assessment improves project performance, 26 (22%) of respondents rate highly that new projects needs assessment improves project performance, 4(3%) of the respondents were neutral to the fact that new projects needs assessment improves project performance, 20 (17%) of the respondents rated low extent to which new project needs assessment improves performance, 6 (5%) of the respondents rated very low to the extent which new projects improves performance. On average 78% of respondents said that new projects needs assessment improves project performance. According to NDPC (2011), project needs assessment assists the project participants to recognize the correct need which will be attainable in the course of carrying out the project hence performance is guaranteed.

#### **4.5.1 Stake Holder Analysis in the Organization**

The respondents were asked to state whether their organization carries out stake holder analysis. The responses were shown in table 4.14.

**Table 4.14. Stake holder analysis in organization**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	74	64
No	42	36
<b>Total</b>	<b>116</b>	<b>100</b>

From the table 4.14 the researcher found out 74(64%) of respondents agreed that the organization carries out stake holder analysis. On the other hand, 42(36%) of respondents did not agree that the organization carried out stake holder analysis.

#### **4.5.2 Extent to which Stake Holder Analysis Improved Project Performance**

The respondents were asked to use likert scale to rate extent to which new project analysis improves project performance. The findings are shown in table 4.15.



**Table 4.15 stake holder analysis and performance improvement**

Response	Frequency	Percentage	Mean (%)
Very high	51	44	73
High	26	22	
Neutral	4	3	
Low	20	17	
Very low	15	13	
Total	116	100	

From table 4.15 51 (44%) of the respondents rated very high that stake holder analysis improved positively the performance of projects in the organization, 26 (22%) of the respondents rated high that stake holder analysis improved positively the performance of projects in the organization, 4 (3%) of the respondents were neutral to the fact that stake holder analysis improved positively the performance of projects in the organization, 20 (17%) of the respondents rated low that stake holder analysis improved positively the performance of projects in the organization, 15 (13%) of the respondents rated very low to the fact that stake holder analysis improved positively the performance of projects in the organization, on average 73% of all the respondents said that stakeholder analysis improved positively project performance. According to Fallavier (2007) there is a relationship between stakeholder analysis and project management he argues that proactive and successful project managers know how to balance their stake holder interests and beneficiary needs.

#### **4.6 Results Based Approach and Performance Of Nongovernmental Organization Projects.**

This section looked at the extent to which results based approach influence performance of nongovernmental organization projects. The questions were directed towards obtaining responses on how results based approach influences performance of projects by nongovernmental organization. The responses were as shown below

#### 4.6.1. System in place in the monitoring and evaluation department.

The respondents were asked to state which system of monitoring and evaluation is used in the organization, the responses are as shown in table 4.15.

**Table 4.16 System in place in the monitoring and evaluation department**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Computerized M&E System	<b>90</b>	<b>78</b>
Manual M&E System	<b>26</b>	<b>22</b>
<b>Total</b>	<b>116</b>	<b>100</b>

From the table 4.16 (90) 78% of the respondents stated that a computerized M&E system exists in their organization whereas (26) 22% indicated that there is a manual M&E system in place at the organization. this shows that the organization employed more of computerized M&E system as compared to manual M&E system this is purported by a study conducted by Caroline et al. (2005) agreed with the above results the study agreed that good project management is integrally linked to a well-designed monitoring and evaluation system, similarly Zogo (2015) reinforced that M&E systems addresses donor driven concerns as far as project performance is concerned.

#### 4.6.2 How does M & E system Improve Performance of Projects

The respondents were asked to state the level of agreement on likert scale as to how m&e system improved performance of projects, results are as shown on table 4.17

**Table 4.17 M & E system and project performance**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Mean (%)</b>
Strongly agreed	50	43	76
Agreed	24	21	
Neutral	10	9	
Disagreed	15	13	
Strongly disagreed	17	15	
Total	116	100	

From the table 4.17, 50(43%) of the respondents strongly agreed that monitoring and evaluation system positively improved project performance, 24 (21%) of the respondents agreed that monitoring and evaluation system also improved project performance, 10(9%) of the respondents were neutral that monitoring and evaluation system neither or not positively improved project performance, 15 (13%) of the respondents disagreed that monitoring and evaluation system improved project performance hence negative project performance 17 (15%) of the respondents strongly disagreed that M&E system improved positively project performance, on average 76% of all the respondents said that M&E system positively improved project performance.

### 4.6.3 M&E culture implemented in the organization

The respondents were asked to state the type of M&E system implemented in the organization the responses are as shown on table 4.18

**Table 4.18 M&E culture implemented in the organization**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Results based Management	116	100
Activity based Monitoring	0	0
<b>Total</b>	<b>116</b>	<b>100</b>

From the table 4.18, (116) 100% of respondents agreed that results based management is a culture in their organization. Also noted is that none of the respondents selected activity based monitoring as a culture in the organization. From this study all the respondents alluded to the fact that results based management is a culture in their organization this means that project performance looks at the means that justifies the end results. According to Kusek & Rist (2004) results based management focus in assessing whether or how well a project, program or policy is being executed in an organization seemingly when all the respondents agreed to that fact thus agrees to other studies conducted by OECD-DAC (2006) which brought out similar facts.

### 4.6.3Extent to which M&E Culture Implemented Influence Performance

The respondents were asked using likert scale to state the level of agreement if M&E culture improved project performance. The findings are shown in table 4.19

**Table 4.19 Extent of M&E Culture Influence on Performance**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Mean (%)</b>
Strongly agreed	60	52	80
Agreed	24	21	
Neutral	10	9	
Disagreed	15	13	
Strongly disagreed	7	6	
Total	116	100	

From table 4.19, 60 (52%) of the respondents strongly agreed that m&e culture had an improved performance of projects, 24 (21%) of the respondents agreed that m&e culture had improved performance of projects, 10 (9%) of the respondents stated neutral on the extent of m&e culture improved performance. 15 (13%) of respondents disagreed that m&e culture improved performance of projects. On average, all the respondents said that monitoring and evaluation culture positively improved project performance. These findings agree with studies done by PMI (2008) that suggested adequate M&E system in order to enhance efficiency and effectiveness for improved project performance.

#### **4.6.4 Project cycle management concept**

The respondents were asked whether they were aware of project cycle management in the organization, the response is as shown on table 4.20.

**Table 4.20 Project cycle management concept**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Yes</b>	<b>92</b>	<b>79</b>
<b>No</b>	<b>24</b>	<b>21</b>
<b>Total</b>	<b>116</b>	<b>100</b>

From table 4.20,(92) 79% of the respondents alluded to the fact of being aware of project cycle management and (24) 21% of respondents were not aware of project cycle management. This results from the study shows that the organization applies project cycle management in conducting monitoring and evaluation activities.

#### **4.7 Impact Evaluation Approach and Performance of Nongovernmental Organization Projects.**

This section looked at the extent to which impact evaluation approach influence performance of nongovernmental organization projects. The questions were directed towards obtaining responses on how impact evaluation approach influences performance of projects by nongovernmental organization.

##### **4.8.1. Evaluation and in Method on Projects.**

The respondents were asked to identify the type of evaluation carried out in their organization, the responses is as shown in table 4.21

**Table 4.21 Evaluation Method and Projects**

<b>Responses</b>	<b>Frequency</b>	<b>Percentage</b>
Expost evaluation	116	100
Formative evaluation	0	0
<b>Total</b>	<b>116</b>	<b>100</b>

From the table 4.21, (116) 100% respondents said that expost evaluation is carried on in the organization, where as none of the respondents agreed that formative evaluation is conducted in the organization. The above results show that the organization has fully embraced expost evaluation in carrying out monitoring and evaluation thus the approach looks effective and efficient in its exercises. Similar study was conducted by the World Bank (2000), expost evaluation of projects carried helped the project participants best understand the extent to which activities reach the poor and the magnitude of beneficiary welfare and made an impact.

#### **4.8.2 Extent to which Expost Evaluation Influence Performance**

The respondents were asked using likert scale to rate the influence of expost evaluation on project performance. The findings are shown in table 4.22

**Table 4.22 Expost evaluation and projects performance**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Mean (%)</b>
Very high	65	56	78
High	19	16	
Neutral	10	9	
Low	15	13	
Very low	7	6	
Total	116	100	

From table 4.22, the 65 (56%) of the respondents stated that very high expost evaluation improves project performance positively, 19 (16%) of the respondents rated high of expost evaluation on performance improvement, 10 (9%) of the respondents were neutral that expost evaluation improved performance of projects. 15 (13%) of the respondents stated low on expost evaluation to have improved project performance, while 7 (6%) of the respondent cited very low of expost evaluation on improved project performance. On average 78% of all the respondents said that expost evaluation improved positively project performance.

#### **4.8.3. Projects Performance Benefit**

The respondents were asked the type of benefit derived from project performance; the responses are as shown in table 4.23.



**Table 4.23. Projects performance benefit.**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Long term benefit	100	86
Short term benefit	0	0
Intermediate benefit	16	14
<b>Total</b>	<b>116</b>	<b>100</b>

The table 4.23, shows that (100) 86% of the respondents agreed that the projects initiated by their organization have long term benefits while none of the respondents agreed to the fact that the projects initiated by the organization have short term benefit.(16) 14% was also recorded from the respondents that the project also experience intermediate benefit. From the above results importantly noted is that the entire respondents strongly agreed to the fact that the projects undertaken by their organization have long term benefit meaning that impact evaluation approach influence the performance results of projects. A study conducted by USAID (2012) shared similar facts that a conclusion was reached from reading local initiated evaluation and reviews. Similarly Njeru (1995) affirmed to the fact that poor performance of projects influenced by impact assessment of previous projects with similar characteristics.

#### **4.8.4. Impact Evaluation and Project Performance.**

The respondents were asked whether impact evaluation was used to measure project performance, the responses is as shown on table 4.24

**Table 4.24 Impact evaluation and the performance projects**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	100	86
No	16	14
<b>Total</b>	<b>116</b>	<b>100</b>

From the table 4.24, 100(86%) of the respondents agreed to the fact that impact evaluation in the organization was used to measure the performance of projects. whereas 16(14%) of the respondents disagreed to the fact that projects performance in the organization was measured using impact evaluation, A similar study was done by Wanjohi, (2012) he asserts that impact evaluation is systematic identification of the effects both positive and negative, intended or not on individual households, institutions and the environment caused by a given development activity such as program or project this shows the results of project activities are meeting project beneficiaries welfare.

#### **4.8.5 Extent to which impact evaluation improved project performance of projects**

The respondents were asked using likert scale to measure the extent which impact evaluation improved the performance of projects, response are as shown on table 4.24

**Table 4.25 impact evaluation on projects performance**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Mean (%)</b>
Very high	65	56	78
High	19	16	
Neutral	15	13	
Low	10	9	
Very low	7	6	
Total	116	100	

From the table 4.25, 65 (56%) of the respondents rated very high that impact evaluation improved the performance of project, 19(16%) of the respondents rated high that impact evaluation improved the performance of project,15 (13%) of the respondents rated neutral that impact evaluation improved the performance of project, 10 (9%) of the respondents rated low that impact evaluation improved the performance of project and 7 (6%) of the respondents rated very low that impact evaluation improved the performance of project, on the average 78% of all the respondents said that impact evaluation improved project performance. Similar facts were established from a study done by MDC, (2011) which stated that impact evaluation aimed at improving project design and consequently their performance. The study further revealed that impact evaluation assesses changes in the well being of beneficiaries signifying that impact evaluation when well carried out positively improves project performance.

## **CHAPTER FIVE**

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

#### **5.1 Introduction**

This chapter covers summary of findings, conclusions drawn from the study and seemingly recommendations based on the study findings and suggestions for further research.

#### **5.2 Summary of Findings**

##### **5.2.1. Logical Framework Approach and Performance of Nongovernmental Organization Projects.**

The researcher sought to establish how logical framework approach influences the performance of nongovernmental organization projects in one acre fund. The researcher sought to establish if one acre fund projects had goals and objectives. Out of 116(100%), all the respondents said that the one acre fund projects had goals and objectives. The respondents were asked to use likert scale to state extent to which goals and objectives improved project performance. On average 75% of the respondents said that Goals and Objectives improve project performance. The findings show that goals and objectives improved the performance of projects. The respondents were asked to state the Elements that satisfy stakeholders' interests in project performance. Notably (75) 65% of respondents think that project outputs satisfy stakeholders interest whereas (20) 17%of respondents also agree that projects processes satisfy stakeholders interests.(10)9% of the respondents suggested that project activities satisfy stake holders interests ad (11) 9% of the respondents said that project inputs satisfy stake holder interests. From the above analysis stake holders value more the outputs of the project. The respondents were asked to rate using likert scale and state the extent to which output elements satisfy stakeholders' interest. On the average 78% of the respondents said that that output was the key interest of stakeholders thus project performance is improved when stake holders view outputs of the project. The respondents were asked to using likert scale to state whether elements of stakeholders interest improves project performance. On average 80% of the respondents said that stakeholder interests improve project performance.

### **5.2.2 Participatory Approach and Performance of Nongovernmental Organization Projects.**

This section looked at the extent to participatory approach on performance of nongovernmental organization projects. The questions were directed towards obtaining responses on how participatory approach influence performance of projects by nongovernmental organization. The respondents were asked to identify the techniques their organization implemented on community participation. The researcher found that (80) 69% of respondents think that participatory rural approach is the technique mostly carried out in the organization. Whereas (20) 17% of respondents indicated that stake holder analysis is the technique used in the organization for community participation and (16) 14% of the respondents alluded to the fact that beneficiary assessment was the technique used for community participation in the organization. The respondents were asked to using likert scale to state extent which community participation technique influenced performance of projects. On average 68 % of all the respondents that community participation improved project performance. The respondents were asked to state whether their organization carries out needs assessment or beneficiary awareness before initiating new projects. This shows that (16) 14% of the respondents pointed that their organization creates beneficiary awareness before initiating new projects and (100) 86% of the respondents think their organization conducts needs assessment on new projects before initiating them. The respondents were asked to use likert scale to rate extent to which new project analysis improves project performance. On average 78% of respondents said that new projects analysis improves project performance. The respondents were asked to state whether their organization carries out stake holder analysis. The researcher found out 74 (64%) of respondents agreed that the organization carries out stake holder analysis. On the other hand 42 (36%) of respondents did not agree that the organization carried out stake holder analysis. The respondents were asked to use likert scale to rate extent to which new project analysis improves project performance. on average 73% of all the respondents said that stakeholder analysis improved positively project performance.

### **5.2.3 Results Based Approach and Performance Of Nongovernmental Organization Projects.**

This section looked at the extent to which results based approach influence performance of nongovernmental organization projects. The questions were directed towards obtaining responses

on how results based approach influences performance of projects by nongovernmental organization. The respondents were asked to state which system of monitoring and evaluation is used in the organization. (90) 78% of the respondents stated that a computerized M&E system exists in their organization whereas (26) 22% indicated that there is a manual M&E system in place at the organization. this shows that the organization employed more of computerized M&E system as compared to manual M&E system. The respondents were asked to state the level of agreement on likert scale as to how m&e system improved performance of projects. On average 76% of all the respondents said that M&E system improved project performance.

The respondents were asked to state the type of M&E system implemented in the organization. (116) 100% of respondents agreed that results based management is a culture in their organization. Also noted is that none of the respondents selected activity based monitoring as a culture in the organization. From this study all the respondents alluded to the fact that results based management is a culture in their organization this means that project performance looks at the means that justifies the end results.

The respondents were asked using likert scale to state the level of agreement if M&E culture improved project performance. On average 76% of the respondents said that monitoring and evaluation culture positively improved project performance. The respondents were asked whether they were aware of project cycle management in the organization.(92) 79% of the respondents alluded to the fact of being aware of project cycle management and (24) 21% of respondents were not aware of project cycle management. This results from the study shows that the organization applies project cycle management in conducting monitoring and evaluation activities.

#### **5.2.4 Impact Evaluation Approach and Performance of Nongovernmental Organization Projects.**

This section looked at the extent to which impact evaluation approach influence performance of nongovernmental organization projects. The questions were directed towards obtaining responses on how impact evaluation approach influences performance of projects by nongovernmental organization.

The respondents were asked to identify the type of evaluation carried out in their organization. (116) 100% respondents said that expost evaluation is carried on in the organization, where as

none of the respondents agreed that formative evaluation is conducted in the organization. The above results show that the organization has fully embraced expost evaluation in carrying out monitoring and evaluation thus the approach looks effective and efficient in its exercises.

The respondents were asked using likert scale to rate the influence of expost evaluation on project performance. On average 78% of all the respondents said that expost evaluation improved positively project performance.

The respondents were asked the type of benefit derived from project performance. (100) 86% of the respondents agreed that the projects initiated by their organization have long term benefits while none of the respondents agreed to the fact that the projects initiated by the organization have short term benefit.(16) 14% was also recorded from the respondents that the project also experience intermediate benefit. From the above results importantly noted is that the entire respondents strongly agreed to the fact that the projects undertaken by their organization have long term benefit meaning that impact evaluation approach influence the performance results of projects.

The respondents were asked whether impact evaluation was used to measure project performance. 100(86%) of the respondents agreed to the fact that impact evaluation in the organization was used to measure the performance of projects. whereas 16(14%) of the respondents disagreed to the fact that projects performance in the organization was measured using impact evaluation,

The respondents were asked using likert scale to measure the extent which impact evaluation improved the performance of projects. On the average 78% of all the respondents said that impact evaluation improved project performance.

### **5.3 Conclusion**

On Logical Framework Approach, the findings show that goals and objectives were in place and improved the performance of projects. Project performance is improved when stake holders view outputs of the project. Stakeholder's interest improved project performance. From the above analysis stake holders value more the outputs of the project.

On Participatory Approach, There was community participation, projects analysis, stake holder analysis and this positively improved project performance.

On Results Based Approach, M&E system, monitoring and evaluation culture, project cycle management was being applied and this positively improved project performance.

On Impact Evaluation Approach, Expost evaluation and impact evaluation were in place and strongly positively improved project performance.

### **5.4 Recommendations**

**From the findings, the following recommendations were suggested.**

1. The logical framework approach is an invaluable approach when it comes to carrying out effective monitoring and evaluation thus Nongovernmental organizations should embrace this approach in order to objectively obtain reliable results for project performance.
2. Participatory rural approach seeks to bridge the gap between the project beneficiaries and the stake holders, it is through participatory approach that the beneficiary needs can be correctly assessed and determine thus organization should embrace this concept and fully implement it for better performance results.
3. Results based approach should be introduced to all projects done by nongovernmental organizations since its focus is on immediate output of the project performance.
4. Impact evaluation approach should be introduced to projects that have been completed in order to assess the long term benefit the project has on beneficiaries this way performance of project will be evident.



### **5.5 Recommendation for further research**

1. Research can be done on effectiveness of monitoring and evaluation tools on the performance of nongovernmental organization projects.
2. Research can be done on factors influencing performance of nongovernmental organization projects.

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**APPENDIX 1**  
**LETTER OF TRANSMITTAL**

Rodgers Siboe Muyala,  
P.o Box 667-50200  
Bungoma

To whom it may concern;

Dear sir/madam,

**REF: REQUEST FOR COLLECTION OF DATA.**

I am duly registered student of the University of Nairobi pursuing a Master's degree in project planning and management. You have been identified as a participant in this research survey whose theme is to examine the influence of monitoring and evaluation approaches on performance of nongovernmental organizations projects a case of One Acre Fund, Bungoma County

You are kindly advised to fill this questionnaire all sections, giving your opinion as freely and, honestly as possible. Your views and contributions are vital and shall be held in strict confidence.

The information gathered will be strictly used for academic purpose and in fulfillment of the requirements of the University of Nairobi graduate qualifications in Project planning and Management. Your assistance and cooperation will be highly appreciated.

Yours Sincerely

Rodgers Siboe Muyala,

**APPENDIX II**  
**QUESTIONNAIRE FOR THE RESPONDENTS**

Dear respondents,

I am a student of Masters of Arts in Project Planning and Management at the University of Nairobi. I am currently doing a research on influence of monitoring and evaluation approaches on performance of nongovernmental organizations projects in Bungoma County, a case of One Acre Fund. As a respondent you have been identified as a potential respondent in this research. This information will be treated as confidential. Kindly provide the information that is well known to you. **DO NOT WRITE YOUR NAME ON THIS QUESTIONNAIRE.** Your support and cooperation is very important and highly appreciated.

Thank you.

**SECTION A: DEMOGRAPHIC INFORMATION**

**Please tick [] where appropriate**

**1. Gender;**

Male []

Female []

**2. Age;**

18 -20 []

21-30 []

31-40 []

Above 41 []

**3. Level of education**

Certificate []

Diploma []

Bachelors degree []

Masters degree []

PhD []

## **SECTION B: OPEN ENDED QUESTIONS**

### **LOGICAL FRAMEWORK APPROACH AND PERFORMANCE OF NON GOVERNMENTAL ORGANISATION PROJECTS**

#### **1. Does your organization project have goals and objectives?**

i Yes [ ]

ii No [ ]

#### **2. How do you rate the performance of goals and objectives on projects?**

i. High [ ]

ii. Average [ ]

iii. Low [ ]

iv. Very low [ ]

#### **3. Which of these elements satisfy stakeholders' interests?**

i. Project inputs [ ]

ii. Processes [ ]

iii. Activities [ ]

iv. Outputs [ ]

#### **4. To what extent do you agree or disagree that output satisfy stakeholder interest?**

i Strongly agree [ ]

ii Agree [ ]

iii Neutral [ ]

iv Disagree [ ]

v Strongly disagree [ ]

**5. To what extent do you agree or disagree that stakeholder interest improves project performance?**

- i Strongly agree [ ]
- ii Agree [ ]
- iii Neutral [ ]
- iv Disagree [ ]
- v Strongly disagree [ ]

**PARTICIPATORY APPROACH AND PERFORMANCE OF NON GOVERNMENTAL ORGANISATION PROJECTS**

**6. What of these techniques does your organization employ on community participation?**

- i. Beneficiary assessment [ ]
- ii. Stakeholder analysis [ ]
- iii. Participatory rural approach [ ]

**7. What is done before initiating new project in your organization?**

- i. Needs assessment [ ]
- ii. Beneficiary awareness [ ]

**8. To what extent does new projects needs assessment improve project performance?**

- i Very high [ ]
- ii High [ ]
- iii Neutral [ ]
- iv low [ ]
- v Very low [ ]

**9. Do you carry out stake holder analysis in your organization?**

Yes [ ] No [ ]

Explain your answer.....

**RESULTS BASED APPROACH AND PERFORMANCE OF NON-GOVERNMENTAL ORGANISATION PROJECTS**

**10. What system is in place in M&E department?**

- i. Computerized M&E system [ ]
- ii. Manual M&E system [ ]

**11. What culture of M&E has your organization implemented?**

- i. Results based management [ ]
- ii. Activity based monitoring [ ]

**12. To what extent does M&E culture in your organization influence performance of projects?**

- i Very high [ ]
- ii High [ ]
- iii Neutral [ ]
- iv low [ ]
- v Very low [ ]

**13. Are you aware of the project cycle management?**

Yes [ ] No [ ]

Explain your answer.....

**IMPACT EVALUATION APPROACH AND PERFORMANCE OF NON-GOVERNMENTAL ORGANISATION PROJECTS**



**14. Which of the below is carried out in your organization?**

- i. Expost evaluation [ ]
- ii. Formative evaluation [ ]

**15. To what extent does expost evaluation influence performance of projects?**

- i Very high [ ]
- ii High [ ]
- iii Neutral [ ]
- iv low [ ]
- v Very low [ ]

**16. Do the projects initiated by your organization have the following benefits?**

- i. Long term benefit [ ]
- ii. Short term benefit [ ]
- iii. Intermediate benefit [ ]

**17. Does impact evaluation influence the performance of NGOs projects?**

Yes [ ] No [ ]

**Appendix 111**  
**Interview schedule**

<b>Activity</b>	<b>Dates</b>
Preliminary contact with target population and presenting letter of transmittal to directors of the institution	April 10-17, 2017
Administering of questionnaires and securing appointments for interviews with identified respondents	April 10-17, 2017
Conducting interviews on study area	April 17- May 2017
Follow up on feedback from interviewees	April 17-May 2017